

The corporate identity and corporate image of KLM A Gap Analysis

MA Master Thesis

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Abstract

It is increasingly vital for organisations to brand themselves in a positive and engaging manner to the outside world as the corporate reputation of an organisation determines to an important extent its success. This research shows how to use a framework of Van der Grinten (2010) in partly an online setting. A case study is conducted towards KLM to reveal their corporate identity and corporate image. With a gap analysis, the possible gaps between these aspects are determined. The identity derived from the management (desired identity), the employees (actual identity), the website and Facebook (online physical identity) and the audience (online image) is revealed with an analysis design of Van der Grinten (2010) which contains a mixed method approach. It appeared that this analysis design which is offline oriented is easily adaptable to an online field. The findings show that the identity among the management and the employees matches to a high extent. However some gaps are revealed between the identity that the management desires and the identity that comes forward on the website and Facebook. Another gap is revealed between the desired identity of the management and the online image among KLM's Facebook audience.

Keywords: corporate identity, corporate image, desired identity, actual identity, online physical identity, online image, KLM, gap analysis

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1. Introduction

1.1 Branding and Identity

It is increasingly vital for organisations to brand themselves in a positive and engaging manner to the outside world (Vahuri, 2013). For organisations, by branding themselves in a certain way they create a certain identity. The goal is that the audience will adopt or interpret this identity as is meant by the sender. In order for organisations to brand themselves in a positive and engaging manner, Vahuri (2013) suggests that organizations first need to establish and agree on a certain identity; how is the organization trying to profile itself? Of course it is not a matter which an organization can create in one day. The corporate identity of an organization is in constant development, and is based on a particular vision, mission, strategy, activities, goals, and visual cues (Cliffe & Motion, 2005). Next to the corporate identity there is the organizations' image; the actual perspectives that stakeholders hold about the organization (Alwi & Silva, 2008; Gray & Balmer, 1998). Corporate identity and corporate image are closely related. The aim of organizations is that the corporate identity matches with the corporate image as well as possible (Brown, Dacin, Prett, & Whetten, 2006). The corporate identity and corporate image have always been important in the communication strategies of organizations. However, with the upcoming of the online world new challenges, difficulties, and opportunities came into play regarding corporate identity and corporate image (Kavada, 2012; Micelotta & Raynard, 2011). As online practices have become essential in our every day lives, organizations are exploring various ways to benefit from this. An important practice is the social networking scene, on which individuals, organizations, and groups are being active in exponential numbers (Smith, 2014). To name two popular examples; the social networking site Facebook was set up in 2004 and has become an enormous online platform with currently over 1.19 billion active users worldwide (Protalinski, 2013). And Twitter, a micro blogging platform, has currently over 645 million active registered Twitter users (Statisticbrain, 2014). Thus, for organizations social media has become very important next to other media streams to communicate and interact with its audience.

1.2 Research Relevance

Because of the recent growth of online practices and in particular social network use, it is interesting to conduct research towards these relatively new developments. Although the online world is already very present for several years, yet little research is conducted towards the online corporate image of organisations (Alwi & Silva, 2008; Brown et al., 2006). For this

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case study KLM is chosen since they are a very well known brand, highly popular on social media, and they are doing really well regarding self-branding. It is interesting to examine whether their identity meets their online image. Regarding the online image the current research will focus on Facebook as KLM is highly active and popular on this platform. They have over 5 million Facebook fans. Next to its official Facebook page the corporate website will also be examined since previous research states that organizational websites are core to communicate a certain image to their audience (Micelotta & Raynard, 2011). It is therefore valuable to investigate KLM's image on Facebook and its website. Interesting is the fact that the offline corporate image is not necessarily the same as the online image of an organization (Alwi & Silva, 2008). Alwi and Silva (2008) indicated that "corporate brand image(s) may vary in the online context" (p. 122). To get more knowledge about this issue, the current research focuses on the offline and online corporate identity of KLM, and the online corporate image. Next to the fact that KLM is an interesting organization, and the interesting online developments of today, this research is also of value since a lot of previous research focuses either on the corporate identity of an organization (e.g. Kavada, 2011; Micelotta & Raynard, 2011; Rowden, 2004) or the corporate image (e.g. Alwi & Silva, 2006; Van Waart, 2008; Zarkada and Polydorou, 2013). The studies that do include both aspects focus mostly on the offline identity and image, thus do not take into account the online aspect (De Roeck, Maon, & Lejeune, 2013). The current research will look at both aspects to determine to what extent they meet each other. It is also interesting to see how the analysis design of Van der Grinten (2010) can be applied to the context of this study and whether is easily adaptable to this current online oriented study. How exactly this study will be carried out is being discussed in the method section. Before describing some more about the research this section will shed some more light on KLM it self, since this organization is central in this master thesis.

KLM's agenda of promoting their own accomplishments is fascinating. KLM Royal Dutch Airlines, as the name already indicates, is a Dutch airline which is founded in 1919. Their hub is at Amsterdam Schiphol Airport; they are the flag carrier airline of the Netherlands. KLM and Air France merged in 2004, which created the name of Air France-KLM. It is interesting that they do a lot of self-promotion. For instance, KLM brings out reports about their own social media use, and they show how great they are in using these media. They seem to be very happy to demonstrate the effectiveness of their own practices and campaigns and it is interesting that they themselves are heavily involved in this process of indicating this, more so than most external media companies who are involved in discussing 'success stories' for social media (KLM, 2013). Also, KLM is the most 'socially devoted'

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company in the world according to social metric company SocialBakers (SocialBakers.com, 2014). This huge airline makes extensive use of social media and is very concerned with their customers. KLM Royal Dutch Airlines is listed number 1 of SSM 2013 (Social Media Monitor; a research that investigates the social media commitment of brands). They even have, out of all airlines worldwide, the most Facebook likes on their official page (SocialBakers, 2014). This current research investigates the corporate identity and corporate image of KLM. Interesting is that the offline image is not necessarily the same as the online image (Alwi & Silva, 2008).

1.3 Research Aim

As is mentioned above, little research is conducted that examines both the corporate identity and the corporate image of an organization. The research that did include both aspects (e.g. De Roeck et al., 2013) looked at the 'offline' identity and image. Therefore, this research tries to shed light on a scarce insight between these two aspects of identity and image: investigating whether the corporate identity of a company meets the online corporate image; thus, how does the audience perceive the online identity of the company. How does the corporate identity relate to the online corporate image? For this research a company in the aviation industry is chosen as case study: KLM. This industry saw a tremendous growth from offline to online practices. Almost all bookings and check-ins for flights are done online. The number of people travelling by plane has increased tremendously, and the competition between airlines and airports is very high (Thelle, Pederson, & Harhoff, 2012). Thus, for airlines it is vital to brand themselves in the best possible way towards (potential) customers, partners and other stakeholders. Since people are communicating with organizations online more and more, it is important for organizations to jump on that 'online bandwagon' as well. To an increasing extent the audience is being active online, customers have become active players in the online communication processes and have more power than ever before (Berthon, Pitt, Plangger, & Shapiro, 2012). Customers expect to be engaged in a two-way communication field regarding communication with corporations, and it is important for organizations to meet those needs (Estanyol, 2012). Research indicates that interactivity between corporations and their publics is important (Fieseler, Fleck, & Meckel, 2009). For the aviation industry, at least in Europe, a turning point occurred in recognizing the advantages that social media has in communicating and engaging with the audience, this brings new chances to reach out their corporate identity (Nigam, 2010). This 'turning point' was in April 2010 when the Icelandic volcano erupted, which paralyzed the European air traffic for about

three weeks. Information about rescheduled flights, cancelled flights, and other important information were updated very slow on the websites of airlines, and passengers who tried to call help services got themselves waiting for over hours (Nigam, 2010). Soon, travellers started exchanging information via social media with each other about the situation. KLM and Lufthansa were the first to update their customers via Twitter, and SAS Scandinavian was responding to every wall post on their Facebook to help customers (Nigam, 2010). After, Nigam (2010) argues, airlines from all over the world learned from their European colleagues and social media use was rising quickly as a tool to help and inform customers.

In this research the corporate identity and the corporate image of KLM are being examined. This research aims to reveal to what extent these two aspects match with each other. This will be done with a gap analysis following Van der Grinten's (2010) framework, which will be explained in more detail in the Overview of Literature (chapter 2) and Research Design (chapter 3). At the same time it will become clear how well this framework can be applied to the context of this case study, that contains an online element, and how this new framework modifies the framework of Van de Grinten (2010). The outcomes of this study can be highly relevant for KLM, similar organizations, and for future studies that want to use the framework of Van der Grinten (2010). This study is an example of the usefulness of other analysis designs and frameworks, and that researchers can adapt the frameworks to their own designs to get the best out of it. Thus, the current study will give insights in the possible gaps between KLM's corporate identity and image, and how to make these two aspects more connected with each other if there turn out to be gaps.

1.4 Research Question and Sub Questions

In order to reveal the desired identity, actual identity, online physical identity and corporate online image of KLM the following questions are formulated:

Main research question (RQ1): *To what extent does the desired identity of KLM differ from the actual identity, online physical identity and online image of KLM?*

The corporate identity exists of the desired identity, the actual identity, and the physical identity (Van der Grinten, 2010). First, the desired identity, as described by Brown et al. (2006), refers to the intended image; the associations that leaders want their audiences to have about their organization. The desired identity will be quantitatively operationalized by interviews with KLM communication managers. Second, the actual identity points to what Brown et al. (2006) call identity; the associations that organizational members hold about the organization. The actual identity will be quantitatively operationalized; surveys will be spread

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amongst KLM employees. And third, the physical identity; this term is concerned with all the elements of an organization with which stakeholders get in touch, the online variant points to for example websites or social network sites where the audience sees all kinds of visual and textual content (Micelotta & Raynard, 2011; Van der Grinten, 2010). The online physical identity of KLM will be qualitatively operationalized. At last, the corporate image of KLM will be quantitatively operationalized; surveys will be spread amongst KLM Facebook members.

In order to answer the main research question, the following sub questions are formulated:

SQ 2: What is the desired identity of KLM?

SQ 3: What is the actual identity of KLM?

SQ 4: What is the online physical identity of KLM?

SQ 5: What is the image of KLM according to KLM's Facebook fans?

Sub Question 5 relates back to Brown et al.'s (2006) study regarding the term reputation; this refers to the associations that are actually held by people outside the organization. The current study is only focusing on fans of KLM's official Facebook page; an important note is that these people are not necessarily (potential) customers of KLM.

1.5 Research Structure

The Overview of Literature (Chapter 2) contains a detailed section with an outline of previous literature concerning corporate identity and corporate (online) image, and the relation between the two aspects. Several hypotheses are formulated from the literature. Chapter three contains the research design, here it will be outlined exactly how the research is conducted qualitatively and quantitatively. Chapter four will reveal the results of the analysis of this study in detail and will show whether the hypotheses can be accepted or not. In chapter five the relation between the identities of KLM and the online corporate image will be discussed. The outcomes will also be linked back to the academic literature. Also, causes and solutions for the possible gaps will be provided. Chapter six contains a clear conclusion of the whole study and limitations of the research. These limitations will lead to suggestions for future research in this specific research field of corporate identity and corporate image.

2. Overview of Literature

This chapter provides a description of various insights concerning research towards identity and image, and the relationship between the two concepts. First the definitions of the concepts being used in this research are defined in paragraph 2.1. After, the importance of the corporate identity is discussed and it is explained from which it is built up (paragraph 2.2.1). From this arise three different identities, which will be discussed in paragraph 2.2.2, 2.2.3 and 2.2.4. These paragraphs refer to the first three sub questions, accordingly: SQ 2: What is the desired identity of KLM? (paragraph 2.2.2) SQ 3: What is the actual identity of KLM? (paragraph 2.2.3), and SQ 4: What is the online physical identity of KLM? (paragraph 2.2.4). Also, the corporate identity and the way it is incorporated in social media are discussed (paragraph 2.2.5). In paragraph 2.3.1 academic literature towards the emergence and importance of the corporate image is being discussed, this refers to the last sub question: (SQ 5) What is the image of KLM according to KLM's Facebook fans? Hereafter is focused on how the corporate image works in the online environment, which also includes the social media environment (paragraph 2.3.2). At last theory about the relationship between corporate identity and corporate image is being discussed.

2.1 Defining Corporate Identity and Corporate Image

First of all it is important to determine the exact definition of the concepts corporate identity and corporate image. The concepts identity and image can be used to refer to the identity or image of a person, a product, an organisation or a service. The current research focuses on the identity and image of an organisation. Thus, when speaking of identity and image, this research refers to the corporate identity and corporate image. The terms reputation, image and identity have been used inconsistently in various organizational literature (Brown et al., 2006; Gotsi & Wilson, 2001; King & Whetten, 2008). In this current research the term corporate identity refers to how an organization is trying to profile itself; its self-presentation, and how it wants others to view its organization (Brown et al. 2006; Rosson & Brooks; 2004; Vahuri, 2013). The self-representation of an organization comes forward through symbolism, communication and behaviour (Van Riel & Balmer, 1997). It is about all the aspects that an organization chooses to carry out, but also all aspects that are being communicated unconsciously. The corporate identity of an organization becomes clear of everything that it undertakes (De Graaf, 2006). Practically, when determining the corporate identity of an organization, a lot of information can be derived from the vision, mission, values, history, culture, strategy, and structure of the organization (Balmer, 1998; De Graaf, 2006; De Roeck

et al., 2013). Also visual cues are important when building a corporate identity. The logo and name of an organisation create a certain identity, just like their advertisements, website design, tone of voice on web texts, flyers, products and more (Van der Grinten, 2010; Kavada, 2012; Micelotta & Raynard, 2011).

The term organizational image is being defined in this research as the actual perspectives that external people, or stakeholders, hold about the organization (Alwi & Silva, 2008; Brown et al., 2006; Gray & Balmer, 1998). For most B2C (business-to-consumer) companies, (potential) customers and the media are the most important external groups regarding carrying out the corporate identity. The two concepts are closely related as the corporate identity forms the basis for the corporate image (Melewar & Karaosmanoglu, 2006). However, it is important to note that this does not mean that the corporate identity always reflects the corporate image. In the ideal situation, the image of an organization will cover its identity (De Graaf, 2006). The image of an organization can be determined amongst different external groups which all have a different relation with the organization, such as customers, non-customers, the government, the media, investors or pressure groups.

2.2 Corporate Identity

2.2.1. The Building and Importance of Corporate Identity

The corporate identity is part of an organizations strategy. Every organization creates a certain identity and carries it out in its own manner; it is what makes a company unique (Melewar & Karaosmanoglu, 2006). The corporate identity of an organization is in constant development as is the organization itself. The corporate identity is partly shaped by everything that happens inside the organization, but even more it is shaped by the interaction between the organization and its stakeholders (Rowden, 2004). This points for example towards interactions with customers, suppliers, the government, investors, and the media. In short, the corporate identity is build by operational, physical, and human characteristics, which are all closely related to each other (Melewar, 2003).

The goal of creating a strong corporate identity is to reach an as favourable image as possible among the organizations audience to acquire an advantage over competitors, and building credibility and support amidst stakeholders (Rosson & Brooks, 2004). Mostly, the corporate identity becomes evident by the organization's mission, goals, values, history, culture, and vision (Balmer, 1998; De Roeck et al., 2013). Next to these features the corporate identity is also influenced by the stories that spread about the organization, whether successful or not. It is very important for a company to have a good corporate identity as it is related to

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their success (Balmer, 2008). It requires time and effort to build a strong identity, however it pays off to manage the corporate identity in an effective manner, as it will lead to a positive image and reputation, which often leads to a more successful business (Balmer, 1998). It is broadly recognized when stakeholders of organizations make decisions about investments or product choice, they often rely on organizations' identities (Melewar, 2003). Next to the fact that a strong identity attracts stakeholders, it also benefits the employees. When the intentions, aims, and course of a business are clear to the staff, they show more support and effort towards the organization (Sternberg, 1991).

Melewar and Karaosmanoglu (2006) make a distinction between seven components of corporate identity, which are fundamental to a lot of further corporate identity research. These components are; communication, design, culture, behaviour, structure, identity and strategy. The only component that was not seen by all the interviewees, directors and senior managers, as a determinant of identity, was corporate culture.

In the next paragraphs the features and processes of the corporate identity and image are discussed in more detail; a distinction is drawn between three different kinds of corporate identity: desired identity, actual identity, and physical identity.

2.2.2. Desired Identity

The desired corporate identity, sometimes also referred to as the ideal identity, is what the organization tries to carry out, how they want to represent themselves to its stakeholders. This term is also referred to as the intended image (Brown et al., 2006). The desired identity has everything to do with a corporation's vision, mission, values, and core competences (Balmer & Soenen, 1999; Van Riel & Balmer, 1997). This identity is a concept that the organization can build and try to manage in a certain way, the desired identity is for the most part determined by and in hands of the leaders of an organization. It is in the heads and fantasies of the organizational leaders (Balmer & Soenen, 1999; Van der Grinten, 2010). Thus the desired identity of an organization does not necessarily match with the actual identity, it is a matter that is aimed for. Leaders can make a choice of which factors to communicate to the outside world, and may even choose not to communicate certain identity-determined factors to particular groups (Brown et al., 2006).

To investigate the desired identity sub question 2 is formulated: What is the desired identity of KLM? Herewith it is valuable to speak with the management of the organization about the vision, mission, values and core competences of the organization. Large corporations often have more resources, time and money for research and communicational or

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promotional practices such as managing the corporate identity (Melewar & Karaosmanoglu, 2006). It becomes clear that KLM has the resources to manage the corporate identity. It turns out that they want to be smarter than other airlines, and want to be at the front of the aviation industry (klm.com, 2010). It strives to be the first choice of all airlines among (potential) customers, to be appealing for (potential) employees, and it wants to be attractive for shareholders and investors by being a profitable organization (klm.com, 2010). It is therefore expected that; *(HA_{1a}) The communication managers of KLM want to present KLM as a leading company of the industry.*

H0_{1a} = The communication managers of KLM do not want to present KLM as a leading company of the industry.

It is also expected that *(HA_{1b}) The communication managers of KLM want to present KLM as the most appealing aviation company for customers, employees, and stakeholders.*

H0_{1b} = The communication managers of KLM do not want to present KLM as the most appealing aviation company for customers, employees, and stakeholders.

The leaders of KLM will probably have clear and detailed ideas in what ways the organization should carry out its identity to its stakeholders. More detailed hypotheses cannot be formulated for the aspect of desired identity, as for this specific type of identity no clear outcomes have been found so far of research towards the same subject in similar organizations like KLM.

2.2.3. Actual Identity

The actual identity of an organization refers to the organizational perceptions that are held by people from within the organization (Balmer & Soenen, 1999; Brown et al., 2006). It is concerned with how the perceptions and values of the organization are concretely demonstrated. The actual identity is, amongst other aspects, formed by the structure of the management style and policies, industry, and character of the organizational ownership (Balmer & Soenen, 1999). When measuring the actual identity it is important to note that the associations with the organization will be different among the employees (Van der Grinten, 2010; Brown et al., 2006). Each employee has a different role, task, function, experiences, and interactions with the organization. To determine the actual identity in large organizations, surveys among employees are a valuable measuring method (Van der Grinten, 2010). Previous research states that a strong corporate identity is an important factor for the organizations' success (Balmer, 1998; Balmer, 2008; Van der Grinten, 2010; Van Riel & Balmer; 1997). More specific, a research on the corporate branding history of British Airways

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showed that the actual identity is highly important (Balmer, Stuart, & Greyser, 2009). In the early 1980's employees were disillusioned and demotivated and this is reflected towards the customers. Thus, bolstering the employee morale was essential, especially for those working directly with customers (Balmer et al., 2009). Because of the fact that KLM is positioned at the front of the airline industry in Europe, and is a successful company within the aviation industry (klm.com, 2010), the assumption is that *(HA₂) KLM has a corporate identity that is perceived as positive by its employees. (H₀₂) KLM has a corporate identity that is not perceived as positive by its employees.* On the basis of these hypotheses an answer to sub question 3 (What is the actual identity of KLM?) will be provided. Related to the main research question (*To what extent does the desired identity of KLM differ from the actual identity, online physical identity and online image of KLM?*) another hypothesis is formulated. KLM is a large organization that has a huge communication department which is concerned with, amongst others, the reputation of the organization (klm.com, 2013). However, in the banking industry often appears a gap between the desires of the executives and how the employees experience the identity of the bank (Vegholm, 2008). The reason for this is that organisations constantly have to adjust in an ever changing and demanding environment in order to stay successful (Bolhuis, 2012). The changing environment brings along new ways of expressing the desired identity. Building or adjusting a new identity is a slow process, the corporate identity is not an aspect that can be changed in a couple of days (Balmer, Stuart, & Greyser, 2009). It is also argued that when measuring the actual identity it is important to note that the associations with the organization will be different among the employees (Van der Grinten, 2010; Brown et al., 2006). This is because each employee has a different role, task, function, experience, and interaction with the organization. Another research which focused on the similarities and differences between the corporate identity and corporate image in two retail organisations argue that “an organization cannot simply present its corporate mission statement to its employees at all levels and expect them to promote this identity to its customers. Effective internal communication channels and appropriate training programs are essential.” (Cheng et al., 2008, p. 696). Therefore it is expected that *HA₃ = There is a gap between KLM's desired identity and actual identity. H₀₃ = There is no gap between KLM's desired identity and actual identity.*

2.2.4 Online Physical Identity

The physical identity displays to what extent the corporate identity shows itself in the physical elements of the organization (Van der Grinten, 2010). Leaders and employees can explain

what the identity of the organizations is, but do their words translate in the practices on the work floor? The physical identity is the identity that is accomplished through practical processes such as the way employees dress, the way they communicate with stakeholders, their logo and the interior design. It focuses on visual and textual content on web texts, flyers, advertisements, and the working environment (Van der Grinten, 2010; Micelotta & Raynard, 2011). The current study is focused on the corporate website and official Facebook page of KLM to determine the online physical identity. Kavada (2012) focused on this so-called online physical identity of an international advocacy organization called Avaaz. The study examined how Avaaz' YouTube Channel, Facebook page, MySpace profile and its website are being used to carry out the corporate identity. This is done through a feature and textual analysis. The study shows that the website and Facebook page were designed for communication and to represent Avaaz as organization. Images and visual cues are more present on the social networks than on the website. On the social networking sites is a lot of interaction between the organization and the audience what makes the audience co-producers of the identity and image of the organization. However, Avaaz has a dominant voice in the interactions as it can control the comments of the audience.

Shchiglik and Barnes (2004) evaluated website quality in the airline industry. They provided an airline website quality instrument which includes four components: website quality, information quality, interaction quality, and airline-specific quality. They tested the dimensions amongst customers. The websites of the airlines turned out to be better in information quality and airline specific qualities than website and interaction quality. For this current research it is interesting to take into account the information quality (accurate, timely, reliable), and site quality (easy to navigate, easy to find information, visual content). To reveal the online physical identity sub question 4 is formulated: What is the online physical identity of KLM? The hypotheses related to this sub question are being discussed in the next section (2.2.5).

2.2.5 Corporate Identity and Social Media

With the upcoming of social media in the last decade the communication between people has experienced a huge shift, not only between individuals, but also between organizations and their audiences. Online relations are getting more important as the public makes use of social media in ever growing numbers. Thereby, one-way communication is often being replaced by two-way communication between organizations and their stakeholders, consumers have become active participants (Berthon, Pitt, Plangger, & Shapiro, 2012; Estanyol, 2012).

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Corporations make use of the benefits of social media to establish relationships (Fieseler et al., 2009). The use of social media has become part of the organizational strategy and influences the corporate identity process in different ways (Kostamo, 2013). Successful strategic social media practices which are identity-related, simulate the corporate characteristics. Successful organizations include useful proceedings into these processes: a personal tone of voice, communicating dimensions of the corporate identity, a consistent style of communicating, engagement with the public, and using design aspects (Kostamo, 2013). Also in the online environment, the desired identity is not only build by the organization itself but in co-operation with the social media audience (Kostamo, 2013). However, the design of each social media platform secures the organization's control over its image (Kavada, 2012). Facebook makes it even easier; the comments of the profile owner, the organization, can be separated from those of the Facebook-fans. This makes the organization's voice dominant on the profile and it preserves a coherent corporate identity (Kavada, 2012).

Organizations have to deal with ways to reflect their corporate identity through social media. Social media and branding research show some elements and actions that are essential in establishing and maintaining the corporate identity in a successful way on social media. First of all, users expect transparency and want to notice the presence of a personality behind the communication of organizations on social media (Wilson, 2013). Organizations should therefore try to use a personal tone of voice in their communication on social media with the audience (Wilson, 2013). Next to incorporating an informal way of communicating, it is also important that organizations communicate in a consistent way (Kavada, 2012; Wilson, 2013). The staff that is responsible for the communication on the social media platforms should agree on a certain manner of communicating with the audience. Also, to build the corporate identity via social media, corporations should use multiple relevant social media channels to increase the reach of their image (Gilpin, 2010). However, they should use the different social media channels wisely; they have to post and comment regularly, since an abandoned platform puts off (potential) customers, also organisations should keep in mind that not every platform is appropriate for the same content (McCorkindale, 2010). Gilpin (2010) studied various organizations that were very successful in managing the corporate identity on social media, from this also became clear that engagement with the audience is very important. Organizations should not only push out information but also interact with the audience, and even better also respond to or like their posts (Wilson, 2013). Another essential element in establishing the corporate identity on social media is that organizations should make full use of the design elements of the platforms. Organizations can carry out their corporate identity

not only by the communication on the platforms but also via visual content such as cover photos, profile photos and adding videos and photos to the albums (Kavada, 2012; Postman, 2008). A certain design of the social media platforms and corporate website also helps to maintain a consistent collective voice.

