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**Internationalisation of Corporate Visual Identity Strategies:
A Study of British Multinational Corporations and their
Malaysian Subsidiaries**

by

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A Doctoral Thesis

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ABSTRACT

This research examines the degree of standardisation of Corporate Visual Identification System (CVIS) which consists of, namely, the corporate name, symbol and/or logotype, typography, colour and slogan, among UK multinational corporations and their subsidiaries in Malaysia. This study also highlights the importance of global drivers as well as the organisational and visual structure issues that must be considered in the management of international CVIS. In addition, it investigates whether the demographics and behaviour of the UK multinational corporations are related to the degree of CVIS standardisation. It also examines the relationship between the reasons for and the impact of implementing the CVIS with the degree of CVIS standardisation. Finally, it seeks to determine the effectiveness of the application of the CVIS on the various promotional tools in projecting the corporate visual identity between the UK and Malaysia.

Forty UK executives and 20 Malaysian executives participated in the study. Two sets of structured questionnaires were used for data collection. Cross tabulations of the results are presented. In addition, several of the variables were assessed using multi-item measures for which Cronbach's coefficient alpha is reported. Factor analysis explored correlation among variables and determined the underlying dimensions in explaining the issues surrounding international CVIS. Discriminant analysis distinguished between the companies which implement a high or low degree of CVIS standardisation, in relation to several predetermined factors. Two definite patterns emerged regarding CVIS standardisation. More than two-thirds of the companies interviewed implement a high degree of CVIS standardisation while the other third can be described as following a lower degree of CVIS standardisation. Many of the items were identified as being covariant with the degree of CVIS standardisation.

The concluding section presents the recommendations based on the quantitative and qualitative results. Finally, suggestions for further study are given.

**dedicated to my wife Hazel Elizabeth
and daughter Tengku Amy-Sofia**

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TABLE OF CONTENTS

	PAGE	
ABSTRACT	i	
ACKNOWLEDGEMENT	iii	
CONTENTS	v	
LIST OF TABLES	ix	
LIST OF FIGURES	xxi	
CHAPTER ONE	THE INTRODUCTION	
1.1	Introduction	1
1.2	The Research Project	1
1.3	The Research Objectives	3
1.4	Definition and Explanation of Terms	3
1.5	The Research Hypotheses	13
1.6	Organisation of the Thesis	15
1.7	Conclusions	16
CHAPTER TWO	LITERATURE REVIEW	
2.1	Introduction	17
2.2	Standardisation and Localisation Issue	18
2.3	Historical Perspective of Corporate Identity	27
2.4	Current Applications of Corporate Identity	29
2.5	Corporate Structure	32
2.6	Globalisation of Corporate Identity	35
2.7	Conclusions	38

CHAPTER THREE RESEARCH HYPOTHESES

3.1	Introduction	40
3.2	The Concept of Hypothesis Testing	40
3.3	Operational Research Hypotheses	41
3.3.1	Demographic Profile	41
3.3.2	Global Drivers	46
3.3.3	Organisational Structure Issues	67
3.3.4	Reasons for Developing CVIS	76
3.3.5	Behavioural Issues	78
3.3.6	Visual Structure	81
3.3.7	Promotional Applications of CVIS	87
3.3.8	Perceived Impacts of CVIS	93
3.3.9	Headquarter and Subsidiary Opinions of CVIS	97
3.4	Conclusions	100

CHAPTER FOUR METHODOLOGY

4.1	Introduction	103
4.2	Introduction to Data Gathering	103
4.2.1	Introduction to Measures Development	106
4.2.1.1	Validity	106
4.2.1.2	Reliability	109
4.2.1.3	Developing Measures	112
4.2.2	Methods in Data Gathering	123
4.2.3	Methods of Enquiry	125
4.2.4	Questionnaire Design	126
4.2.5	Selection and Recruitment of Companies	127
4.3	Measure of the Degree of CVIS Standardisation	131
4.4	Introduction to Data Analysis	135
4.4.1	Chi-square Test	136
4.4.2	Factor Analysis	139
4.4.3	Discriminant Analysis	145
4.4.3.1	Validation of Discriminant Analysis	147
4.5	Conclusions	150

5.1	Introduction	152
5.2	Results of Hypotheses Testing	152
5.2.1	Demographic Profile	153
	5.2.1.1 Summary	156
5.2.2	Global Drivers	157
	5.2.2.1 Summary	165
5.2.3	Organisational Structure Issues	166
	5.2.3.1 Summary	171
5.2.4	Reasons for Developing CVIS	172
	5.2.4.1 Summary	175
5.2.5	Behavioural Issues	176
	5.2.5.1 Summary	178
5.2.6	Visual Structure	179
	5.2.6.1 Summary	184
5.2.7	Promotional Applications of CVIS	185
	5.2.7.1 Summary	191
5.2.8	Perceived Impacts of CVIS	192
	5.2.8.1 Summary	197
5.2.9	Headquarter and Subsidiary Opinions of Standardised CVIS	198
	5.2.9.1 Summary	200
5.3	Results of Factor Analysis	201
5.3.1	Global Drivers	201
	5.3.1.1 Summary	203
5.3.2	Organisational Structure Issues	204
	5.3.2.1 Summary	205
5.3.3	Promotional Applications of CVIS	205
	5.3.3.1 Summary	207
5.3.4	Perceived Impacts of CVIS	207
	5.3.4.1 Summary	209

5.4	Results of Discriminant Analysis	210
5.4.1	Global Drivers	210
	5.4.1.1 Summary	214
5.4.2	Control of CVIS	216
	5.4.2.1 Summary	216
5.4.3	Promotional Applications of CVIS	217
	5.4.3.1 Summary	218
5.4.4	Perceived Impacts of CVIS	218
	5.4.4.1 Summary	219
5.5	Conclusions	219

CHAPTER SIX DISCUSSIONS

6.1	Introduction	299
6.2	Global CVIS	299
	6.2.1 Demographic Profile	300
	6.2.2 Global Drivers	302
	6.2.3 Organisational Structure Issues	310
	6.2.4 Reasons for Developing CVIS	314
	6.2.5 Behavioural Issues	316
	6.2.6 Visual Structure	317
	6.2.7 Promotional Applications of CVIS	318
	6.2.8 Perceived Impacts of CVIS	320
	6.2.9 Headquarter and Subsidiary Opinions of Standardised CVIS	323
6.3	Conclusions	323

CHAPTER SEVEN CONCLUSIONS

7.1	Introduction	324
7.2	Major Conclusions	324
7.3	Recommendations	327
7.4	Limitations and Future Research Directions	329

BIBLIOGRAPHY	331
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APPENDICES	360
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LIST OF TABLES

		PAGE
Table 4.1	List of the UK MNCs and the Job Title of Top Personnel Responsible for CVIS Participating in the Survey	129
Table 5.1	Crosstabulation of Degree of CVIS Standardisation by Main Business	226
Table 5.2	Crosstabulation of Degree of CVIS Standardisation by Number of Years with Subsidiaries Overseas	226
Table 5.3	Crosstabulation of Degree of CVIS Standardisation by Number of Countries with Subsidiaries	227
Table 5.4	Crosstabulation of Degree of CVIS Standardisation by Company's Total Sales	227
Table 5.5	Crosstabulation of Degree of CVIS Standardisation by Market Entry Form into Malaysia	228
Table 5.6	Crosstabulation of Degree of CVIS Standardisation by Percentage Owned by UK Company	228
Table 5.7	Crosstabulation of Degree of Name Standardisation Between UK and Malaysia by Degree of Influence of Law on Name Standardisation Between UK and Malaysia	229
Table 5.8	Crosstabulation of Degree of Name Standardisation Between UK and Malaysia by Degree of Agreement on the Need to Change CVIS to Accomodate Malaysian Culture	229

Table 5.9	Crosstabulation of Degree of Symbol/Logotype Standardisation between UK and Malaysia by Degree of Agreement on the Need to Change CVIS to Accomodate Malaysian Culture	230
Table 5.10	Crosstabulation of Degree of Typography Standardisation Between UK and Malaysia by Degree of Agreement on the Need to Change CVIS to Accomodate Malaysian Culture	230
Table 5.11	Crosstabulation of Degree of Colour Standardisation Between UK and Malaysia by Degree of Agreement on the Need to Change CVIS to Accomodate Malaysian Culture	231
Table 5.12	Crosstabulation of Degree of Slogan Standardisation Between UK and Malaysia by Degree of Agreement on the Need to Change CVIS to Accomodate Malaysian Culture	231
Table 5.13	Crosstabulation of CVIS Standardisation Between UK and Malaysia by Degree of Influence of Nationalism on CVIS Standardisation Between UK and Malaysia	232
Table 5.14	Crosstabulation of CVIS Standardisation Between UK and Malaysia by Degree of Influence of Competition on CVIS Standardisation Between UK and Malaysia	232
Table 5.15	Crosstabulation of CVIS Standardisation Between UK and Malaysia by Degree of Influence of Design Agency on CVIS Standardisation Between UK and Malaysia	233
Table 5.16	Crosstabulation of Degree of Name Standardisation Between UK and Malaysia by Degree of Influence of Language on Name Standardisation Between UK and Malaysia	233

