UNIVERSITY OF EDUCATION, WINNEBA

CORPORATE IDENTITY CHANGE IN GHANA: THE EMPLOYEE FACTOR IN THE IDENTITY CHANGE OF THE AGRICULTURAL DEVELOPMENT BANK

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CORPORATE IDENTITY CHANGE IN GHANA: THE EMPLOYEE FACTOR

IN THE IDENTITY CHANGE OF THE AGRICULTURAL DEVELOPMENT

BANK

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DECLARATION

STUDENT'S DECLARATION

I, Faustina Angmor declare that except for the references made to various sources that have been duly acknowledged, this dissertation is the product of original work I carried out under the supervision of Dr. Andy Ofori-Birikorang.

SIGNATURE…………………………………………………………..

DATE…………………………………………………………………..

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of Dissertation as laid down by the University of Education, Winneba.

NAME OF SUPERVISOR:………………………………………………………....

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ACKNOWLEDGEMENT

DEDICATION

This dissertation is dedicated to my nieces, Dede and Mabel.

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ABSTRACT

The study examines corporate identity change and employee involvement in such change. A case study approach was used for the study. It interrogated employees' involvement in the change agenda and how that impacted on the perception of the new identity of the Agricultural Development Bank. Using interviews and documents reviews, the study ascertained the accuracy of the new identity based on the understanding and agreement of management and employees. The study concluded that the bank changed its identity in order to change the perception of publics about the bank. In order to achieve this objective, the bank improved upon its systems, trained and employed personnel, standardized its working units and modified its logo among others to depict its new identity. Employees also expressed knowledge about the new identity but it was obvious communication and involvement of staff at the bank's branches were inadequate. The study further demonstrates that effective management of corporate identity requires consistency in employee involvement in all aspects of the organizational identity.

CHAPTER 1

1.0   INTRODUCTION

The increased competition in services industries has resulted in many companies focusing on corporate marketing and building a strong corporate brand to gain competitive advantage (Kelly, 1998; Sharp, 1995). Thus, in an age of increasing business competitiveness and choice, branding seems to be one way by which organisations break through the clutter.

Corporate identity (CI) is perceived by most authors as the representation of the organisation to its various stakeholders and the means by which that organisation distinguishes itself from other similar organisations (Markwick & Fill, 1997). According to Gehani (2001) companies seek to distinguish themselves by differentiation and hence brand strategists tend to create brand position identity and image through communication processes. The differentiation could be in the form of brand identity, how strategists want the brand to be perceived and brand image which is how the brand is perceived by the target audience and eventually becomes the reputation of the brand and or the organisation. Brand strategists, therefore, strive to ensure that the image of their organisation is the same as the organisation's identity (Corley & Gioia, 2004).

Van Riel & Balmer (1997) state that originally, corporate identity was synonymous with organisational nomenclature, logos, company house style and visual identification and this was because corporate identity practitioners had their roots in graphic design and understandably a good deal of importance was assigned to graphic design. They add that

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symbolism is now assigned a greater role expanding its original purpose of increasing organisational visibility to a position where it is seen as having a role in communicating corporate strategy. This brings attention to the concept of Corporate visual identity which Dowling (1994) describes as an assortment of visual cues that the customers associate with a company and use for differentiation.

Corporate Visual Identity (CVI) emerges from the fact that various definitions of CI portray the identity of an organisation as strongly reflecting in its visual cues. According to the European University Institute (EUI) Identity Manual (2014), CVI is a key element of an organisation's communication strategy. It is a management tool that goes beyond the simple dissemination of information. It is a visual way to express the organisation's 'personality', qualities, values, ethics and ambitions. The visual identity of an organisation is thus based on a constellation of elements (logo, trademark, official colours, fonts, and graphic style) planned and designed to communicate a well-defined, distinct and unified image, (Van den Bosch, et al, 2005). According to Van den Bosch (2005), this is possible in corporate communication through the performance of four main functions aimed at internal and external stakeholders. First, CVI provides organisations with visibility and 'recognisability' (Balmer & Gray, 2000; Dowling, 1993; Du Gay, 2000). In this regard CVI enables people to know about the existence of organisations; remember the organization; and to know whether they are profit or non-profit.

Second, CVI symbolises the presentation of the organisation to its external stakeholders, and, hence, contributes to its image and reputation (Schultz, Hatch & Larsen, 2000).

According to Baker & Balmer (1997), a weak visual identity may be a symptom of corporate malaise.

Further, CVI expresses the structure of an organisation to its external stakeholders, visualising its coherence as well as the relationships between divisions or units (Olins, 1989). Also, within the organisation, CVI relates to employees' identification with the organisation as a whole and/or the specific departments they work for. Identification appears to be crucial for employees as it gives them the sense of belonging and CVI probably plays a symbolic role in creating such identification.

1.1   Background of the Study

Research into corporate marketing and corporate branding has raised awareness of the crucial role that employees play in corporate marketing and the corporate branding process, (Punjaisri & Wilson, 2007). The success of a corporate brand depends largely on the employees' behaviours towards production and delivery of services (Samli & Frohlich, 1992). Increasingly, academics acknowledge that corporate identity refers to organisations' unique characteristics which are rooted in the behaviour of members of the organisation. It can therefore be concluded that, the management of an organisation's identity is of strategic importance and requires a multidisciplinary approach. It is argued that senior managers can narrow the gap between the actual and desired corporate identity through marshalling the corporate identity mix of communications, symbolism and behaviour (van Riel & Balmer, 1997).

Corporate identity has to be managed in order to establish a favourable reputation with an organisation's stakeholders and this reputation is in turn expected to be translated by such stakeholders into a propensity to buy that organisation's products and services, to work for or to invest in the organisation (Balmer, 1995; van Riel, 1995). There is evidence to support the notion that a favourable corporate reputation gives an organisation a competitive advantage (Beatty & Ritter, 1986; Greyser, 1996; Klein & Leffler, 1981; Maathuis, 1993; Milgrom & Roberts, 1986; Stigler, 1962; Wilson, 1985; and Worcester, 1986; cited in (van Riel & Balmer, 1997).

The view that the behaviour of personnel has a direct effect on an organisation's corporate identity and image (Kennedy, 1977) clearly suggests that personnel or employees should identify with an organisation's ideals and goals (van Riel & Balmer, 1997). This leads to the concept of desired organisational identity which refers to the management vision and the corporate mission of the organisation which lies in the heads of organisational decision makers (Balmer & Soenen, 1999) and the actual identity, on the other hand, which refers to what the organisation is (Balmer, 1995), and reflects the value orientation of the organisation (van Rekom, 1997) and frames the mind-sets and behaviors of organisational members.

Kiriakidou & Millward (2000) conclude that the increasing visibility of insiders to outsiders means that employees are under pressure to interface with the customer as representatives of the organisation through the way they think, feel and behave. This requires that they sign on to the organisational paradigm. Furthermore, it is implied that

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the internal reality and the desired management vision and corporate mission need to be harmonized in the most efficient and effective way, to create a favorable basis for employees and other stakeholders within an increasingly competitive economic environment.

A number of authors have implied that the values held by personnel within the organisation are at the heart of an organisation's identity formation process (Abratt, 1989). In this context, Kiriakidou & Millward (2000) argue that it is important in any effort to manage corporate identity that the actual identity of the organisation is taken into consideration. This means that, the visible expression of an organisation's identity reflects the values actually held by organisational members and not only the desired and idealized efforts of the management board.

The inconsistency between the two identities causes an identity gap, defined by Kiriakidou & Millward (2000) as the discrepancy between the perception of the actual and the desired identity. Practice has shown that, in most cases, the corporate vision and the mission of the organisation tend to ignore present cultural values, including employees' attitudes (van Rekom, 1997). When the identity gap is too wide, the employees may believe the ideal is unattainable and, as a result, they may disassociate themselves from their employers' organisational goals and even oppose measures put in place to achieve them (Higgins, 1987).

As corporate branding involves the interaction of multiple stakeholders with the organisation's employees, its success largely relies on employees' attitudes and behaviours in delivering the brand promise to external stakeholders (Schultz & de Chernatony, 2002). To be recognised as high performers rather than mediocre, firms have to understand and orchestrate their employees to be in tune with the organisation's vision and mission. In line with this, internal branding has emerged as a key process to align the behaviours of employees with the brand values (Punjaisri & Wilson, 2007).

1.2   Statement of the Problem

Van Riel & Balmer (1997) focused their research of corporate identity on the corporate identity mix where they studied the relationship between corporate identity (how the organisation wants to be perceived) and corporate image (how the organisation is actually perceived by its stakeholders). Balmer & Greyser (2003) also studied the relationship between the actual and the ideal identity of an organisation which is the identity and the image of the organization from the perspective of the organization and its external stakeholders.

Srivastava (2010) looked at the effect of identity change on product turnover using interviews and questionnaire and concluded that identity change did not lead to any significant impact on sales. Sharma & Jain (2011), using a multiple case study, researched into the why, how, and effects of some companies that changed their identities in India and reported that corporate identity change had different impacts on short as well

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as long term objectives. Blomback & Ramirez-Pasillas (2011) also investigated why and how companies are rebranded with certain features using interview and discourse analyses. They found out that the decision to rebrand was not necessarily for marketing purposes but also managements construct identities based on either intuitive, emergent or strategic processes. Achiriga (2008) who studied brand management as a competitive tool concluded that banks changed and aligned their vision and culture in order to gain competitive advantage.

Studies in the area of CVI also tend to focus on standardization by design (Melewar, Saunders & Balmer, 2000; Melewar, Saunders & Balmer, 2001) and the perceived impact on, amongst other things; sales, consumer goodwill, market share and executive recruitment. Van den Bosch (2005) also distinguished various CVI management measures and it turned out that a number of measures taken significantly influences the consistency of CVI. They also discovered that knowledge of the CVI strategy was an important predictor, and was influenced by the knowledge of the strategy of the organisation as a whole.

From the perspective of the employee, Kiriakidou & Millward (2000) examined the impact of corporate identity management on the employees' attitude towards the organisation's business and concludes that effective management of corporate identity requires that it is consistent with, and representative of, the actual organizational reality. Punjaisri & Wilson (2007) also investigated the relationship between internal branding

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and brand promise delivery - the perception of employees - and finalizes that employees appreciate that their attitudes are vital to the performance of the brand.

The above studies have looked at various aspects of corporate identity, however, minimal attention has been given to employees' contribution to the identity change of an organization. This study will therefore look at how management involves employees in the processes of identity change from the idea conception through to its execution and how employees are carried along in order to project the new identity of the organization. The study will also seek to find out whether from the angle of the employees the organization's actual identity ties with the identity portrayed by management.

1.3   Objectives of Study

A number of organisations in the country have changed their identities in recent times and among these organisations are a good number of banks; the changes have been in different forms including name, colours, logo, etc. This study will therefore attempt to discover the extent to which employees contribute to the organisation's identity change and whether their perceptions of the organisation after the change are at par with the ideal (new) identity portrayed by management. The study will also look at how the organisation involved the employees in the process of the change to ensure consistency in the CVI. The study will be guided by Van Rekom's (1997) argument that the congruency between an organisation's actual corporate identity and its ideal identity is crucial in determining the effectiveness of corporate identity as a means of corporate

communication and the suggestion that actual-ideal identity fit increases commitment, satisfaction and performance (van Rekom, 1997).

The objectives of this study are:

1. To investigate the rationale behind the change in identity of the Agricultural Development bank

2. To examine management's involvement of employees in the process of the change

3. To explore employees perception of their role in the identity transformation.

1.4   Research Questions

In order to attain the set objectives for this study, the following questions would guide the study:

1. What is the rationale behind the identity change of the bank?

2. How has management involved the employees in the change process?

3. How do the employees understand and portray the new identity?

1.5   Significance of the Study

This study hopes to unearth the realities in management-employee collaboration in identity management within the banking sector. Also, monitoring the gaps between what employees and what the ideal identity is can signal potential problems and help in preventing reputation crises. It will also reveal how the employees view their role in the

management of the identity of the organisations. The findings will therefore have an impact on the management of corporate identity in order to achieve the desired outcome. It may also be useful in providing insights into how employees could be utilised in the event of corporate identity change to ensure the new image projected is transmitted to other stakeholders. This study may also guide companies which are yet to venture into this change to be able to close the gap in the identity fit.