From the literature it becomes clear that the physical identity is, because of the two-way form of the internet and in particular of social networks, not only an identity that is being formed by the organization. The input of the audience shapes this identity as well. Also, because KLM is highly active, popular, and socially devoted on its Facebook page (SocialBakers, 2014), it is expected that *(HA₄) KLM wants to push out a popular, engaging (two-way communication), and informative identity through its website and Facebook.* *H₀₄ = KLM does not want to push out a popular, engaging (two-way communication), and informative identity through its website and Facebook.* Related to the research question, the following hypothesis is formulated: *(HA₅) KLM's desired identity differs from its online online physical identity* because online identities do not necessarily meet the offline identities since the identities appear in different settings (Davies, Chun, Da Silva, & Roper 2003; Alwi & Silva, 2008). *H₀₅ = There is no difference between KLM's desired identity and online physical identity.*

2.3 Corporate Image

2.3.1 The Building and Importance of Corporate Image

The corporate identity, as is discussed above, is mainly concerned with what the insiders of an organization want to bring out. Yet, the corporate image or reputation is about what the outsiders think of the organization. The corporate image is not fully manageable by the insiders of an organization, however to a large extent it is affected by the choices and actions made by the management, specifically by the communication managers (Brown et al., 2006; Wijkniet, 1997). The corporate image is very important as it determines the success of an organization (Balmer, 2008; Kapferer; 1997). People rather buy products or make use of services of an organization that has 'a good name' and is well known, than an organization they do not know or that has a bad reputation. Kapferer (1997) indicates that after the 80's the approach towards brands changed. Before 1980, companies simply wanted to buy for example a producer of chocolate, after 1980, companies wanted to buy a brand; Twix or KitKat. "This distinction is very important; in the first case firms wish to buy production capacity and in the second they want to buy a place in the mind of the consumer" (p. 23). From a research of Liou and Chuang (2008) it appears that in the great competitive airline industry it is essential

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to have a positive corporate image as it has an impact on customer loyalty towards the airline. The same is true for the service industry; customer loyalty tends to be higher when the corporate image is preferred (Nguyen & Leblanc, 2001). A positive corporate image also sets an organization apart from its competitors and encourages purchases, specifically in the airline industry (Liou & Chuang, 2008).

Thus, the corporate image that audiences have of an organization is very important. The audience consists of several individuals such as investors, potential employees, customers, the government, and pressure groups (Van der Grinten; 2010). All these groups have different interests and a different relation with organizations, thus the corporate image will often differ amongst the different groups. The image that different groups and individuals hold about an organization is based on their former experience with the organization, what the media writes, what people in their environment think about the organization, advertisements, the design of the website, online platforms, office, working clothes, manner of communication, and whether they agree with their way of working such as sustainability (Liou & Chuang, 2008; Ostrowski, O'Brien & Gordon, 1993). More specific, the corporate image exists of four components according to Mastenbroek (2004). First of all, the visual aspects: what does one think of the organizations design and is it being used consistently? Does the building or office looks nice? The second is the cognitive aspect: what did one already knew about the organization before one came into contact with the organization? Which expectations did one have? The third is the affective aspect: what emotions does the organization evoke? The last one is about the judgments of the organization: what is one's opinion on ground of their experience and feelings about the organization?

As also accounts for corporate identity, the corporate image of an organization is dependent on the image of the industry in which it is involved, and of former experiences with the organisation (Melewar & Karaosmanoglu, 2006). A research on service quality and customer loyalty in the commercial airline industry showed that the image that passengers hold about a carrier is based on former long-time experiences with the particular carrier (Ostrowski et al., 1993). They also argue that the evaluation of a current single flight does not very much influence their perception of the airline. This is because passengers consider one experience that may be a bad one, as an exception to the overall impression of the airline.

2.3.2 Online Corporate Image

Zarkada and Polydorou (2013) investigated how corporations Facebook features are used to co-create organizational reputation or image. They found that a lot of corporations do not use

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these Facebook opportunities to its fullest extent. Thus, it might be the case that the desired identity of KLM does not match with the online corporate image, because KLM may not make use of all the features that Facebook provides. Other studies found that organizations that have Facebook pages are positively related to consumer loyalty. And it appears that brand fans will visit the organizational stores more often (Bucklin, Pauwels, & Trusov, 2008; Gensler, Leeflang, & De Vries, 2012). It gives an organization a boost regarding its image when it is active on fan pages and conduct brand campaigns through its official Facebook page.

A study of Alwi and Silva (2006), tried to understand the online brand image of a book retailer. They found that corporate brand image can have a positive impact on the consumer loyalty, which relates again to the organizational success. It has been suggested that the organizational website is a main driver for strengthening the corporate image (Supphellen & Nysveen, 2001). However, since almost no studies are conducted towards this issue, the debate goes on whether it is possible to translate the offline corporate image in the same way to the online context. It is indicated that in the online context, organizational brand images can differ because of the variety and fast development of online settings (Alwi & Silva, 2006; Davies et al., 2003). Therefore this study towards KLM, tries to determine what the online corporate image is among Facebook fans, and whether this meets the corporate identity. The image is determined by the physical identity (product, information, symbolic, environment, and behaviour) and the external influences which are; industry image, country of origin, pressure groups, media, and individuals (Van der Grinten, 2010). Since KLM is highly active, popular, and socially devoted on its Facebook page (SocialBakers, 2014), the expectation is that *(HA₆) KLM's Facebook fans perceive KLM's identity as positive. H₀₆= KLM's Facebook fans do not perceive KLM's identity as positive.*

From former research, that examines differences between customers and non-customers for determining corporate reputation, it appears that the aspect of emotional appeal is specific for the customer group (Shamma & Hassen, 2009). From a research of Bravo, Montander and Pina (2009) who examined corporate image in the banking industry, it became evident that non-clients value a bank image less positive than clients. This was tested for service, location, corporate social responsibility, global impression, personnel and overall corporate image of banks. From this literature the following is expected: *(HA₇) Facebook fans that have flown with KLM before are more positive towards KLM than respondents that have never flown with KLM.*

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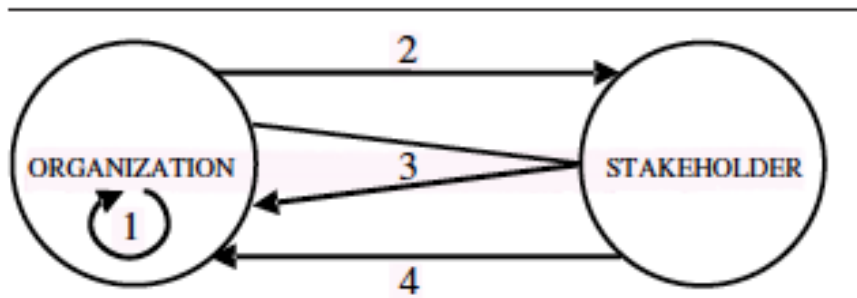
H0₇ = Facebook fans that have flown with KLM before are not more positive towards KLM than respondents that have never flown with KLM.

Hypotheses 4 and 5 are formulated to answer sub question 5: What is the image of KLM according to KLM's Facebook fans? Related to the main research question another hypothesis is formulated. Organisations communicate in a different way with their audiences online than they do offline. It is expected that (*HA₈*) *KLM's desired image differs from its online image* because of the arguments provided for HA₇, and previous studies found gaps between the corporate identity and corporate image in the retail industry (Cheng, Himes, & Grime, 2008), the banking industry (Vegholm, 2008). *H0₈ = There is no difference between KLM's desired image and online image.*

2.4 Relation Corporate Identity and Corporate Image

Identity cannot exist as a concept without an image being attached to it; an organisation or person is always being interpreted or experienced in a certain way by others (De Graaf, 2006). It already became clear that the corporate identity and the corporate image are two distinct, yet highly related concepts. It is interesting to determine the corporate identity and corporate image of a certain organization. After, it is valuable to examine whether and to what extent these concepts meet each other. Before conducting a gap analysis it is essential to reveal the corporate identity as precise as possible. Brown et al. (2006) and Van der Grinten (2010) both provided a framework for this. Knowing to what extent the corporate identity and corporate image match it is vital to incorporate a gap analysis; a clear framework for conducting a gap analysis is provided by Van der Grinten (2010). Below the two frameworks are shown (Figure 1 and Figure 2).

Key Organizational Viewpoints



- 1 "Who are we as an organization?"
- 2 "What does the organization want others to think about the organization?"
- 3 "What does the organization believe others think of the organization?"
- 4 "What do stakeholders actually think of the organization?"

Figure 1. Framework of Brown et al. (2006)

Figure 1 shows the framework of Brown et al. (2006) very briefly. A review of previous literature towards the interaction between the organization and its stakeholders provides four essential themes, these are called 'viewpoints' of the organization. Figure 1 outlines these four viewpoints in the form of questions. Viewpoint one and two can be related to Van der Grinten's (2010) 'desired image', and viewpoint four can be related to Van der Grinten's (2010) aspect of 'corporate image'. Figure 2 provides a scheme of the framework of Van der Grinten (2010). The gap analysis tries to reveal the 'gap' between the desired identity and the actual identity, physical identity, and corporate image. When a research reveals 'gaps', Van der Grinten (2010) urges researchers to determine the causes of these gaps. With these causes the gaps can be 'filled' in three manners; changing the desires of the leaders, changing the perspectives of the employees, or changing the contact points of the physical identity.

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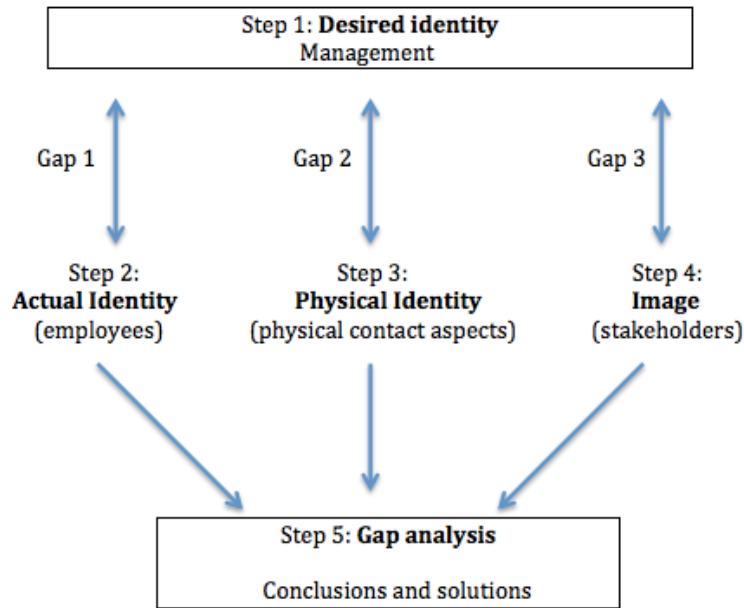


Figure 2. Framework of Van der Grinten (2010)

In the first stage the desired identity, what the executives want and think that the company is carrying out, is compared to the actual identity, what the employees think about the organisation. In this stage it is examined whether the desires of the managers match the thoughts of the employees about the organisation's identity. For example, when the managers indicate that high quality service is very important, it is measured whether the employees think that the organization wants to provide a high quality service and whether they think the organisation actually does provide a high quality service. The second gap aims to compare the desired identity with the physical identity; the physical identity displays to what extent the corporate identity shows itself in the physical elements of the organization (Van der Grinten, 2010). The management outlines what the identity of the organizations is, but do their words translate in the physical elements of the organization? The third gap aims to reveal the similarities and differences between the desired identity and the image that the organisation has according to certain external groups. At this level the success of all the efforts to reach a certain image towards the audience, becomes clear. How exactly the identities and image can be determined is explained in the Research Methods (chapter 3).

3. Methodology

KLM Royal Dutch Airlines is central in this research. There is not one fixed manner to define or measure the concepts of corporate identity and corporate image in organizations (Brønn, Engell, & Martinsen, 2006). Cases of particular organizations are broadly used in previous corporate branding and corporate image literature (e.g. Alwi & Silva, 2008; Kavada, 2012; De Roeck, Maon, & Lejeune, 2013) as it provides an illustrative practical picture and helps understand in what ways the argument might be applied to particular empirical settings. In order to answer the research question and sub questions, this research followed aspects of the analysis design of Brown et al. (2006), and more so the analysis design of Van der Grinten (2010), who both provide frameworks for analysing the corporate identity of an organization, and the corporate image as is being discussed in more detail in the Overview of Literature. This research contains a mixed method design; a mix or combination of qualitative and quantitative research techniques, methods and concepts within a single study (Johnson, Onwuegbuzie, & Turner, 2007; Yin, 2013). A mixed method design can be highly valuable in comparison to a single method as it can address complex research questions and enables researchers to gather a richer and stronger set of evidence (Yin, 2013). Data is gathered quantitatively in the form of surveys, and qualitatively in the form of an open-ended questionnaire and content analysis. All the questionnaires and surveys were composed in English and Dutch, since not all of the respondents (KLM staff and KLM Facebook fans) were English speaking.

Thus, to have a clear short overview of what this research aims to reveal and the order in which the study is carried out a short description of the research is displayed below. This research contains four small studies and from these studies a gap analysis will be implemented. The determination of the desired identity can be seen as a preliminary research.

Step 1: determining the desired identity by questioning KLM managers (qualitative).
On ground of the desired identity the surveys for the actual identity, online image, and analysis for the online physical identity are set up.

Step 2: examining the actual identity by handing out surveys among KLM employees (quantitative).

Step 3: examining the online physical identity by analysing KLM's website and Facebook (qualitative).

Step 4: examining the online image of KLM by handing out surveys among KLM Facebook fans (quantitative).

Step 5: determining the gaps between the desired identity and the actual identity, online physical identity, and online image.

Thus, the managers indicated certain aspects which are important for the way in which KLM's identity is carried out. It is studied to what extent KLM employees think these factors are important (actual identity), to what extent these aspects become evident on the website and Facebook page of KLM (online physical identity), and what customers think of these aspects (online image). After, it can be determined whether gaps exist between the desired identity and the other three studies. Thus, does KLM's identity become evident to the outside world (on the work floor, to the audience, and from their online pages) the way that the management wants it to become evident?

The order of sections in this research differs from the conventional set-up of a research as already became evident from the Table of Contents. First the research methods of the desired identity are discussed. After, the analysis and results of the desired identity are discussed, because on ground of these results the methodology for the actual identity, physical identity, and online image are determined. Then, the methodology for the actual identity, physical identity, and online image follows. And after, the research continues with the analysis and results of the three studies. In the gap analysis and discussion section all the identities are brought together and discussed.

3.1 Desired Identity

This chapter explains the method for investigating the desired identity of KLM, it is the basis of the research towards sub question 2: What is the desired identity of KLM?

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3.1.1 Choice of Method and Sampling

First, the desired identity, or intended image of KLM is determined. This refers to what the organization wants to carry out; their vision, mission, values, and core competences (Van Riel & Balmer, 1997). To detect the desired identity, the plan was to do in-depth semi-structured interviews with KLM communication managers because the corporate identity is to a large extent determined and affected by the choices and actions made by the management, specifically by the communication managers (Brown et al., 2006; Wijkniet, 1997). The initial plan was to do interviews for about 40 to 60 minutes with four to six communication managers of KLM, or at least a number of managers until no new information was obtained (Mason, 2010). However, it was very hard to find communication managers, even other communication staff, to arrange interviews with. Calling and emailing different communication departments and media relations departments did not provide interviewees. Also, stepping by at the headquarters office and trying to arrange interviews via friends who work at KLM did not work. There was no time and space in the managers' working schedules to do interviews. Therefore, a questionnaire with open-ended questions was set up with the questions and topics that were already composed for the interviews. A questionnaire was more appropriate for the KLM managers as it took them less time (about 20 minutes) than an interview and they could complete it at a time and location when and where it suited them. Five KLM communication / social media managers completed this questionnaire. When the researcher experienced ambiguities in the answers of the respondents the managers were asked to explain themselves in more detail. Five respondents seems not much, however the expert level of the people that completed the questionnaire was presumably high. Also, it became clear from the five questionnaires that the managers mentioned a lot of the same points and aspects; it can be argued that a sufficient level of saturation was reached (Mason, 2010). Two of the respondents were recruited by contacting the KLM headquarters office; the media relations department. The other three were recruited via friends of the researcher who knew a KLM social media manager and he forwarded the questionnaire to two colleagues.

3.1.2 Operationalization

The open-ended questionnaires were conducted to find out what the managers' vision, mission, values, beliefs, identity and core competences were (De Roeck et al., 2013). Questions should not only ask the respondent explicitly about the vision, but the questions were formulated in a more indirect way, such as; 'What is your dream?' (vision), 'What do

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you want to accomplish within now and a certain time?’ (mission), and ‘Where lies the success of the organization?’ (core competences) (De Graaf, 2006; Van der Grinten, 2010). According to De Graaf (2006) it is also valuable, when it comes to identifying the corporate identity, to find out which communication channels the organisation uses and what they want to carry out via these media. To minimize the bias of the questionnaires anonymity and confidentiality is ensured (Huber & Power, 1985). The questionnaire questions can be found in Appendix A1. The actual questionnaire did not contain subheadings.

First of all, when the questionnaires were sent, the respondents were told that they should write down as much as came up in their minds after reading the question. The questions were derived from the theory of De Graaf (2006), Van der Grinten (2010), and De Roeck et al. (2013). The questions can be found in Appendix A1. The introduction questions, questions 6 to 10, were composed to determine what the KLM managers think about the reputation of KLM in general (De Roeck et al., 2013), and to ‘direct them’ to the topic of the questionnaire: identity of KLM. For example: (7) If you had to describe the organization to someone who does not know KLM, how would you describe the company? (8) What do you think customers and non-customers think of KLM? The questions in the section communication, questions 11 to 15, were set up to reveal why and what for KLM uses their communication channels and how they want to express their identity via these channels (De Graaf, 2006). As argued before, to reveal the identity of KLM the researcher has to find out what the respondents vision, mission, and core competences related to KLM are (De Roeck et al., 2013; Van Riel & Balmer, 1997). Questions 17 to 21, which contain questions about the vision, mission, and competences are derived from Van der Grinten (2010) who argues that by asking these questions researchers can reveal the vision, mission and competences of an organisation. The research of De Graaf (2006) supports this as she also asked her respondents similar questions to determine the identity of an educational organisation. The topic ‘Values’, questions 22 to 27, tries to get information from the respondents about important values of the organisation and how KLM connects with their customers (Cyliax, 2012; De Graaf, 2006). Questions 25 and 26 are derived from the study of Van der Grinten (2010). Question 27 is derived from a research of Kostamo (2013). The last question is composed to give the respondent room to add information or write down any other comments. The online questionnaire was created with a program called ThesisTools. The respondents received the link by e-mail. When the questionnaire was set up with the help of previous literature, it was first sent to two communication managers of KLM who were asked to read and answer the questions, and give feedback when they experienced ambiguities or had other comments on

the questions. Apart from one question, which was changed after the feedback, the questionnaire did not contain any ambiguities according to the managers.

3.1.3 Analysing the Questionnaire

Analysing the answers of the managers from an open-ended questionnaire differs somewhat from coding interviews. With a questionnaire the researcher cannot ask any further questions than are formulated in the questionnaire. However, when the researcher experienced ambiguities, or was not sure how to interpret a certain answer or wanted additional information regarding the answers of the respondents the managers were asked to explain themselves in more detail.

While coding, it was tried to reveal the vision, mission, values, and core competences of KLM. From these aspects followed common starting points as Van der Grinten (2010) calls them. From now on these points will be called core values; these values are a couple of words that represent the essence of the desired identity indicated by the KLM communication managers (Van der Grinten, 2010). There are core values that are concerned with KLM employees, and core values that are concerned with the Facebook fans of KLM. These core values are derived from the answers that KLM communication managers provided in the questionnaires. Van der Grinten (2010) provides in his book some examples of how researchers can determine the core values. The core values are derived from the vision, mission, competences and values. Thus, the answers of the KLM managers are qualitatively analysed by coding what the managers said. From the answers of the managers it is tried to derive the vision, mission, competences, and values. Also other remarkable and recurrent aspects are derived from the questionnaires. The aim was to work as consistent as possible when coding and analysing the open-ended questionnaires. The five completed questionnaires were printed. Each questionnaire was closely looked at, the answers were summarized or coded by writing words behind the paragraph. The questionnaires were analysed per question; thus first question 6 was analysed for each of the managers. Aspects that were mentioned more than one time, what was often the case, were highlighted with a colour. After, question 7 was analysed for each of the managers and this procedure was followed till the last question. In Appendix A2 an example of the analysis is shown.

3.1.4. Validity

The validity relates to the research data; whether it accurately describes the investigated phenomenon (Moisander & Valtonen, 2006). The validity of the questionnaires is presumably

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high since the expert level of the KLM communication managers is high. This is expected as large organisations are often lead by experienced and high educated leaders (Kostamo, 2013). It is likely that the managers know a lot about the organisation and have a clear thought about the identity of KLM. It can be assumed that the information that the communication and social media managers provided is credible and trustworthy. However, the validity is never as high as 100 percent, since all managers will have different views on each topic and one can never be sure that the participants will give all the information they know due to for example security or private reasons. The validity of a research is also concerned with the objectivity and the accuracy of the interpretations of the researcher (Moisander & Valtonen, 2006). However, the interpretations of the researcher are never completely objective, they are related to the background, thoughts, experiences, religion, education, and other influential factors of the researcher.

3.2 Analysis and Results Desired Identity

Five Dutch managers completed the questionnaire, of which three males and two females. Two managers are aged between 19 and 25, one manager is aged between 26 and 35, another manager is aged between 46 and 55, and one manager was 56 years or older. Three of the respondents were social media managers and two of them corporate (identity) communication managers. When analysing the answers the aim is to find an answer on sub question 2 (SQ2: What is the desired identity of KLM?) and to determine whether we can accept or reject hypothesis 1 (HA_{1a} and HA_{1b}). From the literature becomes evident that large organisations often have more time and money for research and communicational or promotional practices such as managing the corporate identity (Melewar & Karaosmanoglu, 2006). It became clear that KLM wants to be smarter than other airlines, and wants to be the front-runner of the aviation industry. It strives to be the first choice airline among (potential) customers, to be appealing for (potential) employees, and it wants to be attractive for shareholders and investors by being a profitable organization (klm.com, 2010). Therefore it is expected that; (HA_{1a}) *The communication managers of KLM want to present KLM as a leading company of the industry.* And, (HA_{1b}) *The communication managers of KLM want to present KLM as the most appealing aviation company for customers, employees, and stakeholders.*

When the managers describe the company (Question 7), indicate what customers and non-customers *think* of KLM (Question 8) and what they *want* non-customers to think about KLM (Question 9), three aspects come forward that are mentioned by all managers: innovation, high quality, and reliability. Thus, the managers think and want the audience to

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think that KLM is an innovative, reliable and high quality oriented airline. Respondent 2: “It is a modern company where innovation and quality have a top priority”. Also the word ‘Dutch’ is mentioned a lot, the managers think it is well known that KLM is a Dutch company, and they are proud of it. Also, they think that customers and non-customers think that KLM is expensive, respondent 4: “People probably think that KLM is expensive, however it is a reliable company that offers high quality service”. Given the brand position, the managers indicate that KLM has a strong brand position in the Netherlands and Europe, however, they suffer from low-cost competition (Question 10).

(Question 11, 12, 13) From the questions about KLM’s communication it becomes clear that the use of social media is very important, it might be the most important communication channel that they use to reach out to their audience. They also indicate that social media are currently the most important channels to carry out KLM’s identity. Respondent 2: “We are very active on social media, we are good at it. Our social media activities are known worldwide.” Online communication is very much used, while advertisement via printed press and television is being used to a much lesser extent. Managers argue that they want to reach out their competences via online media; reliability, openness and transparency are very important here. To be more specific concerning Facebook, managers indicate that Facebook is used to interact and engage with the audience, and that listening is very important (Question 14). Respondent 5: “We try to really interact with our Facebook followers, and listen to them, this is very important”. Additionally, openness and a personal tone of voice are essential in communicating with the audience. When asked about what can be improved in the communication via the different channels (Question 15), the managers say that the communication on social media is going very well, KLM communicates individually with the audience members since everyone is different. However, the traditional communication channels could be improved regarding more flexibility and responding more quickly. By traditional communication channels they mean specifically e-mail.

When the managers are asked about the vision; which goals they strive for (Question 16), they all mention that innovation is an essential aspect, respondent 1: “We strive for innovative products for our customers.” Linked to innovation two managers argue that KLM is a trendy company which strives to offer its customers a modern service or product. Additionally, three of the managers indicate that KLM should strive to present itself as an attractive employer. They indicate that important factors in improving KLM’s reputation

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(Question 17) are mainly that they must continue to innovate and renew. Also, they mention that KLM should be transparent at all times especially when informing customers.

Two questions were composed to reveal KLM's mission (Question 18 and 19). From the answers it becomes clear that the managers want to accomplish sustainable growth, increasing KLM's network and ensure a balance between KLM's interest and those of the public. Also they indicate that safety is essential. They say that KLM can meet those aspects by using 'green' gas, by gaining access to more markets, and by taking into account the needs and wishes of the people living and working nearby Schiphol. It is essential to carry this out to the audience.

To reveal the core competences of KLM the managers answered two questions; what KLM is really good at, and what is making the company successful. The managers mention answers related to innovation and reliability. Respondent 1: "Adjusting to new circumstances is what makes us successful, so we have to constantly renew; accommodate to the time we live in." Respondent 4: "Customers must be able to trust us, they should not doubt that we will remain providing our customers with the best service and quality." Also, a personal approach is mentioned as an important aspect.

A lot of former mentioned aspects return when the managers are asked about the values of the organisation (Question 22). The managers mention safety, reliability, innovation, transparency and sustainability. According to the managers KLM promises her customers or audience to be a socially and environmentally responsible airline, thus sustainability also becomes apparent here. They also indicate that KLM promises a good service and personal approach. The respondents argue that the cooperation between employees is good (Question 24). Respondent 2: "We all listen to each other." Respondent 3: "All the workers feel connected to the blue hart of KLM". One manager argues that strong competition exists between the different departments of KLM, and that employees often blame each other.