Table 5.17	Crosstabulation of Degree of Name Standardisation Between UK and Malaysia by Degree of Concern About the Translation of Company Name in Malaysia	234
Table 5.18	Crosstabulation of Degree of Name Standardisation Between UK and Malaysia by Degree of Concern About the Pronunciation of Company Name in Malaysia	234
Table 5.19	Crosstabulation of Degree of Slogan Standardisation Between UK and Malaysia by Degree of Influence of Language on Slogan Standardisation Between UK and Malaysia	235
Table 5.20	Crosstabulation of Degree of Slogan Standardisation Between UK and Malaysia by Degree of Concern About the Translation of Slogan in Malaysia	235
Table 5.21	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Degree of Influence of Product Attributes on CVIS Standardisation Between UK and Malaysia	236
Table 5.22	Crosstabulation of Degree of Symbol/Logotype Standardisation Between UK and Malaysia by Degree of Influence of Interpretation of Symbol/Logotype by Malaysian Public on Symbol/Logotype Standardisation Between UK and Malaysia	236
Table 5.23	Crosstabulation of Degree of Colour Standardisation Between UK and Malaysia by Degree of Influence of Interpretation of the Meaning of Colour by Malaysian Public on Colour Standardisation Between UK and Malaysia	237

Table 5.24	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Degree of UK Parent Control of CVIS Decisions Between UK and Malaysia	238
Table 5.25	Crosstabulation of Degree of Name Standardisation Between UK and Malaysia by Degree of UK Parent Control of Name Decisions Between UK and Malaysia	238
Table 5.26	Crosstabulation of Degree of Symbol/Logotype Standardisation Between UK and Malaysia by Degree of UK Parent Control of Symbol/Logotype Decisions Between UK and Malaysia	239
Table 5.27	Crosstabulation of Degree of Typography Standardisation Between UK and Malaysia by Degree of UK Parent Control of Typography Decisions Between UK and Malaysia	239
Table 5.28	Crosstabulation of Degree of Colour Standardisation Between UK and Malaysia by Degree of UK Parent Control Of Colour Decisions Between UK and Malaysia	240
Table 5.29	Crosstabulation of Degree of Slogan Standardisation Between UK and Malaysia by Degree of UK Parent Control of Slogan Decisions Between UK and Malaysia	240
Table 5.30	Crosstabulation of Degree of Agreement on the Need to Change CVIS to Accomodate Malaysian Culture by Degree of UK Parent Control of CVIS Decisions Between UK and Malaysia	241

Table 5.31	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Key Internal Driving Force Behind Development of CVIS Between UK and Malaysia	241
Table 5.32	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by CEO Involvement in CVIS Development	242
Table 5.33	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Degree of Importance of "Responding to Competitive Environment" in Deciding to Develop and Implement CVIS Between UK and Malaysia	243
Table 5.34	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Degree of Importance of "Aiding Sale of Products/Services" in Deciding to Develop and Implement CVIS Between UK and Malaysia	243
Table 5.35	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Degree of Importance of "Raising Money" in Deciding to Develop and Implement CVIS Between UK and Malaysia	244
Table 5.36	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Degree of Importance of "Creating and Attractive Environment for Hiring Employees" in Deciding to Develop and Implement CVIS Between UK and Malaysia	244
Table 5.37	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Degree of Importance of "Increasing Company's Stature and Presence" in Deciding to Develop and Implement CVIS Between UK and Malaysia	245

Table 5.38	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Reason of Interest in CVIS Between UK and Malaysia	246
Table 5.39	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Attention Given to CVIS Over the Past Five Years in the UK	246
Table 5.40	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Attention Given to CVIS Over the Past Five Years in Malaysia	247
Table 5.41	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Preparation of CVIS in the UK and Malaysia	247
Table 5.42	Crosstabulation of Degree of Name Standardisation Between UK and Malaysia by CVIS Structure	248
Table 5.43	Crosstabulation of Degree of Symbol/Logotype Standardisation Between UK and Malaysia by CVIS Structure	248
Table 5.44	Crosstabulation of Degree of Typography Standardisation Between UK and Malaysia by CVIS Structure	249
Table 5.45	Crosstabulation of Degree of Colour Standardisation Between UK and Malaysia by CVIS Structure	249
Table 5.46	Crosstabulation of Degree of Slogan Standardisation Between UK and Malaysia by CVIS Structure	250
Table 5.47	Crosstabulation of Main Business by CVIS Structure	250
Table 5.48	Crosstabulation of Degree of Importance of Brand Name(s) in Malaysia by CVIS Structure	251

Table 5.49	Crosstabulation of Degree of Recognition of Corporate Name in Malaysia by CVIS Structure	251
Table 5.50	Crosstabulation of Degree of Acceptance of Corporate Name in Malaysia by CVIS Structure	252
Table 5.51	Crosstabulation of Degree of CVIS Standardisation on Product Between UK and Malaysia by Degree of Effectiveness of Product in Projecting Corporate Visual Identity Between UK and Malaysia	253
Table 5.52	Crosstabulation of Degree of CVIS Standardisation on Packaging Between UK and Malaysia by Degree of Effectiveness of Packaging in Projecting Corporate Visual Identity Between UK and Malaysia	253
Table 5.53	Crosstabulation of Degree of CVIS Standardisation on Interior/Exterior Between UK and Malaysia by Degree of Effectiveness of Interior/Exterior in Projecting Corporate Visual Identity Between UK and Malaysia	254
Table 5.54	Crosstabulation of Degree of CVIS Standardisation on Signs Between UK and Malaysia by Degree of Effectiveness of Signs in Projecting Corporate Visual Identity Between UK and Malaysia	254
Table 5.55	Crosstabulation of Degree of CVIS Standardisation on Clothing Between UK and Malaysia by Degree of Effectiveness of Clothing in Projecting Corporate Visual Identity Between UK and Malaysia	255

Table 5.56	Crosstabulation of Degree of CVIS Standardisation on Stationery Between UK and Malaysia by Degree of Effectiveness of Stationery in Projecting Corporate Visual Identity Between UK and Malaysia	255
Table 5.57	Crosstabulation of Degree of CVIS Standardisation on Forms Between UK and Malaysia by Degree of Effectiveness of Forms in Projecting Corporate Visual Identity Between UK and Malaysia	256
Table 5.58	Crosstabulation of Degree of CVIS Standardisation on Publications Between UK and Malaysia by Degree of Effectiveness of Publications in Projecting Corporate Visual Identity Between UK and Malaysia	256
Table 5.59	Crosstabulation of Degree of CVIS Standardisation on Vehicles Between UK and Malaysia by Degree of Effectiveness of Vehicles in Projecting Corporate Visual Identity Between UK and Malaysia	257
Table 5.60	Crosstabulation of Degree of CVIS Standardisation in Advertising Between UK and Malaysia by Degree of Effectiveness of Advertising in Projecting Corporate Visual Identity Between UK and Malaysia	257
Table 5.61	Crosstabulation of Degree of CVIS Standardisation on Promotion/Giveaways Between UK and Malaysia by Degree of Effectiveness of Promotion/Giveaways in Projecting Corporate Visual Identity Between UK and Malaysia	258

Table 5.62	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Impact of CVIS on Sales	259
Table 5.63	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Impact of CVIS on Ability to Recruit Executives	259
Table 5.64	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Impact of CVIS on Value of Shares	260
Table 5.65	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Impact of CVIS on Investment Rating	260
Table 5.66	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Impact of CVIS on General Consumer Goodwill Toward Company	261
Table 5.67	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Impact of CVIS on Familiarity with Company or its Products	261
Table 5.68	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Impact of CVIS on Advertising Awareness	262
Table 5.69	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Impact of CVIS on Receptivity of Local Inhabitants Toward Company's Facilities	262
Table 5.70	Crosstabulation of Degree of CVIS Standardisation Between UK and Malaysia by Impact of CVIS on Market Share	263

Table 5.71	Crosstabulation of Location by Degree of Importance to Standardise Name	264
Table 5.72	Crosstabulation of Location by Degree of Importance to Standardise Symbol/Logotype	264
Table 5.73	Crosstabulation of Location by Degree of Importance to Standardise Typography	265
Table 5.74	Crosstabulation of Location by Degree of Importance to Standardise Colour	265
Table 5.75	Crosstabulation of Location by Degree of Importance to Standardise Slogan	266
Table 5.76	Eigenvalues and Variances Explained for Extracted Factors for Global Drivers; Seven Factors, Varimax Solution with Kaiser Normalisation	267
Table 5.77	Factors Underlying Global Driver Variables in Relation to CVIS; Seven Factors, Varimax Rotation with Kaiser Normalisation	268
Table 5.78	Eigenvalues and Variances Explained for Extracted Factors for Organisational Structure Issues; Three Factors, Varimax Solution with Kaiser Normalisation	270
Table 5.79	Factors Underlying Organisational Structure Issues of CVIS; Three Factors, Varimax Rotation with Kaiser Normalisation	271

Table 5.80	Eigenvalues and Variances Explained for Extracted Factors for Promotional Applications of CVIS; Five Factors, Varimax Solution with Kaiser Normalisation	272
Table 5.81	Factors Underlying Promotional Applications of CVIS; Five Factors, Varimax Rotation with Kaiser Normalisation	273
Table 5.82	Eigenvalues and Variances Explained for Extracted Factors for Perceived Impacts of CVIS; Five Factors, Varimax Solution with Kaiser Normalisation	275
Table 5.83	Factors Underlying Perceived Impacts of CVIS; Five Factors, Varimax Rotation with Kaiser Normalisation	276
Table 5.84	Discriminant Analysis of Global Driver Variables for the Name Component of the CVIS	278
Table 5.85	Confusion Matrices of the Name Component of the CVIS	278
Table 5.86	Discriminant Analysis of Global Driver Variables for the Symbol/Logotype Component of the CVIS	279
Table 5.87	Confusion Matrices of the Symbol/Logotype Component of the CVIS	279
Table 5.88	Discriminant Analysis of Global Driver Variables for the Typography Component of the CVIS	280
Table 5.89	Confusion Matrices of the Typography Component of the CVIS	280