1.6   Scope of Study

The study will focus on what necessitated the change in identity of the Agricultural Development Bank which happened just about a year ago. It will also look at the role of employees of the bank in the identity change process, focusing on how employees were involved in the process and the extent to which their involvement influenced the change, their level of knowledge on what has happened and their commitment to ensuring the goals and objectives of the new identity are achieved. Data on the involvement of employees in lower management and below and the ideal identity of the banks would be gathered from bank's perspective and analysed for the purpose of this study.

1.7   Organisation of Study

The study will be in five chapters. The first chapter which is the introduction will border on corporate identity and why employees need to be involved. This chapter will also state the problem that necessitated this study as well as the objectives of the study, among

others. In the second chapter, related literature would be reviewed together with the theories and concepts that will guide the study. Chapter three will demonstrate the methods and procedures for gathering information for the study and chapter four will contain, the findings, discussion and analyses of findings and finally, chapter five will cover the conclusion, limitations and recommendations for future studies.

CHAPTER 2

LITERATURE REVIEW

2.0   Introduction

The purpose of this chapter is to have an extensive review of the literature and to explain what is meant by Corporate Identity, what it encompasses and why it matters. This is followed by issues on why organisations change their identity and issues pertaining to employee engagement in identity management and managing CVI to ensure consistency and to attain the desired identity.

The stakeholder theory and co-orientation theories and their effects on this study will also be examined in this chapter.

2.1   What is Corporate Identity?

Identity has been described as the perception that is central and unique to a particular entity and as Kasikci (2002) puts it, "just like the human person, identity differentiates a firm from others". Corporate identity (CI) on the other hand, as defined by van Riel (1995), is the behaviour, communication and symbolism of an organisation. It is an integrity concept through which corporate organisations reveal their philosophy, conception, communication and behaviour to be distinguished from their rivals, (Karadeniz 2009).

The concept has also been defined variously by other scholars to mean what is visible about an organisation; Argenti (2007) for instance, defines Corporate Identity as the visual manifestation of the company's reality as conveyed through name, logo, motto, products, services, buildings, stationery, uniform and all other tangible pieces of evidences created by the organisation and communicated to a variety of consistencies According to Dowling (2001), corporate identity is the symbol and nomenclature used by organisations to identify themselves to people and therefore represents the physical manifestation of the corporate brand. Bhattacharya & Sen (2003) add that corporate identity constitutes the core values and demographics of a company; it involves the features, attributes, traits and characteristics of the company which are assumed to be central, unique and enduring. Balmer (1998) broadens the definitions to include three distinguishing features; corporate identity which is fundamentally concerned with reality and what an organisation is, that is, its strategy, philosophy, history, business scope, the range and type of products and services offered, and its formal and informal communication and the fact that corporate identity is based on the corporate personality of the organisation.

The definitions above, can thus translate into the views of Olins (1978) that the actions of a corporation are inseparable; the way it behaves, how it treats its employees and consumers, what and how it communicates, and what products and services it sells; therefore implying that corporate identity is constructed from the operational, physical as well as human features of a firm with close interdependence (Topalian, 1984).

In trying to understand CI, concepts such as corporate image and corporate reputation are also used. Distinguishing the three concepts, corporate identity is said to be how an organisation perceives itself and wants to be seen by its stakeholders and corporate image deals with the actual perception of the organisation by external stakeholders. Corporate reputation on the other hand is perceived as a dynamic concept, as it takes time to build and manage, it represents an organisation's perceived ranking related to rivals and also may be perceived differently by different stakeholders based on their experiences over time (Gotsi &Wilson, 2001).

2.2   Background to Corporate Identity

Corporate identity at its inception was mainly seen to comprise the visual elements of an organization. Van den Bosch, De Jong & Elving, (2004) explain that originally, corporate identity manuals were mainly on Corporate Visual Identity(CVI) and thus the term CVI came to be used interchangeably with corporate identity, Olins (1989), for instance is said to have introduced the concept, 'corporate identity structure', which consists of three concepts: monolithic brands for companies which have a single brand, a branded identity in which different brands are developed for parts of the organization or for different product lines, and an endorsed identity with different brands which are (visually) connected to each other. Even though Olins' concepts were often presented as the corporate identity structure, according to literature, they merely provided an indication of the visual presentation of parts of the organization, and hence it was better to describe it as a 'corporate visual identity structure' Van den Bosch (2005).

Van Riel (2000) also used the concept to introduce parent visibility, i.e. the way part of or subsidiaries of companies visually present their relationship with the parent organization. Birkigt & Stadler (1986) also introduced the concept of the corporate identity mix, consisting of communication, behavior and symbolism, resulting in the corporate personality. The concept of Birkigt & Stadler was seen to be much more comprehensive, and hence adapted by many authors (Balmer, 2001; Leitch & Motion, 1999;Van Riel & Balmer, 1997; Van Rekom, 1998) and it became evident that corporate identity also comprised many intangible characteristics, such as the culture of an organization and the behavior of its members .(Balmer & Greyser, 2003; Balmer & Wilson, 1998; Brun, 2002; Knox & Bickerton, 2003; Topalian, 2003) cited in Van den Bosch (2005). CVI therefore was realized to belong to the domain of tangible visible assets within the field of symbolism and corporate identity shifted from design to the nature of the organization itself. Strategy development, positioning of the organization, and the behavior of its members became more prominent and hence decreased the attention given to corporate visual elements.

2.3   Elements of Corporate Identity

What constitutes corporate identity? Through what can an organisation's identity be perceived? Through what machinery is corporate identity expressed? What are the pillars that hold firm the identity of an organisation? Different writers view these elements differently and therefore classify them into different categories though some of the

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categories may run through. Melewar (2003) classifies the elements of Corporate Identity into seven main categories namely: corporate communication, corporate design, corporate culture, behaviour, corporate structure, industry identity and corporate strategy. Bernstein's (1984) classification has many in common with that of Melewar (2003). The common elements identified include business strategy which corresponds to corporate strategy, corporate culture, corporate behaviour and corporate design. Melewar added philosophy of owners and management and corporate history. Corporate culture and corporate design have however been recognized as the most significant elements of corporate identity. Whereas corporate culture comprises corporate philosophy, corporate values, corporate mission, corporate principles, corporate history, its country of origin and sub-cultures; corporate design or visual identification formulates the corporate identity of an organisation.

2.4   Corporate Visual Identity (CVI)

The concept of Corporate Visual Identity (CVI) is of great importance to every organisation owing to the immense contribution it makes to the enhancement of the image of any organisation. It forms an integral part of the tangible assets of an organisation and it is a very important strategic instrument within corporate communications. CVI elements may include a logo, color palette, typefaces (fonts), layout, photography and illustrations, advertising styles and even signs and symbols, and hence when we use the term CVI, we mean the visual presentation of a corporate identity, (Van den Bosch, 2005). She adds that the use of CVI (and all of its visual expressions)

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has an effect on the way the organisation is perceived and the production quality of applications also conveys an impression of the organisation. Therefore, the objective of using a CVI can be first, to announce the existence of the organisation, and second, to create and support a corporate identity.

Melewar & Saunders (1999) propose that CVI is used by companies to project their quality, style and prestige to all their stakeholders; and hence forms an integral part of corporate identity. They also propose what they term "visual identity mix" which comprises company name, logo, slogan or tagline, colour and typography. CVI thus plays a significant role in the way an organisation presents itself to both internal and external stakeholders.

As the most tangible assets for self-expression of an organisation, CVI must be indeed a very important strategic instrument within corporate communications. This can be justified by organisations' willingness to make large investments in the development and implementation of their CVI. Owing to the importance of CVI, organisations decide to rebrand and hire a branding consulting firm to work on the rebranding strategy irrespective of the cost. The rebranding ranges from the change of location or building structure to the reprinting of business cards, which may run into tremendous amount of work to be done and thousands to millions of dollars involved especially for name changes (Alshebil 2007). Alshebil (2007) justifies this in terms of the benefit it accrues to the organisation. This is seen in the impact it makes "on the different stakeholders, the most important of which are the customers, shareholders and of course the employees".

Considering the size of these investments, one may assume that companies consider CVI to be an integral part of the organisation's existence and survival.

2.5.1   CVI and Change in Organisations

Since Corporate Visual Identity (CVI) plays a major role in the life of an organisation, special attention is paid to it in times of change in the structure, management, or operations of the organisation. There are various reasons why an organisation may decide to change its visual identity. These include trying to catch up with changing trends, modernisation, streamlining the organisation towards a search for new market, an introduction of a new product or new distribution channel and also during merger, take-over, acquisition and other reasons aimed at making the organisation more lucrative. The ultimate aim of a change in an organisation's CVI is to enhance the company's image and put it ahead of its competitors.

In the case of mergers, take-overs and acquisitions, CVI is a major factor in strategic decisions, since it symbolises the change in the organisation and is one of the few directly manageable instruments in building a new corporate identity (Van den Bosch, 2005). It also helps the organisation to have a competitive advantage (Roy, 2006).

Changes in the CVI can be drastic, where a totally new logo may be unveiled for instance, but can also be so subtle that they are hardly noticed by many audiences, in which case the changes may involve alterations in the logo or additional visual elements

or new applications. According to Van den Bosch, De Jong & Elving (2005), CVI needs to be managed on a structural basis, to be internalized by the employees and to be harmonized with future organisational developments, for the effectiveness of a CVI depends to a great extent on its consistency.

The European University Institute (EUI) Identity Manual (2014) indicates that when an organisation seeks to 'renew' an already-existing visual identity - especially when the existing identity is well-known and recognized among its audiences—the work is usually aimed at standardization, coordination, and consolidation. This ensures the preservation of the meaning and visual impact the identity has already obtained over the years; when corporate identity is standardized, it influences consumers in a positive manner (Melewar & Saunder 1999).

The efficacy of an organisation's visual identity can also be measured against a number of parameters, including personality (the characterising features of each element, and consequently of each communicative act), individuality (the definition of distinct elements that render the image unique), recognisability (the ease with which people connect the image to the institution), and articulation (the ease with which the various elements can be applied in various instruments), Van den Bosch (2005).

In Ghana, organisations like Ghana Oil Company Limited (GOIL), Agricultural Development Bank, Bayport Financial Services, Universal Merchant Bank, GCB Bank among others have one thing in common and that is they are among the numerous organisations that have rebranded and changed their corporate identity within the past

few years. These rebranding exercises have taken different forms; changes of logo, name, slogan, architecture, etc. and these in one way or the other have influence on consumers' perception of the organisations.

According to Blomback & Ramirez-Pasillas (2011) management constructs identities based on intuitive, emergent or strategic processes. Hence different organisations launch and or re-launch their identity based on different circumstances and reasons. It is however necessary that irrespective of the reasons or circumstances, organisations should follow the strategic process of research, planning and implementation in order to determine first of all whether it is necessary to change the identity, and if necessary, how to go about the change process; taking into consideration the interests of all the various stakeholder groups of the organisation.

The organisation in changing its identity must also consider maintaining and adding on customers/ clients rather than losing the existing ones. It therefore becomes essential that consumers understand the changes in identity and be inspired by them to continue doing business with the organisation. Corporate identity change according to Sharma & Jain (2011) is very expensive and therefore requires very strong reasons to justify the need for such changes and efforts must be made to make the changes consistent. A consistent corporate visual identity also ensures that the organisation speaks with one voice and that its target audiences easily identify it, no matter the media that carries its identity or messages (EUI Manual 2014).