Managers argue that the functional benefits that KLM offers its customers (Question 25) is mainly quality, especially towards service, and reliability. Respondent 4: "KLM offers its customers quality, we provide our customers good individual service and the benefits of our great network." The managers also mention that customers benefit from KLM's great network. The emotional benefits that KLM wants to offer its customers (Question 26) is that they feel at home or at ease at KLM and they can be proud to be a customer of KLM. The respondents describe KLM's personality in very different ways (Question 27). One respondent says the personality is partly lost when KLM and Air France merged. Another

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says KLM's personality can be typified as young, ambitious, established, and open-minded, while again another manager indicated that KLM is an old lady in new clothes.

Sub question 2 (What is the desired identity of KLM?) is extensively answered in this section. In short, KLM managers indicate that they think innovation and reliability are two top priorities. Also, they are very concerned with sustainability, quality, engagement, effective communication, being an attractive employer, people should feel at ease or at home when they are connected with KLM, and they want customers and employees to feel proud of KLM. HA_{1a} should be rejected, thus H0_{1a} can be accepted (*The communication managers of KLM do not want to present KLM as a leading company of the industry*). As becomes clear of the analysis, from the managers' answers it does not seem that they want to present KLM as a leading company in the airline industry. They do think that KLM is an important airline in Europe, and especially in the Netherlands, but they do not mentioned that they want to be the leader of all airlines.

Although they did not argue literally that they want to present KLM as the most appealing airline towards its audience, it becomes evident that they want to be the most attractive airline. The managers for example say that they want to offer their customers the *best* service and that they engage actively with their audience on an individual level. The managers also argue that they are the *best* in social media practices. Thus HA_{1b} (*The communication managers of KLM want to present KLM as the most appealing aviation company for customers, employees, and stakeholders.*) can be accepted and H0_{1b} should be rejected.

3.3 Actual Identity

This chapter explains the method for investigating the actual identity of KLM, it is the basis of the research towards sub question 3: What is the actual identity of KLM?

3.3.1 Choice of Method

After having determined the desired identity, the actual identity of KLM is determined by conducting a survey among employees of KLM who differ in their position and function within the company. The survey conducted some open-ended and mostly closed-ended questions, the answers were analysed with the use of the statistical tool SPSS 22. With the survey the research tries to reveal what the employees of KLM think about the organisation, how they typify KLM, and what they think are strong and weak aspects of the company. Just as with the questionnaire which attempted to reveal the desired identity, the focus is on the

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organization's values, identity, norms, needs, and the strategic and communication objectives of KLM (De Roeck et al., 2013). On ground of the most important identity factors derived from the questionnaires with KLM communication managers, this survey measured how important the employees think these factors are. Surveys among employees are a good measuring tool for determining the actual identity, as it is a large organization. According to Van der Grinten (2010), surveys are only appropriate when it concerns a large organisation. KLM is a large international organisation with about 33.000 employees (klm.com). The survey questions were pre-tested amongst five ex KLM employees who were approached via friends of the researcher. It was not pre-tested amongst employees that currently work for KLM to preserve them for the 'real' survey, since it was not easy to approach KLM employees to complete the survey. All questions were clear, however one respondent wanted to know why it was important for the research to provide his or her age, gender, and nationality. The surveys were handed out to employees who work for KLM such as (ground) attendants / stewards, pilots, IT specialists, consultants and other KLM staff. The respondents were approached by contacting the Dutch KLM headquarters office whether they want to spread the survey to colleagues, except for communication managers. Also, the researcher of this study knows some employees that work at KLM and via these employees other employees are approached. One of the KLM employees put the survey on KLMs internal website or forum; a sort of platform where employees communicate and exchange news. KLM leaders were quite restrained to fill in the survey and to give permission to spread the survey amongst other employees. Luckily, 51 respondents were willing to complete the survey. In most research, a sample size of fewer than 100 respondents is not very sufficient, however in specific populations small samples are far less problematic (Schutt, 2008). This research aims for a specific population: KLM employees (excluding communication- and social media managers).

3.3.2 Justification of the Survey

The survey is set up to reveal the actual identity of KLM, the survey questions can be found in Appendix B1. It is made sure that all of the closed-ended questions are formulated in a way that the answers measure the same. For example, for the questions that measure the vision, it is made sure that the scales are all the same and that the questions are formulated in an affirmative way (1 = I totally agree and 7= I totally disagree). The outcomes of the qualitative research towards the desired identity on which the questions for this section are based are discussed in more detail in the previous section (paragraph 3.2). The questions that are

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composed for this survey, to identify the actual identity of KLM, show overlap with the topics in the questionnaire that was trying to reveal the desired identity. This is done so that the results can be compared with each other in the gap analysis. In this way, the actual identity can be compared to the desired identity.

3.3.3 Operationalization

Substantiation introductory questions

The first three questions, the demographic questions, and question five (age, gender, nationality, length of employment) are composed so that a distinction could be made in the statistics between age groups, nationality, gender, and length of employment. Question 4 is composed to check whether no communication or social media managers completed this questionnaire. This is done to determine whether there are differences between communication managers and other employees. Question 6 ‘How would you describe the personality / character of KLM?’ could not be transformed to a closed-ended question, it is a factor that determines the values of KLM and derived from a research from Kostamo (2013). Question 7 ‘What makes KLM successful according to you?’ was also best in the form of an open-ended question. It is part of the determination of the core competences of KLM.

Substantiation closed ended questions

Questions 8 to 35 are closed-ended questions which contained a seven point scale. A 7-point-Likert scale gives the respondents not too much response options while giving them enough points of discrimination (Sauro, 2010). The questions in this survey are based on the outcomes of the desired identity questionnaires and previous research. From the questionnaires with KLM communication managers (desired identity) it became clear that to improve KLM’s reputation, they want to be more innovative, inform its customers better and more effectively, and they highlighted that KLM is focused on sustainable entrepreneurship. The notion of informing customers better is being covered later in this section. To reveal to what extent KLM employees agree with this aspect, the following questions are composed (the numbers behind the categories refer to the question numbers displayed in Appendix B1):

- Innovation: 16, 17, 32
- Sustainability: 28, 29

KLM communication managers indicated that KLM is known for its high quality and recognisability. To determine to what extent other KLM employees think about KLM’s quality, questions 12 and 15 are composed.

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Furthermore, KLM communication managers indicated that KLM is a reliable company. They also argued that customers get value for their money at KLM. To measure this, the following questions are asked:

- Trust: 20, 21, 33

Question 20 is derived from a research of De Roeck et al. (2013) to indicate how trustworthy employees think the organisation is.

- Price: 18, 34, 36

KLM communication managers also indicated that social media is very important to reach out to their audience. Engagement and effective communication is of high importance. The following questions are composed to reveal what KLM employees think of these issues: 22, 24, 25, 35. Question 22 ('The tone of voice KLM uses towards their customers is personal') is derived from the research of Kostamo (2013) and Wilson (2013), it is one of the factors that tries to reveal how employees perceive the communication towards their audience.

When taking the core competences of KLM into account it became clear that the most important competences, the ones that were mentioned several times by different KLM communication managers, were reliability and innovation. When the managers were asked about the functional benefits that KLM offers its customers, it appeared that quality and reliability were important. For the emotional competences it became evident that it was important that KLM employees should feel proud of KLM, they should feel at home at KLM, and the recognition of their importance towards the success of KLM is essential. The following questions measured the competences:

- Core competences: 16, 17, 32, 20, 21
- Functional competences: 12, 15, 20, 21
- Emotional competences: 8, 9, 10, 11

The following questions were composed to determine the opinion of KLM employees towards the vision and mission of the company:

- Vision: 17, 26, 31, 32
- Mission: 27, 28, 29, 30, 33

From the desired identity analysis became clear that KLM has a good market position according to the managers. The managers indicated that they think KLM has a strong reputation. To reveal whether other KLM employees think the same the following questions were composed: question 13 and 14 ('KLM has strong positive image among its customers' and 'KLM has strong positive image among non-customers'), question 19 ('KLM has a strong

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reputation’), and question 23 (‘KLM has a good brand position in comparison to other airlines’).

3.3.4 Analysis in SPSS

After 51 respondents completed the survey, the data was processed in SPSS. The questions that measure the same variable are clustered. All above mentioned categories contain two or more questions, those categories were put together into one variable. For example, the variable Innovation contains three questions (16, 17 and 32) which measures to what extent employees think that KLM is an innovative company. This way, thirteen new variables were composed, the numbers of the questions are in the brackets behind the names of the variables: Innovation (16, 17 and 32), Sustainability (28 and 29), Quality (12 and 15), Reliability (20, 21 and 33), Price (18, 34 and 35), Engagement (22 and 25), Core Competences (16, 17, 20, 21 and 32), Functional Competences (12, 15, 19 and 21), Effective Communication (24, 25 and 35), Emotional Competences (9,10,11 and 12), Vision (17, 26, 31 and 32), Mission (27, 28, 29, 30, 33), and Reputation (13, 14, 19 and 27). Some questions are part of more than one variable; for example question 21 (KLM always keeps its promises) measures the reliability, and reliability is one of the core competences. Thus question 21 belongs to the variable ‘Reliability’ and ‘Core Competences’.

The variable Innovation measured whether KLM employees think that KLM is an innovative company. An example from this variable: ‘KLM offers its customers a modern service / product’. The next variable, Sustainability measured the extent to which KLM employees thought the company is sustainable, an example from this variable is: ‘KLM works to create sustainable growth at Schiphol’. The variable Quality measured what respondents thought of the quality KLM offers its customers. An example is ‘KLM provides its customers with high quality service’. The variable Reliability measured the extent to which employees think that KLM is a safe airline, a company that they can trust, and whether KLM keeps its promises towards them. The variable Price measured to what extent employees think that the price / quality ratio is good, whether one gets value for their money at KLM, and whether they think KLM is expensive. One variable is formed to measure the level of Engagement between KLM and its customers. An example of a question in this variable: ‘KLM communicates in a good manner to their customers via social media’. The variable Effective Communication measured to what extent employees thought that KLM communicates and presents itself in a good way to their customers via social media. An example of a question in this variable: ‘KLM presents itself in a good way on social media’. The variable of Core

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competences is the sum of the variables Reliability and Innovation. These were the most important competences derived from the analysis of the desired identity. The variable of Functional competences is the sum of the variable Quality and Reliability. The variable Emotional Competences measured the extent to which employees feel proud of KLM, they feel at home, and their importance towards KLM's success. The variables Vision and Mission are composed to reveal to what extent the employees think the aspects of the vision and mission of KLM are important. The vision is related to innovation, how attractive KLM is as employer, while the mission is more concerned with sustainability and expanding its network. Example question of the variable Vision: 'KLM is an attractive employer', example of Mission: 'KLM aims to gain access to all markets that will increase the quality of its network'. The last variable is Reputation, which measured to what extent employees think that KLM has a good reputation. An example of a question in this variable is: 'KLM has a strong positive image among its customers'.

In the results the reliability values of the variables can be found. After, the means, standard deviations, and significance levels are determined of all the separate questions and the variables. Also, the means and standard deviations are shown for the same data divided by gender, nationality and age. Hereafter is determined whether significant differences existed between the means of gender and nationality with an independent samples t-test. Since there are more than two age groups, the same was done for this variable with an One Way Anova test.

3.3.5 Validity

The validity is concerned with the research data; whether it accurately describes the investigated phenomenon (Moisander & Valtonen, 2006). The validity in quantitative research is described by Wainer and Braun (1998) as 'construct validity'. The validity of the questionnaires is high since the expert level of the respondents, KLM employees, is presumably high. This is expected because it is likely that they know a lot about the organisation and have thought about the identity of KLM in some way before since they work at the company. However, the validity is never as high as 100 percent, since all employees will have different views on each topic and one can never be sure that the respondents are honest in all their answers. For this part of the study the validity concerned with the objectivity of the interpretations of the researcher is not relevant as this part of the study is quantitative (Moisander & Valtonen, 2006). However, validity is also about accuracy, the researcher has to be accurate when processing and analyzing the data in SPSS.

3.4 Online physical Identity

This chapter explains the method for investigating the online physical identity of KLM, it is the basis of the research towards sub question 4: What is the online physical identity of KLM?

3.4.1 Choice of Method and Justification

On the basis of the most important identity factors, which are determined by the KLM communication managers, it is examined to what extent these identity factors are found on KLM's official website and Facebook page. However Van der Grinten (2010) points out in his book that the physical identity is concerned with a lot of 'carriers' of information; visual and textual content on web texts, flyers, advertisements, the products that the organisation delivers, the working environment, the attitude of employees towards customers and more (Van der Grinten, 2010; Micelotta & Raynard, 2011). Since KLM has a lot more different working environments than just an office, and because this research focuses on the online image; only the website and official Facebook page are examined to determine the physical identity. Thus, although this research follows the analysis design provided by Van der Grinten (2010), the definition of physical identity as he describes it differs from the concept being used in this research. The current research is focused on the online field, the analysis design of Van der Grinten (2010) is focused on the offline field. KLM's Facebook page is analysed since they are highly active on this platform, and because Facebook fans of KLM determined the online image. The website of KLM itself is examined, as previous research states that organizational websites are core in communicating a certain image to the audience (Micelotta & Raynard, 2011) and the organizational website is a main driver for strengthening the corporate image (Supphellen & Nysveen, 2001). Olins (1989) even calls corporate websites "mirrors" for companies to portray their corporate identities. The online physical identity analysis is carried out with the help of the theory of Van der Grinten (2010) and parts of the analysis design inspired by Kavada (2012); feature analysis. It is a web context analysis "that focuses on recording the occurrence of particular features or characteristics of the website rather than words or themes." (p. 36). It relates to the research of Shchiglik and Barnes (2004) who took, amongst others, into account the website information quality (accurate, timely, reliable), and site quality (easy to navigate, easy to find information, visual content). The following components, displayed in Figure 3, regarding the official website and Facebook page of KLM will be taken into account in the analysis:

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	Main Website	Facebook
Organizational self-display	Mission	Mission
	Our Team	Status Update
	Slogan	Slogan
	Number of Actions taken	Date Founded
	Campaigns Info	Website URL
	Videos	Links to other social networking and content sharing sites
	Press Releases	Wall comments
	Blog	Notes
		Campaigns Info
		Videos (YouTube tab)
	Photos	
	Favourite Pages	
	Links	

Figure 3. Kavada's (2012) self-display components

Thus, it is examined to what extent the corporate website and official Facebook page of KLM portray the corporate identity to their audiences via the components that are displayed in Figure 3. In the former sections was already examined what kind of identity KLM wants to carry out. It is interesting to have a look in what manner KLM portrays their identity to their Facebook fans and people who visit their website. The Facebook page and website are therefore also analysed based on the identity concepts that managers mention were important (desired identity).

3.4.2 Validity

The validity of a research is concerned with the objectivity and the accuracy of the interpretations of the researcher (Moisander & Valtonen, 2006). The interpretations of the researcher are never completely objective, they are related to the background, thoughts, experiences, religion, education, and other influential factors of the researcher. However, the researcher should always try to be as objective and accurate as possible (Moisander & Valtonen, 2006). When analysing the website and Facebook page of KLM it is tried to report and analyse the content as objective as possible, and as consistent as possible. This is done by following the design of Kavada (2012) and by checking to what extent the concepts of the desired identity translate on the website and Facebook page.

3.5 Online corporate Image

This chapter explains the method for investigating the online corporate image, it is the basis of the research towards sub question 5: What is the image of KLM according to KLM's

Facebook fans?

3.5.1 Choice of Method

After having determined the corporate identity of KLM, the corporate image is being investigated. Van der Grinten (2010) mentions seven external stakeholder groups that hold a certain image about an organisation: suppliers, government, customers, investors, pressure groups, potential employees, and general public. This research solely focused on fan members of KLM's Facebook page. This could be people from each of those groups. With surveys among fans of KLM's Facebook page it was determined what the corporate image of KLM is among this group. The survey is sent to individuals who comment on KLM's Facebook posts. This was done to reach out to Facebook fans that actually read KLM's posts and interact with the company. The respondents were first approached via random sampling; two hundred random Facebook fans of KLM who commented on or liked posts were approached through a private message on their Facebook account. After, it was a snowball sampling, because the approached respondents were asked to forward the survey to other people they know which are also fans of KLM's Facebook and respond to their posts. The questionnaire was introduced as an opinion survey. This procedure is consistent with previous research designs (Bagozzi & Dholakia, 2006; Steenkamp & Geyskens, 2006).

3.5.2 Justification of the Survey

To determine the online image of KLM, the questions in the survey were related to the history and nature of the relationship that the Facebook fans have with KLM, how they perceive KLM's central characteristics, organizational strategies, communication goals, and reputational issues (De Roeck et al., 2013). The questions were related to the questions that have determined the desired identity and actual identity. The questions had to be related in order to compare the identity and corporate image of KLM. The survey was pre-tested among five people who are fans of KLM's official Facebook page. The only question that was not clear was question 4 ('Are you a fan of KLM's Facebook page?'). People said they follow KLM on Facebook, or they 'like' KLM's Facebook page, but do not use the word 'fan'. The word 'fan' raised another definition than the one that was initially meant. The question was therefore transformed into: 'Do you follow KLM on Facebook by 'liking' their page?'

The questionnaire to determine the corporate image of KLM among KLM Facebook fans is shown in Appendix C1. First of all, it was made sure that all questions were formulated in a way that the answers measure the same, this is convenient when analysing the

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answers of the respondents (De Roeck et al., 2013). For example, for the questions that measure the competences, it was made sure that the scales were all the same (1 = I totally agree and 7= I totally disagree) and that the question was formulated in an affirmative way. The outcomes of the qualitative research towards the desired identity on which the questions for this section are based (online corporate image) are discussed in detail in paragraph 3.2. The questions that were composed for this survey, to identify the online corporate image of KLM, had logically a lot of overlap with the questions asked in the surveys that were trying to reveal the desired and actual identity. This was done so that the results can be compared with each other.

3.5.3 Operationalization

Substantiation introductory questions

The first three questions (age, gender, and nationality) were asked so that a distinction could be made in the statistics between age groups, nationality, and gender. This was done to determine whether differences occurred between those groups. Questions 4, 5, and 6 were asked to make sure whether the respondent is a fan of KLM's Facebook page and responds to KLM's Facebook posts. Question 6 is interesting as a difference could be determined between customers and non-customers of KLM. Question 7 ('Describe KLM in a few words') was derived from a research of De Roeck et al. (2013). This question was composed to let the respondent think about the organization with an open mind, thus without proposed suggestions. The questionnaire can be found in Appendix C1.

Substantiation closed ended questions

Questions 8 to 34 are closed-ended questions which could be answered on a seven-point scale. From the questionnaires with KLM communication managers (desired identity) it became clear that to improve KLM's reputation, they want to be more innovative, inform its customers 'even' better, and they highlighted that KLM is focused on sustainable entrepreneurship. To reveal to what extent KLM already carried these aspects out to their audience on Facebook the following questions are asked (the numbers behind the categories refer to the question numbers displayed in Appendix C):

- Innovation: 8, 18, 24
- Informing customers: 21, 22
- Sustainable entrepreneurship: 27, 28, 29, 30

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Question 30 was derived from a research of Bravo et al. (2009), who composed the question to reveal how concerned about the environment organisations were thought to be by its customers.

Also, KLM communication staff indicated that they are known for their high quality and recognisability. To measure this, the following questions were asked:

- Quality: 14, 15
- Recognisability: 31

The employees indicated that they think that their public (whether customers or non-customers) thinks that KLM is a trustworthy company and an expensive airline. However, they think that its audience thinks that the money is worth it. To measure this, the following questions were composed:

- Trust: 11, 12, 13, 26

Question 12 is derived from a research of Bravo et al. (2009) to indicate how trustworthy people think the organisation is.

- Expensive /worth it: 32, 33, 34

KLM communication managers also indicated that social media is very important to reach out to the audience. Engagement, effective communication, and listening to their public is of high importance. To see what KLM's audience thinks of these aspects the following questions were composed: 19, 20, 21, 22. Question 19 ('The tone of voice KLM uses towards their customers is personal') is derived from the research of Kostamo (2013) and Wilson (2013), it is one of the factors that tries to reveal what KLM's Facebook audience thinks of the communication of KLM.

When looking at the core competences of KLM it became clear that the most important ones, the ones that were mentioned several times by different KLM communication staff, were reliability and innovation. When asked about the functional competences it appeared that quality and reliability were important. For the emotional competences it became evident that it was important that customers should feel proud about KLM and they should feel at ease or at home at KLM. The following questions measured the competences:

- Core competences: 8, 11, 18, 24, 26
- Functional competences: 11, 14, 15
- Emotional competences: 17, 25

The vision and mission of KLM were determined by questionnaires with KLM staff from the communications department. The following questions were composed to reveal how KLM's

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Facebook fans perceive the vision and mission of KLM.

- Vision: 18, 23, 24
- Mission: 26, 27, 28, 29, 30

Question 9 ('KLM has a strong reputation') and question 10 ('KLM has a good brand position in comparison to other airlines') were asked to determine what KLM Facebook fans think of where KLM is positioned; what is their overall idea of the reputation of KLM and their market position. Also, in both the desired identity and actual identity it was shown that KLM has a good market position as is explained in more detail in the results section. Question 16 ('KLM staff is in general friendly') was composed to measure how friendly people think that KLM is. This is an overall measuring factor derived from Bravo et al. (2009). Thus this research aims to reveal to what extent KLM carries out their corporate identity via Facebook.

3.5.4 Analysis in SPSS

After 105 respondents completed the survey, the data was processed in SPSS. The questions that measure the same variable are clustered. All categories that are mentioned in the previous section contain two or more questions. For example, the variable Sustainability contains four questions (27,28,29 and 30) which measure to what extent Facebook-fans of KLM think that KLM is concerned with sustainability. Fourteen variables were composed, the numbers of the questions are in brackets behind the names of the variables: Innovation (8, 18 and 24), Sustainability (27, 28, 29 and 30), Quality (14, 15 and 16), Trust (11, 12, 13 and 26) Price (32, 33 and 34), Engagement (19, 20 and 21), Core Competences (8, 11, 18, 24 and 26), Functional Competences (11, 14 and 15), Effective Communication (20, 21 and 22), Emotional Competences (17 and 25), Vision (18, 23 and 24), Mission (26, 27, 28, 29 and 30), Reputation (9 and 10), and at last one question measured the Recognisability (31). Some questions were part of more than one variable, for example: questions about KLM's quality are in the variable Quality and also in the variable Functional Competences, as quality is one of the functional competences.

The variable Innovation measured whether KLM Facebook-fans think that KLM is an innovative company. An example from this variable: 'KLM is a trendy company'. The next variable, Sustainability measured the extent to which respondents thought the company is sustainable, an example from this variable is: 'KLM is highly concerned with the environment'. The variable Quality measured what respondents thought of the quality KLM offers its customers. An example is 'KLM provides high quality comfort to its customers'. The variable Trust measured the extent to which respondents think that KLM is a reliable

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company, a company that they can trust, and whether KLM keeps its promises towards them. The variable Price measured to what extent KLM Facebook fans think that the price / quality ratio is good, whether one gets value for their money at KLM, and whether they think KLM is expensive. The variable of Engagement measured to what extent KLM Facebook-fans think that KLM engages with their audience. An example of a question in this variable: 'On Facebook KLM listens to their (potential) customers'. The variable Effective Communication measured to what extent the respondents thought that KLM communicates and presents itself in a good way to their customers via social media. An example of a question in this variable: 'KLM keeps its Facebook audience well informed'. The variable of Core competences is the sum of the variables Trust and Innovation. These were the most important competences derived from the analysis of the desired identity. The variable of Functional competences contained questions from the variables Quality and Trust. The variable Emotional Competences measured the extent to which respondents feel proud to be involved with KLM and to what extent they feel at ease when interacting with KLM. The variables Vision and Mission are composed to reveal to what extent the fans of KLM's Facebook think the aspects of the vision and mission of KLM are important. The vision is related to innovation, while the mission is more concerned with sustainability and contribution to social development. Example of Vision: 'KLM offers its customers a modern product / service, example of Mission: 'KLM strives to profitable growth with contribution to social development'. The variable Reputation measured to what extent respondents think that KLM has a good reputation. An example of a question in this variable is: 'KLM has a strong reputation'. At last there is a question that is not included in any variable, it is about KLM's recognisability: 'KLM is a brand that I can recognize easily'.

In the results the sampling of the respondents and the reliability values can be found. After, the variables are composed in SPSS, the means and standard deviations are displayed. Also, the means and standard deviations are shown for the same data divided by gender, nationality and age. Hereafter is determined whether significant differences occurred between the means of gender and nationality with an independent samples t-test. Since there are more than two age groups, the same was done for this variable with a One Way Anova test.

3.5.5 Validity

The validity is concerned with the research data; whether it accurately describes the investigated phenomenon (Moisander & Valtonen, 2006). The validity in quantitative research is described by Wainer and Braun (1998) as 'construct validity'. In that light the

validity of this research can be believed to be satisfactory, since the research data accurately describes the examined phenomenon; Facebook fans of KLM were asked to give their opinion about KLM regarding identity. It is made sure that all respondents were fans of KLM's Facebook page and that they completed the questionnaire with attention. To check whether respondents completed the questionnaire with some attention, the questionnaires that showed for every question the same answer are left out. The validity is never as high as 100 percent, since one can never be entirely sure that the respondents completed the questionnaire with full attention and that they are honest in all their answers. For this part of the study the validity concerned with the objectivity of the interpretations of the researcher is not relevant as this part of the study is quantitative (Moisander & Valtonen, 2006). However, validity is also about accuracy, the researcher has to be accurate when processing and analyzing the data in SPSS.

3.6 Gap Analysis

At last a gap analysis is conducted (Van der Grinten, 2010). The desired identity is being compared with the actual identity, the physical identity, and the image of KLM (see Figure 4). When the findings show one or more gaps between the desired identity and the other identities and image, it is tried to trace a cause for these gaps. On the basis of the possible gaps and its causes recommendations for 'filling these gaps' are provided. Van der Grinten (2010) provides his readers with two factual cases that illustrate how to tackle a gap analysis. These were very helpful as examples to carry out the gap analysis for this research.