Table 5.90	Discriminant Analysis of Global Driver Variables for the Colour Component of the CVIS	281
Table 5.91	Confusion Matrices of the Colour Component of the CVIS	281
Table 5.92	Discriminant Analysis of Global Driver Variables for the Slogan Component of the CVIS	282
Table 5.93	Confusion Matrices of the Slogan Component of the CVIS	282
Table 5.94	Discriminant Analysis of UK Parent Control of CVIS	283
Table 5.95	Confusion Matrices of UK Parent Control of CVIS	283
Table 5.96	Discriminant Analysis of Promotional Applications of CVIS	284
Table 5.97	Confusion Matrices of Promotional Applications of CVIS	284
Table 5.98	Discriminant Analysis of Perceived Impacts of CVIS	285
Table 5.99	Confusion Matrices of Perceived Impacts of CVIS	285
Table 5.100	Summary of Hypotheses	286

LIST OF FIGURES

	PAGE
Figure 1.1 Hierarchical Levels of Marketing Strategy	5
Figure 1.2 Main Areas of Design	9
Figure 2.1 Corporate Identity Audiences	30
Figure 4.1 Flowchart of the Process in Data Gathering and Analysis	104
Figure 4.2 Procedure for Developing Better Measures	113

CHAPTER ONE
THE INTRODUCTION

CHAPTER 1 THE INTRODUCTION

1.1 Introduction

This research project primarily examines the extent and the degree of standardisation of the corporate visual identification system (CVIS) of the UK multinational corporations with subsidiaries in Malaysia. Several areas of interest and importance have been found to affect the corporate visual identity strategies which are also investigated in this research study. The areas are namely, demographic characteristics, global drivers, organisational structure issues, reasons for developing CVIS, behavioural issues, visual structure, promotional tools and techniques, perceived impacts and the headquarter and subsidiary opinions of a standardised CVIS.

This introductory chapter presents a brief summary of the research project, the research objectives, definition and explanation of some relevant terms that are used throughout this thesis, the research hypotheses and the order of the chapters in this thesis to show the development and conclusion of the research.

The chapters in the thesis have been structured to show the development of the research project from the review of literature, development and generation of the hypotheses, the methodologies adopted, the testing of the hypotheses, the presentation of the results, the discussions of the results, and the conclusions and recommendations.

1.2 The Research Project

Corporate expansion and the globalisation of interest is a fact of life in an increasing number of businesses and have profound impact on multinational corporations' manufacturing, finance and marketing, especially in the past decade. As a result, multinational corporations are consistently exposed to the communication challenges both domestically and internationally. Mergers, acquisitions, restructuring, changing geographical emphasis and marketplaces have forced many multinational corporations to find new ways of identifying themselves in an effort to project their new circumstances.

The concept of global marketing has captured the interest of both marketing academics and practitioners alike and has produced a wide array of divergent viewpoints. Recent resurgence of the interest in the issue of globalisation is attributed to such global influences on television, films, widespread travel, telecommunications and the computer. Whether or not to standardise the (CVIS) internationally is one dimension of the larger question of to what degree marketing policies and programmes should be standardised around the world.

A majority of literature on CVIS has been anecdotal in nature, mostly written by executives of design and marketing communication consultancies (Anspach, 1983; Chajet, 1984; Couretas, 1984; Diefenbach, 1986; French, 1981; Hamilton, 1983; Yarnell, 1986). As far as this research study is concerned, besides the corporate identity literature related areas such as corporate strategy, multinational strategic planning and international marketing mix strategy were also reviewed in order to develop the hypotheses and methodology involved in the internationalisation of CVIS strategy.

This research project seeks to test hypotheses about the globalisation of CVIS strategies of UK multinational corporations with subsidiaries in Malaysia. It is therefore an empirical research project, attempting to measure and characterise the strategies and approaches of these multinational corporations and identify differences between them. The project also seeks to assess the reliability and validity of the measures used in explaining the research construct.

1.3 The Research Objectives

It is suggested that empirical research can be conducted on the degree of CVIS standardisation of UK multinational corporations with subsidiaries in Malaysia. The following research objectives are advanced:

1. To determine the extent of the degree of CVIS standardisation of UK multinational corporations operating in Malaysia.
2. To determine the importance of global drivers, as well as organisational and visual structure issues regarding the degree of CVIS standardisation.
3. To determine whether the demographics and behaviour of the UK multinational corporations are related to the degree of CVIS standardisation.
4. To determine the relationship between the reasons for and the impact of implementing the corporate visual identification system with the degree of CVIS standardisation.
5. To determine the effectiveness of the application of the corporate visual identification system on the various promotional tools with regard to the degree of CVIS standardisation.

1.4 Definition and Explanation of Terms

Several terms that are used consistently throughout this research project need to be defined and explained. The terms are as follows:

Strategy

The term strategy is derived from the Greek word "strategos" which means the art of the general and has been used extensively in military terminology. Clausewitz (1892) defined strategy and distinguished tactics from strategy as follows;

"Strategy is the theory of the use of engagement (combat) for the object(ive) of the war . . . and must therefore give aim to the whole military action".

More recently definitions of strategy has been adopted to business. Quinn, Mintzberg and James (1988) said that;

"Strategy is the pattern or plan that integrates an organisation's major goals, policies and action sequences into a cohesive whole. A well-formulated strategy helps to marshall and allocate an organisation's resources into a unique and viable posture on its relative competencies and shortcomings, anticipated changes in the environment and contingent moves by intelligent opponents".

Marketing Strategy

Aaby (1989) defined marketing strategy as;

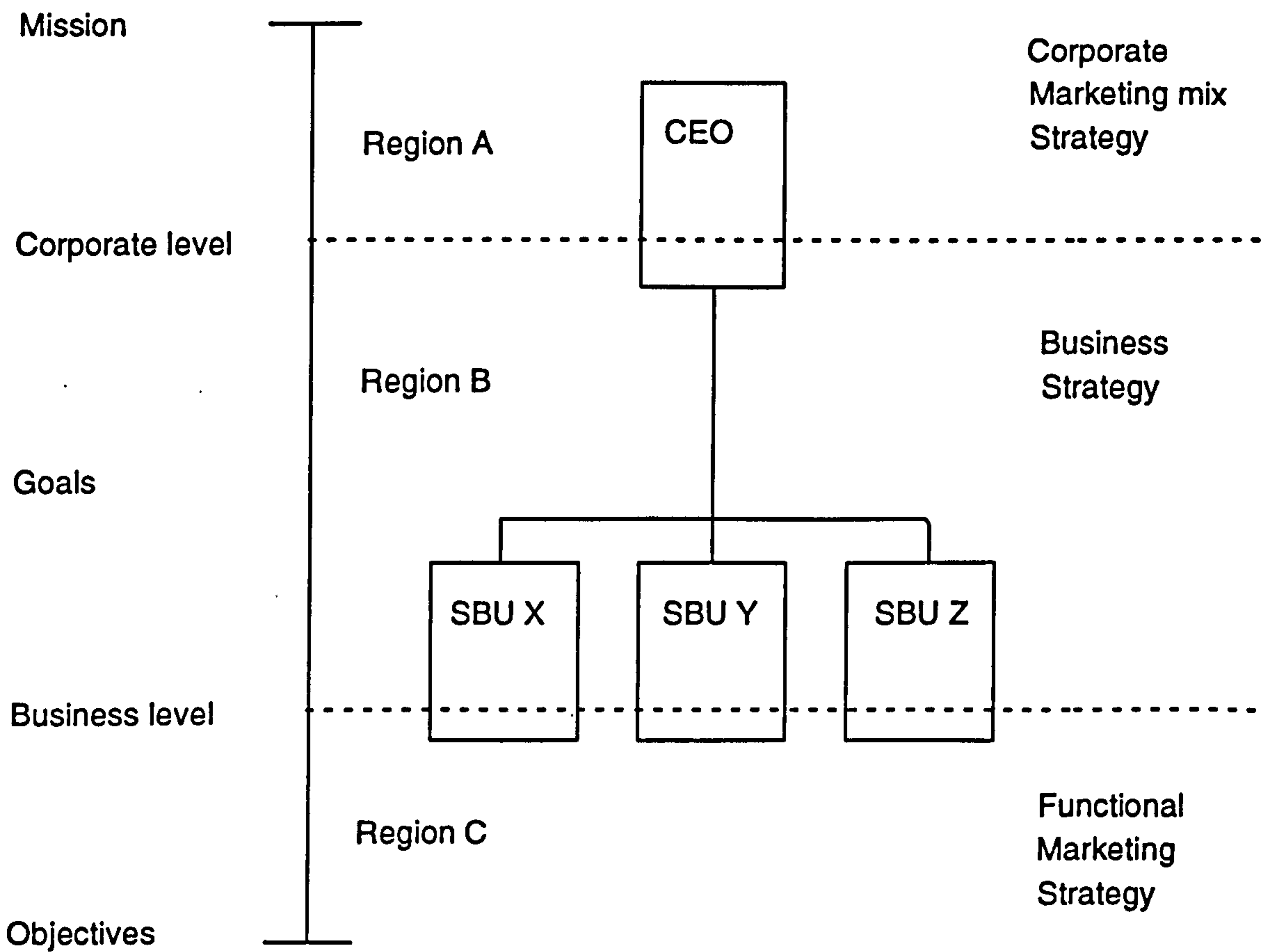
"An activity that organises marketing-mix efforts and resources relative to strategic references, such that the resource allocation in the long run enhances the value of the firm to all stakeholders groups".

Therefore marketing strategy is a central, long range, proactive, integrative, unifying and holistic corporate, business and functional management activity.