2.6   CI and Employee Engagement

The definition of identity is an answer to the questions 'who are we?' or 'how do we see ourselves?' (Albert & Whetten, 1985; Gioia & Thomas, 1996; and Hatch & Schultz, 1997) Identity is taken to refer to what members perceive, feel and think about their organization (Hatch and Schultz, 1997). One of the most important links is the interface between employee perception and customer perception (Davies & Miles, 1998; Hatch & Schultz, 1997). Ideally, image and identity should be aligned (Hatch & Schultz, 2001) so that employees' values and behaviours align with the desired values for the corporate brand (de Chernatony, 1999). How customer-facing employees see the organisation they work for can influence how customers perceive the same organisation in a number of ways. It has been claimed that corporate image commences with a company's internal stakeholders, its employees, and how they perceive the company (Gray, 1986). Employee behaviour affects a company's reputation (Lloyd, 1990) particularly the behaviour of customer- facing employees. External stakeholders can develop an image of an organisation depending on their image of these same internal stakeholders (Kennedy, 1977; King, 1991).

Employees constitute the interface between a brand's internal and external environments and can have a powerful impact on consumers' perceptions of both the brand and the organisation (Balmer & Wilkinson, 1991; Schneider &Bowen, 1985). Literature (Kell, 1998; Samliand Frohlich, 1992; Sharp, 1995) has it that with the increasing competition in service industries and the resultant focus on corporate marketing and building a strong

corporate brand to gain competitive advantage, the success of corporate brands remain dependent on the employees' behaviours in producing and delivering the service This is because, customer-facing employees, for instance, exert a certain degree of influence on customers and other stakeholders and thus, their distinctive skills and knowledge of the identity can create a company's competitive advantage that may be difficult to be matched (Bharadwaj, Varadarajan, & Fahy, 1993).

Thus, employees who are responsible for fulfilling the brand promise are required to deliver the service in a consistent manner to attain and maintain the desired identity, a coherent corporate image, (Vallaster & de Chernatony, 2003) and a corporate reputation (Fitzgerald, 1988).

Employees are therefore becoming central in the process of brand building and their behaviour may either reinforce a brand's advertised values or, if inconsistent with these values, undermine the credibility of advertised messages. Hence it is crucial to look inside the organisation to consider how employees' values and behaviours can be aligned with a brand's desired values since identity is more concerned with how managers and employees make a brand unique. (Harris & de Chernatony, 2001).

Managers need to communicate their brand's purpose to employees clearly in order to inspire them and help them understand how their roles relate to it. It is also important to convey internally the brand's core values, because they guide employees' behaviour (Harris & de Chernatony, 2001). More particularly in novel situations like changing

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identities, the organisation's culture encompasses employees' values and assumptions, which also guide their behaviour (Wilkins & Ouchi, 1983) to ensure that employees transform espoused brand messages into brand reality for customers and other stakeholders. When employees internalize the brand values, they will consistently deliver on the brand promise across all contact points between the company and its stakeholders (Vallaster & de Chernatony, 2003).

2.7   Managing Corporate Identity and Corporate Visual Identity

The management of Corporate Identity is vital if the image of the organisation held by all stakeholders is to be consistent and accurately representative of the personality of the organisation (Downlick, 1993).

Corporate identity management according to scholars (Balmer, 2003; Hatch & Schultz, 1997; Van Riel & Balmer, 1997) has become an increasingly important focus in marketing and organisational communication literature. The literature thus suggests that effective corporate identity management creates a positive corporate image and simultaneously helps organisational members to align their work with the organisation's vision and goal; Scott & Lane (2000).

Margulies (1977) demonstrated a positive relationship between suitable corporate identity and company sales. Bharadwaj & Menon (1993) also established that a well-designed

corporate identity and business image leads to an increase in the market share and elimination of business risks.

A cohesive identity helps in gaining awareness, commitment and understanding of corporate identity among stakeholders (Van Riel & Balmer 1997). Consumers are thus increasingly interested in the organisation behind a brand, and the way an organisation deals with its corporate social responsibilities (Allee, 2000; Argenti & Druckenmiller, 2003).

Visual impressions should therefore compete for the attention of consumers or other stakeholders and, together with other information, should result in the perception of a product or an organisation in their minds. These elements are presented via signage in the street, in buildings and shops, packaging, mailings, television, and all kinds of printed and online media, (Van den Bosch, 2005).

Corporate identity development, as a management strategy, has evolved from the simple visual representation of an organisation to a more complex corporate strategy in recent times. There is now considerable research to suggest that effective corporate identity management results in creating a positive corporate image and simultaneously helps organisational members to align their work with the organisation's vision and goals, (Kim & Hatcher, 2007).

In organisations, employees are responsible for the final results of a CVI; either by applying the CVI guidelines themselves or by giving assignments to suppliers and evaluating the results. Annette Van den Bosch (2005) therefore presents three perspectives of CVI management: first, the identity, image and reputation perspective, in which CVI has to fit in with strategic developments; second, the design perspective where CVI is explored as a means to an end, and finally the organisational perspective, in which CVI management is related to processes, use of instruments and practices.

CVI management consequently involves the planned maintenance, assessment and development of a CVI, anticipating developments both inside and outside the organisation, with the objective of contributing to employee's identification with and appreciation of the organisation as well as recognition and appreciation among external stakeholders, (Van den Bosch, 2005).

In managing CVI therefore, like all other facets of communication, there is the need for effective planning of the activities involved to ensure maintenance, assessment and development of the CVI. Also, developments inside and outside the organisation must have an impact on CVI management. In ensuring this, managers of CVI have the responsibility to monitor developments as well as anticipate possible influences and develop or adapt ways to enhance the consistency of the CVI. This is necessary because, the CVI has to fit into the organisation and organisational changes may lead to the need for additional developments in the CVI. Also, as the objective of a CVI is to contribute to increased identification and appreciation internally and greater recognition and

appreciation externally, it is important that it is understood and acknowledged to have an impact on the way the organisation is perceived.

Van den Bosch, 2005 adds that managing CVI is more than simply executing decisions made at the strategic level. Developing a CVI that optimally supports the identity and image of an organisation will be a fruitless affair, if the employees fail to use it. There are various threats at the operational level of CVI that may annul all the efforts made and vision displayed at the strategic and design level as Visual Identities may be adapted according to employee personal preferences or used the wrong way, among others. Conveying an effective and consistent external self-presentation places high demands on organisational processes and on the internal communication and therefore needs a background investigation to direct efforts through the right channels to make it more effective just as any other form of communicative procedures in the event of mergers or organisational transitions.

Viswanthan, Rosa & Harris (2005), showed that illiterate consumers use pictographic thinking to recognize a brand. These consumers get confused when packaging and logos change. A brand should therefore be inspirational and foster employees' and stakeholder identification with the organisation (Kapferer, 2002).

The corporate brand needs to be lived by every employee of the organisation in both spirit and action as they form the core of the brand. They should therefore be part of the change process and help the organisation to communicate the brand and ensure its

consistency. Internal and external documents, such as websites, annual reports, strategy statements, customer documentation, internal and external newsletters provide insight into the business and the structure of the organisation. According to Van den Bosch (2005), these documents also give an impression of how the organisation presents itself, either in words or visually. The corporate visual identity handbook – whether printed or available in digital form – shows the CVI guidelines (logo or logos, color palette, typography, images, etc.), their applications and an indication of when the latest revision took place.

Managing the CVI in effect, involves more than just setting guidelines. Guidelines must be accessible; tools need to be made available for applying the CVI or disseminating information about it. In addition, managing the CVI often involves developing the CVI, for example, as a result of changes that may occur in the life of the organisation (mergers, acquisitions, or outsourcing of units or departments), new technology, or simply the fact that the elements need to be modernized after a period of time. Although corporate communication departments usually take the initiative, many more departments are also involved when a CVI needs to be adapted (van den Bosch, 2005).

It is argued further that the employees' role in narrowing congruency between an organisation's actual corporate identity and its ideal identity is a crucial factor, determining the effectiveness of corporate identity as a means of corporate communication (van Rekom, 1997) and hence it is critical to look at the degree of fit between the actual and ideal characteristics of the organisation's identity.

2.8   CVI and Internal Organizational Developments

According to Van den Bosch (2005), developments in an organization which are based on the impact of CVI can be distinguished in two ways; identification with an organization, and second, increasing autonomy in the workplace. She comments on the fact that, over the last decades the relationships between organizations and their employees have changed as most companies concentrate mainly on their core competencies other than taking care of their employees and hence have cut away all other services, including those for their personnel. Handy (1989) explains further that, organizations in recent times need fewer personnel and fewer people are given permanent employment contracts. As it is still necessary for personnel to bond with the organization to make up what is termed organizational identity, Albert & Whetten, (2003) state that, the identification of the personnel with their organization is now based on claimed central character, claimed distinctiveness, and claimed temporal continuity. Studies cited by Van den Bosch also show that images of the organization are helpful in reinforcing motivation and feelings about the organization and in engaging people to repair a damaged reputation.

According to Olins (2004), bonding is crucial to organizational branding; in that, in the process of bonding to the organization, visual cues can evoke an atmosphere and a context (Whetten and Godfrey, 1998). The brand is thus associated with the key attributes and values that position the organization and should inspire and foster employees' identification with the organization (Kapferer, 2002). If what Fombrun & Van Riel (2004) say about the reputation of an organization having a positive influence in

attracting personnel is true, then it seems that organizations should create a bond with their personnel using values and images. This therefore implies that, whereas in the past a bond was created with conditions of employment that exceeded workplace expectations, a sense of identification seems to create bonds between organisations and their employees in recent times.

More so, with the increasing autonomy of employees in the workplace because of the use of Information and Communication Technology (ICT) for day to day activities, more and more personnel are dealing with visual design elements unlike in the past where administrative units were responsible for correspondence and the usage of stationery and Public relations, communication or marketing departments had close contacts with agencies responsible for artworks and hence were solely responsible for the distribution of logos.

In this regard, as technology allows all employees to create communication, through emails for example, to correspond with external stakeholders, there is a high possibility that the visual representation of the organization will be affected; as logos for instance can be downloaded from the internet and may not meet the requirements of format and resolution standards.

CVIs therefore must be managed in such a way that, even as they aid in employee/ organizational identification and autonomy, their relevant features must be maintained through the acquisition of knowledge of the CVI and access to the technical tools that

will support employees for instance in applying the CVI and also the need for people to have the right attitude and skills to handle the opportunities it presents (Peters & Waterman, 2003).

CVI Knowledge of Strategy and CVI Socialisation Processes according to van den Bosch (2005), appear to be of major importance because they provide employees with reasons for maintaining the visual identity. As the socialization processes result in behaviour related to the visual identity infused with motivation and feeling, discussed earlier, they help to explain the direction and persistence of individual and more collective behaviour (Albert, Ashforth & Dutton, 2000).

To manage the CVI to ensure its consistent usage, the choices made regarding strategy; socialisation processes and tools and support seem to be very crucial and therefore the need for those responsible for CVI to observe and understand organisational aspects and developments, that is, for instance, management practices and their consequences.

Knowing about this background information will increase employees' willingness to comply with guidelines as stated by van den Bosch who adds that brand awareness, for example, has been measured by testing knowledge of the logo. Visual elements have to be coherent; conveying the same message and the various elements should strengthen each other.

2.9   Theoretical Framework

This work has been informed by communication theories like the Stakeholder theory which emphasizes the crucial role of the employees in organization and in projecting what it stands for and the coorientation theory developed by McLeod and Chaffee (1973) on the basis that understanding and accuracy are critical to reaching an agreement in effective communication.

2.9.1   Stakeholder Theory

In 1984, Edward Freeman in his book, Strategic Management: A Stakeholder Approach, proposed a model of stakeholder management that included tactics for identifying and responding to multiple stakeholders. He defined stakeholders as "any group or individual who is affected by or can affect the achievement of an organisation's objectives" Freeman had earlier defined stakeholder as, "any identifiable group or individual on whom the organisation is dependent for its continued survival" (Freeman & Reed, 1983). Preston & Donaldson (1995) added to the definitions that, "Stakeholders are identified by their interests in the corporation," regardless of the corporation's interest in them. Other scholars are specific in their definition of who stakeholders of an organisation are. To them, stakeholders of a firm are individuals or groups "that contribute, either voluntarily or involuntarily, to its wealth-creating capacity and activities" (Post, Preston & Sachs, 2002). Grunig & Repper (1992) make a distinction between publics and stakeholders.