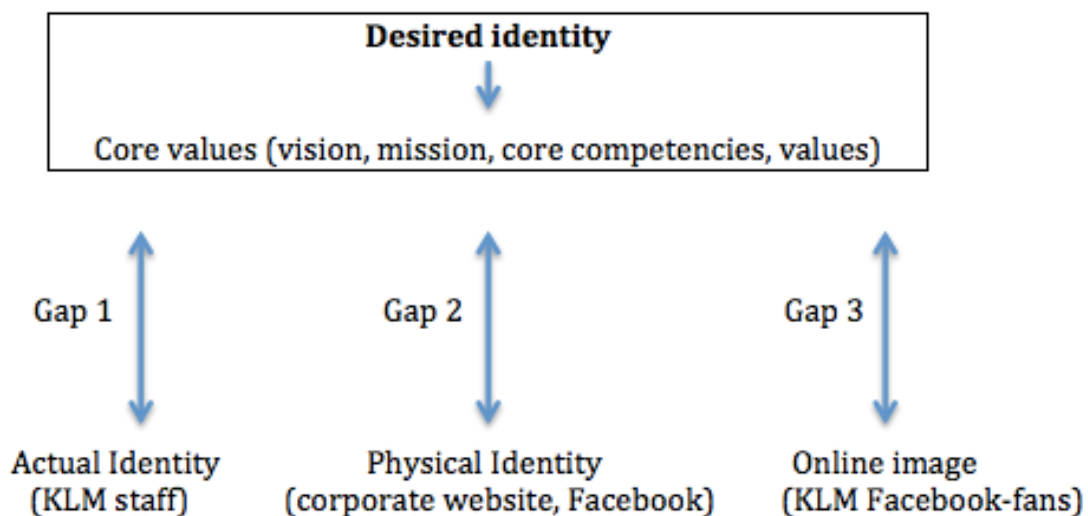


Figure 4. Gap analysis scheme inspired by Van der Grinten (2010)

3.6.1 Gap 1: Differences between the Core Values and the Actual Identity

In the first stage, the desired identity, what the executives want and think that the company is carrying out, is compared to the actual identity. The answers of the KLM managers in the questionnaire were qualitatively analysed as is described in paragraph 3.1 (Desired Identity). From the answers the corporate mission, vision, competences, values and other aspects are determined. On ground of these categories, questions were composed to reveal the opinion of other KLM employees about these issues. In this stage it is determined whether the desires of the managers match the thoughts of KLM employees about KLM's corporate identity. For example, when the managers indicated that sustainability is very important for the organisation, it is examined whether other KLM employees think the same. The results of this analysis are presented in paragraph 5.1: *Gap 1: Differences between the core values and the actual identity.*

3.6.2 Gap 2: Differences between the Core Values and the Online Physical Identity

The definition of physical identity described by Van der Grinten (2010) differs from the concept being used in this research. This research is specifically focused on the online identity. In this stage of analysis, the desired identity was compared to the online physical identity of KLM. It was examined to what extent the desires of the managers towards the corporate identity match the visual and textual content displayed on the corporate website and Facebook of KLM. For example, when the managers indicated that high quality is very important, it is examined if high quality also came forward in the analyses of the website and Facebook. If so, it was determined how the importance for high quality is carried out or displayed on KLM's website and Facebook. The results of this analysis are described in paragraph 5.2: *Gap 2: Differences between the core values and the online physical identity.*

3.6.3 Gap 3: Differences between the Core Values and the Online Corporate Image

The third gap analyses aimed to reveal the similarities and differences between the desired identity and the image that KLM has according to KLM Facebook fans. Thus this research was aiming to reveal to what extent KLM brings out their identity via Facebook. At this level the success of all the efforts to reach a certain image, towards in this case the Facebook audience, becomes clear. On the basis of the categories made by the desired identity analyses, questions to reveal the opinion of other KLM employees about these issues were composed. In this analysis it was determined whether the desires of the managers match the thoughts of

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KLM Facebook fans about KLM's identity. For example, when the managers indicated that they want KLM to be seen as a luxury brand, it is measured whether KLM Facebook fans experience KLM as a luxury brand. The results of this analysis are described in paragraph 5.3: *Gap 3: Differences between the core values and the online corporate image.*

3.7 Validity and Reliability

A scientific research should always be as valid and reliable as possible, and the researcher(s) should always remain as objective as possible. The validity of a research is often concerned with the objectivity and the accuracy of the interpretations of the researcher (Moisander & Valtonen, 2006). It is thus extremely important that a researcher, when conducting interviews, constantly asks the interviewee follow-up questions. By asking the interviewee follow-up questions, the chance of misinterpretations is minimized. However, the interpretations of the researchers are never completely objective, they are always in some way bound to the background, thoughts, experiences, religion, education, and other influential factors of the researchers. A strong validity also means that the research data accurately describes the investigated phenomenon (Mason, 2010; Yin, 2008). In that light the validity of this research, both the quantitative and qualitative sides, can be believed to be quite satisfactory, since the research data accurately describes the examined phenomenon as is described earlier in this method section and it is supported by previous research as is demonstrated in the overview of literature.

The reliability of a research is concerned with the research findings. It refers to the extent to which the measurements and findings are independent of coincidences (Moisander & Valtonen, 2006). The reliability of a research is high when the same findings are found when the research is exactly replicated in the same way at a different time (Yin, 2008). Accidental circumstances may result from different resources argues Shiny (2014): the instrument used, in this case the topic list for the interviews and the surveys. For the surveys the reliability is measured in SPSS (Cronbachs alpha). Another resource is the interviewee or respondent that completes the questionnaire. A respondent might complete a questionnaire totally different when he/she is in a happy mood than when he/she is in a bad mood. The condition in which a respondent has to complete a questionnaire or has to answer interview questions also plays a major role. Since the surveys with KLM employees and KLM customers will be mainly spread via e-mail and Facebook, no control could be performed over the conditions in which the participants will complete the survey. Also, the researcher itself

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determines the reliability of the research (Shiny, 2014). The researcher has to be as objective and accurate as possible.

4. Analysis and Results

In this section the analyses and results will be discussed. First, the results of the actual identity, thus the identity perceived by KLM employees, will be discussed (paragraph 4.1). The two open-ended questions will be examined; ‘How would you describe the personality /character of KLM?’ and ‘What makes KLM successful according to you?’ After, from all the closed ended questions that measure the actual identity different variables were composed. The questions that ask respondents about the same topic are clustered in one variable. The reliability of these variables is outlined. Then, the mean scores, standard deviations and significant levels of the questions and variables are displayed. From this, it is aimed to answer the sub question and hypotheses. Additionally, differences between gender, age and nationality are presented.

Second, the analysis and results of the physical online image will be discussed (paragraph 4.2). The corporate website of KLM and its official Facebook page are analysed, and from these analyses an answer will be given to the sub question and hypotheses formulated for this section.

Third, the results of the online image, thus the identity perceived by KLM Facebook fans, will be discussed (paragraph 4.3). The open-ended question will be examined; ‘If you had to describe KLM in a few words, how would you describe the company?’ After, from all the closed ended questions that measure the online image different variables were composed. The reliability of these variables is outlined. Then, the mean scores, standard deviations and significant levels of the questions and variables are displayed. From this, an answer will be provided for the sub question and the hypotheses will be accepted or rejected. Additionally, differences between gender, age and nationality are shown and a check for correlations is carried out.

At last a gap analysis will be examined (paragraph 4.4). Are there gaps between the identities and image of KLM? What are reasons for this and possible solutions to ‘fill’ these gaps?

4.1 Actual Identity

The following question and hypotheses were formulated concerning the actual identity, the hypotheses followed from the literature (paragraph: 2.2.3)

SQ 3: What is the actual identity of KLM?

HA₂ = KLM has a corporate identity that is perceived as positive by its employees.

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H_{02} = KLM has a corporate identity that is not perceived as positive by its employees.

H_{A3} = There is a gap between KLM's desired identity and actual identity.

H_{03} = There is no gap between KLM's desired identity and actual identity.

First, the answers of the two open-ended questions are analysed; how did respondents describe the personality of KLM (question 6) and what do they think makes KLM a successful company (question 7). In order to answer sub question three (SQ3) and the two hypotheses, the data derived from the surveys is processed in SPSS.

4.1.1 Sampling

The survey was composed with *ThesisTools*, they were sent via email to the respondents. Thus, no control could be performed over the conditions in which the respondents completed the survey. When checking the profession of the respondents, it turned out that no communication or social media manager completed this survey. Thus, no respondents were excluded from the survey on ground of their profession. From the 51 respondents, 11 were non-Dutch: 4 British, 4 German, 1 French, 1 Vietnamese, and 1 Greek. In further tests it was determined whether differences occur between Dutch and non-Dutch nationalities instead of comparing six nationalities. Regarding gender, 31 Males and 20 females completed the survey. Regarding the age groups, no one was younger than 18, one respondent was between 19 and 25 years old, six respondents were between 26 and 35 years old, thirteen respondents were between 36 and 45 years old, twenty-six respondents were between 46 and 55 years old, and five respondents were 56 years old or older. There was a high variety within job functions amongst the respondents, therefore this variable is not included in any further tests in SPSS. It appeared that amongst the 51 respondents, 36 different job functions occurred, to name a few; Pilot, Flight attendant, Consultant, IT specialist, Application developer, Business analyst, Flight Operations Engineer, Project Architect, and Mechanic.

4.1.2 Analysis Open-ended Questions

Before the employees had to answer the closed-ended questions, they first had to complete two open ended questions: Question 6: 'How would you describe the personality / character of KLM?' and Question 7: 'What makes KLM successful according to you?' The answers of the respondents can be found in Appendix B2. Question 6 and 7 give insight whether KLM's corporate identity is perceived as positive by its employees (H_{A2}). For Question 6 the respondents had to fill in at least one word with a maximum of five words. The most commonly provided answers are displayed below in Table 4.1.

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Table 4.1 Answers of respondents to Question 6

Category	Examples	Number of times mentioned
Innovation	Innovative, renewing, inventive	27
Reliability	Reliable, trustworthy	26
Acting of personnel	Customer friendly, customer focused, social, sympathetic	26
Family / Home	Family, Home-feeling, feeling at home	14
Modern	Modern, progressive, youthful, contemporary	10
Sustainable	Green, environmentally conscious, social responsibility	8
Other	Dutch, blue, Royal, known, global, good quality	Less than 3

When observing the answers of the respondents it becomes clear that two words are mentioned very often: innovative and reliable. The word innovative is mentioned 27 times and the word reliable is mentioned by 26 of the respondents. Also, the words inventive and renewing are counted as innovative as the meaning is pretty much the same. Additionally, words that relate to the acting of the personnel are also mentioned a lot, these are words such as: customer friendly, customer focused, social and sympathetic. In total, those words are mentioned 26 times. It is also notable that the word family or home is mentioned quite a lot by the employees, namely 14 times. Words such as modern and progressive are mentioned 10 times. Words which relate to sustainability, such as green and environmentally responsible, are mentioned by 8 employees. Other words are only mentioned by one, two or three respondents, such as Dutch, blue, Royal, known, global, and good quality. None of the employees mentioned a concept related to engagement or communication.

For Question 7 ('What makes KLM successful according to you?') respondents had to provide at least one answer with a maximum of three answers. The most commonly used answers are displayed in Table 4.2.

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Table 4.2 Answers of respondents to Question 7

Category	Examples	Number of times mentioned
Innovation	Innovative, renewing, inventive	20
Reliability	Reliable, trustworthy	11
Communication	Good communication, social media practices, tone of voice, social media campaigns	9
Cooperation, employees	Good cooperation, cooperation with partners, committed staff, knowledge and experience of employees	14
Market approach	Modern, progressive, youthful, contemporary	11

In contrast to question 6, when respondents describe what makes KLM successful according to them, 9 respondents describe KLM's great communication practices especially on social media. However, correspondingly with question 6, the terms innovation (20 times) and reliability (11 times) are mentioned a lot by the employees. Also notable is that quite a lot of respondents mention that the knowledge of the employees and the cooperation between the personnel and with partners is partly what makes KLM successful. This is mentioned by 14 of the respondents. Also, 11 respondents indicate that the entrepreneurial mind and market approach of KLM is a factor that makes the organisation successful. Other factors that determine KLM's success according to the employees are mentioned by only less than three respondents, such as: Dutch roots, flexibility, solid, the number of destinations KLM flies to, safety, and a home-feeling.

On ground of the outcomes of the open-ended questions HA₂: *KLM has a corporate identity that is perceived as positive by its employees* can be accepted. However, HA₃: *There is a gap between KLM's desired identity and actual identity* cannot be accepted.

In the next section the close-ended questions of the actual identity survey will be analysed.

4.1.3 Reliability

Before calculating the means, standard deviations, and significance levels of the questions and variables, the reliability of the variables is tested. This is done to check whether the questions

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in each variable measure the same construct. Thirteen variables were composed. Each variable contains two or more questions on a scale from 1 (=I totally disagree) to 7 (=I totally agree). To measure the reliability of each of the variables the Cronbachs alpha is determined, this is the coefficient of internal consistency. This is also a check whether the questions in the variable measure the same construct. A variable is reliable when the alpha is higher than 0.6 ($\alpha = .60$), however, an alpha higher than 0.7 is preferred (Malhotra & Birks, 2007). For every variable, the Cronbachs alpha is displayed in table 4.2.

Table 4.2 Reliability of the Variables

Variable	Cronbachs Alpha (α)
Innovation	$\alpha = .71$
Sustainability	$\alpha = .75$
Quality	$\alpha = .60$
Reliability	$\alpha = .89$
Price	$\alpha = .72$
Engagement	$\alpha = .74$
Effective Communication	$\alpha = .86$
Core competences	$\alpha = .80$
Functional competences	$\alpha = .86$
Emotional competences	$\alpha = .83$
Vision	$\alpha = .62$
Mission	$\alpha = .84$
Reputation	$\alpha = .78$

All the variables are reliable as becomes clear from table 4.2. The Cronbachs alpha of the variable Quality ($\alpha = .60$) did not become more reliable when one of the questions was excluded. The variable Vision was not reliable at first ($\alpha = .40$), this is probably because the vision is a broad aspect that measures different aspects. Innovation is part of the vision. The statements that measure innovation are left out, the variable Vision contains two questions now and is reliable ($\alpha = .62$); whether employees think that KLM is an attractive employer and whether the vision of KLM is important to them.

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4.1.4 Means, Standard Deviations, and Comparisons

For each question and variable it is determined to what extent employees agree with the statements, 1 is the lowest score (I totally disagree) and 7 is the highest score (I totally agree). From these results can be concluded to what extent the desired identity meets the actual identity (HA₃). In Table 4.3 the mean scores, standard deviations, and the significance levels of the statements are presented. It is determined whether the mean scores are significantly higher than 5 with a One Sample T-test. This is tested to determine whether the questions can be approved as positive. According to Landau and Everitt (2004) on a 7 point scale that runs from 1=negative to 7=positive, 5 is seen as the ‘positivity margin’.

Table 4.3 Means and Std. Deviation of the statements

Question*	Means and Std. Deviation	Significance
8. Proud	$M=6.12, SD=1.12$	$t=7.21; df=50; p=.000$
9. Home feeling	$M=6.02, SD=.99$	$t=7.21; df=50; p=.000$
10. Collaboration	$M=5.27, SD=1.37$	$t=7.21; df=50; p=.000$
11. Contribute success	$M=5.96, SD=.98$	$t=7.21; df=50; p=.000$
12. HighQ comfort	$M=5.88, SD=1.09$	$t=7.21; df=50; p=.000$
13. Strong image customer	$M=5.75, SD=1.07$	$t=7.21; df=50; p=.000$
14. Strong image noncustomer	$M=5.00, SD=1.41$	$t=7.36; df=50; p=.000$
15. HighQ service	$M=5.51, SD=1.05$	$t=1.43; df=50; p=.159$
16. Innovative	$M=5.82, SD=1.16$	$t=7.01; df=50; p=.000$
17. Trendy	$M=4.69, SD=1.18$	$t=5.79; df=50; p=.000$
18. Price Quality	$M=4.88, SD=1.14$	$t=4.95; df=50; p=.000$
19. Strong reputation	$M=6.20, SD=.96$	$t=.00; df=50; p=.000$
20. Trust	$M=6.18, SD=1.09$	$t=3.48; df=50; p=.001$
21. Keeps promises	$M=5.63, SD=.96$	$t=5.07; df=50; p=.000$
22. Communication	$M=5.02, SD=.95$	$t=-1.91; df=50; p=.062$
23. Marketing position	$M=6.34, SD=1.14$	$t=-.74; df=50; p=.466$
24. Presentation social media	$M=6.35, SD=1.07$	$t=8.90; df=50; p=.000$
25. Communication social media	$M=5.65, SD=1.23$	$t=8.07; df=50; p=.000$
26. Vision importance	$M=5.49, SD=1.17$	$t=7.71; df=50; p=.000$
27. Mission importance	$M=4.96, SD=1.20$	$t=4.68; df=50; p=.000$
28. Good balance	$M=5.31, SD=1.33$	$t=.15; df=50; p=.883$

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29. Sustainable growth	$M=5.98, SD=1.14$	$t=8.34; df=49; p=.000$
30. Expanding network	$M=6.06, SD=.99$	$t=9.00; df=50; p=.000$
31. Attractive employer	$M=5.80, SD=.70$	$t=3.76; df=50; p=.000$
32. Modern product	$M=5.49, SD=1.17$	$t=2.99; df=50; p=.004$
33. Safe airline	$M=6.27, SD=.72$	$t=-.24; df=49; p=.814$
34. Value money	$M=4.98, SD=1.21$	$t=1.68; df=50; p=.099$
35. Audience informed	$M=5.63, SD=.94$	$t=6.14; df=50; p=.000$
36. Expensive	$M=5.67, SD=.77$	$t=7.64; df=50; p=.000$

* the numbers refer to the numbers of the statements as displayed in the Actual Identity Survey (Appendix B1), the words behind the numbers summarize the statement.

From Table 4.3 it becomes evident that a lot of questions can be significantly approved as positive (test value 5) since $p < .05$ means that the variable is significant. Question 15, 22, 23, 28, 33 and 34 are not significant when it comes to measuring the positivity with test value 5. That means that those statements are rated significantly less than 5. When testing the non-significant questions with test value 4.5 they turned out to be significantly higher (Question 15: $t=6.89; df=50; p=.000$, Question 22: $t=8.40; df=50; p=.000$, Question 23: $t=3.91; df=50; p=.020$, Question 28: $t=2.72; df=49; p=.009$, Question 33: $t=17.52; df=50; p=.000$, and Question 34: $t=2.84; df=50; p=.007$). Thus, it can be argued that the respondents agreed to a high extent with all the statements. Therefore, HA_2 can be accepted:

KLM has a corporate identity that is perceived as positive by its employees.

Table 4.4 shows the mean scores, standard deviations, and the significance level of the variables. Each variable contains two or more questions that measure the same construct. It is determined whether the mean scores differ significantly from 5 with a One Sample T-test. This is tested to determine whether the questions and variables can be approved as positive. On a 7 point scale from 1=negative to 7=positive, 5 and higher means a positive score (Landau & Everitt, 2004).

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Table 4.4 Means and Std. Deviation of the Variables

Variable	Means and Std. Deviation	Significance
Innovation	$M=5.49, SD=.75$	$t=4.60; df=49; p=.000$
Sustainability	$M=5.14, SD=1.14$	$t=.87; df=49; p=.389$
Quality	$M=5.70, SD=.90$	$t=5.56; df=50; p=.000$
Reliability	$M=6.25, SD=.86$	$t=10.23; df=49; p=.000$
Price	$M=5.18, SD=.84$	$t=1.49; df=50; p=.142$
Engagement	$M=5.99, SD=.91$	$t=7.79; df=50; p=.000$
Effective Communication	$M=6.11, SD=.94$	$t=8.33; df=49; p=.000$
Core competences	$M=5.82, SD=.62$	$t=9.23; df=48; p=.000$
Functional competences	$M=5.96, SD=.91$	$t=7.41; df=49; p=.000$
Emotional competences	$M=5.84, SD=.91$	$t=6.59; df=50; p=.000$
Vision	$M=5.85, SD=.95$	$t=6.41; df=50; p=.000$
Mission	$M=5.61, SD=.89$	$t=4.49; df=49; p=.000$
Reputation	$M=5.49, SD=.87$	$t=4.03; df=50; p=.000$

From Table 4.4 it becomes clear that eleven of the thirteen variables can be significantly approved as positive (test value 5). All these eleven variables are significantly higher than 5. The variables Sustainability ($t=.87; df=49; p=.389$) and Price ($t=1.49; df=50; p=.142$) are not significant when it comes to measuring the positivity with test value 5. When testing the non-significant variables with test value 4.8 they were significant: Sustainability ($t=2.11; df=49; p=.040$) and Price ($t=3.19; df=50; p=.002$). Thus, the variables are rated significantly higher than 4.8. It can be argued that the respondents agreed to a high extent with the variables. Therefore hypothesis HA₂ can also be accepted according to the results of the variables: *KLM has a corporate identity that is perceived as positive by its employees*. Each variable contains statements which the managers mentioned as important for the identity. It seems that the respondents, KLM employees, also value the topics mentioned by the managers as important (paragraph 3.2). For example, the managers indicated that innovation ($M=5.49, p=.000$) is an important aspect regarding carrying out and building KLM's corporate identity. They for example said that KLM tries to offer a modern service and product ($M=5.49, p=.004$). In paragraph 3.2 (Analysis and Results Desired Identity) the entire analysis and results of the desired identity, the questionnaire with the managers, can be found. Even though the

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similarities between the desired identity and actual identity cannot be compared statistically, as the desired identity is qualitatively operationalized, the two identities can be compared to a certain extent. As showed before, the concepts that managers think are important, are also valued important by employees since they valued almost all questions and variables as positive. Thus HA₃ cannot be accepted: *There is a gap between KLM's desired identity and actual identity*. H₀₃ can be accepted: *There is no gap between KLM's desired identity and actual identity*.

The hypotheses HA₂ and HA₃ were composed to answer sub question 3: What is the actual identity of KLM? HA₂ (*KLM has a corporate identity that is perceived as positive by its employees*) can be accepted. HA₃ (*There is a gap between KLM's desired identity and actual identity*) cannot be accepted since the desires of the management show a lot of overlap with the thoughts of the employees regarding the corporate identity of KLM. From the results it appears that in general the employees of KLM are positive towards the identity of KLM. When the employees had to describe KLM and indicate what makes the company successful almost none of the employees mentioned negative aspects. Employees think that KLM is an innovative company ($M=5.49, p=.000$). Also, they think the company is sustainable ($M=5.14, p=.040$), they think for example that KLM works to create sustainable growth at Schiphol ($M=5.98, p=.000$). The respondents agree with the statements that say that KLM offers high quality ($M=5.70, p=.000$). Additionally, employees think that KLM is a safe airline ($M=6.27, p=.000$) and a company they can trust ($M=6.18, p=.001$). Thus it is a reliable company according to the respondents. Respondents think that the price / quality ratio is good ($M=4.88, p=.000$), the value that people get for their money is fair ($M=4.98, p=.000$), and they think KLM is expensive ($M=5.67, p=.000$). Respondents think that KLM engages well with its audience ($M=5.99, p=.000$). Next to engagement, they also indicate that KLM presents itself in a good way on social media ($M=6.35, p=.000$). Regarding the emotional competences, respondents feel proud to be an employee of KLM ($M=6.12, p=.000$), they feel at home during work ($M=6.02, p=.000$), and they think they are important for the success of the company ($M=5.96, p=.000$). The vision is related to innovation, and how attractive KLM is as an employer, respondents indicate KLM as an attractive employer ($M=5.80, p=.000$). They also agree with the mission aspects which are concerned with sustainability and expanding its network ($M=5.61, p=.000$). At last, respondents indicate that they think that KLM has a strong reputation ($M=6.20, p=.000$). Thus, overall it can be argued that the employees are positive towards KLM's identity.

4.1.5 Differences Demographics

An answer has been given to the sub question and hypotheses that were composed to determine the actual identity of KLM. No hypotheses are formulated regarding differences in gender, nationality and age. However, in addition to the results discussed above, it is also interesting to examine whether males agree to a different extent with the statements than females or whether Dutch respondents differ from non-Dutch respondents in their answers. This refers to hypothesis HA₂ (*KLM has a corporate identity that is perceived as positive by its employees*) and it can give additional information to the answer of sub question 3 (What is the actual identity of KLM?) in the sense that a distinction can be made between the employees, it could be that males perceive KLM's identity less or more positive than females. For each variable it is determined how high employees, differentiated by gender and nationality, rate the variables. 1 is the lowest score (I totally disagree) and 7 is the highest score (I totally agree). The mean scores, standard deviations, and amount of respondents included is presented; differentiated by gender (Appendix D: Table 4.5a) and nationality (Appendix D: Table 4.5b). Nationality is divided by Dutch and non-Dutch, it was not preferred to distinguish between all the different nationalities as the sample contains six different nationalities divided over 51 respondents. Also, for age the means and standard deviations are displayed (Appendix D: Table 4.5c). Age was divided between six age groups (≤ 18 , 19-25, 26-35, 36-45, 46-55, $56 \geq$), none of the respondents was aged 18 or younger. To compare the mean scores a new variable is composed, age is divided in two groups: respondents between 19 and 45 (N=20), and respondents older than 45 (N=31). This division is made as in this way there are two quite equally divided groups instead of six groups.

An independent samples t-test is used to examine whether there are significant differences between males and females regarding the mean scores on the variables. No significant difference is found between males and females regarding the variables, the values are shown in Appendix D Table 4.5a. This means that male employees do not score significantly higher or lower than female employees regarding the variables that measure the identity. Also, for nationality it becomes evident that no significant differences between Dutch and non-Dutch respondents exists, except for the variable Core Competences ($t=2.16$; $df=47$; $p=.036$). The values for nationality are presented in Appendix D Table 4.5b. Thus, a significant difference is found in the degree to which Dutch and non-Dutch respondents agree with the statements in the variable Core Competences. non-Dutch respondents ($M=6.16$, $SD=.50$) score significantly higher concerning the statements in the variable Core Competences than Dutch respondents ($M=5.73$; $SD=.64$). According to the managers, the

most important core competences are innovation and reliability (paragraph 3.2). Remarkable is that the variables Innovation ($t=1.70$; $df=48$; $p=.096$) and Reliability ($t=1.88$; $df=48$; $p=.067$) apart from each other did not show a significant difference between Dutch and non-Dutch respondents, while the two variables together (Core Competences) differ significantly.