The above definition reveal that certain marketing mix configurations are strategic at the corporate level, other mix elements belong at the businesses and functional levels, while others are inherently tactical. Consequently, marketing strategy within an organisation consists of a hierarchy of several different but consistent marketing mixes at all major organisation levels and units (refer to Figure 1.1).

Figure 1.1

Hierarchical Levels of Marketing Strategy



Source: Aaby, N.E. (1989), Corporate Strategy and The Role of Navigational Marketing, European Journal of Marketing, No 23, Vol. 10, pp18-31

Corporate Marketing Strategy

The basic premise for corporate marketing strategy is that traditional marketing mix elements can be applied at corporate as well as business levels (Aaby, 1989). Corporate marketing strategy focus on the firm as a product.

Examples of corporate promotion strategy can be seen almost everywhere. Trademarks, packaging, graphic shapes, sizes and colours can be important corporate identity strategy elements because they can be applied across business units over extended periods. Perrier, Coca-Cola and Watneys have built synergy and value in the shape of their bottles, colours and tradenames.

Similarly, McDonalds and Dyno Rod use colours and design to build their image. The golden arches of McDonalds are ubiquitous and Dyno Rod is well-known over the British Isles for its bright red service trucks (Aaby, 1989). Architecture and landscape are also important corporate promotion strategy elements that can establish a strong global corporate identity (Yee, 1990).

Standardisation/Globalisation

In a literal sense multinational standardisation would mean the offering of identical product lines at identical prices through identical distribution systems, supported by identical promotional programmes in several countries (Buzzell, 1968).

Localisation/Adaptation/Customisation

Implementing marketing presentations containing no common elements whatsoever, each mix corresponding to a particular foreign market served, and for a considerable amount of planning autonomy to be devolved to marketing managers in overseas subsidiaries and franchised distributors and the like (Hovell and Walters, 1972).

Corporate Identity

Corporate identity focus on the firm as a product. It embraces the processes employed by organisations to influence the way people see them and think about them. If corporate identity is used properly, it can project three things:

- (1) what the organisation is
- (2) what it stands for
- (3) what it does (Topalian, 1984).

Corporate identity manifests itself in four areas. The three that are visible are:

- (1) products and services that the company makes or sells must project its standards and values
- (2) environment or buildings in which it makes things and trades, its offices, factories and showpieces- their location, how they are furnished and maintained, are all manifestations of identity
- (3) the corporation's communication material, from its advertising to its instructions manuals, must have a consistent quality and character that accurately and honestly reflect the whole organisation and its aims.

The component that is not visible is:

- (4) how the organisation behaves to its own staff and to everybody with whom it comes into contact, including customers, suppliers and its host communities (Olins, 1989).

Visual Identity/Design

The visual treatment and quality of an organisation's output make up its visual identity. Visual identities are projected by the appearance of the products, printed material (correspondence and business forms, promotional materials, house journals and stationery), uniforms, equipments, packaging, exhibition design, advertising and the exteriors and interiors of premises (manufacturing plants, offices, warehouses, showrooms, retail outlets and vehicles) and all manner of items such as cutlery, tableware, serviettes, coasters, ties, cuff-links, giveaways, playing cards and cigarette lighters. Simply, it covers the visible components of corporate identity namely, product, environment and communication (Topalian, 1984; Ind, 1990; Olins, 1989; Jefkins, 1990). Refer to Figure 1.2 (Shirley and Henn, 1988).

Corporate Visual Identification System (CVIS)

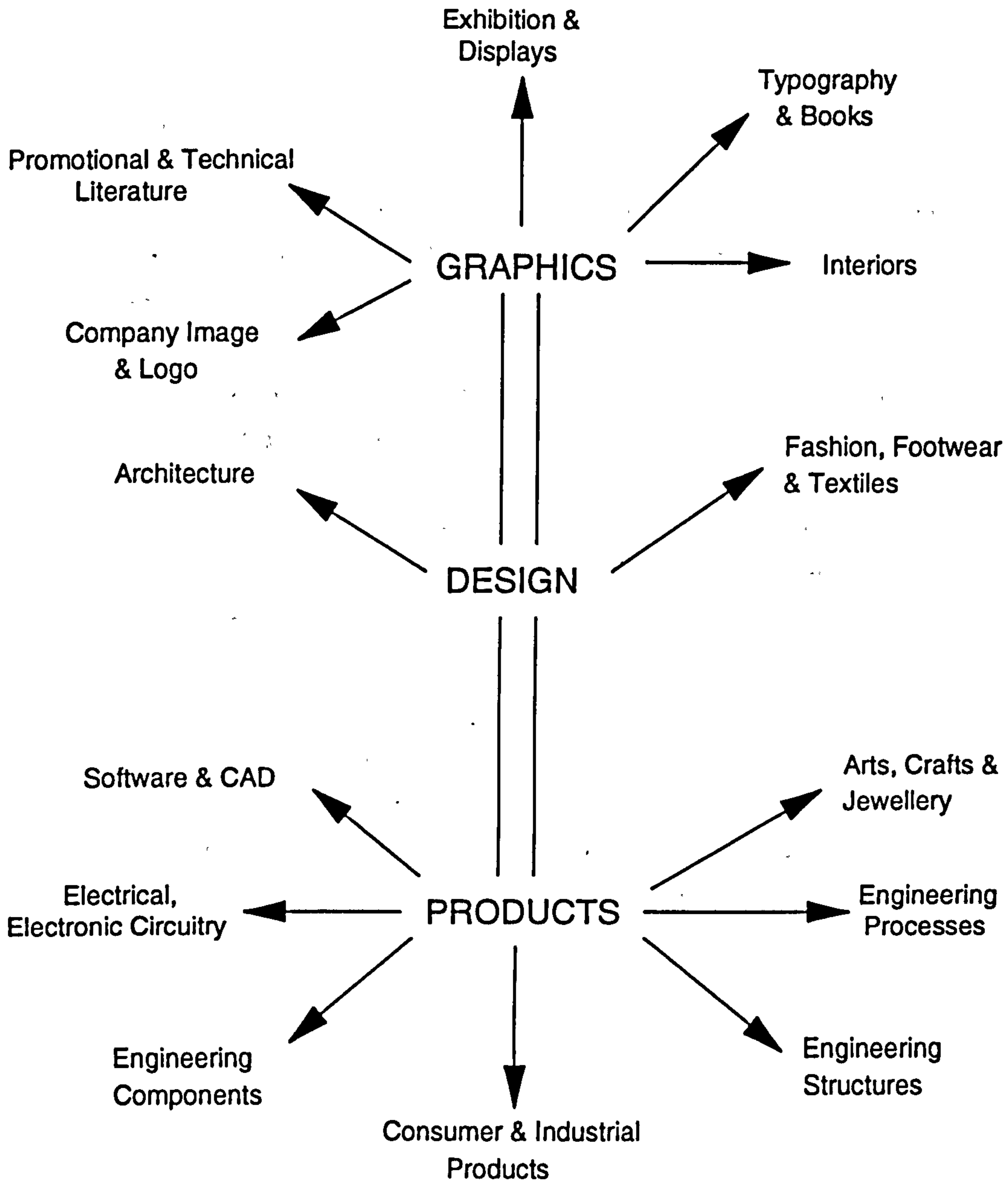
Corporate Visual Identification System (CVIS) is one of the principal means whereby the corporate identities are manifested visually. At their best corporate visual identification systems provide the visual language and discipline for the efficient projection of consistent, clear visual identities to their publics by imposing an accessible visual structure on the range of company outputs (Henrion and Parkins, 1967). The elements of CVIS are:

1. Name

When a company thinks about its corporate identity, its name is sometimes a major part of the problem. Names may become out of date; someone else may own them already; they may no longer relate to the main activity of the business and so on. Sometimes because of merger and inappropriate association, it becomes necessary to change a corporation name. That costs a lot of money, involves a lot of legal and logistical work and create massive emotional difficulties.

Figure 1.2

Main Areas of Design



Source: Shirley, R and D. Henn (1988), Support for Design, Final Evaluation Report, Assessment Unit, Research and Technology Policy Division, Department of Trade and Industry, London.

A study conducted by Siegel and Gale (1988), found that 64 of the Fortune 1000 companies change their names. Restructuring (reorganising, divesting and diversifying) accounted for 38% of the changes, mergers and acquisitions for 25%, reflecting the nature of company's current business for 20% and establishing a holding company for 17%.

There are six different name categories:

1. individual or individuals, usually the company's founder such as Ford, Sainsbury and Laura Ashley
2. descriptive names, usually describe the company's activity and often have some geographical qualifications such as General Motors, Air France, and British Airways
3. abbreviated names, usually familiar versions of a larger name such as Pan Am, Primerica and Toshiba
4. initials, usually initials need much heavier promotion than other names in order to break through the barrier of anonymity which they themselves create. They must be used so regularly that they become more familiar than their full name such as KLM, BMW and BP
5. coined names such as Kodak, Rentokil and Viyella;
6. analogous names, usually names that try to draw an analogy between the company and a specific object or quality such as Jaguar, and Quaker Foods (Olins, 1978).

A major consideration is that a name must be acceptable internationally. This is not easy when some names may have a contrary or even offensive meaning in other languages (Jefkins, 1990). The French petrol company was lucky in the choice of Elf which is globally accepted, even had a friendly meaning in English. Coca-Cola is also acceptable around the world but Guinness is hardly pronounceable outside the British Isles and Ireland. In Malaysia and Indonesia, Guinness can become "black dog" or "black cat" beer because in these countries such an animal appears on the label.

2. Graphics

The two ways in which companies could be presented graphically are: logotype and symbol. Logotype is a specific visual presentation of an organisation's name, examples are, Coca-Cola, IBM, Kodak, Mobil, Olivetti and ICI. Symbol is an abstract device for identifying an organisation, examples are, British Rail arrows, London Transport, Red Cross, Mitsubishi red petals (Keen and Warner, 1989).