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"Stakeholders are people who are linked to an organisation because they and the organisation have consequences on each other—they cause problems for each other".

In order for a firm to effectively manage its stakeholders, "the interests of key stakeholders must be integrated in the very purpose of the firm, and stakeholder relationships must be managed in a coherent and strategic fashion" (Freeman & McVae, 2001). Communication is often cited as the primary means by which these relationships are maintained. "Prioritizing stakeholders according to your communication strategy is a critical step", Rawlins et al (2005). Employees, customers, shareholders, communities and suppliers are those most commonly classified as stakeholders within an organisation (Dunham, et. al., 2001; Winn, 2001).

In general, communication scholars draw upon stakeholder theory to understand how organisations communicate with and are held accountable to their multiple stakeholders; Dempsey (2011).

2.9.2   Employees as Stakeholders

Employees have been considered a very important stakeholder group because of their role in organisations. Chrevon Texaco (2003) say that employees are vital stakeholders who are critical in helping to meet obligations to other stakeholder like investors, government and customers among others. Lynch-Fannon (2004) also adds that they are the most significant non-shareholder corporate stakeholder group. According to Crane & Matten (2004), employee integration with the firm gives them a peculiar role among stakeholders

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"employees actually constitute the firm: they are in many cases the most important factor or resource of the corporation, they represent the company towards other stakeholders, and they act in the name of the corporation" (Crane & Matten, 2004). Employees are thus, greatly affected by the success or failure of the firm (Maltby & Wilkinson, 1998) and will be affected by the changes that affect the organization.

The importance of employees reflects Burton (2012)'s assertion that employee communication has evolved from a perfunctory component of corporate communication and human resource (HR) functions to one that is firmly tied to corporate strategies and business objectives. Explaining that, companies are putting more money and effort into their employee communication programs, and employee communicators are being more aggressive in pushing their leadership teams to see them as strategic consultants. As a result, employee communication has evolved from a state of sharing information to one of driving employee behavior by helping people understand how their work influences the success of the company.

O'Donnell & Boyle (2008) studied the understanding and management of organizational culture among some public service institutions and state that in order to overcome the excuse for not embracing change, stakeholder management and communications played a crucial role in securing buying from staff.

According to Grunig (1992), therefore, unfulfilled stakeholders' expectations are the source of issues. Central to this view is the concept of consequences (Grunig, 2002)

produced by an organization which affect stakeholders, and, thus, the importance of relationships.

2.9.3   Co-Orientation Theory

The Co-orientation Theory (McLeod & Chaffee, 1972; Newcomb, 1953) posits that organisations and people relate successfully when they think similarly about ideas. This perspective is focused more on long-term successes, rather than short-term goals. The model is based on accuracy and perceived agreement between what the organisation thinks and what the organisation thinks the public thinks about a concern/issue (Jabro & Domalski, 2005).

The co-orientation model, developed by McLeod & Chaffee (1973) is based on Newcomb's (1953) symmetry model which assumes that behaviour is a result of more than just a person's internal thinking; it is also influenced by the person's orientation towards other people and perceptions of the views others hold.

In contrast to Shannon & Weaver's (1949) basic communication model that a message is from a source sent through a medium to a receiver, the co-orientation model emphasizes the role of cognition in the communications process. It focuses its attention not on the message sent between a sender and a receiver but rather on two more fundamental aspects of communication; problem finding and problem understanding.

Organisations are undergoing dramatic changes as stakeholder groups exert more and more influence on organisations' place and responsibilities in society. Important drivers in this process include the environmental movement, the search for total quality management, the concept of sustainable development, ethics and organisational learning. Because the various stakeholders can view these complex issues quite differently from the way the organisation does, it is important that those working with communications are able to understand the underlying complexities of stakeholder relationships (Brønn & Brønn, 2000). Brønn & Brønn (2000) contend that, as part of this process, the co-orientation model can provide a unifying framework for identifying the nature of the relationships between stakeholders or actors in a communication process.

Co-orientation theory is thus, based on the assumption that the essential function of communication is information exchange rather than persuasion (Kim, 1986). Effective communication in co-orientation theory involves understanding and accuracy (Kim, 1986). Understanding refers to the degree of similarity between communicators' perceptions (e.g., orientations) towards an object and accuracy refers to the degree of similarity between senders' perception toward an object and what listeners think their perception are, or vice versa (McLeod & Chaffee, 1972). For the purpose of this study, the organisation's publics will be limited to employees of the organization.

2.9.4 Co-orientation theory and identity management

According to Grunig & Grunig (2001), the co-orientation theory lays the foundations for defining communication objectives in intra-personal, relational terms and from this perspective, traditional cognitive and attitudinal objectives such as retention, cognition and attitude become respectively, accuracy, understanding and agreement. The co-orientational approach thus emphasizes the boundary-spanning function of communication management and its ability to generate reflective communication measures (van Ruler et al. 2004) instead of generating traditional one-way measures, and therefore makes two-way symmetrical communication possible (Grunig & Hunt 1984) and this seems to apply in identity management where two-way communication seems necessary in projecting the ideal identity of the organization.
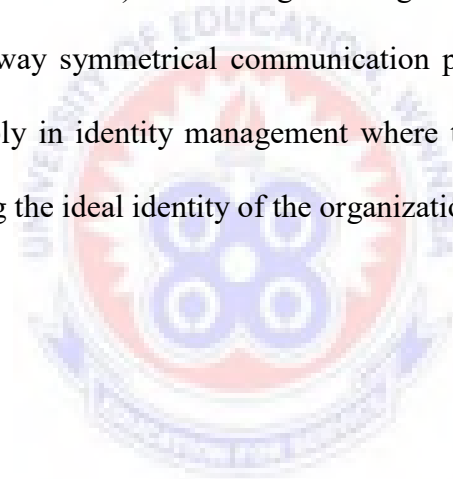
CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter gives a detailed explanation of how data was collected for this study and also explains the underlying principles of the methods and procedures used in gathering and analysing data in the study. The research methodology adopted for this study was based on a case studies approach using interviews and document reviews to ascertain the motive for the change in identity of the Agricultural Development Bank, and the level of employee engagement in the process. The focus of data collection was also based on the extent to which management involved the employees in the change process to ensure that expectations and projections of the change are met. Data gathering was also to appreciate the level of employee understanding of the change and how they portray it.

3.1 Research Methodology

This study adopted the qualitative research method of information gathering and analysis because it sought to uncover the views and meanings held by the participants (in this case, management and employees), and to understand the issues from their point of view.

Qualitative research methods are also emphasised as powerful means of gaining in-depth, holistic understanding of issues (Daymon & Holloway, 2011).Yin (2009) adds that qualitative research enables social science researchers to study a particular phenomenon

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or culture because it gives room for creativity and flexibility and the attainment of a deeper understanding of the subject or phenomenon.

3.2 Research Design

A case study research, according to Creswell (2013) citing Yin (2009), involves the study of a case within a real-life, contemporary context or setting. Also, scholars like Denzin & Lincoln (2005) and Merriam (1998) see case studies as a methodology, a strategy of inquiry and a comprehensive research strategy. A qualitative case study methodology, was thus used based on Yin's (2009) proposal that case studies are the preferred strategy when "what, how or why" questions are being posed. Shavelson & Towne (2002) also state that the kind of research questions a study tries to address determines the use of case studies. Case studies are thus pertinent when the research addresses either a descriptive question—"What is happening or has happened?"—or an explanatory question—"How or why did something happen?" This study employed the case study research design because the research questions fit into this kind of model and hence makes it appropriate to use.

Case study enquiries also enable a person to collect 'rich', detailed information across a wide range of dimensions about one particular case or a small number of cases (Daymon & Holloway, 2011).

According to Yin (2009) the case study design must have five components: the research question(s), its propositions, its unit(s) of analysis, a determination of how the data are

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linked to the propositions and criteria to interpret the findings. Creswell (2013) also states that case study research begins with the identification of a specific case and defining it within certain parameters such as place and time, stressing that such cases should be current and real. The study must also have an intent which could be used to understand a specific issue, problem or concern. The case study must also present an indepth understanding of the case through the collection of relevant data in the form of observations, document review, etc.

3.3 Population

According to Nworgu (2006) cited in Donkor (2014), the population of any research can be divided into two main groups; target population and accessible population. He argues that the target population includes all the members of a specified group to which the investigation is related whereas the accessible population is defined in terms of those elements in the group within the reach of the researcher.

In this study, all banks that have changed their identity in Ghana at one point or the other and their employees form the target population. ADB bank and its employees have however been sampled for the purpose of this study.

3.4 Sampling Technique and Sample

The purposive sampling technique, a common research qualitative tool that aids in data gathering was employed for this study. Sekaran (2002) cited in Donkor (2014) defines

purposive sampling as specific data or subjects that can provide the desired information either because they are the only ones who have it or conform to criteria set by the researcher. According to Baxter and Jack (2008) convenience is at the core of qualitative research. They assert that availability of participants who will provide data for the study is an important consideration in purposive sampling.

Ten (10) employees of ADB bank were purposively sampled for this study. Two were from the head office in Accra and the other eight were from other branches in Accra. A member of middle management at the head office, had indepth knowledge of the strategic direction of the bank and how the strategies were going to be implemented by virtue of his department and the role he played in the process. The others were a mixtures of lower management staff and non-management staff. They were selected for the study because they were with the bank before, during and are still in the employ of the bank and hence deemed capable of providing the researcher with the needed information to achieve the objectives of the study.

In purposive sampling, one or more predefined groups or characteristics are required. In this study, the position of the organization as well as the opinions of staff were sought after. The information gathered on the organization as well as that of the employees were analysed and interpreted to understand the actual and ideal identity of the bank and whether they correspond.

According Lindlof & Taylor (2002) qualitative interviews due to time and resource constraints can contain at least one participant and thus the ten (10) participants, selected for the study are adequate to make the research valid.

3.5 Data Collection

According to Lien et al. (2007), case studies use data collection methods such as interviews, archives, observations, etc., to generate insights from different perspectives. This is because, if data are collected through multiple methods it helps in strengthening the study (Eisenhardt, 1989). According to Jick (1979), there is a distinct tradition in social science research that advocates the use of multiple methods. Such methods are variously named; multitrait, multimethod, convergent validation and triangulation.

3.5.1 Interviews

Kvale (1983) defines the qualitative research interview as; 'an interview, whose purpose is to gather descriptions of the life-world of the interviewee with respect to interpretation of the meaning of the described phenomena'. The goal of any qualitative research interview is therefore to see the research topic from the perspective of the interviewee, and to understand how and why they come to have this particular perspective.

To meet this goal, qualitative research interviews generally have the following characteristics: a low degree of structure imposed by the interviewer; a preponderance of

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open questions; and a focus on 'specific situations and action sequences in the world of the interviewee' (Kvale, 1983) rather than abstractions and general opinions.

Interviews provide an opportunity to explore participants' experiences and perceptions (Marshall & Rossman, 1999; Yin, 2003). Various forms of interviews may be employed including the semi-structured, in-depth interview which allows for the researcher to explore matters of fact and of the respondent's opinions (Yin, 1994); the focused interview (structured) where the researcher follows more or less the structure of a set group of questions but allows for fluidity and pursuit of respondents answers for clarification, Lindlof & Taylor (2002); and the survey interview which allows for comparison analysis across all respondents, as each question is presented uniformly, and allows for the researcher to observe non-verbal reactions. But the form most commonly employed in qualitative research is the semi-structured, in-depth interview.

In this study, the researcher used semi-structured, interviews to gather information from the bank's employees. The interviewees were identified as being influential in designing and disseminating the organization's identity and corporate image change. The interviews took place at the offices of the interviewees. The interviews aimed at addressing issues on the need for change, change resistance, organizational identity in relation to the brand change, the process of change, the individual's role in the change process or dissemination of information, the individual's perception of the change process in the bank and the individual's opinions about the new organizational identity.