When comparing the means between the two age groups it becomes evident that for all variables no significant difference exists between the age groups. The values are presented in Appendix D Table 4.5c. Thus, employees aged between 19 and 45 do not have a different view on the identity of KLM than employees who are 46 years or older.

4.2 Online Physical Identity

From the analysis and results of the physical identity of KLM on its website and official Facebook page the aim is to give an answer to the sub question (SQ4) and hypotheses HA₄ and HA₅. The hypotheses followed from the literature (paragraph: 2.2.4). The physical identity analysis is carried out with the help of the theory of Van der Grinten (2010) and by following an analysis design inspired by Kavada (2012); feature analysis. It is a web context analysis. The components, displayed in Figure 3 (section 3.4), regarding the official Dutch website and Facebook page of KLM will be taken into account in the analysis. The following sub question and hypotheses were formulated concerning the online physical identity:

SQ 4: What is the online physical identity of KLM?

HA₄ = KLM wants to push out a popular, engaging (two-way communication), and informative identity through its website and Facebook.

H0₄ = KLM does not want to push out a popular, engaging (two-way communication), and informative identity through its website and Facebook.

HA₅ = KLM's desired identity differs from its online physical identity.

H0₅ = There is no difference between KLM's desired identity and online physical identity.

4.2.1 Analysis and Results Website

The corporate website of KLM (www.klm.com) is analysed for the presence of the mission statement, the team, slogan, number of actions taken, campaign information, videos, press releases, blogs, and the ease to navigate through and finding information on the website. Also it is analysed whether the website carries out the identity aspects mentioned by the managers. First of all, when visiting the website, it is immediately clear that it is KLM's corporate website as the logo is displayed on the top left, and 'KLM blue' is the dominant colour used in the design. In the top right corner visitors can choose their language. The design is modern;

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they use a cover photo, with discounts and advertisements, which changes every three seconds and the website overall looks neat. The home page contains a lot of information, but it is ordered in a structured way; at the top is a bar which displays the different sections (home, plan and book, prepare for travel, destinations, Flying Blue, KLM for business, about KLM and customer support). The website is very easy to navigate and it is easy to find information in the direction that is needed. Also at the top is a Facebook icon, when you click on it you get linked to KLM's Facebook page. However, all the other social media channels of KLM are not displayed here. To see on which other platforms they are active, visitors first have to navigate to 'About KLM' and 'KLM on social media'. This is surprising as they are also highly active on a variety of other platforms which might be as important as their Facebook page, such as their Twitter platform. The most central on the home page is the search section for flights. Below the search section a link to a check-in section and flight information is displayed. The above-mentioned aspects can be seen in Image 1 below.

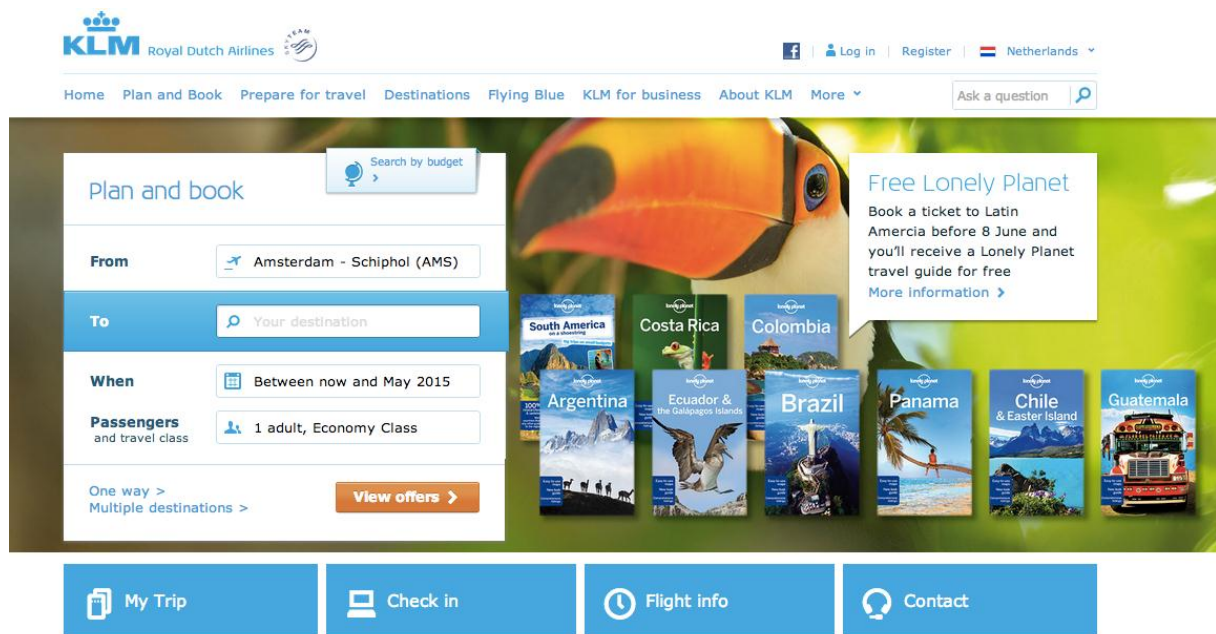


Image 1. Screenshot of the top of KLM's corporate website.

Visitors have to navigate through the home page to get to the section where they can find the press releases. KLM does not display a slogan on their website, neither any information is provided regarding campaigns or their blogs. When searching on Google it becomes evident that KLM has a separate website for blogs and campaigns (<https://blog.klm.com/>). Unclear is why visitors do not get linked to this website in any way through the main website.

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When looking at the way in which the concepts that determine the identity of KLM, according to the managers, are displayed the following becomes evident:

Innovation: It becomes evident from KLM's website that innovation is very important to them. They state for example that 'KLM offers customers a contemporary product'. They also show that they adjust to new developments and are abreast with the times. They do this by, for example, make visitors aware that if they have questions they can ask the team of KLM via Facebook or Twitter 'for an answer within an hour and a solution within a day'. This is tested by the researcher. A message with a question was sent to KLM via Twitter and via Facebook. Within 10 minutes KLM replied on Twitter with a tweet that contained useful information. Also, on Facebook, when commenting on a photo that KLM posted, they answered the question within 25 minutes. Also, a recently added feature allows customers to check in via their smart phones.

Sustainability: From the website becomes evident that they are highly concerned with sustainability management. KLM has a separate section 'Sustainable travel' where visitors can calculate CO2 emissions when flying with KLM, a description of their efforts to be as sustainable as possible, and how customers themselves can help to reduce CO2 emissions. When they describe their mission, sustainability turns out to be an important aspect.

Trust / Reliability: KLM tries to present a reliable identity through their website. A whole section is dedicated to safety and security where they describe the safety of the products they offer, the safety of the flights, how to let customers feel safe, and working safely.

Additionally, they promise the audience to respond to them as quick as possible and to come up with a solution within a day. Also, KLM shows on its website when customers get a refund or compensation for their flight. By providing customers with such information they know what they can expect and they can rely on this.

Price: They do, of course, not say on their website that their prices are high. The managers indicated that KLM is quite expensive, however customers get value for their money. On the website of KLM it becomes clear that they try to offer everything that the customer needs, thus that customers get value for their money: comfort, service, quality, environmentally friendly flights, a lot of destinations, being attainable via various channels, and offer a quick response and solution.

Core competences: Managers indicate that the most important core competences are reliability and innovation. As mentioned before, these two aspects are also very present on the corporate website of KLM.

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Functional competences: Managers indicate that the most important functional competences are quality and reliability. From the website it is obvious that KLM aims to provide its visitors and especially its customers quality. The website is very neat and looks professional. They do not mention 'quality' literally on their website. However, they point out that the seats are very comfortable, they provide a variety of good food and drinks aboard, they offer help with booking flights, answer questions as quickly as possible, are concerned about design, and have a variety of entertainment aboard; even language courses. Even the fish they serve has an MSC certification, which means that the fish comes from sustainable fisheries.

Emotional competences: Important concepts regarding emotional competences, according to the managers, is that customers and employees should feel proud to be connected with KLM, feel at home and employees should feel important regarding the success of the company. KLM indicates on its website that flying with KLM is a great experience and customers travel in a sustainable way. It is plausible that these facts let the customer and employee of KLM feel proud of their connection with the company. KLM tries to let visitors feel at ease by indicating they really try to listen to the audience, and aim for an individual approach 'as each individual is different'.

Vision: The vision of KLM is explicitly described on their website. They want to be at the front of the industry; be in a leading position in the international airline industry. Managers indicated they are a leading company in Europe. They also want to be an attractive employer, innovative and with the times. This corresponds with what the managers indicated.

Mission: Also, the mission of KLM is explicitly outlined on the corporate website. KLM is aiming to offer reliability and 'a healthy dose of Dutch pragmatism'. Also they want to provide innovative products and a safe, efficient, service oriented operation focused on sustainability. They work to create sustainable growth at Schiphol, increase its network, and they want a good balance between their own interest and those of the public that lives and works close to the airport. The mission stated on the website corresponds highly with what the managers indicated about the mission statement of KLM.

Engagement and effective communication: The website of KLM contains a lot of information. However, KLM does not interact or engage directly with its audience on the website. They do link the visitors to their social media platforms, where engagement and interactivity are very evident, as will be outlined in the analysis of KLM's Facebook. Also, managers indicated that transparency towards its public is important. KLM is transparent on its website, they even display how much KLM's revenues, losses and debts are for each year, also the average age of their aircraft and their full history are described.

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4.2.2 Analysis and Results Facebook

The official Facebook page of KLM (www.facebook.com/KLM) is analysed on the presence of the aspects mentioned in Figure 3 (paragraph 3.4). Also it will be analysed whether the website carries out the identity aspects mentioned by the managers. The mission, slogan, and favourite pages of KLM are not explicitly described or displayed on the Facebook page. However, the status updates and wall comments are the core of the Facebook page. The date founded (October 7, 1919) and links (URL's) to KLM's website and other social media are displayed. On KLM's Facebook is a separate section where photos, videos and campaigns can be found. Also a lot of other information can be found on the Facebook page, such as booking a trip and checking flight statuses. Image 2 shows the top of KLM's Facebook page.



Image 2. Screenshot of the top of KLM's official Facebook page.

Coming back to the essence of the Facebook page: status updates and wall comments, it becomes evident that KLM is aiming for a lot of engagement and interactivity with its fans. None of the posts is just text; the posts contain text accompanied by a photo, link or video. Most posts are concerned with advertisements and designed questions, this is the case when KLM asks its fans a question in a post. This became evident from a former paper towards Facebook posts of KLM, South West Airlines and Qatar Airways (Van Bruggen, 2013). KLM invites and encourages people to interact and they succeed. On most posts they have

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thousands of likes, and tens or hundreds of likes and shares, an example is displayed below.



Image 3. Example of a KLM Facebook post

Below will be determined to what extent the identity concepts indicated by the managers, become evident on KLM's Facebook.

Innovation: It becomes evident from KLM's Facebook page that innovation is an important concept that they want to reach out to their public. This become clear for example from the fact that they offer since 2012 Japanese service on Facebook, they post photos of new aircrafts, and they state "We value your feedback and thank you for helping us improve our products and services." (www.facebook.com/KLM/info) Also, by providing the audience 24/7 services through social media shows that they want to be a modern company that keeps abreast of the times.

Sustainability: From the Facebook page does not explicitly becomes evident that they are concerned with sustainable management. Apart from a post that says that KLM uses biofuel, which is better for the environment than normal kerosene, no section or mention is found on the Facebook-page related to sustainability.

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Trust / Reliability: By showing the audience that they are highly concerned with innovation also with respect to their aircrafts, it shows that it wants to carry out a 'safe' and 'trustable' image. Also, the fact that people can contact KLM 24/7 via different channels shows that they are concerned with their audience. The audience can rely on KLM that they will respond within an hour and come up with a solution within a day.

Price: KLM does, of course, not state on its Facebook page that they are an expensive airline. The managers indicated that KLM is quite expensive, however customers get value for their money. From KLM's Facebook page it becomes clear that they try to offer everything that the audience needs: comfort, service, quality, a lot of destinations, being attainable via various channels, a quick response and solution, and engagement.

Core competences: Reliability and innovation were indicated by the managers as the most important core competences. As discussed in the above, these two aspects also become evident when analysing the Facebook page of KLM.

Functional competences: From the questionnaires with the managers it appeared that the most important functional competences are quality and reliability. Reliability is discussed before. Regarding quality, it seems that KLM aims to carry out via Facebook that they want to offer its customers the best quality. Taking the concept literally, KLM posts professional photos and videos of high quality. Also, from their posts becomes clear that they offer high quality comfort as the food they serve looks very good and the chairs look comfortable. Also they want to provide its audience with the best service, when people have a question KLM will refer to the sources or channels that are best suited to answer their questions.

Emotional competences: The emotional competences are concerned with how proud the audience and employees feel to be connected with KLM and whether they 'feel at home' or at ease. It is plausible that the audience feels proud to be connected to KLM as the company shows itself as an innovative and quality oriented organisation. Also, they are very popular and well-known as becomes evident from the number of likes on their Facebook page (5,9 million likers as of 26 May, 2014). KLM also tries to let its audience feel at ease by using a personal and informal tone of voice when communicating with them.

Vision: Managers indicated they are a leading company in Europe. They also strive to be an attractive employer, innovative and abreast of the times. The aspects of innovative and being abreast of times is already discussed, Facebook carries these aspects out via its Facebook page. By being an innovative and popular company, KLM could be seen by its audience as an attractive employer. More explicitly, KLM is concerned about the privacy of its employees: "Posting of personal details like names, e-mail addresses and telephone numbers of KLM or

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Air France employees is not allowed.” Also, KLM sometimes posts messages on their wall about achieved successes of its employees. Regarding the fact that managers indicate that they are a leading company in Europe, this aspect does not become apparent from one of the sections on its Facebook page. However, they do sometimes post messages with information such as: “We are number one in Europe, and number two in the world when it comes to punctuality”.

Mission: KLM’s mission is not as explicitly stated on the Facebook page as it is on the corporate website. Managers indicated that the mission of KLM is mainly to be a safe airline, a sustainable company, they want to increase their network, and ensure a balance between their own interest and that of the people working and living nearby the airport. They do carry out through their Facebook page that KLM is a safe airline, the other aspects are not carried out through the Facebook page.

Engagement and effective communication: KLM’s Facebook page contains quite a lot of information, however less than the corporate website. In contrast to the website, via the Facebook page KLM engages directly with its audience. KLM invites and encourages the audience to interact actively with them. They communicate effectively by referring people to the sources and channels that will give the best answers to their questions. Also, KLM promises to respond to questions on the Facebook page within an hour and come up with a solution within a day.

4.2.3 Answering Sub Question and Hypotheses

Thus, returning to the question and hypotheses formulated for this topic, the following becomes clear:

- Seen the fact that KLM is highly active, popular, and socially devoted on its Facebook page (SocialBakers, 2014), HA₄ can be accepted for the most part: *KLM wants to push out a popular, engaging (two-way communication), and informative identity through its website and Facebook.* KLM certainly tries to carry out a popular, engaging and informative identity through their Facebook page seen their youthful language use, they react to a lot of comments people post and try to inform them as well as possible. From the website becomes especially evident that they want to inform the customer as well as possible and want to carry out a popular identity by demonstrating the effectiveness of their own practices and showing how much and how good they use social media to get in contact with the public. On the website itself no real engagement or interactivity with the visitors occurs, however KLM does provide

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visitors with a lot of links to other channels, especially social media, where KLM is highly interactive with the audience. Thus H0₄ can be rejected.

- From the literature it is expected that (HA₅) *KLM's desired identity differs from its online physical identity* seen the fact that online identities do not necessarily meet the offline identities as the identities appear in different settings (Davies et al., 2003; Alwi & Silva, 2008). However, from the analysis follows that HA₅ should be rejected and H0₅ can be accepted. The website contains all the concepts which managers mention are important for KLM's identity. The only aspect that is not very evident on the website is engagement / interaction with the audience. However, they do provide visitors with a lot of links to other channels, especially social media, where KLM is highly interactive with the audience. The Facebook page of KLM does have a high level of engagement and interaction with its audience. Also the other identity aspects mentioned by the managers become evident on KLM's Facebook page. However the mission does not become very clear on the Facebook page, only rarely it is carried out via messages on the wall.

- SQ 4: What is the online physical identity of KLM? From the analysis of KLM's website and Facebook page it becomes clear that the company has a positive online physical identity. They give their visitors and fans a lot of information about almost every aspect of KLM. If people cannot find an answer to their question they can ask it via one of KLM's social media channels, call service or email. On social media KLM promises to respond within an hour and provide a solution within a day.

4.3 Online Corporate Image

The following questions and hypotheses were composed concerning the online corporate image of KLM, the hypotheses followed from the literature (paragraph: 2.3.2):

SQ 5: What is the image of KLM according to KLM's Facebook fans?

HA₆ = KLM's Facebook fans perceive KLM's identity as positive

H0₆ = KLM's Facebook fans do not perceive KLM's identity as positive

HA₇ = Facebook fans that have flown with KLM before are more positive towards KLM than respondents that have never flown with KLM.

H0₇ = Facebook fans that have flown with KLM before are not more positive towards KLM than respondents that have never flown with KLM.

HA₈ = KLM's desired image differs from its online image.

H0₈ = There is no difference between KLM's desired image and online image.

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First, the open question is examined; how do respondents describe KLM. In order to answer the sub question (SQ5) and the two hypotheses the data derived from the surveys is processed in SPSS.

4.3.1 Sampling

In total 105 respondents completed the survey. Question 4 ('Do you follow KLM on Facebook by 'liking' their page?') revealed that two respondents were not a fan of KLM's official Facebook page so they were excluded from the research. The remaining 103 respondents are divided in groups regarding engagement; whether they never comment on or 'like' KLM's Facebook posts, or whether they do. 47 People never commented on or 'like' a post on KLM's Facebook, the remaining 56 respondents did 'like' or commented on KLM Facebook posts. Initially, the plan was to only approach fans of KLM's Facebook page that engage actively on the platform. However, the people that were approached also sent the survey to others they knew that were fans of KLM's Facebook page which might not be engaging on KLM's Facebook page. This is not problematic since now a distinction can be made between people that engage with KLM on Facebook and people that do not. Question 6 ('Indicate how often you fly with KLM') was composed to determine how many respondents were customers (have flown with KLM before) and how many were non-customers (have never flown with KLM): 21 respondents indicated that they had never flown with KLM, 82 respondents have flown with KLM once, more than once or regularly. From the 103 respondents, 76 respondents have the Dutch nationality, and 27 were non-Dutch; 4 English, 2 German, 2 Israeli, 2 Spanish, 2 Turkish, 2 Russian, and one Algerian, Austrian, Belgium, Brazilian, Canadian, Chinese, French, Italian, Korean, Moroccan, Swiss, and Ukrainian. The nationalities were divided in two groups: Dutch and non-Dutch. 39 Males and 64 females completed the survey.

4.3.2 Analysis Open-ended Question

Before the Facebook fans of KLM had to answer the closed-ended questions, they first had to complete an open ended question: Question 7: 'If you had to describe KLM in a few words, how would you describe the company?' The respondents had to fill in at least one word with a maximum of five words. This question gives insight in whether KLM's Facebook fans perceive KLM's identity as positive (HA₆) and whether KLM's desired identity differs from its online image or not (HA₈). The answers of the respondents can be found in Appendix C2.

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The most commonly used answers are displayed below in Table 4.6.

Table 4.6 Answers of respondents to Question 7

Category	Examples	Number of times mentioned
Service	Comfortable, service oriented, quality, friendly, pleasant	57
Reliability	Reliable, trustworthy, trustful, well-regulated	25
Great company	Great / good company, best / fine airline, great brand,	19
Price	Expensive, pricey	15
Known	Well-known, known, familiar	8
Safety	Safe airline, safe	8
Communication	Interactive, good social media, good / great marketing	7
Other	Innovative, blue, beautiful, Dutch, trendy	Less than 3

When observing the respondents answers it becomes immediately clear that the most mentioned words when describing KLM are good service and comfort. Words related to those concepts were all together mentioned 57 times, thus more than half of the respondents think that KLM provides good service and comfort. Also, 25 respondents mention that KLM is a reliable company. It was quoted 15 times that KLM is an expensive airline, however next to this aspect they only mention positive aspects such as reliable and well regulated. 19 Respondents describe KLM as a great company or the best airline in the world. Additionally, it was 8 times indicated by the Facebook fans that KLM is a well-known and familiar company. Also KLM is described as a safe airline by 8 of the respondents. 7 Respondents mention something related towards the communication of KLM.

The descriptions that are mentioned a lot correspond with the desired identity of KLM. Managers also indicated that high quality service and comfort, reliability, familiarity, safety, and a good communication are important concerning KLM's identity. The managers themselves also said that KLM is not cheap, however customers get value for their money. It seems that KLM Facebook-fans agree with this since next to mentioning that KLM is

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expensive they only mention positive aspects. It seems that KLM Facebook fans are very positive about KLM since they do not mention any negativities when describing KLM apart from the fact that some think the airline is expensive. This is not surprising since the respondents are all fans of KLM's Facebook. If they would be negative about the company they probably would not be a fan of KLM's Facebook. From the above outcomes it can be argued that HA₆ (*KLM's Facebook fans perceive KLM's identity as positive*) can be accepted and H0₆ (*KLM's Facebook fans do not perceive KLM's identity as positive*) can be rejected.

4.3.3 Reliability

Thirteen variables are composed from the survey with KLM Facebook fans. Each variable contains two or more questions on a scale from 1 (=I totally disagree) to 7 (=I totally agree). To measure the reliability of each of the variables the Cronbachs alpha is determined, this is the coefficient of internal consistency. The reliability also checks whether the questions in the variable measure the same construct. A variable is reliable when the alpha is higher than 0.6 ($\alpha \geq .60$), however, an alpha higher than 0.7 is preferred (Malhotra & Birks, 2007). For every variable, the Cronbachs alpha is shown in Table 4.7.

Table 4.7 Reliability of the Variables

Variable	Cronbachs Alpha (α)
Innovation	$\alpha = .84$
Sustainability	$\alpha = .85$
Quality	$\alpha = .81$
Trust	$\alpha = .73$
Price	$\alpha = .69$
Engagement	$\alpha = .92$
Effective Communication	$\alpha = .92$
Core competences	$\alpha = .74$
Functional competences	$\alpha = .78$
Emotional competences	$\alpha = .63$
Vision	$\alpha = .90$
Mission	$\alpha = .87$
Reputation	$\alpha = .80$

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All of the variables are reliable as is shown in table 4.7. Thus, it can be assumed that the questions in every variable measure the same construct.

4.3.4 Means, Standard Deviations, and Comparisons

For each variable it is determined to what extent KLM Facebook fans agree with the statements, 1 is the lowest score (I totally disagree) and 7 is the highest score (I totally agree). From the results can be concluded to what extent the desired identity will match with the online corporate image of KLM (HA₈). The mean scores, standard deviations, and significance levels of the statements included are presented in Table 4.8. It is determined whether the mean scores are significantly higher or lower than 5 with a One Sample T-test. This is tested to determine whether the questions can be approved as positive. According to Landau and Everitt (2004) on a 7 point scale that runs from 1=negative to 7=positive, a score of 5 or higher can be accepted as positive.

Table 4.8 Means and Std. Deviations of the statements

Question*	Means and Std. Deviation	Significance
8. Innovative	$M=5.17, SD=1.37$	$t=1.25; df=98; p=.216$
9. Strong reputation	$M=5.88, SD= 1.26$	$t=6.96; df=98; p=.000$
10. Brand position	$M=5.58, SD=1.19$	$t=4.82; df=98; p=.000$
11. Reliable	$M=5.77, SD=1.42$	$t=5.38; df=98; p=.000$
12. Promises	$M=4.99, SD=1.17$	$t=-.09; df=98; p=.931$
13. Trust	$M=5.51, SD=1.15$	$t=4.38; df=98; p=.000$
14. HighQ service	$M=5.63, SD=1.04$	$t=6.04; df=98; p=.000$
15. HighQ comfort	$M=5.36, SD=1.40$	$t=2.58; df=98; p=.011$
16. Friendly	$M=5.42, SD=1.21$	$t=3.48; df=98; p=.001$
17. At ease	$M=5.44, SD=1.26$	$t=3.39; df=95; p=.001$
18. Trendy	$M=4.95, SD=1.36$	$t=-.38; df=95; p=.708$
19. Tone of Voice	$M=4.90, SD=1.61$	$t=-.63; df=95; p=.528$
20. Listening	$M=4.94, SD=1.47$	$t=-.42; df=95; p=.678$
21. Effective Comms	$M=5.01, SD=1.48$	$t=.07; df=95; p=.945$
22. Well informed	$M=5.20, SD=1.32$	$t=1.47; df=95; p=.145$
23. Attractive employer	$M=5.36, SD=1.33$	$t=2.68; df=95; p=.009$
24. Modern service	$M=5.27, SD=1.35$	$t=1.97; df=95; p=.052$

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25. Proud	$M=4.13, SD=1.39$	$t=-6.11; df=94; p=.000$
26. Safe	$M=4.96, SD=1.36$	$t=-.30; df=94; p=.763$
27. Sustainable	$M=4.16, SD=1.28$	$t=-6.40; df=94; p=.000$
28. Profitable growth	$M=4.14, SD=1.33$	$t=-6.31; df=94; p=.000$
29. Balance	$M=3.92, SD=1.40$	$t=-7.57; df=94; p=.000$
30. Environment	$M=3.64, SD=1.33$	$t=-9.97; df=94; p=.000$
31. Recognizable brand	$M=5.14, SD=1.44$	$t=.93; df=94; p=.357$
32. Expensive	$M=4.76, SD=1.41$	$t=-1.67; df=94; p=.098$
33. Price / Quality ratio	$M=4.21, SD=1.15$	$t=-6.71; df=94; p=.000$
34. Value money	$M=4.23, SD=1.42$	$t=-5.28; df=94; p=.000$

* the numbers refer to the numbers of the statements as displayed in the Online Image Survey (Appendix C1), the words behind the numbers summarize the statement.