The two most important aspect of graphics is typography and colour. The choice of a distinctive or characteristics typography is important, but it is not without its communication problems and they need to be looked at critically before a decision is taken (Jefkins, 1990).

Colour is a medium of communication. There is a language of colours which varies from country to country and is extremely important for religious or cultural reasons in certain countries or certain parts of the world (Ricks, 1983). The Chinese like red and gold, Muslims like white and green. Colours like red and orange tend to come forward boldly while pastel shades recede (Jefkins, 1990). Some product colours are famous and serve to distinguish between rivals as with the particular yellow of Kodak and the characteristics red and green of Fuji.

These three logotype and/or symbol, typography and colour are the basic elements that have to be translated into physical effect and each organisation will have its special opportunities to exploit the corporate identity.

3. Slogan

Slogan comes from the Gaelic "sluagh-ghairm" which means battle cry (Kleppner, 1989). Corporate slogan replaces the medieval motto. It supports the identity with an expression of values or mission. It has strong relationship with corporate internal values and communication (Parker, 1989).

The limitation of corporate slogan are twofold. First, in an international context they may be difficult to translate to other cultures and other languages.

Secondly, most key elements of a design system, such as logo, name, typeface and colours are planned on the basis of having a shelf-life that stretches into decades (Ind, 1990). Slogans tend to be more of the "here and now". Pepsi Cola introduced a new "come alive with Pepsi" slogan for international use. In Taiwan the slogan was translated and initially promoted as "Pepsi brings your ancestors back from the dead".

Corporate Image

According to Topalian (1984);

"Corporate image is the profile or sum of impressions and expectations of an organisation built up in the minds of individuals who comprise its publics".

Corporate images are received by target audiences and can only be influenced by host organisations.

An image is a subjective impression in a person's mind. It is the sum total of knowledge, feelings and impressions about the activity, attitude or service of a company, a brand or a product (Garbett, 1988). The image consists not only of the real qualities but also of imaginary or attributed qualities. It is brought about by personal experience and interpersonal communication.

The common denominator of personal images in the target group is the public image. This is usually simply called "the image". Images are based on several contributing factors, marketing communications being one of the main ones. They tend to be persistent in time and can only be deliberately influenced very gradually in a desired direction. An improvement of the image requires coordination of all measures and activities: all elements of the marketing mix play a part. The change is therefore a matter of management decision and consistent implementation. Also, the image improvement must be planned in areas where there is already a public image. Therefore it is necessary to research the present image among relevant audiences (Kennedy, 1977).

1.5 The Research Hypotheses

The hypotheses under test in this research project are delineated below. These hypotheses are developed after extensive review of literature on international marketing mix strategies, multinational strategic planning, corporate identity and corporate visual identity. The construction of these hypotheses is discussed in greater detail in chapter 3.

Hypothesis 1

There is a set of demographic characteristics associated with the degree of CVIS standardisation.

Hypothesis 2

There is a set of global drivers that influence the degree of CVIS standardisation.

Hypothesis 3

There is a set of organisational structure issues that influence the degree of CVIS standardisation.

Hypothesis 4

There is a set of reasons that relate to the degree of CVIS standardisation.

Hypothesis 5

There are some behavioural issues that relate to the degree of CVIS standardisation.

Hypothesis 6

The degree of CVIS standardisation corresponds to Olin's CVIS structure which consists of the monolithic, endorsed and branded structure.

Hypothesis 7

The degree of effectiveness of the various promotional tools in projecting the corporate visual identity between the UK and Malaysia is related to the degree of CVIS standardisation applied on the promotional tools.

Hypothesis 8

There are several impacts of implementing CVIS that relate to the degree of CVIS standardisation.

Hypothesis 9

There is a significant difference in the opinions given by the headquarters and the subsidiary executives with regard to the degree of importance to standardise CVIS between the UK and Malaysia.

1.6 Organisation of the Thesis

The thesis is divided into seven chapters. Chapter 2 reports the extensive review of literature on the international corporate visual identity strategies of multinational corporations that underlies the research project. Essentially, this chapter discusses the literature on international marketing mix strategies, focusing on the issue of standardisation versus localisation, the historical perspective, importance and current applications of corporate identity and corporate visual identity, and the globalisation of corporate identity and corporate visual identity.

Chapter 3 discusses the research hypotheses on the various dimensions of international corporate visual identity strategies that can be developed on the basis of the literature review. Among the dimensions highlighted are; demographic profile, global drivers, organisational structure issues, reasons for developing CVIS, behavioural issues, visual structure issues, promotional applications of CVIS, perceived impacts of CVIS and the headquarter and subsidiary opinions of a standardised CVIS.

Chapter 4 presents the practical issues involved in ascertaining and rationalising the methodology adopted in this research project. The chapter outlines the techniques by which data on international strategies and approaches might be collected from companies. This chapter also contains discussion of the techniques by which this data might be analysed.

Chapter 5 presents the findings from quantitative analysis of data relating to the research project. The results with regard to the chi-square test, factor analysis and discriminant analysis are presented together with their corresponding tables.

Chapter 6 discusses the quantitative findings in relation to the qualitative responses and their implications with respect to the hypotheses.

Chapter 7 summarises the findings presented in the thesis in the light of hypotheses under test. Several recommendations are presented and the limitations of the study and areas of possible further research are discussed.

1.7 Conclusions

This chapter presents a brief summary of the research project, the research objectives, some definition and explanation of the terms used in the thesis, the research hypotheses under test, and the the organisation of the thesis.

CHAPTER TWO
LITERATURE REVIEW

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

For decades now, organisations are forced to compete internationally, managers were challenged by a dramatic extension of geographic boundaries and the consequent broadening of horizons to encompass markets in different countries and cultures (Topalian, 1984). In particular, the decade of the '80s was characterised by rapid internationalisation of business, both in response to and further accelerating the globalisation of the business environment. As a result, markets in many industries, whether for consumer products, industrial goods and services, markets for resources such as capital, materials and technology are becoming increasingly integrated worldwide (Douglas and Craig, 1992; Douglas and Wind, 1987).

The problem of maintaining a competitive edge in an age of rapid communication and mass distribution are extensive, especially when few companies are able to rely on past advantage to maintain supremacy in their markets (Topalian, 1984; Deyck, 1988).

Manufacturers no longer compete on the relative merits of their respective technologies, but on features, design and image. In this age of technology and competition, the buying public is being increasingly faced with a wide choice of similar designs and features within each price range for all kinds of products. It is clear when there are no obvious difference in price, quality, design and features, the purchase decision may increasingly be influenced by a positive reputation of the brands of the manufacturer (Kennedy, 1977).

The issue of standardisation versus localisation of marketing programmes and processes abound. Should corporate visual identification system of multinational corporations be standardised globally?

On one hand, some argue that the situation where subsidiaries of the same group pursuing individual approaches to marketing, leading to wasteful intra-group competition for attention and orders (Topalian, 1984). In these instances, conflicting hence confusing images were generated among target audiences. On the other hand, others maintained that because of differences in culture, taste, beliefs, attitudes, customs and preferences of the markets worldwide, a differentiated strategy can enhance the multinational's marketing effectiveness (Dunn, 1976).

Few multinational have yet understood the nature of global corporate identity yet alone practised it. In many companies the important components such as marketing, advertising, public relations, product and corporate design are still separate functions (Eales, 1989). It is difficult to manage globally because there are so many different target audiences and diverse cultures to manage. The complexity of the issue demands courageous and visionary managers.

This chapter is organised into three main sections. The first section examines the various literature that have discussed the standardisation issue. The history, importance and current application of corporate identity and corporate visual identity are discussed in the second section. The third and last section concerns the globalisation of corporate identity and corporate visual identity.

2.2 Standardisation Versus Localisation Issue

A fundamental issue in international marketing concerns the extent to which marketing programmes and processes should be standardised across national boundaries. Interestingly, the standardisation issue is not new. Whether to standardise or to customise has been a vexing question with which international marketers have wrestled since the 1960s.

Recent resurgence of the interest in the international standardisation issue is attributed to such global influences on television, films, widespread travel, telecommunications, transportation, distribution infrastructure and the computer (Buzzell, 1968; Levitt 1983; Jain, 1989). Despite the longstanding interest in the topic, it is apparent that there are sharp differences of opinion as to the desirability and feasibility of standardisation.

On one hand it has been argued that the world market place has become so homogenised that multinational corporations can market their products and services all over the world by using identical strategies with resultant lower costs and higher margins. On the other hand, some observers emphasise the obvious dissimilarities between the markets of various countries, especially those for consumer goods and argue in favour of using international differentiated marketing programmes.

Levitt (1983) for example has argued that companies must learn to operate as if the world were one large market, ignoring superficial regional and national differences. On the other hand, Sorenson and Weichmann (1975) stated that there is often excessive standardisation of international marketing programmes and they are skeptical as to the economic benefits of programme standardisation. In their view companies already using systematic cross-border analysis have realised that marketing programmes cannot often be standardised.

There are two aspects of marketing standardisation: programme and process. Most of the early literature in the field focused on the programme dimension of standardisation. The issue of process standardisation was taken up later and has been addressed increasingly often in more recent studies.

The term programme comprises various facets of marketing mix, which can be classified as product design, product positioning, brand name, packaging, retail price, basic advertising message, creative expression, sales promotion, media allocation, role of salesforce, management of salesforce, role of middlemen, type of retail outlets, and customer service (Sorenson and Wiechmann, 1975; Walters, 1985, Wind et al, 1986; Quelch and Hoff, 1986).