Detailed notes were taken by the interviewer during the interviews as the interviewees were not comfortable with the idea of their voices being recorded even though the interviewer assured them that their identities would be concealed. The interviews were however relaxed and comfortable with the interviewer and hence the interviews lasted between 25-40 minutes each. The interviews were conducted, by the researcher, in a setting that was convenient for the participants. A copy of the interview guide is attached as Appendix 1.

3.5.2   Document Analysis

Document review is important to case study research as the information may differ or may not be available in spoken form and because texts discuss policies, procedures or events (Hodder, 1994; Yin, 2003) they tend to be very appropriate. Document review is used with interviews to help understand and compare the findings of each data collection method.

As Hodder, (1994) explains, there is often a tension between the concrete nature of the written word, its enduring nature, and the continuous potential for rereading meanings in new contexts, undermining the authority of the word. Text and context are in a continual state of tension, each defining and redefining the other, saying and doing things differently through time. The documents made available and used for analysis in this research included; company profile, company mission and values statements, annual reports, press releases, speeches and website information.

In the current investigation, an initial exploratory study involving document analysis allowed for the identification of basic corporate descriptors and values from the perspective of the organization and the top management board. From the exploratory study, it could be concluded that documents, providing the organization's official line, would give us a clearer idea of the organization's ideal or desired identity is; what the organization wants to be perceived by internal and especially stakeholders.

3.6   Data Analysis Techniques

Data was analysed based on the coorientation model stated in the literature review to ascertain the level of accuracy of the projected identity based on the agreement of perceptions between management of the bank and employees on the new identity of the bank. This helped to understand whether management's desired identity corresponds to the actual identity from the view point of employees. The Rotterdam Organizational Identification Test (ROIT) would also be used to aid in the data analysis. The ROIT is based on the view that the behaviour of personnel has a direct effect on an organization's corporate identity and image, Kennedy (1977) and also suggests that personnel should identify with an organization's ideals and goals, van Riel & Balmer (1997). According to the test, effective employee communication is one method, among others like job satisfaction, management style, corporate culture and perceived organizational prestige that aids staff to identify with the ideals and goals of an organization.

The central point on the ROIT scale is the identification of an employee with his or her organization. In order to determine an individual's strength of identification with an organization, it needs to be established whether there is: a feeling of belonging; congruency between organizational goals and values; positive organizational membership; organizational support; recognition of distinct contributions; a feeling of acceptance; and security. As said by van Riel & Balmer (1997), the ROIT scale is a "standardized" instrument, to be used to measure the actual corporate identity.

3.7   Validity and Reliability of the Study

In the present study, direct semi- structured interviews were conducted with employees who were in the employ of the organization before, during and are were still working with the organization at the time of the study and hence assumed to have been part of the corporate identity change. Documents in connection with the identity change were also reviewed to ascertain exactly what the bank sought to do. The research thus employed a multiple data collection method: interviews and documents review, necessary for ensuring the validity and reliability of a study.

Validity strives to answer the question, "how do we know that the qualitative study is believable, accurate and right?" Creswell (2013). Creswell thus provides eight verification procedures that researchers can use to validate qualitative study. Among these procedures are prolonged engagement and persistent observation; triangulation;

peer review and debriefing; negative case analysis; clarification of research bias; member checking; rich, thick description; and external audits.

Glesne (1999) on the other hand states that not all the procedures need to be used for the validation of one study even though as many as possible may apply where necessary. Other scholars such as Rossman & Rallis (1998) support these principles and assert that every qualitative data should at least check one of these procedures to be judged as valid. Creswell (2013) however suggests that qualitative researchers could use at least two of the procedures in a given study. This study therefore used two of the verification procedures; triangulation and rich, thick description.

According to some scholars, four types of triangulation can be presented or identified; data triangulation, investigator triangulation, theory triangulation and methodological triangulation (Lincoln & Guba, 2000); Patton, 1999). In this study the theory triangulation and methodological triangulation are used.

According to Linclon & Guba (2000), theory triangulation is the process by which multiple perspectives or theories are used to interpret the data. This study used the stakeholder theory, coorientation theory and The Rotterdam Organizational Identification Test (ROIT) to explain the identity change process of ADB and the level of correspondence between the ideal and the actual identity of the new ADB.

Methodological triangulations check the consistency of findings generated by different data collection methods to expound complementary aspects of the same phenomenon. This study used document analysis and semi-structured interviews to gather information for the study.

Further, the study used thick description to describe how the bank went about the identity change and also in the analyses of data. Thick description according to Holloway (1997) refers to the detailed account of field experiences in which the researcher makes explicit the patterns of cultural and social relationships and puts them in context. Thick description is a term used to characterize the process of paying attention to contextual detail in observing and interpreting social meaning when conducting qualitative research. In this study therefore, it is how the researcher does a vivid description of the identity change process and the level of fit between the ideal and the actual identity.

Joppe (2000) cited in Daniels (2012) defines reliability as "the extent to which results are consistent with time, and an accurate representation of the total population under study". Reliability is thus the extent to which responses of the study can be reproduced under similar methodology and yield similar repeatability of results or observations.

Schutt, (2006) however states that when similar results are achieved with different methods, "We should feel more confident in the validity of our measurement. Similarly, if results diverge when we use more than one method it is a strong indication that measures are influenced by greater measurement error than we should tolerate". The use

of more than one method thus becomes even more pertinent in the light of the limitations set by the scope of this particular study.

CHAPTER 4

FINDINGS AND ANALYSIS

4.0 Introduction

This chapter deals with the presentation and interpretation of the data obtained as well as the discussions and analysis of such data based on the interviews conducted and documents reviewed. Using a case study analysis, the findings and discussions would seek to interpret the corporate brand identity change of ADB and whether the identity projected by the organization is desired or actual based on the experiences of employees. Data obtained are also discussed, interpreted and critically analysed within the framework of related studies and theories.

Below are the research questions that guided the data collection:

1. What is the rationale behind the identity change of the banks?

2. How has management involved the employees in the change process?

3. How do the employees understand and portray the new identity?

To answer the first and second research questions, documents were collected on ADB's corporate identity change and reviewed. Interviews were also conducted with some selected employees of the bank to gain the necessary responses in order to answer research question three.

4.1 Findings

RQ 1. What is the rationale behind the identity change of the banks?

The Agricultural Development Bank (ADB), a leading universal bank in Ghana unveiled a new logo on 14/1/14 to serve as its new identity and to project a modern look to its corporate image. In order to understand the rationale for the change, the bank's annual reports, (2012 and 2013) were reviewed together with speeches read on the day of the launch as well as press releases that went out to the media to announce the change in identity to the public.

4.1.1   About ADB

The Agricultural Development Bank (ADB) is a universal bank which offers full range banking products and services in retail, commercial, corporate and investment banking. Set up in 1965 by Act 286, ADB is wholly publicly-owned but has plans to trade on the stock exchange by September, 2015. The Government of Ghana owns 52% of the shareholding, with the remaining 48% held by the Financial Investment Trust on behalf of the Bank of Ghana. It provides profitable financial intermediation and related services for a sustained and diversified agricultural and rural development. Since 1965, ADB has been involved in the business of providing financial intermediation for the development and modernization of the agricultural sector in Ghana and to other classes of banking service.

According to the ADB Annual Report, 2013, the Bank's strategic plans from 2010 – 2015 sought to re-define the Bank's business models to ensure sustainable growth and profitability. In line with this, the Bank re-engineered its business processes and workflow to improve performance. In this regard, among other things, all existing Electronic – Banking products were enhanced, there was a significant improvement in staff conditions of service, and staff members were also re-oriented to optimize automation processes and to ensure efficient use of upgraded IT infrastructure to improve productivity, the report stated.

The implementation of these processes elevated the bank in various spheres. In 2013 for instance, the Bank was given awards like; Best Bank – Medium Term Loan Financing, Best Bank - Corporate Social Responsibility, Best Bank – Agricultural Financing all from the Ghana Banking Awards, 2013, and Achievements 2013 (European Business Assembly, Oxford 2013), whilst the Intercontinental Finance Magazine (2012) also awarded it the Most Competitively Priced Bank of the year.

4.1.2 About the New Logo

Figure 1: New ADB Logo

Figure 2: Old ADB Logo

The new logo which has a similar colour; pantone dark and light green colour, as the old logo, is different in format and type face. The brand name is written in full and reverse under the acronym of the Bank. Whilst the acronyms of the old logo were written in capital letters, the acronyms in the new logo are in small letters. The new logo also comes with the new slogan (tagline) of the bank set beneath to read "…Truly Agric and more".

Other features of the new logo include a "wave accent", which according to the bank, portrays ADB as a "forward-looking bank, poised to forge ahead to attain its objectives and goals". The new logo is also said to denote simplicity, symmetry and harmony with its key elements being Growth, Stability, Viability and Sustainability.

The entire logo, according to a press release of 14th January, 2014 pasted on the company's website, "signifies the new business focus and approach of ADB, paying more attention to the needs and service of customers whose patronage and support keep the Bank in business".

Prepared and delivered speeches for the launch of the new corporate identity of the bank also portrayed the bank as one which had evolved to keep up with changing times.

A speech, written and delivered on 14/01/14 by the Managing Director of the bank for instance, stated that, the new logo reflects a deep will within ADB to keep up with modernity and evolution, "it is always good to take a look back and determine what changes are required to keep an organization in tune with developments within its environment." It added that "ADB of today is not the same ADB as it was at its inception, the change agenda from 2010 has transformed the bank's facilities, infrastructure, internal processes, business model, products, channels, human resource skills-set, branch outreach and external looks, and won ADB over 30 prestigious international awards conferred across the globe between 2010 and 2013."

The European University Institute (EUI) Identity Manual (2014) indicates that when an organisation seeks to 'renew' an already-existing visual identity - especially when the existing identity is well-known and recognized among its audiences—the work is usually aimed at standardization, coordination, and consolidation. This ensures the preservation of the meaning and visual impact the identity has already obtained over the years; when corporate identity is standardized, it influences consumers in a positive manner (Melewar & Saunder 1999). Deducing from the efforts of the bank, the standardization of working units, offices, processes and coordination with staff to ensure improvement in customer services seem to have played a role in the increase in deposits and the awards the bank has won. It is also evident that, even though the logo for instance was changed, it was not a total deviation from what existed before; the colours and acronyms were maintained but used differently and the slogan of "agric and more" was not totally changed but rather enhanced to read, "truly agric and more".

4.1.3 Strategic Direction

According to the ADB Annual Report, 2012, "the Bank set a vision to be among the top 3 performing Banks in Ghana by 2012, balancing market orientation with a development focus on agriculture and more" and that, the introduction of a new logo and identity was a critical part of its strategic plans from 2010-2015.

The Board Chairman's speech, written and delivered on the day of the launch, 14/01/14, also elaborated on the new era the bank was embarking on, that of banking excellence and a renewed support for the nation's development agenda, and the commitment of the Bank to the future. Explaining that the new identity was not being launched only to showcase "the latest milestone in the Bank's history, but the toast of many more milestones ahead of the Bank" and that, it was a way of inviting the bank's stakeholders to have confidence in the future of the Bank.

A top management staff, revealed in a brief (unofficial) interview that, it became critical for things to change in the bank. The bank which was one of the oldest in the country was barely recognized and in order that it was not sold out as was being threatened by some stakeholders, management had to use a "vigorous strategic approach" to turn the bank into a modern and standard universal bank.

The rationale for the change according to the information gathered was thus, to give the bank a modern look and to make it recognizable as a universal bank other than a solely agricultural bank.

According to van den Bosch (2005), a higher percentage of organisations change their identity because of modernization followed by change in the strategy of the organization and then, acquisition or merger, Technological developments and new markets among other reasons like restructuring, new applications, clustering of activities, attempt to achieve more recognition, renaming and/or relocation of the organization, etc. From the findings on why ADB changed its identity, the emphasis seemed to dwell on modernity as the speeches and the annual report focused largely on that, and this was followed by restructuring to reach other clients and new markets that are not necessarily into Agriculture. Technological advancements and attempt to achieve more recognition also tend to be part of the reasons why ADB changed its identity.