All the statements are tested with a One-sample t-test with test value 5 to check if they significantly differ from 5, the values are presented in Table 4.8. Four groups emerge:

- Statements with a mean of 5 or higher that significantly differ (9,10,11,13-17, 23).
These statements are rated significantly higher than 5, they are positive. So respondents agree to a high extent with these statements.
- Statements with a mean of 5 or higher that do not significantly differ (8,21,22,24,31).
These statements are rated higher than 5, although not significant, they can still be seen as positive.
- Statements with a mean lower than 5 that significantly differ from 5 (25,27-30,33,34).
These statements are rated significantly lower than 5. It can be argued that respondents do not agree with these statements to a high extent.
- Statements with a mean lower than 5 that do not significantly differ from 5 (12,18,19,20,26,32). It can be argued that these statements can be approved as positive, because they do not significantly differ from 5, and 5 is positive.

For all statements, except for the statements in the third ‘group’, can be argued that the respondents agree to a high extent with the statements. Thus, KLM Facebook fans agree with the aspects that managers said (paragraph 3.2) were important for KLM’s identity. However, KLM Facebook fans are not proud to be connected with KLM (25). They do not very much agree with the statement that KLM is sustainable, concerned with the environment or ensures a balance between their own interest and that of the public (27, 28, 29, 30). Additionally KLM

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Facebook fans also do not agree to a high extent with the statement that says KLM has a good price / quality ratio and gives value for the money customers pay (33,34). Therefore H_{A6} (*KLM's Facebook fans perceive KLM's identity as positive*) and H_{06} (*KLM's Facebook fans do not perceive KLM's identity as positive*) cannot be fully accepted or rejected.

Table 4.9 presents the mean scores, standard deviations and significance levels of the variables. Also for the variables it is examined whether they can be significantly approved as positive with test value 5. According to Landau and Everitt (2004) on a scale from 1= negative to 7= positive, a score of 5 or higher can be approved as positive.

Table 4.9 Means and Std. Deviations of the Variables

Variable	Medium and Std. Deviation	Significance (t, df, p)
Innovation	$M=5.14, SD= 1.19$	$t=1.15; df=95; p=.255$
Sustainability	$M=3.96, SD=1.12$	$t=-9.06; df=94; p=.000$
Quality	$M=5.47, SD=1.04$	$t=4.51; df=98; p=.000$
Trust	$M=5.32, SD=.91$	$t=3.47; df=94; p=.001$
Price	$M=4.40, SD=1.05$	$t=-5.58; df=94; p=.000$
Engagement	$M=4.95, SD=1.41$	$t=-3.61; df=95; p=.719$
Effective Communication	$M=5.05, SD=1.32$	$t=3.61; df=95; p=.719$
Core competences	$M=5.26, SD=.93$	$t=2.74; df=94; p=.007$
Functional competences	$M=5.59, SD=1.08$	$t=5.39; df=98; p=.000$
Emotional competences	$M=4.81, SD=1.10$	$t=-7.19; df=94; p=.089$
Vision	$M=5.19, SD=1.23$	$t=1.55; df=95; p=.123$
Mission	$M=4.16, SD=1.09$	$t=-7.52; df=94; p=.000$
Reputation	$M=5.73, SD=1.12$	$t=6.48; df=98; p=.000$

From Table 4.9 it follows that three variables show a mean lower than 5 and differ significantly from test value 5. These variables are Sustainability, Price and Mission. This was not surprising as the questions in these variables also had a lower mean than 5 and differed significantly from test value 5 (Table 4.8). It can be argued that Facebook fans of KLM do not agree with these variables to a high extent.

For all the other variables can be argued that the respondents agree to a high extent. Thus, KLM Facebook fans agree with the aspects that managers argue (paragraph 3.2) were

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important for KLM's identity. However, KLM Facebook fans do not agree to a high extent with the variable that asks if they think KLM is sustainable, fairly priced, and they also do not agree to a high extent with the mission aspects. According to these results hypothesis HA₆ cannot be fully accepted; *KLM's Facebook fans perceive KLM's identity as positive*. From this follows that KLM's desired image, which is the desired identity, differs from its online image. Thus HA₈ (*KLM's desired image differs from its online image*) can be accepted, and H0₈ (*There is no difference between KLM's desired image and online image*) can be rejected.

Now, an answer can be formulated to sub question 5: What is the image of KLM according to KLM's Facebook fans? From the open question it appeared that the respondents were positive about KLM, almost no one mentioned a negative word about the company. However from the survey becomes clear that the Facebook fans are sceptic towards whether KLM is environmentally and socially sustainable, and a fair priced company. However, they do think that KLM is very innovative, reliable, offers quality, communicates effectively and is engaging with their customers. Also, they think that KLM has a good reputation, and feel at ease when they are in contact or fly with KLM.

4.3.5 Differences between Customers and non-Customers

It is also interesting to have a look at the difference between respondents that have flown with KLM before and respondents that have never flown with KLM. The variables that show a significant difference between customers and non-customers of KLM are shown below in Table 4.10. From the results it follows that Facebook fans that have flown with KLM before ($M=5.65$, $SD=.92$) are more positive towards KLM's quality ($p=.000$) than non-customers ($M=4.65$, $SD=1.16$). Also, customers ($M=5.17$, $SD=1.28$) are more positive towards KLM's effective communication than non-customers ($M=4.47$, $SD=1.40$) ($p=.046$). Additionally, customers ($M=5.47$, $SD=.75$) think KLM is more reliable than Facebook fans that have never flown with KLM ($M=4.63$, $SD=1.24$) ($p=.000$). The items Trust and Quality form together the functional competences, thus it is not surprising that this variable also shows that customers ($M=5.72$, $SD=.98$) are more positive than non-customers ($M=4.98$, $SD=1.34$) ($p=.008$). Also, customers ($M=5.03$, $SD=1.02$) feel more at ease and more proud when connected with KLM, than non-customers ($M=3.76$, $SD=.85$) ($p=.046$).

Thus, for some of the aspects Facebook fans that are also customers are more positive towards KLM than Facebook fans that are not customers of KLM. This was expected from the literature. HA₇ can be accepted: *Facebook fans that have flown with KLM before are more positive towards KLM than respondents that have never flown with KLM*. H0₇ (*Facebook fans*

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that have flown with KLM before are not more positive towards KLM than respondents that have never flown with KLM) can be rejected.

Table 4.10 Significant differences between customers and non-customers

Variable	Means and SD	Significance level (t, df, p)
Quality	Customers: $M=5.65$, $SD=.92$ non-Customers: $M=4.65$, $SD=1.16$	$t=-3.98$; $df=97$; $p=.000$
Trust	Customers: $M=5.47$, $SD=.75$ non-Customers: $M=4.63$, $SD=1.24$	$t=-3.68$; $df=93$; $p=.000$
Effective Communication	Customers: $M=5.17$, $SD=1.28$ non-Customers: $M=4.47$, $SD=1.40$	$t=-2.02$; $df=94$; $p=.046$
Functional Competences	Customers: $M=5.72$, $SD=.98$ non-Customers: $M=4.98$, $SD=1.34$	$t=-2.70$; $df=97$; $p=.008$
Emotional Competences	Customers: $M=5.03$, $SD=1.02$ non-Customers: $M=3.76$, $SD=.85$	$t=-4.76$; $df=93$; $p=.000$

4.3.6 Differences Demographics

The sub question for this section has been answered and the hypotheses are accepted or rejected. In addition to the results discussed in the former section it might also be interesting to determine differences between gender, nationality, and age. Therefore, for each variable is determined how high Facebook fans of KLM, differentiated by gender, nationality and age, rate the variables. Nationality is divided by two groups: Dutch and non-Dutch, it was not preferred to distinguish between all the different nationalities as the sample contains nineteen different nationalities divided over 103 respondents. Age was divided between six groups (≤ 18 , 19-25, 26-35, 36-45, 46-55, $56 \geq$), none of the respondents was aged 18 or younger. To compare the mean scores age is divided in two groups: respondents that are 25 years old or younger ($N= 60$) and respondents that are 26 years old or older ($N= 43$). This division is made to compose two groups that are somewhat equally divided over the number of respondents.

An independent samples t-test is carried out to determine whether significant differences occur between males and females, Dutch and non-Dutch, and respondents younger than 26 or older, regarding the mean scores on the variables. For every variable it

appears that no significant difference between men and women is found, except for the variable Reputation ($t=-2.83$; $df=47.38$; $p=.021$). The values are shown in Appendix E, Table 4.11a. Men score significantly lower ($M=5.34$, $SD=1.48$) than women ($M=5.96$, $SD=.75$). Thus, women think more positive about KLM's reputation than men do.

For nationality it becomes clear that most of the variables show no significant difference between Dutch and non-Dutch respondents. The values are presented in Appendix E, Table 4.11b. However, the variables Price ($t=-2.51$; $df=93$; $p=.014$) and Mission ($t=-2.15$; $df=93$; $p=.034$) show a significant difference. It appears that non-Dutch respondents ($M=3.96$, $SD=1.01$) think less positive about the price/quality ratio and whether people get value for their money at KLM than Dutch respondents ($M=4.56$, $SD=1.02$). Also, it becomes clear that non-Dutch Facebook fans ($M=3.77$, $SD=1.04$) are less positive about KLM's mission aspects than Dutch respondents ($M=4.30$, $SD=1.08$). When looking at the individual values that belong to the Mission, it appears that two questions show a significant difference between Dutch and non-Dutch: whether KLM is a safe airline ($t=-2.83$; $df=93$; $p=.006$) and to what extent respondents think that KLM is a sustainable company ($t=-2.02$; $df=93$; $p=.046$). non-Dutch respondents (safety: $M=4.32$, $SD= 1.22$, sustainability: $M=3.72$, $SD=1.17$) are less positive about these items than Dutch respondents (safety: $M=5.19$, $SD= 1.34$, sustainability: $M=4.31$, $SD=1.29$).

It becomes clear that for all the variables no significant difference between can be found between respondents that are aged 25 or younger and respondents aged 26 or older. The values are presented in Appendix E Table 4.11c.

4.3.7 Differences between Active and non-Active Facebook Fans

It is also interesting to test whether a difference occurs between active and non-active Facebook fans. 'Active' Facebook fans are respondents that comment and like on KLM's Facebook posts, 'Non-active' Facebook fans are respondents that never comment or like on KLM's Facebook posts. The variables that show a significant difference between active and non-active Facebook fans of KLM are shown below in Table 4.12. The means, standard deviations and significance levels (t, df and p) are displayed. From these results it can be argued that active Facebook fans are more positive towards KLM's identity than non-active Facebook fans. Also, active fans think that KLM is more innovative ($p=.003$), more sustainable ($p=.002$), more positive towards KLM's engagement ($p=.000$), more positive about KLM's effective communication ($p=.000$), more positive towards the core competences of KLM ($p=.000$), more positive towards KLM's emotional competences ($p=.003$), more

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positive towards KLM's vision ($p=.004$), and at last, active fans are more positive towards KLM's mission than non-active fans ($p=.004$).

Table 4.12 Significant Difference between active and non-active Facebook fans

Variable	Means and SD	Significance level (t, df, p)
Innovation	Active: $M=5.47$, $SD=1.08$ Non-Active: $M=4.75$, $SD=1.21$	$t=-3.08$; $df=94$; $p=.003$
Sustainability	Active: $M=4.28$, $SD=1.03$ Non-Active: $M=3.59$, $SD=1.11$	$t=-3.16$; $df=93$; $p=.002$
Engagement	Active: $M=5.51$, $SD=1.15$ Non-Active: $M=4.29$, $SD=1.42$	$t=-4.65$; $df=94$; $p=.000$
Effective Communication	Active: $M=5.63$, $SD=1.08$ Non-Active: $M=4.36$, $SD=1.25$	$t=-5.37$; $df=94$; $p=.000$
Core Competences	Active: $M=5.56$, $SD=.67$ Non-Active: $M=4.91$, $SD=1.06$	$t=-3.65$; $df=93$; $p=.000$
Emotional Competences	Active: $M=5.12$, $SD=1.09$ Non-Active: $M=4.44$, $SD=1.01$	$t=-3.10$; $df=93$; $p=.003$
Vision	Active: $M=5.52$, $SD=1.01$ Non-Active: $M=4.81$, $SD=1.35$	$t=-2.94$; $df=94$; $p=.004$
Mission	Active: $M=4.45$, $SD=1.01$ Non-Active: $M=3.83$, $SD=1.09$	$t=-2.86$; $df=93$; $p=.005$

5. Gaps and Discussion

In this section, a gap analysis is conducted with the help of a framework provided by Van der Grinten (2010). The desired identity is being compared with the actual identity (Gap 1), the online physical identity (Gap 2), and the image according to Facebook fans of KLM (Gap 3). The results already provide all the information. However, this sections will bring together, connect and discuss the results. When the findings show gaps between the desired identity and the other identities and image, it will be tried to trace a cause for these gaps. On ground of the gaps and its causes, recommendations for ‘filling these gaps’ are provided. In general, Van der Grinten (2010) points out three ways in which the management can tackle a gap: (1) changing the desires of the management, (2) changing the insights of the employees or (3) changing the contact points / areas of the employees (Van der Grinten, 2010). This discussion section will also show a connection between the academic literature and the current empirical research.

Organisations put a lot of effort into building and maintaining a strong identity, because former research has shown that a strategy for building an identity is highly essential (Balmer, 2008; Liou & Chang, 2008). The goal of creating a strong corporate identity is to reach an as favourable image as possible among the organizations audience to acquire an advantage over competitors, and building credibility and support amongst stakeholders (Rosson & Brooks, 2004). It is essential for a company to have a positive corporate identity as it is related to their success (Balmer, 2008). It takes time and effort to build a strong identity, yet it pays off to manage the corporate identity in an effective manner, as it will lead to a positive image and reputation, which often leads to a more successful business (Balmer, 1998). Also, it is widely recognized when stakeholders of organizations make decisions about investments or product choice, they often rely on organizations’ identities (Melewar, 2003). A strong identity also benefits the employees of an organisation; when the intentions, aims, and course of a business are clear to the staff, they show more support and effort towards the organization (Sternberg, 1991).

5.1 Gap 1: Differences between the Core Values and the Actual Identity

The desired identity (paragraph 3.2) and the actual identity (paragraph 4) are determined. Now, the gaps will be examined between what the managers desire and how employees experience the identity. According to Van der Grinten (2010) a lot of organisations show gaps between the desired and actual identity since organisations have to adapt and change in an ever-faster way to a demanding environment. In reaction to this, the management will

announce time and again a reorganisation and new strategy, which will lead to new, desired identities. Building and maintaining an identity is a slow process which can take up to years (Van Riel & Balmer, 1997). However, from the results of the current study becomes clear that the desires of the management regarding the corporate identity corresponds with what the employees think of KLM's identity (paragraph 4.1).

5.1.1 Comparing Desired Identity and Actual Identity

Managers mentioned several aspects on what they want KLM to carry out (paragraph 3.2): innovation, sustainability, quality, reliability, good prices, engagement, effective communication, and a good reputation. The employees were positive about all the aspects that managers mentioned. Employees also agreed with the vision and mission of KLM. Managers also mentioned desired functional competences and emotional competences. The functional competences were concerned with quality and reliability, the employees rated these concepts positive ($M=5.96$, $SD=.91$, $p=.000$). The emotional competences had to deal with the fact that managers want employees to feel home or at ease at work, that they feel proud to work at KLM and that they feel that they contribute to the success of KLM. It turned out that employees feel very at home, proud to work at KLM, and they feel they contribute to KLM's success. In particular, employees agree to the highest extent with the statements that cover Reliability ($M=6.25$, $p=.000$) and Effective Communication ($M=6.11$, $p=.000$). Thus, it can be argued that KLM employees think that KLM is a very reliable company that communicates effectively towards their audience. In all, it can be stated that the management informs its employees well about the identity that they want to carry out and KLM also incorporates the identity practices on the work floor.

From the results it appears that in general the employees of KLM are positive towards the identity of KLM. When the employees had to describe KLM and indicate what makes the company successful (paragraph 4.1.1) almost none of the employees mentioned negative aspects. When describing the personality of KLM, employees indicated aspects that were also mentioned by the managers as important identity factors. Employees argue that innovation, reliability, acting of personnel, feeling at home, being modern and sustainable are very important regarding KLM's personality. This corresponds with the thoughts of the managers. A lot of employees also mentioned that KLM is a social company; customer friendly, social, sympathetic. The managers did not mention these concepts explicitly. However, they used a similar description: customer oriented and focused on the customer with service. When employees had to describe the success of KLM they mentioned the following aspects:

innovation, reliability, good communication, cooperation between employees and partners, and they called KLM's market approach: modern, progressive, youthful and contemporary. The last aspect, concerning the market approach, also corresponds with the managers' thoughts, they mentioned that innovation and being modern is important.

5.1.2 Gaps, Causes and Solutions

When measuring the actual identity it is important to note that the associations with the organization will be different among the employees (Van der Grinten, 2010; Brown et al., 2006). This is because each employee has a different role, task, function, experience, and interaction with the organization. Also, in the banking industry often appears a gap between the desires of the executives and how the employees experience the identity of the bank (Vegholm, 2008). However, no large differences were found between the employees regarding their attitude with respect to the identity measuring variables. One difference was found concerning the demographic variables; non-Dutch respondents ($M=6.16$, $SD=.50$) are more positive towards the statements in the variable Core Competences than Dutch respondents ($M=5.73$; $SD=.64$). According to the managers, the most important core competences are innovation and reliability (paragraph 3.2). It could be that the former employers of the non-Dutch respondents outside the Netherlands did not strive for innovation as much as KLM does and valued reliability less. It could also be that Dutch people value innovation and reliability less than non-Dutch because of their nurture and background. However, no certain explanation can be provided for this outcome, as the respondents were not asked why they think innovation and reliability are important.

The most often mentioned aspects by the employees for KLM's personality and success were innovation and reliability. From the analysis of the questionnaires with the managers, it followed that these two concepts are the core competences of KLM's identity. Also, from the acceptance of $H0_3$ (*There is no gap between KLM's desired identity and actual identity*) became clear that no large gaps exist between the desired and actual identity of KLM. Thus, it seems that the desired identity of KLM is being communicated well to the employees and managers implement effective strategies to inform and instruct their employees. The literature showed that large corporations often have time and money for research towards communicational or promotional practices such as managing the corporate identity (Melewar & Karaosmanoglu, 2006). KLM fits in this profile; it is a large corporation that apparently put time and money in communicational practices such as communicating the desired identity towards its employees. This outcome is very positive for KLM. A study on

the corporate branding history of British Airways revealed that the actual identity is very important (Balmer et al., 2009). When employees are demotivated and dissatisfied, this is reflected towards the customers. It is also argued that supporting the employee morale was essential especially for those that were in direct contact with customers (Balmer et al., 2009). However, the fact that no gaps are determined between the desired identity and actual identity was not expected from former research. Often gaps are determined in the banking industry between the desires of the executives and how the employees experience the identity of the bank (Vegholm, 2008). The reason for this is that organisations constantly have to adjust in an ever changing and demanding environment in order to stay successful (Bolhuis, 2012). The changing environment brings along new ways of expressing the desired identity. Building or adjusting a new identity is a slow process, the corporate identity is not an aspect that can be changed in a couple of days (Balmer, Stuart, & Greyser, 2009). It is also argued that when measuring the actual identity it is important to note that the associations with the organization will be different among the employees (Van der Grinten, 2010; Brown et al., 2006). This is because each employee has a different role, task, function, experience, and interaction with the organization. Cheng et al. (2008) also argued that “an organization cannot simply present its corporate mission statement to its employees at all levels and expect them to promote this identity to its customers.” (Cheng et al., 2008, p. 696).

5.2 Gap 2: Differences between the Core Values and the Online Physical Identity

From the analysis of the online physical identity (paragraph 4.2) and the former section (paragraph 5.1) became clear that the management of KLM not only communicates the identity practices well to its employees, they also present the desired identity well through its website and Facebook page.

5.2.1 Corporate Website

The image on the corporate website is important as previous research argued that the organizational website is a dominant stimulator for strengthening the corporate image (Supphellen & Nysveen, 2001). Regarding the corporate website, KLM tries to carry out the identity via visuals (such as photos and videos), text (the different sections) and the design of the website. The desired identity aspects mentioned by the managers became present on the corporate website. From the website it becomes evident that innovation is an important aspect. The website presents its visitors how much KLM is concerned with constantly

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adapting to the changing environment by for example making full use of social media and showing their new products. The website contains a separate section about sustainability, with which they show they are also concerned with sustainability. Additionally, they try to profile a reliable identity by providing as much information as possible and by presenting how safe and secure the airline is. The vision and mission described by the managers also became explicitly clear from the website. Managers indicated that engagement with the audience and effective communication is essential. However, KLM does not interact or engage directly with its audience on the website. They do link the visitors to their social media platforms, where engagement and interactivity are very present. Also, managers indicated that transparency towards its public is important. KLM is transparent on its website, they even display how much KLM's revenues, losses and debts are for each year, also the average age of the aircrafts and their full history are described. Shchiglik and Barnes (2004) examined website quality in the airline industry. They tested four dimensions amongst customers: website quality, information quality, interaction quality, and airline-specific quality. It appeared that the airlines are better in presenting information quality (accurate, timely, reliable) and airline specific qualities than website quality (easy to navigate, easy to find information, visual content) and interaction quality. The current research shows that KLM is good at presenting airline specific qualities, information quality, and website quality. Interaction quality is less apparent. Thus, it can be argued that KLM does it better than the airlines examined in the study of Shchiglik and Barnes (2004).

5.2.2 Official Facebook Page

From the results became clear that the most evident aspect of the Facebook page of KLM was the high extent of engagement and interaction between KLM and its audience, and also between the fans. A high level of engagement and interactivity on social media platforms of organisations is very important (Gilpin, 2010; Kavada, 2012; Kostamo, 2013; McCorkindale, 2010). A study of Kavada (2012) presents similar outcomes: a lot of interaction is visible on the social networking sites of Avaaz, which is an advocacy organisation. It is argued that this interaction makes the audience co-producers of the identity and image of the organization. However, Avaaz has a dominant voice in the interactions as it can control the comments of the audience (Kavada, 2012). The same counts for KLM, they can control the comments and posts of the audience, thus they can choose what they want to leave on their page and what not. However, it is not very credible and convincing towards the audience when only positive

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comments show on the Facebook page (McCorkindale, 2010). This is not the case on the Facebook page of KLM, as it also shows comments of customers that have problems.

KLM's Facebook page also contains a lot of information, however less than the website. The values of innovation and reliability became very evident on the Facebook page of KLM, these two aspects form together the core competences. Regarding quality, it appears that KLM aims to carry out via Facebook that they want to offer its customers the best quality. KLM posts professional photos and videos of very high quality. Also, from the photos and descriptions of the posts becomes clear that they offer high quality comfort, for example the food they serve looks very good and the chairs look comfortable. Concerning effective communication, KLM wants to provide its audience with the best service, when people have a question KLM will refer to the sources or channels that are best suited to answer their questions. Also from the results became clear that, on Facebook, KLM tries to let the audience feel at ease and to make them feel proud to be connected to them. KLM's vision, as described by the managers, is also carried out through Facebook. From the literature it followed that successful strategic social media practices which are identity-related, simulate the corporate characteristics. Successful organizations include useful proceedings into these processes: communicating dimensions of the corporate identity, a consistent style of communicating, engagement with the audience, and using design aspects (Kostamo, 2013). This is exactly what KLM is doing on its Facebook page. KLM also communicates with a personal tone of voice with its audience, this makes the audience feel at ease and connected with a personality behind the communication on the platform of the organisation (Kostamo, 2013; Wilson, 2013). It is valuable that KLM is interactive and engaging with its audience on the Facebook since customers expect to be engaged in a two-way communication field regarding communication with corporations, and former research argued that it is important for organizations to meet those needs (Estanyol, 2012; Fieseler et al., 2009).

However, some aspects mentioned by managers do not become present on the Facebook page of KLM. The concern for sustainability is not carried out through Facebook. Also KLM's mission as indicated by the managers is not carried out through the platform. The mission is mainly to be a safe airline, a sustainable company, an increasing network, and ensuring a balance between their own interest and that of the people working and living nearby the airport. They do carry out through the Facebook page that KLM is a safe airline, but the other aspects are not present.

5.2.3 Differences between Website and Facebook Page

According to Van der Grinten (2010), differences often occur between the different physical identity elements. This is because different employees manage the different physical elements in the organisation. Orchestrating all the actions of the employees regarding building and maintaining the physical elements is a difficult task for the corporate communication managers (Van der Grinten, 2010). From the results becomes evident that KLM's corporate website and official Facebook page indeed differ to some extent in carrying out the corporate identity. The Facebook page shows a lot more engagement and interactivity with the audience. While the website contains all the identity aspects mentioned by the managers, the Facebook page lacks in carrying out the concern for sustainability, and most of the mission values. This difference exists because the website and Facebook serve other purposes and both provide different features (Kavada, 2012). In short, the corporate website is more about providing information one way, while the Facebook page is more concerned with interactivity and engagement between company and audience (Gensler et al., 2012). Facebook also serves more as entertainment and answering peoples questions quickly (Lee, 2010). While the corporate website provides information.