Process implies tools that aid in programme development and implementation. It concerns primarily with the unification of structures and processes for the development, realisation and control of marketing programmes, as well as the information processes that are connected to them. Examples in the case of decision making processes, training programmes and product introduction strategies (Kreutzer, 1988).

In the last 25 years, of the 34 major studies on the subject 14 have been on advertising. In addition, almost 55% of these studies have been conceptual (Jain, 1989). This section will discuss the main works that has been written from 1960-1992.

The origin of the discussion is commonly traced to the work of Elinder and Fatt. Elinder (1961) argued that the time had arrived for uniform advertising in Europe. According to his analysis, this was both feasible and desirable because of the increasing similarity and international mobility of the "European" consumer and the greater availability of international media.

Fatt (1964) was an influential proponent of the desirability of developing uniform international advertising campaigns based upon "universal" appeals. On the contrary, Fournis (1962) stated that customs and traditions tend to persist and therefore the concept of the European consumer is a misnomer.

Roostal (1963) sent a cautionary note to standardisation, and emphasised the need for experimentation when evaluating opportunities for greater uniformity. He further stated that there are still great hindrances to more internationally standardised advertising and layout copy in Western Europe, primarily due to insufficient marketing planning, diversity of languages and media and government regulations.

Dunn's (1966) research study on cross cultural analysis suggested that the advertising campaign that have been most successful are those where marketers have managed to work out a balance between complete internationalisation and complete localisation. He also recommended that there are three general criteria to determine transferability of advertising. The criteria are; market or economic, cultural or psychological and media.

In the late 1960s, the work of Buzzell and Keegan (1968) and Bartels (1968) widened the standardisation issue to include the elements of the international marketing mix.

Buzzell (1968) directly addressed the benefits of and the barriers to standardisation policy whereas Bartels (1968) focussed on the similarities of international and domestic marketing. Keegan (1969) considered product and communication policies and identifies five strategic alternatives. The choice of strategy is seen to be mainly the function of the product need satisfied, conditions of product use and consumer preferences, and purchasing power.

The major benefit of uniformity is perceived to be cost savings. Both Buzzell and Keegan argued that standardisation opportunities should not be ignored because of the traditional emphasis of a "localised" marketing policy, and should be evaluated in terms of a financial cost-benefit framework.

Lorimer and Dunn (1969) argued that firms had successfully transferred advertising and that standardised themes provided consistent corporate and brand images worldwide. Buzzell (1968) argued further that standardisation allows realisation of economies from scale in the production of advertising materials, reducing advertising costs and enhancing profitability.

Miracle (1968) highlighted the key decision factors concerning uniform advertising. Among them are type of product, degree of homogeneity of markets, characteristics and availability of media and advertising agencies, and government restrictions and trade codes.

On the contrary, the works of Ryans (1969), Donnelly (1970), Britt (1975), Green and Cunningham (1975) and Dunn (1976) are circumspect with regard to the viability of uniform strategies. They pointed out that non-uniform strategies are often necessary in an international marketing environment characterised by significant heterogeneity. Ryans and Donnelly (1969) research study on global advertising support Fatt's view that most advertisers feel that their non-domestic advertising must be adapted to each particular locale where it is to appear.

Hovell and Walters (1972) hypothesised that product standardisation usually will generate greater cost savings than in the case for promotional policy.

Ricks, Arpan, and Fu (1974) analysed actual blunders in international advertising and suggested that most of those blunders occurred because executive failed to understand foreign culture and its social norms.

In a comprehensive study of 27 US and Europe based multinational firms, Wiechmann (1974) found that advertising tended to be more decentralised than other marketing functions and that advertising strategy varied more from firm to firm than did other functions.

Green et al (1975) stated that international advertisers are often faced with the problem of whether and to what extent they should change their messages from one country to another. They further stated that some advertisers feel that messages can be standardised across countries, while others believe adaptation is usually necessary. Their study reported the acceptability of standardised advertising.

Research on the effect of national identity on multinational promotional strategy in Europe was reported by Dunn (1976). His study concluded that the proportion of companies using basically the same advertisement abroad as at home was less in 1973 than in 1964. The study also stated that there is indeed a resurgence of national identity in Western Europe.

In the context of international advertising strategy, Peebles, Ryans, and Vernon (1977) distinguished between "prototype" and "pattern" standardisation. Under prototype standardisation, the same advertisement or campaigns would simply be employed in multiple markets with the only difference being appropriate translations and a few idiomatic changes. Pattern standardisation is where the campaign, including its overall theme and its individual components, is designed originally for use in multiple markets and is developed to provide a uniformity in direction, but not necessarily in detail.

A study conducted by Wills and Ryans (1977), among twenty-eight US-based multinational corporations, headquarters management tends to be less involved in creative strategy and media decisions. But a higher level of participation in establishing objective and establishing the budget for international advertising.

Peebles, Ryans and Vernon (1978) recommended a programmed management approach for the coordination of international advertising campaigns. This approach greatly facilitates communication between the home office and each foreign market, and also among the individual foreign markets.

Hout, Porter and Rudden (1982) concluded that although adopting a global strategy is risky, many companies can dramatically improve their positions by fundamentally changing the way they plan, control and operate their businesses.

The idea that an international or regional campaign will be more effective than a collection of national campaigns seem a more suspect proposition. Harris (1984) stated whilst it is possible to exaggerate the degree of cultural and national divisions, it is premature to think in terms of a global consumer. National nuances, coupled with specific market conditions usually make it easier to produce effective advertising at a national rather than an international level.

In the early and mid 1980s, Hout, Porter, and Rudden (1982); Rutenberg (1982); Levitt (1983); Henzler and Rall (1986), have emphasised the scale effects that transcend national boundaries and provide cost advantages to companies selling to the world market. As a matter of fact, it is the concern for financial performance that has led researchers to stress one marketing decision over others for standardisation.

In a comparative evaluation of international versus national advertising strategies Hornik (1980) concluded that the advertising creative efforts have to be adopted to the cultural and marketing characteristics of each foreign market, preferably on the basis of field research and experiments conducted in the target market. He further stated that in cases where general themes are found to be universal, standardisation might be employed. Otherwise, culture-specific communication messages might have to be constructed.

A study conducted by Kaynak and Mitchell (1981) on the marketing strategies used in diverse cultures, found that multinational corporations and foreign subsidiary companies use standardised advertising strategy while most Turkish firms use localised strategies.

Onkvisit and Shaw (1983) examined the validity of the standardised advertising approach by investigating its assumption of consumer homogeneity. Their findings indicate that group differences that exist in their reactions to the advertisement were not due to chance or sampling error. They suggested that a standardised advertisement may not be effective in communicating with overseas consumers, and marketers should consider carefully before employing this approach too hastily and indiscriminately.

As far as global competition is concerned, Hamel and Prahalad (1985); Porter (1986); Robinson (1984) examined the decision on standardisation for its impact on competition measured in terms of competitive advantage it may provide.

Walters (1986) recommended standardisation for coherent international image, rapid diffusion of products and ideas internationally and greater central control and coordination. Quelch and Hoff (1986) stated that the number of cases of successful global standardisation is limited to a few highly visible examples such as Coca-Cola, Marlboro, Sony Walkman and Rolex watches and often requires tailoring to individual businesses.

In his article on "The Myth of Globalisation" (Wind, 1986) emphasised that there are tremendous differences among countries. He stated that companies should not focus only on differences but should also look for commonality and similarity. However, one cannot ignore the differences and the need to adapt to them. He stressed that most international blunders stem from instances of cultural insensitivity, lack of awareness of values and attitude, that cause a strategy which is extremely successful in one country to prove wrong in another.

In a similar research study by Douglas and Wind (1986) it was found that the design of an effective global marketing strategy does not necessarily entail the marketing of standardised and global brand worldwide. They emphasised that while such a strategy may work for some companies and certain brands, for other companies and brands, markets adaptation to local or regional differences may yield better results.

Boddewyn et al (1986) in their empirical research on international marketing found that the percentage of respondents adapting their advertising very substantially was significantly higher than those opting for standardisation. The study also found that the reverse was true for branding. He concluded that globalisation is a reality in many industries but standardisation is not necessarily the viable strategy to implement.

Onkvisit and Shaw (1987) concluded that until the world is ready to adopt a single language, a single currency and a single political ideology, it is premature to accept the standardised approach and its sweeping generalisations. The key to the application of standardisation is to determine when and where a limited measure of homogeneity exists for some level of standardised advertising.

Hite and Fraser (1988) did an empirical study on 150 Fortune 500 business firms and found that the majority of the multinational corporations are in the mid-range continuum, with total standardisation and total localisation being the extremes and a pure combination strategy being the midpoint.

In a study conducted by Kirpalani, Laroche and Darmon (1988) indicated that multinational corporations view the reduction in costs of producing advertisements as the major benefit of standardisation. This is the main reason for standardisation regardless of the type of product or the country of origin of the multinational corporations. Other benefits cited in order of high benefit rank are, internationalisation of the corporate image, consistency of communication, less duplication of effort, facilitation of pre-sales of the product and greater brand identification.

In discussing global advertising Link (1988) hypothesised that in the globalisation process, it is important to remember four key rules; there is no one ideal approach to global advertising; globalisation is best approach on an evolutionary process; companies can begin the process at quite different points on a broad spectrum; the move toward global advertising is greatly abetted by the right kind of agency structure.

Kashani (1989) identified five pitfalls that handicap global marketing programmes and contribute to their suboptimal performance or even demise. The pitfalls are, insufficient use of formal research, tendency to overstandardise, poor follow-up, narrow vision in programme coordination and inflexibility in implementation.

An empirical study on global branding typically confirm that the number of global and Euro-brands is relatively limited (Rosen et al, 1989). In most cases some modification and adaptation is required, for example due to language and phonetic association differences.