RQ 2   How has management involved the employees in the change process?

In order to answer this question adequately, the responses have been put under two headings or themes; the change process, and communicating and involving staff in the change.

4.1.4 The Change Process

In order to maintain identity, van den Bosch (2005) states that, **t**he goals of the organization should ideally be transformed into a clear policy and strategy, together with plans, budgets, and information and communication about it. According to van den Bosch, the main issues in the strategy and policy of CVI management are; the extent of the positioning of the organization and the central idea of corporate identity being elaborated into a design strategy, the definition of an identity structure and the development and maintenance of practical CVI guidelines for relevant application areas and carriers.

In this regard, the process of change, according to the 2012 Annual Report, begun with the bank putting in place a strategic plan for the period 2010-2012 under the theme, 'Repositioning ADB – the Future in Focus'. The completion of that plan in December, 2012, according to the 2012 report, was followed by a new strategic plan for the 2013-2015 which was to re-define the Bank's business model to ensure sustainable growth and profitability. The bank thus decided to raise additional capital that will enable it expand its business frontiers, open more branch networks and make its banking products accessible to more Ghanaians, the report had added.

As a result of this, the bank modified its business models and structures, re-organized business units, and infused existing human resources with new appointees who have specific skills to enhance personal and corporate banking experiences in a bid to meet the

high expectation of clientele and country. The new logo was then launched to portray ADB as a "forward-looking bank" poised to forge ahead to attain its objectives and goals.

The new identity was thus executed in phases in line with the goals of the organization. The new logo which made the changes more visible, to stakeholders, followed the transformation of the bank's facilities and infrastructure in terms of giving a facelift to their buildings, internal processes; management style and human resources, business model, products, human resource skills-set, branch outreach and external looks. The bank's branches were thus standardized whilst customer and other corporate services were improved to enhance and project the new ADB.

4.1.5 Communicating and Involving Staff in the Change

Harris & de Chernatony (2001) put it that, to gain employees' commitment to a brand's identity, it is important to establish staff communication programmes and that, internal organizational communication is crucial for providing and obtaining information, achieving understanding and gaining employees' commitment, Gilly & Woolfinbarger (1998) cited in Harris & de Chernatony (2001). Involvement facilitates understanding and concensus (Maier, 1967). These emphasize the need for employees to know what is expected of them and how they can contribute to the brand's identity through their output and behavior, thus the importance of actively involving employees in the brand identity building process.

Data gathered from the perspective of the organization (the unofficial top management source), indicate that, from employees were informed of the corporate identity change of the bank through the internal emails. Meetings were also held with departments and associations like the senior staff to deliberate on the direction of the bank and what management sought to do. They were also invited to make contributions where necessary towards the success of the project. Staff were also encouraged to make contributions and input towards the new logo and slogan.

It was also realized from the top management staff that, at the beginning stages, there were training workshops and seminars to prepare staff for the new direction of the bank. ADB branded T,Shirts were then printed for all staff to wear with the inscription "my bank is changing". Departmental competitions and photo-shoots were also put in place to boost the morale of staff. The changes were also advertised on TV, Radio and the print media as well as through outdoor advertising. The concern here is whether employees were communicated to as to what was happening and what to do or whether they were really involved in the process. Harris & de Chernatony (2001) state however that, good internal and external communication helps to create the needed understanding and commitment to the brand.

According to Van den Bosch, De Jong, & Elving, (2004), whichever design and corporate identity structure are chosen, a CVI must be embedded in the organization and that organizations communicate their brand through various conduits and communication channels as well as through the behavior of employees. Ind, (2001) furthers that, "even

though the organization may try to control all forms of expression, it has been acknowledged that, in contrast with the content of communication, only the visual aspects are truly policeable". Scholars like (Fombrun & Van Riel, 2004; Van Riel, 2000) state however that, in theory, spreading the use of a CVI should be easy as CVI guidelines provide detailed directions for use. This suggests that guidelines ensure appropriate application. In reference to how management was planning to maintain the new identity of the bank, there was mention of a brand book which contained measures to maintain the new CVI. Also, he said if they worked to meet the set standards, there would be bonus to share and "all staff knew that". He was strongly of the view that, the identity change project has been instrumental in making the bank which was one time about to be sold, now eligible to be on the stock market. Adding that, to manage the new identity, branch managers are now in the banking halls, and there are "mystery shoppings" from time to time to identify staff who maltreat customers and behave contrary to the values of the new ADB, etc. As to how the new brand features can be maintained, it was believed by the senior management respondent that if the contents of the brand book, which was being kept by the marketing department, are adhered to by all departments and especially the procurement department in ensuring brand related procurements, then the new identity can be maintained.

RQ 3 How do the Employees Understand and Portray the New Identity?

The research question 3 for this study was answered based on an interview conducted with selected employees of the bank. The issues that were looked at are discussed under

themes based on the researcher's motive for conducting the study. These are; Knowledge of change, knowledge of process, mode of communication, level of involvement, level of fit between the ideal and the actual identity of the new ADB and management and maintenance of new identity.. The interviews lasted between twenty and forty-five minutes and this time difference came about based on how much information a given staff had about the change in corporate identity, whilst some respondents had a lot to share, others said very little.

4.1.6 Knowledge of Change

In this section, the employees were asked to express what they knew about the new corporate identity of the bank and the responses centred on modernization and changing perceptions about the bank. The first interviewee who was a middle management staff and worked at the head office, had expressed himself with so much enthusiasm to say, he was proud of his bank and the transformations that had taken place, "this is ADB's time, we have successfully changed our identity and the returns have been massive".

With the exception of two staff who were unsure about why the bank had changed its identity and could only associate the change with the improvement in physical appearance, the respondents were of the view that the old physical identity of the bank portrayed a purely agricultural bank or more or less a bank for farmers and this could be deduced from the logo that was used; cutlass and hoe intersection coupled with greenness that signified plants. These features over time, made them lose touch of the most high-

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networked personnel in society who did not want to be associated with a bank for farmers and or did not perceive the bank as a universal one. They were of the view that, the universal nature of the bank was lost as a result of that perception and hence the need to change and let the world know the bank was more than one for farmers but also, a universal bank.

It was also noted that in 2010 there was a change in the Management Team of the bank and that the new team brought the agenda for change where they recruited new and professional staff, and organized training and development programmes for existing staff among others. Other opinions on how well the employees knew about the bank's change were that, the bank was currently seen more as a universal and modern bank than before and it had attracted different clientele including a good number of youth who hither to would have nothing to do with the bank. The pride for them was that, the bank could rub shoulders with the top banks in the country. They acknowledged the re-design of the logo and use of corporate colours as a key element that helped to phase off the old identity of the bank. Also the fact that heir way of approaching duties at the bank was changed was significant as staff gradually had to let go of their apathetic attitudes at the bank and rather work with zeal and commitment to customer satisfaction.

The corporate identity mix according to Birkigt & Stadler (1986) consists of symbols, communication and behavior, which must all be in alignment to create a strong and unambiguous impression of an organization. From the findings above, it can be deduced that ADB's corporate identity had that mix of symbols which came forth strongly through

its new logo, and also communication which even though seemed to have been unevenly distributed among the branches was quite phenomenal. The behaviours of employees towards the bank's change is also impressive; the enthusiasm, the excitement and the zeal to make it work.

4.1.7 Knowledge of Process

Responding to what the identity change process was, all the respondents recalled that, the bank at a certain point rolled out a slogan branded on T.shirts that said, "my bank is changing". There were however diverse options as to where and how the change begun. One employee said,

> The change is old; it started slowly with systems upgrades, education and improvement in customer service, in addition to new products and services like internet banking, etc. Staff were also given special treats through the improvement of conditions of service in the form of personnel loans and pensions

The other views were that, the change may have begun in 2009 when many of the bank's processes became electronic and existing systems improved; ATM/ VISA systems, introduction of internet banking and other electronic platforms. For some of the staff, however, especially those in the branches other than the head office, it was difficult to differentiate the change process from the normal business and upgrades of the bank even though they can be said to have been significant in the whole change process. All the staff however perceived the change in logo and colours as "the light" in changing the identity of the bank. They also noted the redesign of banking halls, standardization of

branches into a particular style and the extent to which some branches had to be relocated / moved because the spaces they afforded could not be transformed to meet the new standard.

4.1.8 Mode of Communication

The respondents when asked how they were communicated to about the change, cited the wearing of "my bank is changing" branded shirts as a means by which the bank drew their attention to the change. According to the respondents, there were also training workshops to educate employees of all levels on the new direction of the bank and what their role would be in order to support management to meet its goals. There were also media advertisements and promotions about ADB transforming.

Whilst most of the respondents said they received internal emails about the changes and were even communicated to about the launch of the new logo, one respondent was however of the opinion that they were only informed about the change in the logo and colours when the new identity had been outdoored, "it seems they meant it to be a surprise to us. We all watched one night while they put up the new signage, we didn't really know what it was until it was done". The respondent added however that "the branded T.shirts, "my bank is changing" and later our new Friday cloth were all probably meant to send signals to us but the communication was not explicit". It also appeared that, while personnel in the head office and some branches were communicated to ahead of time, others were inadequately informed about the change. The respondents from the

head office spoke of durbars and consultative meeting being held but it seemed that instead of durbars, sectional or departmental meetings were mainly used in the branches in addition to emails and they were merely to inform them.

Harris & Chernatony (2001) argue that communication fulfils a vital role in surfacing perceptions, and that effective communication will enable incongruent perceptions to be identified and resolved. Harris & Chernatony also emphasize that employees play a crucial role in the brand building process and managers can further handle their brand potential by striving to achieve greater congruence among members of the brand team and between the team and other employees. This means that, to influence employee attitudes and behaviour so that they reflect organisational requirements, it is necessary to provide employees with direction and ensure they can successfully carry out their roles and responsibilities.

It can be deduced from this section that communication on the change was mainly informative and was not evenly distributed to all the branches of the bank. Thus, if branches in Accra closer in proximity to the head office received surprises, there stood a higher possibility that staff in many branches nationwide received little or no communication at all.

4.9 Level of Involvement

In seeking to know how staff were involved in the change, some respondents explained that inputs in the form of views and comments were requested from employees every step of the way and that they were made to understand the challenges facing the bank, how management was planning to solve the issues and what was expected of them. Also in order to boost the enthusiasm of employees, the middle management staff in the head office for instance said, "we were made to wear our new T.shirts and took pictures showcasing our departments. These pictures were put into an internal magazine on the intranet where the department with the best photos were awarded". They elaborated on the fact that there was free communication, as they were given opportunities to discuss at durbars and parties, etc. – these responses were however peculiar only to the staff at the head office.

Other respondents also felt the identity change was a management decision but employees were involved; they were privy to the logo before the launch and had the opportunity to forward their views and criticisms. They were also informed of how it would go into the media. For a majority of the respondents however, they had to play along to make the intentions of management successful even though they had mixed feelings as to how the whole process was going to turn up. "Even though we did not play any specific role aside our regular schedules, it was exciting to belong to the bank; we had to discard all materials with the old logo and appear as prescribed by the new changes to work".

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4.1.10 Level of Fit between the Actual and the Ideal Identity

Fit in this study has been operationalized to mean the agreement between the bank's official position and that of employees on the new identity of the bank. The actual identity in this regard is related to what the employees think about the new identity. The desired / ideal identity on the other hand is what management sought to project with the new identity. The level of fit between the two identities is therefore the extent to which the staff's opinion on the new identity agree with what management has projected as the new identity of the bank.

When asked the extent to which they agree with management on the new identity, all the respondents were positive about the fact that the change as was portrayed by management was exactly what it should be. Even though they admitted it was not perfect, one respondent for instance said "It has been very successful; deposits have gone up, work is easier because of the system upgrades – improved networks, image improved, standardized structures, newer offices, uniforms, and the focus of the bank has changed as there are now clear cut objectives and targets to be met". Another opinion was that, "the new ADB agenda was an excellent move; opinions and perceptions have changed because machines no longer go off like before, there were customer complaint boxes in our branches, Customer service officers have been trained and new personnel employed and we have new measures geared towards achieving results. Others said, "it was a good time to be a staff of ADB", "the change has been positive; better services, new account

openings, bank eligible to be put on the stock exchange, our new cloth is beautiful and customers even commend us", etc.