5.2.4 Gaps, Causes and Solutions

Thus, a very small gap is detected between the desired identity and the online physical identity concerning the website: KLM does not interact or engage directly with its audience on the website. They do however, link visitors to their social media platforms where the audience and KLM can interact and engage to a high extent. The cause for this gap is that the features, and the design of the website do not allow or invite visitors to be very interactive or engaging. Probably KLM wanted the website to be an information platform and for engagement they link visitors to the social media platforms. Thus, a solution for this gap does not seem necessary, as the solution is to go to KLM's social media platforms when the audience wants interactivity and engagement with KLM.

A bigger gap is revealed between the desired identity and online physical identity concerning the Facebook page: the platform lacks in carrying out the concern for sustainability, and most of the mission values (a sustainable company, an increasing network, and ensuring a balance between their own interest and that of the people working and living nearby the airport). A cause for this gap could be that KLM wants to keep its Facebook informal and accessible, and that it does not want to present too serious matters on this platform. According to Zarkada and Polydorou (2013) a corporate Facebook page should be

an enjoyable, easy accessible platform where businesses and people meet informally. Important issues can be discussed, however the very serious issues will be discussed on other channels (Kavada, 2012). People use social media also as an escape from daily routines and it keeps them from boredom (Lee, 2010). A solution for this gap could be that KLM includes very shortly some information about sustainability and the mission values, and link visitors to their website if they want to obtain more information about these issues.

5.3 Gap 3: Differences between the Core Values and the Online Image

In this third stage the outcomes of the research towards the image (paragraph 4.3) of KLM amongst Facebook fans will be compared with the desired image (paragraph 3.2). It will be examined whether there are gaps between what the managers desire and how Facebook fans experience the identity. The success of all the efforts made by the management to reach a certain image will become clear. This might be the most important stage, since a strong reputation and image determines to an important extent the success of an organisation (Balmer 1998; Balmer, 2008). Also, it appears that in the competitive airline industry it is essential to have a positive corporate image since it has an impact on customer loyalty towards the airline (Liou & Chang, 2008). An important note is that the corporate image is not fully manageable by the organization itself, however to a large extent it is affected by the choices and actions made by the management, specifically by the communication managers (Brown et al., 2006; Wijkniet, 1997).

5.3.1 Comparing Desired Identity and Online Image

From the results of the open-ended question appears that the Facebook fans of KLM are positive towards the identity of KLM. When the respondents had to describe KLM (paragraph 4.3.1) almost none of the respondents mentioned negative aspects. When describing the organisation, respondents mentioned aspects that were also mentioned by the managers as important identity factors. Most of the KLM Facebook fans described KLM as a service oriented company; comfortable, quality, friendly. Also, a lot of fans think that KLM is a reliable company. Additionally, fans indicated that KLM is well known, a safe airline, communicates in a good manner, and that it is a great company / best airline the world. A less positive aspect they mentioned is that they think KLM is expensive. However, managers argued the same; the audience probably experiences KLM as expensive but KLM offers good service and quality.

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From the results of the closed-ended questions follows that KLM Facebook fans are not proud to be connected with KLM. They are not very positive about KLM's sustainability aspect, they do not think that KLM is very concerned with the environment and with ensuring a balance between their own interest and that of the public. Additionally KLM Facebook fans also do not agree to a high extent with the statement that KLM has a good price / quality ratio and gives value for the money customers pay. Thus, Facebook fans do not agree to a high extent with the variables of Sustainability, Price and Mission (sustainability is part of the mission). A plausible explanation could be that because KLM does not state its mission aspects such as sustainability on its Facebook page (paragraph 4.2.2), KLM Facebook fans think that KLM is not very much concerned with these aspects. It cannot be argued whether this outcome is problematic since it is not studied whether the fans think that sustainability, the price and mission aspects are important. For all the other variables can be argued that the respondents agree to a high extent with what the managers aim to reach out: innovation, quality, trust, engagement, effective communication, core competences, function- and emotional competences, vision, and reputation.

5.3.2 Differences between Demographics Variables

It appears that customers of KLM are more positive towards KLM's quality, reliability, effective communication, functional- and emotional competences than non-customers (paragraph 4.3.4). This corresponds with former research; a study towards corporate image in the banking industry showed that non-clients value a bank image less positive than clients (Bravo et al., 2009). Customers have experienced KLM during a flight, thus they have experienced the quality, trust and face-to-face communication. Apparently they were positive about it. Also, customers are more proud to be connected with KLM than non-customers, this is probably because they have flown with the company before, non-customers are less connected to KLM so therefore they might be less positive about this aspect.

For age, no differences between KLM Facebook fans younger than 26 and 26 years or older were found. For nationality it became evident that non-Dutch respondents are less positive about KLM's price/quality ratio and KLM's mission aspects. A reason could be that non-Dutch respondents think that the prices of KLM are very expensive compared to airlines in their own countries. Non-Dutch are also less positive about KLM's sustainability and safety (mission). This could be due to different values about sustainability and safety to what they are used to, seen their possible different background and culture.

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Regarding gender, only one difference was found: women think more positive about KLM's reputation than men do. Because no further questions were asked about why respondents think positive or negative about KLM's reputation no explanation can be provided. Also, no literature has been found regarding differences between gender concerning their opinions towards organisation's reputations. Concerning differences between active and non-active Facebook fans of KLM, it appears that active Facebook fans are more positive towards KLM's identity than non-active Facebook fans (paragraph 4.3.6). Active fans think that KLM is more innovative, more concerned with sustainability and more engaging with the audience than non-active fans. Also, they think that KLM runs more effective communication and they agree to higher extent with KLM's vision, mission, and core competences (quality and reliability) than non-active fans. Active Facebook fans are probably more positive about KLM in general because they are more involved and probably thus more interested in KLM; they engage with KLM on the platform. From the 56 active fans, 48 are also customers of KLM. It turned out that customers are more positive towards KLM than non-customers, thus this could also be a reason why active fans are more positive towards KLM; because most of them are also customers.

5.3.3 Gaps, Causes and Solutions

The causes that are provided are plausible, but it also has to be taken into account that the corporate image of an organization is dependent on the image of the industry in which it is involved, and of former experiences with the organisation (Melewar & Karaosmanoglu, 2006). The image that different groups and individuals hold about an organization is based on their former experience with the organization, what the media writes, what people in their environment think about the organization, advertisements, the design of the website, online platforms, office, working clothes, manner of communication, and whether they agree with their way of working such as sustainability (Liou & Chuang, 2008; Ostrowski, O'Brien & Gordon, 1993). Thus, some fans of KLM's Facebook page have a certain image of KLM because they had former experiences with the company or they have a certain image of the aviation industry. A certain gap exists between the desired identity and the online image of KLM: Facebook fans do not agree to a high extent with the variables of Sustainability, Price and Mission (sustainability is part of the mission). A cause for this could be that because KLM does not state its mission aspects such as sustainability on its Facebook page (paragraph 4.2.2), KLM Facebook fans think that KLM is not very much concerned with these aspects.

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As also mentioned in paragraph 5.2.4, a solution could be that the Facebook page of KLM contains a short section about the aspects of KLM's mission, especially sustainability.

Another gap was revealed: customers of KLM are more positive towards KLM's quality, reliability, effective communication, functional- and emotional competences than non-customers (paragraph 4.3.4). This was already expected from the literature; non-clients often value a bank's image less positive than clients (Bravo et al., 2009). However, KLM of course also wants a positive image among its not customers to attract more customers or potential stakeholders and partners. A cause for this gap is probably that people who are customers of a certain organisation are more positive because they know the company and they choose to be a customer of that company instead of its competitor for a reason. A solution to make the non-customer among the Facebook fans more positive about the quality, reliability, and functional competences (the sum of quality and reliability) is that KLM could carry out these aspects more explicitly on its Facebook page.

A solution to make the non-customer among the Facebook fans more positive about the effective communication and emotional competences (feel at ease and proud to be connected to KLM) is that the management could adjust their desires. KLM is already informing, engaging with and listening to the audience to a high extent (paragraph 4.1 and 4.2). It is almost impossible that all groups think positive about every aspect of an organisation. Additionally, for the emotional competences it became evident from former research, that the aspect of emotional appeal is specific for the customer group (Shamma & Hassen, 2009). This is logical as customers are more involved and concerned with the specific organisation than non-customers.

The next section contains a clear conclusion of this study. At last limitations of the study and future research will be discussed.

6. Conclusion

6.1 Answering the Research Question

From this research becomes clear that the analysis design of Van der Grinten (2010) is a good base for conducting research towards the identity and image of an organisation. This current study also showed that the analysis design is easily adaptable to different research designs, such as the online environment. The sub questions were already answered and discussed in the results section (SQ 2: What is the desired identity of KLM? SQ 3: What is the actual identity of KLM? SQ 4: What is the online physical identity of KLM? SQ 5: What is the image of KLM according to KLM's Facebook fans?). On ground of the answers to the sub questions, the gap analysis and discussion, an answer can be given to the research question: (RQ1): *To what extent does the desired identity of KLM differ from the actual identity, online physical identity and online image of KLM?*

The academic literature showed that large corporations often have enough resources, time and money for research and communicational or promotional practices such as managing the corporate identity (Melewar & Karaosmanoglu, 2006). KLM is a large company that showed it has time, resources, and money for researching and managing communicational practices such as communicating the desired identity towards its employees, making the corporate identity on its corporate website and official Facebook page, and communicating it well to its audience. Overall, the management of KLM shows that they have a clear image of what they want to carry out and they communicate this well to its employees. All five managers indicated a lot of the same aspects regarding the identity of KLM. No gaps are revealed between the desired identity and the actual identity of KLM. However, some gaps did occur despite KLM's efforts to maintain a certain corporate identity and image in offline and online settings:

- A small gap is determined between the online physical identity and desired identity of KLM; a gap between what the corporate website shows and what the managers want to carry out regarding the corporate identity. KLM does not interact or engage directly with its audience on the website, while the managers indicated that interactivity and engagement with the audience is very essential. They do however, link the visitors of the corporate website to the social media platforms where KLM interacts and engages with its audience to a high extent.
- Another somewhat bigger gap is revealed between the online physical identity and desired identity of KLM: the information on KLM's official Facebook page does not

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fully match with the desires of the management regarding carrying out the corporate identity. The Facebook page lacks in carrying out the concern for sustainability, and most of the mission values (a sustainable company, an increasing network, and ensuring a balance between their own interest and that of the people working and living nearby the airport). This gap is not very problematic. KLM could provide some more information about these aspects, but it is argued that Facebook is not a medium to push out a lot of information about an organisation. It is mainly concerned with entertainment and answering fans questions, since people use social media as an escape from daily routines and it keeps them from boredom (Lee, 2010).

- Another gap is revealed between the desired identity and the online image of KLM. Facebook fans do not agree to a high extent with the variables of Sustainability, Price and Mission (sustainability is part of the mission). The fans do not think that KLM is very concerned with the environment and with ensuring a balance between their own interest and that of the public. Additionally KLM Facebook fans also do not agree to a high extent with the statement that KLM has a good price / quality ratio and gives value for the money customers pay. A solution for 'filling this gap' is that KLM can provide a short section about the aspects of KLM's mission and sustainability on the Facebook page.
- An interesting difference was shown between customers and non-customers of KLM: customers of KLM are more positive towards KLM's quality, reliability, effective communication, and functional- and emotional competences than non-customers. This outcome corresponds with a former study of Bravo et al. (2009) who examined corporate image in the banking industry. It became evident that non-clients value a bank image less positive than clients.

Thus, the desired identity of KLM corresponds highly with the actual identity. The desired identity also shows a lot of overlap with the online physical identity and online image of KLM. However, the ideas about the corporate identity of the management do not always become evident from the corporate website and official Facebook page as is outlined above. Also, the desired identity does not fully match the online image of KLM. The differences between the desired identity on the one hand and the online physical identity and online image on the other hand are not necessarily problematic. Different channels serve different purposes (Kavada, 2012; Kostamo, 2013). Thus, the fact that the aspects mentioned by the management are not all carried out through the corporate website and through the Facebook

page is not surprising. However, when taking together both platforms all the aspects are carried out to the audience; the platforms supplement each other. The Facebook page places more emphasis on engagement and interaction, while the website is more concerned with reaching out the mission and vision, and other essential information.

This current study also showed the usefulness of the framework of Van der Grinten (2010): the gap analysis. It showed that the framework is very useful and easily adaptable to different settings, in this case a part of the framework (physical identity) was transformed. The current research transformed the analysis of the physical identity as described by Van der Grinten (2010), which was focused on offline settings. This study focused on the physical identity in an online setting (website and Facebook page). Concluding, the framework of Van der Grinten (2010) lend itself very well to do research towards the corporate identity and corporate image of KLM and it was easily adaptable to the design of this study.

6.2 Limitations and Future Research

- The surveys for the actual identity and online image asked the age of the respondents by scales (≤ 18 , 19-25, 26-35, 36-45, 46-55, $56 \geq$). It would have been easier and more precise for the analysis to ask the respondents to fill in their exact age. That way, the average age could have been determined.
- For the desired identity questionnaire it would have been better to split question 8 (What do you think customers and non-customers think of KLM?) and 9 (What do you want that customers and non-customers think of KLM?) into two questions. Thus: What do you think customers think of KLM? And: What do you think non-customers think of KLM? Although most of the managers did distinguish an answer for customers and non-customers, sometimes it was not always clear if they provided an answer for both of the groups or for one of the groups (customers and non-customers).
- The outcomes of this study are specific for KLM and cannot be generalized to other organisations. However, it shows how the analysis design of Van der Grinten (2010) to operationalize the several identities and image of an organisation can be used and adapted to an online approach regarding physical identity and image. Additionally, regarding generalizability, this research only looks at the image that KLM Facebook fans have of KLM. Thus, the outcomes for this research cannot be generalized towards the general public.
- When speaking of the online image this research focused on the corporate website and Facebook, taking into account all online platforms was not feasible due to time limits. The validity would have been higher when all platforms would have been included, since the

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online image of KLM does not solely depend on its Facebook platform and website, the online image depends on all online platforms that KLM has. Future research towards online identities and online images could focus on all the online spaces that an organisation uses by conducting content analysis on all of the organisations platforms. Also, future research could take into account more stakeholder groups to measure the online identity, in this research only Facebook fans are questioned about KLM's corporate image.

- This research had to determine the desired identity by analysing the questionnaires with open-ended questions completed by communication and social media managers. It would have been better when *interviews* were conducted with managers. With interviews, the researcher can ask more in-depth questions on a certain topic and can ask further questions according to the managers' answers. It has been tried to conduct interviews, but KLM managers did not have time for it during the month that the researcher had to collect data. Thus, for future research it is valuable to conduct interviews with managers to reveal an organisations identity.

- From this research only becomes evident whether employees agree or disagree to a certain extent with identity aspects that are mentioned by the communication managers. It is not examined what KLM employees think are important identity factors. The same can be argued for the KLM Facebook fans. The actual identity and online image of KLM could also have been operationalized with a qualitative approach: interviewing employees of KLM and KLM Facebook fans. Due to limited time, this was not feasible for this master thesis project. For future research, to get more insights in what employees and the audience of an organisation think about the identity of the organisation, it is valuable to conduct interviews with these groups.

- The gaps that are found between the identities and image of KLM are concerned with the online environment: it would be highly relevant and interesting to conduct research towards the online images of audiences towards organisations. Thus, how do organisations carry out their identities through its online platforms and what is the corporate image seen the online platforms of organisations among online audiences.

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Appendices

Appendix A1. Desired identity Questionnaire

Dear Participant,

Thank you for participating in this master thesis research towards the identity of KLM. This questionnaire is part of my graduate research. You will be asked to complete a questionnaire with open-ended questions. Try to write down everything that comes up to you after reading the question, even when you think it might not be important. The more information, the better. It will take about 20 minutes to complete this questionnaire.

Your answers will be completely anonymous and remain so. All responses you provide for this study will remain confidential.

If you have any questions or if you want to be provided with more information about this research project, do not hesitate to contact me:

381289mb@student.eur.nl

Thank you very much beforehand for your participation,

Milou van Bruggen
Erasmus University Rotterdam

Demographics

1. Age
2. Gender
3. Nationality
4. Job description
5. For how long have you been working for KLM?

Introduction questions

6. Why did you choose to work for KLM?
7. If you had to describe the organization to someone who does not know KLM, how would you describe the company?
8. What do you think customers and non-customers think of KLM?
9. What do you want customers and non-customers to think of KLM?
10. What is, according to you, your brand position in comparison with other airlines?

Communication

11. Which communication channels does KLM use?

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12. What are the most important factors that you want to bring out via these channels to your audience?
13. How important is social media to express the identity of the organization?
14. What does KLM wants to carry out via Facebook to the audience? What is KLM's Facebook mainly used for?
15. What can be improved in the communication via the different channels?

Vision

16. Which goals does KLM strives for?
17. What are important factors in improving KLM's reputation in the future?

Mission

18. What do you want to accomplish within now and a certain time for KLM?
19. How does KLM carries this out to their audience?

Core Competencies

20. What are you, as a company, really good at?
21. What makes KLM a successful company?

Values

22. What are the most important values of the organization?
23. What does KLM promises their customers?
24. How do employees work together at KLM?
25. What are the functional benefits that KLM offers its customers?
26. What are the emotional benefits that KLM offers its customers?
27. What kind of personality does KLM have?
28. Do you have any other ideas / thoughts that came up when answering the questions:

Appendix A2. Analysing Desired Identity

Below, an example of the analysis is shown and translated in English. However, all the completed questionnaire were for the most parts in Dutch as only Dutch managers completed the questionnaire.

Respondent 1

Question 25. What are the functional benefits that KLM offers its customers?

Flight schedules to (popular) destinations, in that way in case of difficulties we can inform our customers in the best way. Providing trust and reliability to our customers is very important.

Respondent 2

Question 25. What are the functional benefits that KLM offers its customers?

A great global network: reliable airplanes: quality products.

Respondent 3

Question 25. What are the functional benefits that KLM offers its customers?

Network, reliability, service of high quality.

Respondent 4

Question 25. What are the functional benefits that KLM offers its customers?

We provide our customers with quality, great individual service, and they benefit from KLM's great network.

Respondent 5

Question 25. What are the functional benefits that KLM offers its customers?

Punctuality, personal service by providing high quality. Reliability, customers can trust us.

Appendix B1. Actual Identity Survey Questions

Dear Participant,

Thank you for participating in this master thesis research. This questionnaire is part of my graduate research. You will be asked to complete a short questionnaire. It will take you about 6 minutes to complete the questionnaire. This questionnaire is about the identity of KLM.

The answers you provide in this questionnaire will be completely anonymous and remain so. All responses you provide for this study will remain confidential.

If you have any questions or if you want to be provided with more information about this research project, do not hesitate to contact me:

381289mb@student.eur.nl

Thank you very much beforehand for your participation,

Milou van Bruggen
Erasmus University Rotterdam

1. Age
2. Gender
3. Nationality
4. Job description
5. For how long have you been employed by KLM?
6. How would you describe the personality /character of KLM? (write down 5 words)
7. What makes KLM successful according to you? (write down a maximum of three answers)

Indicate to what extent you agree with the following statements:

8. I am proud of KLM
I totally disagree 0 0 0 0 0 0 0 I totally agree
9. I feel at home during work
I totally disagree 0 0 0 0 0 0 0 I totally agree
10. The employees of KLM work very well together
I totally disagree 0 0 0 0 0 0 0 I totally agree
11. I contribute to the success of KLM by doing my job
I totally disagree 0 0 0 0 0 0 0 I totally agree
12. KLM provides high quality comfort to its customers
I totally disagree 0 0 0 0 0 0 0 I totally agree

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13. KLM has a strong positive image among its customers
I totally disagree 0 0 0 0 0 I totally disagree
14. KLM has a strong positive image among **non**-customers
I totally disagree 0 0 0 0 0 I totally disagree
15. KLM provides its customers with high quality service
I totally disagree 0 0 0 0 0 0 0 I totally agree
16. KLM is an innovative company
I totally disagree 0 0 0 0 0 0 0 I totally agree
17. KLM is a trendy company
I totally disagree 0 0 0 0 0 0 0 I totally agree
18. KLM's price / quality ratio is good
I totally disagree 0 0 0 0 0 0 0 I totally agree
19. KLM has a strong reputation
I totally disagree 0 0 0 0 0 0 0 I totally agree
20. KLM is a company I can trust
I totally disagree 0 0 0 0 0 0 0 I totally agree
21. KLM always keeps its promises
I totally disagree 0 0 0 0 0 0 0 I totally agree
22. The tone of voice KLM uses towards their customers is personal
I totally disagree 0 0 0 0 0 0 0 I totally agree
23. KLM has a good brand position in comparison to other airlines
I totally disagree 0 0 0 0 0 0 0 I totally agree
24. KLM presents itself in a good way on social media
I totally disagree 0 0 0 0 0 0 0 I totally agree
25. KLM communicates in a good manner to their customers via social media
I totally disagree 0 0 0 0 0 0 0 I totally agree
26. The vision of KLM is important to me
I totally disagree 0 0 0 0 0 0 0 I totally agree
27. The mission of KLM is important to me
I totally disagree 0 0 0 0 0 0 0 I totally agree
28. KLM aims to ensure a balance between their own interest and that of the people living
and working close to the airport
I totally disagree 0 0 0 0 0 0 0 I totally agree
29. KLM works to create sustainable growth at Schiphol

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I totally disagree 0 0 0 0 0 0 0 I totally agree

30. KLM aims to gain access to all markets that will increase the quality of its network

I totally disagree 0 0 0 0 0 0 0 I totally agree

31. KLM is an attractive employer

I totally disagree 0 0 0 0 0 0 0 I totally agree

32. KLM offers its customers a modern service / product

I totally disagree 0 0 0 0 0 0 0 I totally agree

33. KLM is a safe airline

I totally disagree 0 0 0 0 0 0 0 I totally agree

34. At KLM you get value for your money

I totally disagree 0 0 0 0 0 0 0 I totally agree

35. KLM always keeps its audience well informed

I totally disagree 0 0 0 0 0 0 0 I totally agree

36. KLM is expensive

I totally disagree 0 0 0 0 0 0 0 I totally agree

37. Do you have any other ideas / thoughts that came up when answering the questions?

Appendix B2. Answers Question 6 and 7

Question 6

Betrouwbaar	Inovatief	Autentiek	Modern	uniek
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THE CORPORATE IDENTITY AND CORPORATE IMAGE OF KLM

Professioneel	Klant gericht	Inovatief	Vooruit strevend	Uniek
Nederlands	Nuchter	Log in beslissing	Degelijk	Strak
Personeelsvriendelijk	Klantgericht	Innoverend		
Blauw	Betrouwbaar	Betrokken	Klantvriendelijk	Vernieuwend
Koninklijk	Innovatief	sociaal	kwalitatief	internationaal
Sympathiek	Innoverend	Sociaal	Groen	Vooruitstrevend
integer	gedegen	ondernemend	innovatief	betrokken
Familie	Zorgzaam	Inventief	Marktgericht	Doelgericht
Familie	Integer	Klantvriendelijk	Innovatief	Milleubewust
Betrouwbaar	Informeel	Open	Positief ingesteld	In voor een feestje
professioneel	vriendelijk	duur	betrouwbaar	wendbaar
groot probleem oplossend vermogen	sterk operationeel gestuurd	niet bang voor verandering	gevoelig voor status / image	
betrouwbaar	punctueel	zakelijk	klantvriendelijk	open
betrouwbaar	familie	zorgzaam	vetrouwd	ouderwets
Veilig	Familie	Maatsch. Verantwoord	Klantgericht	Sociaal
familie	ontwikkeling	betrouwbaar	thuis voelen	vakantie

THE CORPORATE IDENTITY AND CORPORATE IMAGE OF KLM

Verbindend	Wereldwijd	Klantgericht	Betrouwbaar	Betrokken
Familie	Open	Vooruitstrevend	Pionier	Betrouwbaar
Goede werkgever	Betrouwbaar	Innovatief	Multi-cultureel	Veelzijdig
Nederlands	Betrouwbaar	Kwaliteit	Vooroplopend	Trendsetter
betrouwbaar	flexibel	onderzoekend	gefragmenteerd	sociaal
familie	innovatief	modern	betrouwbaar	sociaal
Jeugdig	Dynamisch	Energiek	Betrouwbaar	Attent
solide	familie	kwaliteit	eerlijk	degelijk
Betrouwbaar	Maatschappelijk verantwoord	Veilig	Bureacratisch	Soms vernieuwend
opportunistisch	hierarchisch	samenwerkend	vechter	traditioneel
Service gericht	Menselijk	Qualiteit	Technisch	Degelijk
Betrouwbaar	Sprankelend	Positief	Mensgericht	
dutch	innovatief	open	edgy	betrouwbaar
Betrouwbaar	Innovatief	Klantgericht	Hierargisch	Nederlands
open	familier	complex	vriendelijk	trots
Fris	Nuchter	Koel	Vriendelijk	Zakelijk
Warm	Persoonlijk			
Hollands	Betrouwbaar	Thuis	Bekend	Vertrouwd

THE CORPORATE IDENTITY AND CORPORATE IMAGE OF KLM

Vernieuwend	Bipolar			
Vriendelijk	Professioneel	Betrouwbaar	Onderscheidend	Authentiek
Betrouwbaar/ vertrouwd	Duurzaam georiënteerd			
Multicultureel	Mooi	Innovatief		
Royal	Wendbaar	Duidelijk doel	Straks	Uniek
Reliable	Family oriented	Slow	Global	Commercial
Family	Global	Commercial	Quality	Modern
Friendly	Expensive	Blue		
Innovative	Family oriented	Helpful	Global	Dutch
Global	Reliable	Inventive		
Sympathetic	Innovating	social	Sustainable	Renewing
Good employer	Modern	Social	Green	
Sympathetic	Reliable	Innovative	Multi culti	Dutch
Innovative	Reliable	High quality	Open	
Reliabel	Feeling at home	Friendly	Environmentally responsible	
Renewing	Modern			

Question 7

Het gehele team bij elkaar. Goede samenwerking
Als oudste commerciële vliegtuig maatschappij, blijft de KLM innoveren, vooruit denken en trouw aan haar Nederlandse roots
Handelsinstinct. Duidelijke marketing. Goede communicatie
Zeer klantgericht, Personeelsvriendelijk, staan open voor verdere ontwikkeling van iedereen en staan open voor innovatie op gebied van milieu.