Jain (1989) suggested several variables to create a climate in which greater degree of standardisation would be feasible. These variables include: establishing a geocentric orientation in the organisation, balancing the objectives of the headquarters and large affiliates, providing opportunities for ongoing parent-subsidiary dialogue for greater harmony, and encouraging an international outlook in general.

In another study by Rosen et al (1992) it was reported that despite all the talk about the internationalisation of marketing efforts, the international diffusion of US brands is actually rather limited. The respondents in the sample indicated a preference for targeting culturally similar markets. This is based on the identification of Canada and the United Kingdom as the top two foreign markets.

Cutler and Javalgi (1992) in their empirical research on the visual components of print advertising reported that the existence of substantial differences at the component level suggests that advertisers should be cautious in moving ahead on standardisation. The study further found that the UK advertising agencies may have already globalised their advertising to fit into the norm of many different countries.

2.3 Historical Perspective of Corporate Identity

The modern idea of corporate identity traces back to the Middle Ages and the military needs of knights. As armour become increasingly sophisticated, it protected more and more of the warrior's body (Jenkins, 1991). When it completely covered his face and totally obscured his identity, external markings become necessary; visual identity was born (Carls, 1989).

Then in the age of chivalry, the idea of visual identity shifted in focus from military to political and economic; royalty used coat of arms markings to symbolise their aristocratic power.

The Church has always paid the closest attention possible attention to its identity. From the very days it has developed rituals, introduced special clothings and used complex and impressive titles within a carefully ordered naming structure (Olins, 1978). It has erected buildings of considerable sophistication and used many symbols, all collectively designed to make a massive impact on the various audiences with which it deals.

The mediaeval commercial world however was so rudimentary that visual imagery did not play much of a role. The Guild and trade signs were used as much to assist illiterates as to foster any spirit of togetherness or make an outward show. Marks, seals, letters of credit and the markings on other financial documents served in a subsidiary way to underline the identity of an organisation but their prime purpose was to guarantee credit (Olins, 1978).

Only in the early twentieth century commerce appropriated visual identity, transferring the idea of an organised marking system from the aristocracy to the middle class.

Kodak was created in 1888 by George Eastman, it had no meaning but the chosen "K" was a strong letter. Peter Behrens, head of design of Allgemeine Elektrizats Gesellschaft (AEG), a German manufacturer of electrical appliances, created the corporate prototype in 1908 when he began to experiment with a public image for the company (Carls, 1989). The pointed star of Mercedes-Benz was designed by Gottlieb Daimler who died in 1900. The Zeiss camera mark has been in use since 1903. London transport famous symbol was introduced in 1914 (Pilditch, 1970). There are other examples. Many created years ago have been modified gradually as time passed. The Shell symbol was first introduced in 1900, but today's universally known mark is quite unlike its original shape and it is still being modified (Olins, 1989).

In the United States the idea of visual identity found some expression in the 1930s in the work of designers such as Raymond Loewy, who created the International Harvester symbol. But it was not until the 1950s that designers such as Paul Rand for IBM and ABC, Chermayeff and Geissmar Associates for the Chase Manhattan Bank and Mobil Oil and Jay Doblin for J.C.Penney and Standard Oil made corporate identity an important and standard element of post World War 2 corporate practice (Carls, 1989).

However, only in the 1960s when the phrase "corporate identity" was purportedly first coined by Walter Margulies, a New York based design consultant, a new idea of the role of design in business began to emerge.

2.4 Current Applications of Corporate Identity

Today one can point to a number of organisations that are recognised instantly wherever they appear. Mention IBM, Coca-Cola, Mercedes-Benz or Toyota and a distinctive image of a product and its symbols immediately comes to mind. Even though the idea is not new, the whole gamut of corporate and visual identity is attracting new interest throughout the industry. Pioneers have a head start, but their ideas are being adapted and adopted everywhere.

The interest is not confined to industry. Banks, insurance companies, local government, all manner of organisations now see the need to clarify their communication. Major corporations were no longer the only companies with well-developed identities; young, enterprising, mid-size organisations now could make their marks with distinctive statements of corporate style.

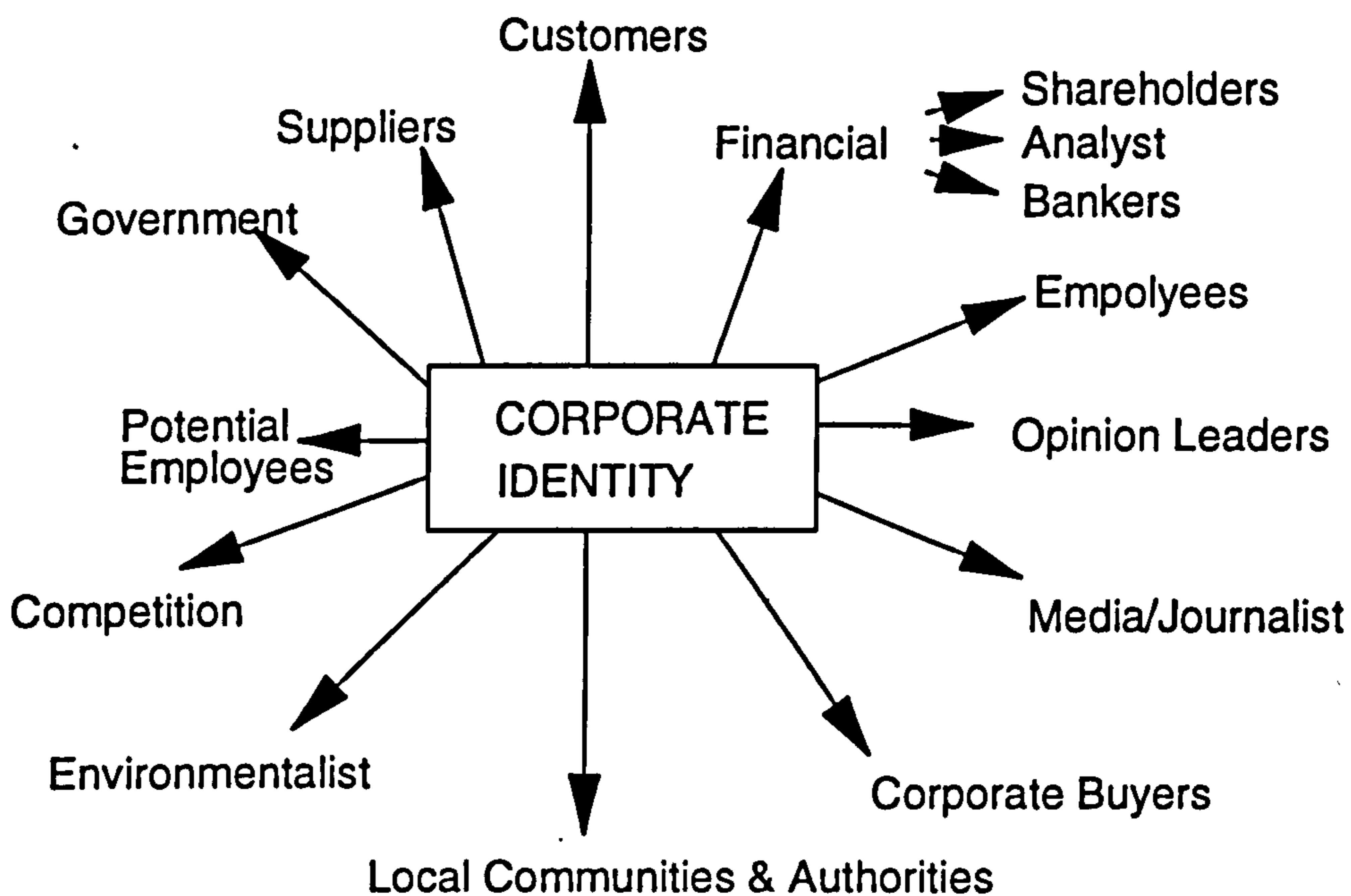
According to a report published by stockbrokers James Capel in May 1988, the total value of the design industry in the United Kingdom in 1985 was £1,098 million. Out of that amount £204.1 million was for graphic, corporate identity and packaging (Croft, 1989).

Corporate identity is the most visible element of a corporate promotion strategy, as well as the single element most responsible for a company's image. Properly positioned and managed, corporate identity systems can improve the way the public view the organisation and can become the single most valuable asset a company has (Chajet, 1989; Smith, 1990). There are many pressures that lead companies to reconsider their image.

Today, it is not only the customer who has to be satisfied; the employees, shareholders, financial analyst, journalist, environmentalist and other interested parties all have different sometimes contradictory issues to raise (Velmans, 1979; Gray and Smeltzer, 1985; Gray and Smeltzer, 1987; Diefenbach, 1988; Margulies, 1977; Eales, 1989; Lidstone, 1989). Corporations will need to adjust in order to market themselves to all the group of people with whom they deal (Ind, 1990). (Refer to Figure 2.1).

Figure 2.1

Corporate Identity Audiences



Source: Ind,N (1990), The Corporate Image, Strategies for Effective Identity Programmes, Kogan Page, p 21

Executives are increasingly coming to view corporate identity as a mainstream business activity (Gray and Smeltzer, 1987; Chajet, 1989). They are learning that a positive, accurate identity is essential if a firm is to successfully interact with its varied constituencies. Conversely, a negative or inaccurate identity can vitiate an otherwise effective corporate strategy. Identity systems help executive focus communication practices and shape the image they desire (Buzzell and Quelch, 1988). Coordination of several disciplines available inside and outside the company, including marketing, product design, advertising, public relations and corporate design will project a truly consistent and intergrated corporate identity (Eales, 1989).