According to van Riel & Balmer (2000), the Rotterdam Organizational Identification Test (ROIT) scale is a "standardized" instrument, used to measure the actual corporate identity. This test holds the view that the behaviour of personnel has a direct effect on an organization's corporate identity and image (Kennedy, 1977 cited in van Riel & Balmer, 1997) and clearly suggests that personnel should identify with an organization's ideals and goals (van Riel & Balmer, 1997). In this case therefore, effective employee communication is one method, among others like job satisfaction, management style, corporate culture and perceived organizational prestige that aids in meeting this objective (van Riel & Balmer, 1997) and it seems to a large extent that, the employees interviewed for this study appreciated their role in the identity change process was crucial even though the communication was not very adequate and unevenly distributed across the branches. They were determined to support the bank to maintain the new identity and the prestige that came with it.

Also, central to the ROIT scale is the level of employee identification with his or her organization. In order to determine an individual's strength of identification with an organization, it needs to be established whether there is among other things: a feeling of belonging; congruency between organizational goals and values; positive organizational membership, organizational support; and a feeling of acceptance. These elements were highly represented as the employees expressed their views about the new identity of the

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bank and the transformation which they all endorsed to be better and made them to identify better with the bank.

The findings thus demonstrate that, in the current study, there is a clear congruency between the employee perceptions of the actual and the ideal identity of the bank. Analysis of the data collected reveals an organization that is perceived by its employees to project more or less the same set of attributes just as are actually characterized by the organization.

The findings have strong practical implications as they tend to demonstrate the importance of understanding how corporate identity is managed and projected and thus involves revealing other areas of the organisation's identity other than the visual identity.

Kiriakidou & Millward (2000) are of the view that organizational identification and commitment to what the organization is and does cannot be secured by presenting employees with monolithic graphic solutions neither can it be guaranteed by presenting employees with vision statements and corporate plans that are significantly discrepant with the operational reality of the organization and its current cultural system of values and beliefs. There has to be a link that mediates the relationship between the individual and corporate collective. And hence of more practical importance is the association between actual-ideal fit and commitment to organizational goals, Kiriakidou & Millward added.

Also, the Co-orientation Theory/ model discussed in the literature review, posits that organisations and people relate successfully when they think similarly about ideas. This perspective is focused more on long-term successes, rather than short-term goals.

According to Brønn & Brønn (2000), the coorientaion model is thus based on accuracy and perceived agreement between what the organisation thinks and what the organisation thinks the public thinks about a concern/issue. The model, developed by McLeod & Chaffee (1973) is being adapted for this study to appreciate the level of agreement between the organization and the employees in projecting the new identity. The model, thus, provides a framework for identifying the relationships between groups in a communications process, Brønn & Brønn (2000).

Also at the heart of the model is the emphasis on the role of cognition in the communications process. It focuses its attention not on the message sent between a sender and a receiver but rather on two more fundamental aspects of communication. These aspects are problem finding and problem understanding.

According to McLeod & Chaffee (1973), the social or interpersonal concept of public opinion requires two or more individuals oriented to and communicating about an object of mutual interest. In other words, they are cooriented to something in common and to each other.

The coorientational model in Figure 3 below illustrates the intrapersonal and interpersonal elements of communication relationships. First, the intrapersonal construct

of congruency describes the extent to which your own views match your estimate of another's views on the same issue. Some refer to this variable as perceived agreement. On the basis of this estimate, you formulate strategies for dealing with the other person or for spontaneously responding in interactions. The way the model works is such that, if what A thinks of an issue is the same as what B thinks of the same issue or problem, then they have an agreement or understanding on that issue or problem. Also, in order to project or present an accurate position on the issue or problem, it is necessary that the perceptions of B in relation to the thoughts of A should be in congruence with the perceptions of A in relation to the thoughts of B and vice versa.
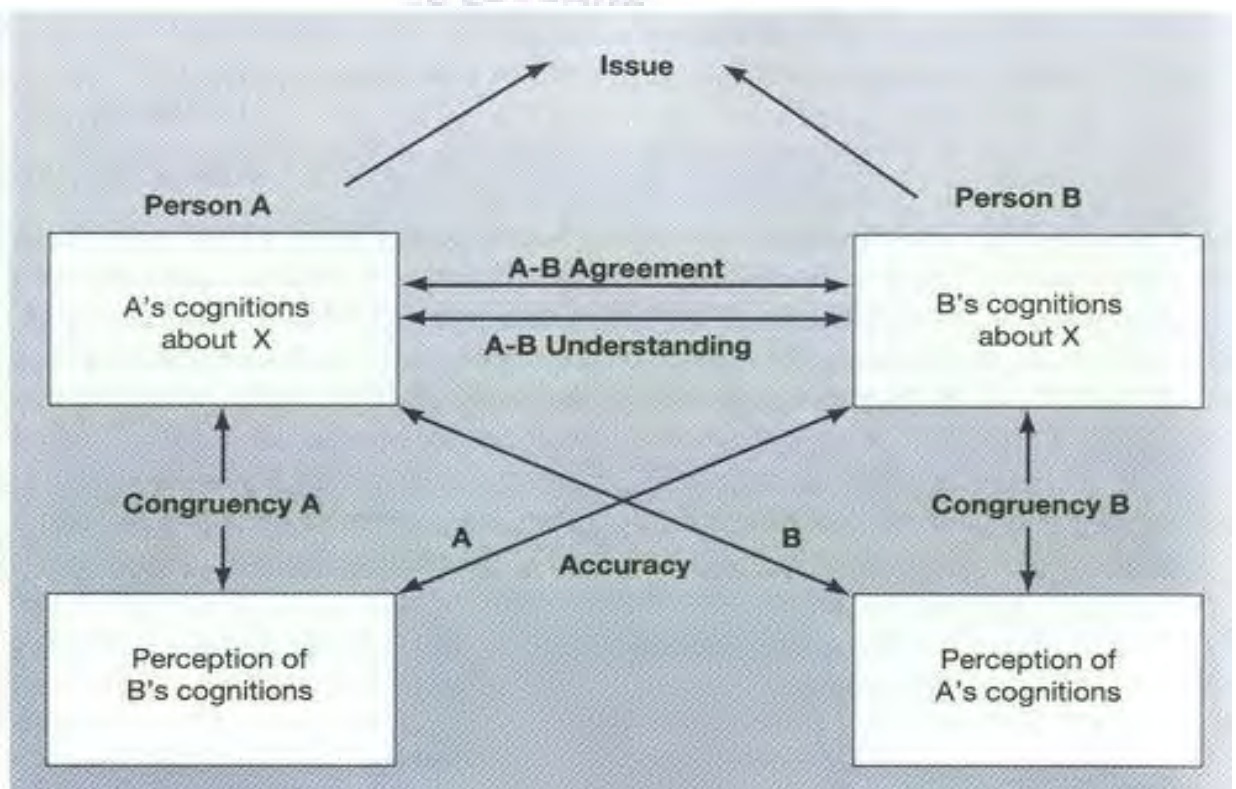

FIGURE 3: The coorientation model by McLeod & Chaffee (1973)

Based on the model, above, using the employee as the stakeholder according the stakeholder theory, per their influence in the bank, it can be realized from the findings of the study that, the organization appreciated the need to change its identity and be seen differently, the employees responses also tend to confirm that need, as they all stressed on the fact that the cutlass and hoe in the old logo had a strong influence on the bank being seen as purely an agriculture related bank. Here, there seems to be an understanding between the bank and the employees. Also, the views of the employees about what management thinks about the bank also seems to match their own understanding and opinion about the bank and vice versa.

The agreement of the two parties thus tend to bring about the accuracy in communication and agreement in terms of understanding.

The accuracy in this case can therefore be presented as the identity of the bank to the extent that what management presents as the new identity of the bank should be the same as what the staff present as the new identity and vice versa. The ADB model then be adapted from the coorientaion model to become as figure 4 below. Indicating the effectiveness of communication and justifying why the new identity can be deem to have a fit based on accuracy.
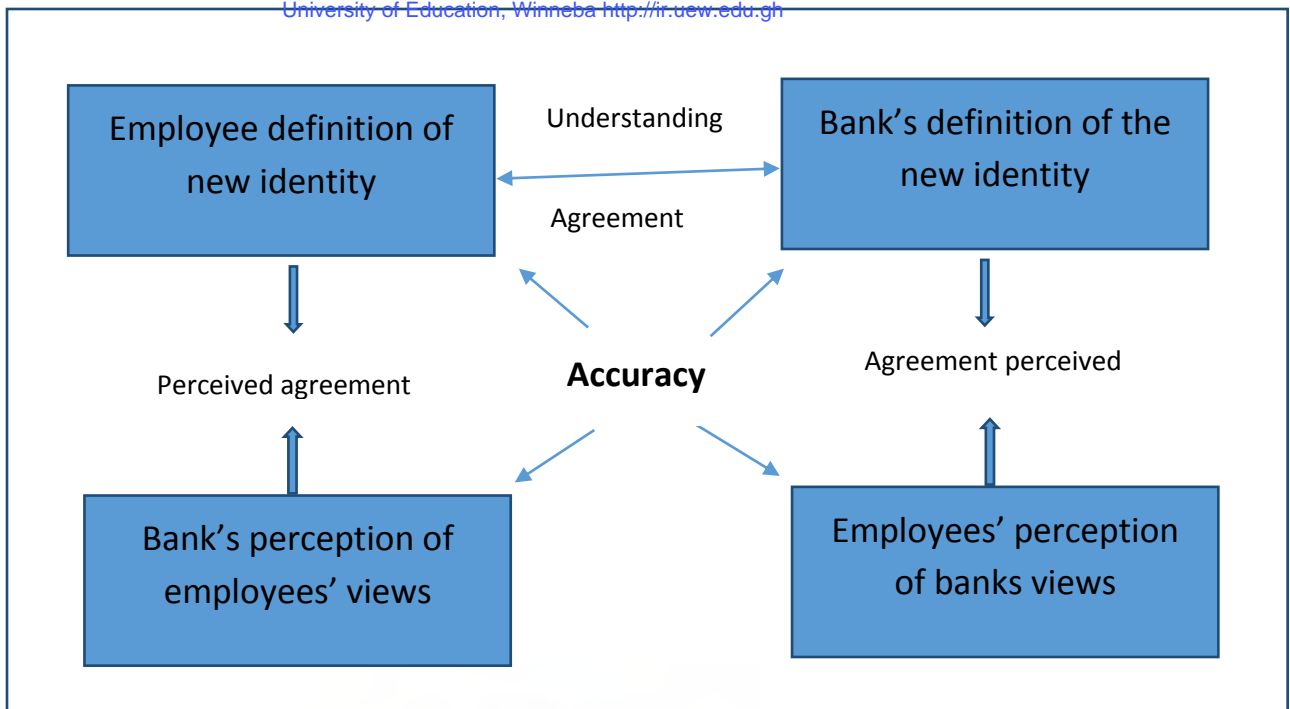
Figure 4: Adapted ADB model from the coorientation model above

4.1.11 Management and Maintenance of New Identity

Van den Bosch (2005), states that in general, up-to-date, accessible CVI guidelines are crucial if employees are to be able to retrieve such information. In trying to know what respondents felt about the management of the new identity and their role in this agenda, the opinion of the staff were that, the changes were not perfect and that situations would improve over time. They noted communication to be very crucial especially as cultural changes take time, and not all employees were comfortable with the change as they feared the possibility of losing their jobs. There was also the believe that since employees were not left out in the entire process of the change, seeing themselves as partners of the bank should be enough motivation for them to continue working to make the change sustainable.