THE CORPORATE IDENTITY AND CORPORATE IMAGE OF KLM

Sterke social media groep\r\nDigitaal vooruit strevend in het vliegtuig met name Ipad on board \r\nBetrouwbaar al bijna 100 jaar
sociaal, innovatief, hoge kwaliteit
Goede strategie, vooruitstrevend, samenwerken met partners ,(skyteam, hotels autoverhuur, KLM open etc)
samenwerking, kostenbewustzijn, innovatie, ondernemerschap
Flexibel in de marktbenadering.\r\nInnovatief.\r\nDurf om te veranderen.
Punctueel, betrouwbaar en sociaal
Gecommitteerd personeel\r\nMerk staat dichtbij (te gast bij leuke familie) \r\nVeilig\r\n
1) snel anticiperen op de actualiteit\r\n2) goede strategie qua samenwerking\r\n3) slim volgen van nieuwe ontwikkelingen
groot probleem oplossend vermogen\r\nsterk operationeel gestuurd\r\nsterke merknaam
betrouwbaar, klantvriendelijk, open
Betrouwbaarheid\r\nFlexibiliteit\r\n
Pro-actief richting klant en markt
speelt op ontwikkelingen in\r\nmedia ontwikkelingen op de voet volgen\r\nperceptie management
Moderne invulling van normen en waarden\r\nLuisteren naar en toepassen wat de klant wil\r\nGecommitteerde staff
1. Betrouwbaarheid\r\n2. Past zich aan aan veranderde omstandigheden\r\n3. Vooruitstrevend/pionieren
Bedrijvigheid.\r\nToekomst gericht\r\nStabiliteit
-Het netwerk\r\n-Prijs/kwaliteit\r\n-De medewerkers
flexibiliteit, ondernemerschap, goede comms
professionaliteit,betrouwbaarheid, innovatief
Vernieuwing / verjonging \r\nVan vloot en personeel
loyaliteit van medewerkers, kennis en ervaring van medewerkers
Bereidheid tot veranderen, dochter-bedrijven voor moeilijke markten, gebruik internet en social media
opportunistisch, adaptief, loyaal personeel
Degelijk, Service gericht, Hoge Qualiteit
Toekomstgericht\r\nOpen voor innovatie\r\nServicegericht
Social media servicing 24/7, within 1hr response, one stop shop \r\nTone of voice op social\r\nSocial campagnes, social by design

THE CORPORATE IDENTITY AND CORPORATE IMAGE OF KLM

Social media aanpak\r\nDe uitstraling.\r\nHet aantal bestemmingen.\r\n
Vernieuwend (routes)\r\nKlantgericht\r\n
1. Uitstraling "hollands trots"\r\n2. nuchtere vriendelijke benadering klanten
De uitstraling van een multinational met het gevoel van een familiebedrijf.
- Partner airlines / samenwerken\r\n- Hollandse zakelijke bedrijfscultuur\r\n- Reageren op wisselende markt
Visie
Persoonlijke aandacht, breed aanbod, positieve uitstraling
Betrouwbaar r\n goede samenwerking met partners en tussen werknemers
1.Betrouwbare company r\n 2. Goede communicatie
Ondernemend r\n positief r\n\ adaptief
Innovative r\n trustworthy r\n best practice social media
Great multinational company
Innovating, good cooperation between coworkers
Opportunistic r\n\ wide range of destinations
Reliable
Strong market approach
Renewing r\n\ cooperation r\n
Royal dutch; strong image
Innovative company compared to other airlines r\n\ very flexible
Great market approach , partner airlines, networking

Appendix C1. Corporate Image Survey Questions

Dear Participant,

Thank you for participating in this master thesis research. This questionnaire is part of my graduate research. You will be asked to complete a short questionnaire. It will take you about 7 minutes to complete the questionnaire. This questionnaire is about the image of KLM among KLM- Facebook fans.

The answers you provide in this questionnaire will be completely anonymous and remain so. All responses you provide for this study will remain confidential. There is no wrong or right answer, this questionnaire is purely set up to reveal your opinion.

If you have any questions or if you want to be provided with more information about this research project, do not hesitate to contact me:

381289mb@student.eur.nl

Thank you very much beforehand for your participation,

Milou van Bruggen
Erasmus University Rotterdam

1. Age
2. Gender
3. Nationality
4. 'Do you follow KLM on Facebook by 'liking' their page?'
yes / no
5. I comment on or 'like' KLM's Facebook posts:
Never, rarely, sometimes, now and then, regularly, often, very often
6. Indicate how often you fly with KLM (choose the answer that best applies to you):
Never, once, once every two years, once a year, once every six months, once a month, once a week, more often than once a week
7. If you had to describe KLM in a few words, how would you describe the company (maximum 5 words)?

Indicate to what extent you agree with the following statements (when answering the questions keep in mind the way KLM operates on Facebook and uses the medium to carry out their values and communicates with their audience):

8. KLM is an innovative company
I totally disagree 0 0 0 0 0 0 0 I totally agree
9. KLM has a strong reputation
I totally disagree 0 0 0 0 0 0 0 I totally agree
10. KLM has a good brand position in comparison to other airlines
I totally disagree 0 0 0 0 0 0 0 I totally agree

THE CORPORATE IDENTITY AND CORPORATE IMAGE OF KLM

11. KLM is a reliable company
I totally disagree 0 0 0 0 0 0 0 I totally agree
12. KLM always keeps its promises
I totally disagree 0 0 0 0 0 0 0 I totally agree
13. KLM is a company people can trust
I totally disagree 0 0 0 0 0 0 0 I totally agree
14. KLM provides high quality service to its customers
I totally disagree 0 0 0 0 0 0 0 I totally agree
15. KLM provides high quality comfort to its customers
I totally disagree 0 0 0 0 0 0 0 I totally agree
16. KLM staff is in general friendly
I totally disagree 0 0 0 0 0 0 0 I totally agree
17. I feel at ease when I interact with KLM
I totally disagree 0 0 0 0 0 0 0 I totally agree
18. KLM is a trendy company
I totally disagree 0 0 0 0 0 0 0 I totally agree
19. The tone of voice KLM uses towards their audience on Facebook is personal
I totally disagree 0 0 0 0 0 0 0 I totally agree
20. On Facebook KLM listens to their (potential) customers
I totally disagree 0 0 0 0 0 0 0 I totally agree
21. KLM communicates effectively with their Facebook-fans
I totally disagree 0 0 0 0 0 0 0 I totally agree
22. KLM always keeps its Facebook audience well informed
I totally disagree 0 0 0 0 0 0 0 I totally agree
23. KLM is an attractive employer
I totally disagree 0 0 0 0 0 0 0 I totally agree
24. KLM offers its customers a modern service / product
I totally disagree 0 0 0 0 0 0 0 I totally agree
25. I am proud to be involved with KLM
I totally disagree 0 0 0 0 0 0 0 I totally agree
26. KLM is a safe airline
I totally disagree 0 0 0 0 0 0 0 I totally agree
27. KLM is a sustainable company

THE CORPORATE IDENTITY AND CORPORATE IMAGE OF KLM

I totally disagree 0 0 0 0 0 0 0 I totally agree

28. KLM strives to profitable growth with contribution to social development

I totally disagree 0 0 0 0 0 0 0 I totally agree

29. KLM ensures a balance between their own interest and that of the people living and working close to the airport

I totally disagree 0 0 0 0 0 0 0 I totally agree

30. KLM is highly concerned with the environment

I totally disagree 0 0 0 0 0 0 0 I totally agree

31. KLM is a brand that I can recognize easily

I totally disagree 0 0 0 0 0 0 0 I totally agree

32. KLM is expensive

I totally disagree 0 0 0 0 0 0 0 I totally agree

33. KLM's price / quality ratio is good

I totally disagree 0 0 0 0 0 0 0 I totally agree

34. At KLM you get value for your money

I totally disagree 0 0 0 0 0 0 0 I totally agree

35. Is there anything you would like to add about KLM?

Appendix C2. Answers Question 7

Kwaliteit\r\nStatus\r\nNederlands
Een prima luchtvaartmaatschappij
Goed en betrouwbaar. Lekker hollands.
Stipt en klantvriendelijke luchtvaartmaatschappij.
nederlands, hogere klasse segment, hip
Blauw, Zwanen, Nederland, Duur, Vliegen
innovatief, marktleider
creatief
Moderne vliegtuigmaatschappij met veel humor
duur, kwaliteit, klantgericht, vernieuwend
Luxe, veilig, vertrouwd, duur, vriendelijk
Vertrouwde maatschappij
Grote vliegmaatschappij
Veilig, goede service, aangenaam.
dominant, groots, service, comfort, blauw
Goede organisatie en goed verzorgde vluchten
Betrouwbaar, degelijk, correct, prijzig, service
stabiel, betrouwbaar, nederlands, duurder, goed
Moeilijk om te zeggen\r\n Naar mijn idee heeft klm een goede naam en zou er wel mee vliegen.
goede service, fijne maatschappij
Prima maatschappij, goede service
Groot professioneel standaard betrouwbaar helaas bezit van air france.
Klantvriendelijke,
betrouwbaar,servicegericht,internationaal\r\nen sterk Merk
Geweldig merk,betrouwbaar,servicegericht goed georganiseerd.
netjes, op tijd, prijzig, nederlands
Goede service prima maatschappij prettig personeel
Rustig relaxt
Goed geregeld
\r\nBetrouwbaar, veilig en "good feeling"
Betrouwbaar

THE CORPORATE IDENTITY AND CORPORATE IMAGE OF KLM

Betrouwbaar, bekend en internationaal
Fijn, Goed verzorgt, netjes, Vriendelijk
Betrouwbaar, netjes, omslachtig
betrouwbaar, nederlands
een fijne vluchtmaatschappij
duur
een vliegtuig maatschappij
internationale vliegtuigmaatschappij
fijn, leuk, innovatief
Kwaliteit\r\nBlauw\r\nSocial media
Comfortabel\r\nService
duur!, maar als het moet...
Prijzige luchtvaartmaatschappij
Betrouwbaar, kwaliteit, gastvrij
Kwaliteit, Goed, Bekend, Internationaal, Duur
blauw, bureaucratisch
Duur! Maar betrouwbaar en veilig. Als mn portemonnee gevulder zou zijn zou ik zeker met KLM vliegen.
Nederlands trots, internationale vliegmaatschappij
duur, netjes, werelddeals
Een zeer fijne Reiservaring
Comfortable, great service
Good qualified company
Safe solid reputation Dutch airplane company
Great service
Great!
Goed geregeld, netjes, comfortabel, duur
Trustworthy, comfortable, Dutch, Blue, Friendly
Comfort, class, on-time
Good company
good
QUALITY
Veilig, mooi, betrouwbaar en koninklijk.
Comfortable, Safe, Efficient, Pleasant
Best airline in the world
best airline in the world
Well organized, professional, trustworthy
Friendly, good service, typical Dutch
Comfortable
blue\r\nfriendly\r\ninteractive\r\nfancy \r\n

THE CORPORATE IDENTITY AND CORPORATE IMAGE OF KLM

Nice Kind Well Good amazing
So far so good
Great good service accurate
History Service Reliable Premium
Great, friendly, kind, clean, proper
Good company!
comfortable
Good service, polite staff
Royal Dutch flight service that offers high quality flight service
Powerful organization, not funny.
dutch, modern, professional, french, cargo
Quality service dutch expensive
Gevoel van veiligheid, professioneel
Reliable
A good quality company
Don't much of the company
not known
authentic - high quality - trustworthy
A international airport, from Holland.
prestige, innovatief, sociaal, fijn
Blue, interactive, great marketing
Trustful, Dutch, Blue, 'KLM huisjes' & comfortable
Klasse, service
Open, reliable, reasonably priced
Dutch, Blue, Status, International
Offers comfort, quality reliable company best airline in the world
Expensive, but safe and service oriented
Company customers can trust warm heart
Recognizable: well-known, popular company
Great communication towards audience offers high quality
The whole company as it is, every aspect
Not cheap but it's one of the best airlines
1. Safety 2. Good deals positive
Well-known around the globe
When you fly with KLM it is wonderful experience

Appendix D. Comparing Means Actual Identity

Table 4.5a Comparing Means Gender

Variable	Means and SD	Significance level (t, df, p)
Innovation	Male: $M=5.42, SD=.78$ Female: $M=5.63, SD=.73$	$t=-1.08; df=48; p=.288$
Sustainability	Male: $M=5.23, SD=1.06$ Female: $M=5.21, SD=1.13$	$t=.71; df=48; p=.483$
Quality	Male: $M=5.70, SD=6.51$ Female: $M=5.91, SD=.51$	$t=.29; df=49; p=.771$
Reliability	Male: $M=6.34, SD=.74$ Female: $M=6.29, SD=.68$	$t=1.02; df=48; p=.312$
Price	Male: $M=5.30, SD=.86$ Female: $M=5.14, SD=.78$	$t=.97; df=49; p=.336$
Engagement	Male: $M=6.15, SD=.70$ Female: $M=6.00, SD=.61$	$t=.154; df=49; p=.131$
Effective Communication	Male: $M=6.48, SD=.82$ Female: $M=6.41, SD=.67$	$t=1.37; df=48; p=.179$
Core competencies	Male: $M=5.79, SD=.65$ Female: $M=5.91, SD=.61$	$t=-0.68; df=47; p=.501$
Functional competencies	Male: $M=6.02, SD=.59$ Female: $M=6.12, SD=.57$	$t=.76; df=48; p=.450$
Emotional competencies	Male: $M=5.93, SD=.68$ Female: $M=5.94, SD=.53$	$t=.90; df=49; p=.374$
Vision	Male: $M=6.00, SD=.72$ Female: $M=5.94, SD=.56$	$t=1.08; df=49; p=.287$
Mission	Male: $M=5.71, SD=.80$ Female: $M=5.66, SD=.79$	$t=.99; df=48; p=.327$
Reputation	Male: $M=5.60, SD=.64$ Female: $M=5.62, SD=.66$	$t=.92; df=49; p=.360$

Table 4.5b Comparing Means Nationality

Variable	Means and SD	Significance level (t, df, p)
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THE CORPORATE IDENTITY AND CORPORATE IMAGE OF KLM

Innovation	Dutch: $M= 5.40, SD=.755$ non-Dutch: $M=5.82, SD= .72$	$t=1.70; df=48; p=.096$
Sustainability	Dutch: $M=5.08, SD=1.04$ non-Dutch: $M= 5.68, SD=1.10$	$t=1.83; df=48; p=.074$
Quality	Dutch: $M=5.72, SD=.63$ non-Dutch: $M=5.95, SD=.52$	$t=1.08; df=49; p=.284$
Reliability	Dutch: $M=6.22, SD=.73$ non-Dutch: $M=6.67, SD=.56$	$t=1.88; df=48; p=.067$
Price	Dutch: $M=5.13, SD=.85$ non-Dutch: $M=5.61, SD=.63$	$t=1.96; df=49; p=.056$
Engagement	Dutch: $M=6.06, SD=.65$ non-Dutch: $M=6.23, SD=.72$	$t=.98; df=49; p=.333$
Effective Communication	Dutch: $M=6.46, SD=.78$ non-Dutch: $M=6.45, SD=.72$	$t=.54; df=48; p=.592$
Core competencies	Dutch: $M=5.73, SD=.64$ non-Dutch: $M=6.16, SD=.50$	$t=2.16; df=47; p=.036$
Functional competencies	Dutch: $M=5.97, SD=.59$ non-Dutch: $M=6.32, SD=.49$	$t=1.52; df=48; p=.136$
Emotional competencies	Dutch: $M=5.90, SD=.62$ non-Dutch: $M=6.09, SD=.65$	$t=1.02; df=49; p=.315$
Vision	Dutch: $M=5.94, SD=.67$ non-Dutch: $M=6.09, SD=.63$	$t=.94; df=49; p=.353$
Mission	Dutch: $M=5.59, SD=.77$ non-Dutch: $M=6.04, SD=.80$	$t=1.84; df=48; p=.072$
Reputation	Dutch: $M=5.56, SD=.61$ non-Dutch: $M=5.77, SD=.72$	$t=1.22; df=49; p=.227$

Table 4.5c Comparing Means Age

Variable	Means and SD	Significance level (t, df, p)
Innovation	19-45: $M=5.54, SD=.77$ 46 \geq : $M=5.46, SD=.77$	$t=.49; df=48; p=.630$
Sustainability	19-45: $M=5.11, SD=1.10$ 46 \geq : $M=5.30, SD=.1.07$	$t=-.33; df=48; p=.745$
Quality	19-45: $M=5.61, SD=.61$	$t=-.45; df=49; p=.653$

THE CORPORATE IDENTITY AND CORPORATE IMAGE OF KLM

	46 ≥: <i>M</i> =5.89, <i>SD</i> =.58	
Reliability	19-45: <i>M</i> =6.30, <i>SD</i> =.65 46 ≥: <i>M</i> =6.35, <i>SD</i> =.76	<i>t</i> =.33; <i>df</i> =48; <i>p</i> =.744
Price	19-45: <i>M</i> =5.09, <i>SD</i> =.84 46 ≥: <i>M</i> =5.35, <i>SD</i> =.81	<i>t</i> =-.63; <i>df</i> =49; <i>p</i> =.532
Engagement	19-45: <i>M</i> =6.24, <i>SD</i> =.45 46 ≥: <i>M</i> =6.00, <i>SD</i> =.77	<i>t</i> =1.34; <i>df</i> =49; <i>p</i> =.188
Effective Communication	19-45: <i>M</i> =6.66, <i>SD</i> =.53 46 ≥: <i>M</i> =6.32, <i>SD</i> =.86	<i>t</i> =1.50; <i>df</i> =48; <i>p</i> =.140
Core competencies	19-45: <i>M</i> =5.86, <i>SD</i> =.61 46 ≥: <i>M</i> =5.81, <i>SD</i> =.66	<i>t</i> =.38; <i>df</i> =47; <i>p</i> =.706
Functional competencies	19-45: <i>M</i> =5.97, <i>SD</i> =.54 46 ≥: <i>M</i> =6.11, <i>SD</i> =.61	<i>t</i> =.11; <i>df</i> =48; <i>p</i> =.911
Emotional competencies	19-45: <i>M</i> =5.91, <i>SD</i> =.67 46 ≥: <i>M</i> =5.96, <i>SD</i> =.60	<i>t</i> =.43; <i>df</i> =49; <i>p</i> =.668
Vision	19-45: <i>M</i> =6.00, <i>SD</i> =.65 46 ≥: <i>M</i> =5.96, <i>SD</i> =.70	<i>t</i> =.87; <i>df</i> =49; <i>p</i> =.380
Mission	19-45: <i>M</i> =5.54, <i>SD</i> =.82 46 ≥: <i>M</i> =5.80, <i>SD</i> =.77	<i>t</i> =-.66; <i>df</i> =48; <i>p</i> =.512
Reputation	19-45: <i>M</i> =5.46, <i>SD</i> =.71 46 ≥: <i>M</i> =5.71, <i>SD</i> =.57	<i>t</i> =-.26; <i>df</i> =49; <i>p</i> =.794

THE CORPORATE IDENTITY AND CORPORATE IMAGE OF KLM

Appendix E. Comparing Means Image

Table 4.11a Comparing Means Gender

Variable	Means and SD	Significance level (t, df, p)
Innovation	Male: $M=5.05$, $SD=1.25$ Female: $M=5.20$, $SD=1.16$	$t=-.61$; $df=94$; $p=.543$
Sustainability	Male: $M=4.06$, $SD=1.14$ Female: $M=3.91$, $SD=1.11$	$t=.63$; $df=93$; $p=.531$
Quality	Male: $M=5.26$, $SD=1.37$ Female: $M=5.60$, $SD=.77$	$t=-1.37$; $df=49.75$; $p=.178$
Trust	Male: $M=5.24$, $SD=1.16$ Female: $M=5.38$, $SD=.73$	$t=-.73$; $df=93$; $p=.466$
Price	Male: $M=4.39$, $SD=1.16$ Female: $M=4.41$, $SD=.99$	$t=-.08$; $df=93$; $p=.936$
Engagement	Male: $M=5.04$, $SD=1.54$ Female: $M=4.89$, $SD=1.34$	$t=.48$; $df=94$; $p=.631$
Effective Communication	Male: $M=5.06$, $SD=1.43$ Female: $M=5.04$, $SD=1.26$	$t=.08$; $df=94$; $p=.933$
Core competencies	Male: $M=5.23$, $SD=.98$ Female: $M=5.28$, $SD=.90$	$t=-.27$; $df=93$; $p=.786$
Functional competencies	Male: $M=5.33$, $SD=1.37$ Female: $M=5.74$, $SD=.85$	$t=-1.62$; $df=52.67$; $p=.112$
Emotional competencies	Male: $M=4.79$, $SD=1.20$ Female: $M=4.81$, $SD=1.05$	$t=-.09$; $df=93$; $p=.926$
Vision	Male: $M=5.18$, $SD=1.22$ Female: $M=5.20$, $SD=1.24$	$t=-.09$; $df=94$; $p=.929$
Mission	Male: $M=4.23$, $SD=1.18$ Female: $M=4.12$, $SD=1.04$	$t=.50$; $df=93$; $p=.620$
Reputation	Male: $M=5.34$, $SD=1.48$ Female: $M=5.96$, $SD=.75$	$t=-2.83$; $df=47.38$; $p=.021$

Table 4.11b Comparing Means Nationality

Variable	Means and SD	Significance level (t, df, p)
Innovation	Dutch: $M= 5.03$, $SD=1.01$	$t=1.50$; $df=94$; $p=.136$

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	non-Dutch: $M=5.44$, $SD=1.56$	
Sustainability	Dutch: $M=4.08$, $SD=1.12$ non-Dutch: $M= 3.63$, $SD=1.06$	$t=-1.76$; $df=93$; $p=.082$
Quality	Dutch: $M=5.56$, $SD=.77$ non-Dutch: $M=5.23$, $SD=1.57$	$t=-1.02$; $df=29.44$; $p=.316$
Trust	Dutch: $M=5.40$, $SD=.82$ non-Dutch: $M=5.10$, $SD=1.11$	$t=-1.44$; $df=93$; $p=.153$
Price	Dutch: $M=4.56$, $SD=1.02$ non-Dutch: $M=3.96$, $SD=1.01$	$t=-2.51$; $df=93$; $p=.014$
Engagement	Dutch: $M=4.94$, $SD=1.21$ non-Dutch: $M=5.21$, $SD=1.63$	$t=1.09$; $df=94$; $p=.279$
Effective Communication	Dutch: $M=4.94$, $SD=1.21$ non-Dutch: $M=5.35$, $SD=1.57$	$t=1.35$; $df=94$; $p=.180$
Core competencies	Dutch: $M=5.22$, $SD=.84$ non-Dutch: $M=5.38$, $SD=1.15$	$t=.720$; $df=93$; $p=.473$
Functional competencies	Dutch: $M=5.69$, $SD=.84$ non-Dutch: $M=5.28$, $SD=1.57$	$t=-1.28$; $df=30.21$; $p=.211$
Emotional competencies	Dutch: $M=4.81$, $SD=1.07$ non-Dutch: $M=4.78$, $SD=1.21$	$t=-.13$; $df=93$; $p=.895$
Vision	Dutch: $M=5.06$, $SD=1.10$ non-Dutch: $M=5.55$, $SD=1.47$	$t=1.76$; $df=94$; $p=.082$
Mission	Dutch: $M=4.30$, $SD=1.08$ non-Dutch: $M=3.77$, $SD=1.04$	$t=-2.15$; $df=93$; $p=.034$
Reputation	Dutch: $M=5.82$, $SD=.90$ non-Dutch: $M=5.46$, $SD=1.56$	$t=-1.11$; $df=31.15$; $p=.274$

Table 4.11c Comparing Means Age

Variable	Means and SD	Significance level (t, df, p)
Innovation	≤ 25 : $M=5.21$, $SD=1.15$ ≥ 26 : $M=5.02$, $SD=1.25$	$t=.79$; $df=93$; $p=.433$
Sustainability	≤ 25 : $M=3.96$, $SD=1.01$ ≥ 26 : $M=3.94$, $SD=1.27$	$t=.07$; $df=92$; $p=.943$
Quality	≤ 25 : $M=5.37$, $SD=.99$ ≥ 26 : $M=5.59$, $SD=1.12$	$t=-.99$; $df=96$; $p=.325$

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Trust	$\leq 25: M=5.27, SD=.94$ $\geq 26: M=5.38, SD=.87$	$t=-.58; df=92; p=.566$
Price	$\leq 25: M=4.45, SD=1.09$ $\geq 26: M=4.29, SD=.98$	$t=.72; df=92; p=.471$
Engagement	$\leq 25: M=5.17, SD=1.28$ $\geq 26: M=4.60, SD=1.52$	$t=1.98; df=93; p=.051$
Effective Communication	$\leq 25: M=5.25, SD=1.23$ $\geq 26: M=4.73, SD=1.39$	$t=1.96; df=93; p=.053$
Core competencies	$\leq 25: M=5.27, SD=1.03$ $\geq 26: M=5.23, SD=.78$	$t=.22; df=92; p=.824$
Functional competencies	$\leq 25: M=5.46, SD=1.05$ $\geq 26: M=5.75, SD=1.12$	$t=-1.32; df=96; p=.190$
Emotional competencies	$\leq 25: M=4.85, SD=1.12$ $\geq 26: M=4.72, SD=1.10$	$t=.587; df=92; p=.559$
Vision	$\leq 25: M=5.29, SD=1.18$ $\geq 26: M=5.04, SD=1.29$	$t=.98; df=93; p=.332$
Mission	$\leq 25: M=4.19, SD=.99$ $\geq 26: M=4.10, SD=1.22$	$t=.36; df=92; p=.718$
Reputation	$\leq 25: M=5.82, SD=1.04$ $\geq 26: M=5.59, SD=1.22$	$t=1.01; df=96; p=.317$