Other views were that, the target for the bank are now clear cut and everybody knows what to do to maintain the new identity and to meet the target. Further, all employees were expected to play the role of brand custodians, as one respondent said, to ensure that the new ways of doing things are maintained and improved. Even though employees did not have direct access to the brand book, the respondents appreciated that by using the approved logo and colours as well as the right backgrounds and not doing things which were contrary to the new identity, it would be maintained. Others felt maintaining the new identity should not be a problem if management communicates and educates employees so that they can understand why the new identity must be maintained and improved. "Being listed on the stock exchange is a much stronger reason to keep up and maintain or improve the new identity"- a respondent had said.

The perceptions of staff was in agreement with management's position regarding the crucial role of employees in fulfilling the new identity of "truly agric and more". The study revealed that the employees are aware of the importance of their role towards the success and maintenance of the new identity even though they believe management should put in place a system that would continuously prompt staff.

Punjaisri & Wilson (2007) refer that, when employees identify themselves with and are committed to the brand, they will behave in ways that support the brand identity. The interviews with employees added brand loyalty as another important element in managing the new identity. By expressing their intention to remain with the brand as it

was a good time to be working with the bank, employees are aware that they need to match up to the standards of the new identity and this was very visible as the staff were enthusiastic about representing the bank's values through maintaining what the bank has promised its clients and much more to meet the target of becoming one of the top three banks in the bank. Here, they did not only perceive themselves as significant, but they also regarded themselves as partners who have a key role towards the fulfillment of the new identity.

One observation according to Punjaisri & Wilson (2007)is that to ensure that employees can endorse brand values to fulfil the brand promise, management have to put an effort into translating these values into daily activities with which they can then associate. This seemed evident in the clear cut objectives that were given to staff and the training programmes that took place in relation to the new identity.

4.2 Analysis

The findings of this study revealed that ADB changed its identity in order to appeal to a larger clientele base and thus the various measures that were put in place in terms of system upgrades, staff recruitment and development, customer service processes and the change in the physical outlook of the bank. Contrary to the findings of Sharma & Jain (2011) that corporate visual identity emerged to be the most dominant change that happened when organisations planned to change their identity, the employees of ADB saw the visual identity as having followed major transformations in the business

transactions of the bank. They realized that the bank needed to appeal to all and sundry but then, the appeal was more than how the bank appeared in terms of physical attributes; its services to clients and stakeholders was quite crucial and hence the strategies that were put in place.

This study on the other hand supports the literature which mentions that corporate identity functions from operational and physical aspects along with the human resource of the company (Topalian 1984). It is so because, ADB considered its operational areas as a bank, trained and engaged personnel to attend to the operational and strategic needs of the bank and added on the physical aspects that would project the bank in light of the new identity.

Literature also indicates that when corporate identity is standardized, it influences the consumers in the positive manner (Malewar & Saunders 1999) and cites that corporate identity is positively associated with sales (Margulies, 1977), business reputation (Fomburn & Shanley, 1990) and market share (Bharadwaj & Menon, 1993). The findings of the study seem to correspond with available literature as the employees talked about increase in customers and the fact that the bank was eligible for the stock exchange among other issues discussed above.

There is thus, a significant correlation between knowledge of CVI strategy and the consistency of a CVI and this makes the brand book in possession of the bank very essential as it would help the ADB to refer and ensure that the right CVI is maintained

together with other strategic and policy directions that may have been outlined in the brand book.

Van Gemert, (2003) showed that employees do not always put guidelines into practice. In addition, per the response of some employees in relation to management educating staff on the maintenance of the identity, van den Bosch states that "the attention area called People relates to the employees". Although a single department may be formally responsible for the development and management of CVI, almost every staff member has influence on the outcomes of CVI. Hence it is necessary that all employees know about the CVI guidelines and this according to van could be done through formal or informal processes during socialization.

The logo is said to be the most eye catching attribute of a brand. To change or not, to protect or not and to repair or not the logo is a problem for companies, Harris Fiona & de Chernatony Leslie, (2001). Naturally most companies do not want to lose their commercial capital and accepted logo Karadeniz (2009). It was realized that even though ADB took the step change its identity, it tried not to deviate from what originally existed and this was important to ensure that, the bank would still recognized by existing customers whilst attracting new ones.

According to Blomback & Pamirez- Pasillas (2012) the selection of corporate brand identity features is facilitated by an intentional and integrated brand strategy with explicit

focus on corporate communications. The strategic process implies a well-reflected and shared idea of the corporate brand identity.

According to Kiriakidou & Millward (2000) Employees who perceive that there is a high level of discrepancy between the actual and ideal identity of the organization are significantly less willing to commit and, as a result, do not help in the realization of the organizational goals. Such a limited commitment could threaten organizational performance, which in fact is the optimum goal of any corporate identity programme. ADB however, seems to have a corresponding identity with the identity being portray by the staff and this can be justified to a large extent by the way their employees appreciate the new identity and the extent to which they are willing to commit themselves to ensure its success.

Finally, corporate identity efforts need to reassess the rationale, processes and outcomes of their corporate identity change programs. It would appear that too many projects are vision driven and aim to communicate or nurture a single corporate identity based on the vision and aims of the top management. Such efforts need to understand the organization's actual corporate identity and give greater attention to its cultural underpinnings. The above research could be of great interest as it shows how organizational signals which are received and represented internally, and can affect the way employees conduct their external relations.

CHAPTER 5

SUMMARY, CONCLUSION & RECOMMENDATIONS

5.0   Introduction

This chapter presents a summary and the conclusions drawn based on the findings of this study. It also captures the limitations of the study and makes recommendations for future studies.

5.1   Summary

The study sought to examine corporate identity in organisations and how corporate identities change. Using the Agricultural Development Bank as a case study, it sought to appreciate the rationale behind the change in corporate identity of the ADB bank, the level of staff involvement in the change process and whether the organisation's position on the bank matches that of the perception of employees on the identity change project.

It is said that every organization, regardless of size, has a corporate identity, and it can be either formal or informal. What seems to matter is whether an organization manages its corporate identity in the most effective and purposeful manner possible.

Corporate identity has been generally defined as a management technique for communicating an organization's unique characteristics to its stakeholders, and is based on the premise that key publics must perceive an organization clearly and accurately if management objectives are to be achieved.

The study revealed the fact that ADB changed its identity in order to change the perception of the public that ADB was strictly an agricultural related bank. It also sought to project itself as a universal and modern bank. In order to achieve their set goals, the bank improved upon its systems, trained and employed staff, standardized its working units and modified its logo among others to depict the new ADB identity.

Employees who were interviewed with regards to this study seemed to have had some amount of knowledge about the identity change project and were in agreement with management on the new identity being portrayed as far as the ideal and actual identities were concerned.

5.2   Conclusion

The basic idea behind a corporate identity program is that everything the institution does, everything it owns, every service it provides, should project a clear idea of what the institution and its goals are. It deals with the general impression of an institution held by various publics, interest groups, including employees, and it touches virtually all aspects of an institution's activities.

According to Treasury Board of Canada Secretariat, an identity program does not represent what an institution is not. It is therefore necessary that, in developing an identity one must examine the institution's past, its present situation and where it wants to be. It involves long-range planning and represents an integral part of corporate strategy. In this study, ADB, considering the process of changing its identity, assessing its past and

present position in the banking industry and its goal to be among the top three banks in the country, it can be concluded that the bank has worked for the identity it has now; a modern and universal bank, which according to the interviews and documents reviewed, is what the bank really is.

Furthermore, communication also plays an important role in the formation of congruent perceptions, Gilly & Woolfinbarger (1998). Even though the communication and involvement of staff was key to the transformational process, it was inadequate and unevenly distributed across the branches of the bank. The staff at the head office for instance seemed to have experienced and were much more involved in the processes of the change compared to the staff in the bank's branches. There was however an agreement between the bank and its employees on the kind of identity being projected. Employees understood the implications of the new identity on the bank and all stakeholders and felt committed to work with management to achieve the goal. This form of commitment can be as a result of employee loyalty to the bank, the feeling of belonging and the prestige that came with being associated with the new ADB. Also as discussed in the literature review, images of the organization are helpful in reinforcing motivation and feelings about the organization and in engaging people to repair a damaged reputation.

More so, the study concludes that change is good and this can be justified based on the returns of ADB since it began changing its identity; the shift from losses to profits and

awards means that when identities are properly changed and managed, they can have positive impacts.

In sum, even though the process of change was not perfect considering the communication and involvement of staff in the entire programme, ADB's actual identity projected by employees corresponds with the ideal identity projected by the organization. The enthusiasm and confidence with which the employees of ADB commend their new identity can be partly attributed to the fact that they were not totally ruled out in the process and thus were determined to play their respective roles in ensuring the new identity is maintained; through effective customer relations and efficient delivery of services.

5.3   Limitations

This study at the initial stages aimed at studying two banks, one public and the other private to enable the researcher compare and contrast the processes and level of involvement between the two banks and to draw a conclusion based on whether the private sector engages employees better or the public sector engages employees better in major transformations. The study also intended to find out the extent to which the employee engagements impacted on the various identity change programmes. It was however very difficult to get the necessary approval from the private banks for the purpose of this study. Even with the bank under study, there were some challenges when the researcher sought to get the necessary approval for the study and the challenges

coupled with time constraints made it difficult for the researcher to access a larger sample size of employees as well as some relevant persons in management. Irrespective of the limitations however, the responses and documents reviewed tended to fairly represent the state of affairs as far as the bank was concerned for the purpose of this study.

5.4 Future Research

Future research can strengthen the reliability and validity of the study by expanding the sample size to include employees from at least every branch of the bank and fairly getting all the departments representing to know how they would react to the process and respond to the issues of managing the new identity.

Further studies could also look at the perception of consumers as they would more objectively present the image of the bank which can be contrasted with the identity of the bank.

5.5 Recommendations

The impression any stakeholder has of a corporate brand is created through an accumulation of all the interactions and communications the stakeholder has with that organization, Davies & Chun (2002). It is therefore recommended that communications to employees are not limited to certain personalities by virtue of their positions or the office they find themselves. In the case of a bank for instance, communication should not

be limited to personnel at the head offices or in major branches. It should cut across all branches even in remote areas. Surprises and last minute communication do not help all the time and more especially as employee satisfaction according to (Currivan, 1999) is dependent on the degree which an employee has positive emotions towards the 'organisation', and not towards 'specific work role'.

Also, the literature points to the critical importance of corporate-identity management, Kiriakidou & Millward (2000). It is therefore necessary that staff are continuously reminded of their role in maintaining the identity of a brand. Corporate identity manuals should not necessarily be kept by specific departments but should be available to all staff in order that, they would appreciate the issues that affect the identity of the organisation and how they can be managed even with technological advancements.

This study further recommends organisations that are not making profits to consider changing their identity as identity changes have proved to change perceptions and made wearing organisations better.

Finally, organisations need to reassess the rationale, processes and outcomes of their corporate identity change programs. It appears that many projects are vision driven and aim to communicate a corporate identity based on the vision and aims of the top management. Such programmes need to understand the organization's actual corporate identity and give greater attention to its cultural underpinnings. This is crucial because, organizational signals which are received and represented internally, can affect the way employees conduct themselves with clients and other stakeholders.

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APPENDIX

SEMI-STRUCTURED INTERVIEW GUIDE

Corporate Identity Change In Ghana: The Employee Factor In The Identity Fit; Exploring The Ideal And Actual Identity Of Two Banks In Ghana

- Kindly tell me about the new identity of your bank

  - What is the strategic direction that led to the change

  - What are the major features that have changed

- Why did your organization change its identity

- How did your organization go about the change

  - How were you, as employees communicated to / medium of communication

  - How did you accept the idea of change

  - What role did employees play in the process

  - How did your contribution affect the final outcome?

- To what extent do you understand the new identity

- How are you helping to implement this new strategy?

- What measures have been put in place to ensure that the new identity is not only a short term measure but sustainable in the long term

  - How would you keep projecting identity

- How they would maintain the new CVI (logo, colors); are there guidelines, templates, etc)

- What is your impression / perception about the change in identity

  - Is the current identity portrayed a reflection of your bank

  - In what areas are they the same or otherwise?

  - Would you say you are living the actual identity or the desired identity of your organisation

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