Industries like the new financial services, airlines, broadcasting, automobile and telecommunications know no borders and in the intensely crowded world marketplace the role of identity will be more vital than ever (Orwell, 1990). Failure to develop a coherent policy for managing the identity systems, however can blur a company's image. In 1990 British Telecommunications (BT) decided to review its corporate identity. It was eager to distance itself from its unhappy history. BP was criticised for spending £171 million on its new corporate identity (Rawsthorn, 1991).

What is true for the largest corporation is truer still for smaller companies. Young corporations must prove themselves to their critical audiences in order to establish loyalties, build confidence and garner investors. To enhance perception and assure investors, a company must manage its identity (Chajet, 1989). A powerful image and a valuable name are not reserved for the big multinational corporations, they are imperatives for any company's fiscal health, no matter how large or small.

The essential value of the corporate identity lies in instant recognition. It also creates a sense of pride and strength and this may derive from either the attractive or interesting style of the scheme or from the repetitive effect of its constant use (Jefkins, 1990). An interesting recent example was the restyling of Malaysian Airline system with a new colour scheme and a strenghtened version of its flying kite symbol, plus a change of name to Malaysia to emphasise the national interest and to help promote tourism (New Straits Times, 1988).

In a booklet on their corporate identity services, Henrion Ludlow and Schmidt set out ten benefits of corporate identity namely; appropriate image, cost savings, rationalism, brand awareness, staff morale, marketing support, international appropriateness, clarity, competitive advantage and synergy (Henrion et al, 1986).

According to Stewart (1991), corporate identity development is not mere "cosmetic tinkering". It is one vehicle, made up of many parts whereby a company can articulate its missions and values to many publics. Given the growth in corporate identity projects, it is disappointing that the mainstream marketing texts devote little attention to it.

2.5 Corporate Structure

A key component of a corporate identity is the corporate structure (Strong, 1987; Olins, 1986; Chajet, 1989). In reality there are two structures (Ind, 1990). There is the organisational structure with its lines of communication and reporting responsibilities. Then there is the visual structure, which concerns itself with the branding of the products, business units and the corporate umbrella and how they are presented to an organisation's audience (Gray and Smeltzer, 1985; Uehling, 1988).

The fundamental concern with the organisational structure is the degree of centralisation and decentralisation. A decentralised structure creates companies in each country with their own distinctive identities. The pull toward the centre is built primarily around financial accountability. The company does not seek to impose uniformity or a universal identity. As a demonstration of this there is no central control over the use of logos in any markets.

In direct contrast to this type of highly decentralised structure, there are companies who operate highly centralised structures which deny local autonomy and control all key functions at the centre. The identity in this instance (if the company is good at communicating its corporate value system) will be strongly similar in both the parent and the subsidiary.

Generally, the visual structure of corporate identity can be divided into three separate categories (Ind, 1990; Olins, 1989; Lambert, 1989): monolithic or unitary that is, where the organisation uses one name and visual style throughout, examples are, Tesco, IBM, and Sony; endorsed or diversified that is, where an organisation has a group of activities or companies which it endorses with the group name and identity, examples are, General Motors, United Technologies, and P&O; branded that is, where the company operates through a series of brands which may be unrelated either to each other or to the corporation, examples are, Procter and Gamble, Unilever and General Foods.

It is worth noting that none of the three identity categories is intrinsically superior to any other. Each category has its own advantages and disadvantages, one that is appropriate for one company maybe wrong for another. Whatever the internal workings of an organisational structure, a company must try to present a structure that supports the source of its competitive advantage.

If a corporate identity programmes is to work effectively, it will be concerned with four areas of corporate activity each of which is fundamental to the nature and purposes of the organisation. The four areas are: the coherence of the organisation various activities and the system of names used to clarify its structure; the personality of the organisation and how its spirit or ethos is symbolised; the visual style of its products, environment and communication materials; the positioning of the organisation relative to its peers both within its own sphere of activity and more widely. This inevitably involves the consideration of product-related and marketing-related issues (Marketing, 1990).

Since a corporation is on one hand impersonal, it has no single corporate voice. But because a corporation is also multipersonal, it frequently has too many voices. To create an effective identity, each corporation has to discover its own voice (Siegel, 1988). That voice will provide the basis for meaningful, memorable graphic design and corporate communication.

In addition, a corporate identity statement should not just be a response to a merger or restructuring. Ideally, it is a continuing activity (Gray and Smeltzer, 1987), a management tool that can be used to evaluate the gap between the desired personality and the prevailing image or identity, to generate and evaluate possible new names and graphics and to provide the basis for creating a corporate voice, in which content, text and graphics work in harmony to create hard-hitting corporate communications (Siegel, 1988).

Changing markets, changing product ranges, changing organisations, increasingly concentrated competition, coupled with the length of time it takes to implement a thorough scheme, force the abandonment of instant, short-term attitudes (Marken, 1990).

Creating and maintaining a strong identity will encompass everything a company does. It will involve, among other things, the nature of the corporate structure, the reporting relationships, the reward system and the attitude to recruitment and selection (Keller, 1985).

The way these areas are managed will send messages to employees all the time (Kayal, 1988; James, 1990; Margulies, 1977; Downey, 1987). Therefore, a company has to recognise the communication potential of everything it does (Ind, 1990). There is little point in developing a plan for the overt forms of communication and then undermining it for example, by adopting a contrary plan in the recruitment and selection. Managing the identity has to be all-encompassing process.

2.6 Globalisation of Corporate Identity

Eales (1990) concluded that a multinational company's personality and identity will become the biggest factor in consumer choice between its products and those of another. The pressures of a free, competitive marketplace coupled with extremely rapid technological development, have generated a situation in which the customer tends to "buy" the company that makes the product. They buy its character, its size, its identity and the confidence it inspires. Thus in this era of global competition, at least for consumer and industrial durables, corporate identity is the most powerful weapon for the modern multinational corporations which are hungry for conquest and power to ward off competition (Sorrell, 1989; Northart, 1990).

The increasing globalisation of business has led companies into rethinking how to export their corporate identities and corporate image. For example in September 1987, ICI launched a campaign to make itself better known on a worldwide basis (Goldbaum, 1988). They had earmarked £10 million to strengthen its identity and has been running corporate advertisement both in print and on television emphasising the company name and slogan "world class" (Layman, 1989).

Another organisation British Petroleum or better known as BP, regards its corporate identity programme as a means of tackling the world. The corporate identity change programme have cost about \$300 million worldwide (Layman, 1989). The logo change programme, market design and research cost between \$1.5 million and \$2 million and included devising a solid green shield with the initials BP letters in white italic type.

In a survey conducted by Kane, Parsons and Associates of New York, nearly sixty percent of foreign firms in the US said that they have increased their focus on global identity in recent years (Smith, 1990). The key reason for implementing global identity programmes among the foreign firms polled was the need to increase sales and revenues (72%). Other reasons included product and service differentiation (52%), corporate awareness (41%), and attracting employees (32%).

These foreign firms realise that they must aggressively plan and manage their global images to compete against companies with strong local identities. Japanese firms were leaders in projecting appropriate identities in the US market (Olins, 1986). Companies mentioned most frequently in the survey were Honda, Sony and Toyota. Mercedes-Benz was the only non-Japanese company to receive significant attention. Nearly half of the respondents agreed that visual impact is an important consideration in developing their companies' identities.

Globalisation is a fact of life in an increasing number of industries and is one of the key catalysts of corporate identity programmes (Ind, 1990). Changing businesses, changing geographical emphasis and changing marketplaces all have become incentives for companies to change their corporate identities.

As companies began to operate on an international basis, the image that they acquired as national producers often become inappropriate. Similarly, companies sometimes enter foreign markets through an acquisition, which creates the difficult situation of whether to retain the existing corporate brand and its goodwill or to impose their global brand name (Mills, 1988; Simpson, 1988). Often there is an element of jingoism about the encroachment of overseas companies into domestic markets and consequently the existing names are retained, at least in the short-term.

Few consumers know that Odon Warland in Belgium is BAT; Brown and Williamson in the US is BAT; American Tobacco in Denmark is BAT; Pioneer Tobacco in Ghana or Nigerian Tobacco or Malayan Tobacco or others all over the world are BAT owned (Pilditch, 1970).

However, some companies do opt for a unified global brand in spite of the negative reactions of governments or consumers. In the US, Bayer, the West German chemical giant is working to establish its corporate identity as Bayer Inc., replacing the old name of Mobay. While the French chemical producer Rhone-Poulenc whom had owned British subsidiary May and Baker since 1927 decided to change May and Baker's name along with that of other subsidiaries and affiliates around the world in a drive to become more internationally recognised (Layman, 1989).

An ubiquitous corporate identity is a good means of encouraging coordination and cohesion, especially if the operations are globally dispersed. In an international context that means evolving an identity based on global strengths and perspectives. This does not necessarily mean a slavish adherence to a global identity (Ind, 1990).

The degree to which the identity is adopted to the host country culture will depend on the strength of that culture and whether competitive advantage is derived primarily from coordinating activities centrally or by devolving activities to operational markets. However if the company has a true global orientation it will generally need to convey consistent values wherever it competes. Thus, the worldwide image that emerges is more likely to be notable for its homogeneity than not. The value of this is ever more enhanced as all corporate audience become more travelled.

While there are reasons for closer intergration of the visible manifestations of a multinational, they must be considered in relation to the market and product range (Pilditch, 1970). International organisation face the incessant conflict between the local area and the international headquarters in attempting to arrive at a consistent impression. The tendency is towards international conformity and the pattern of events may prove this to be right.

Successful global companies manage their identities effectively. It is not hard to recall the names of corporations that have built nearly universal recognition for their companies and products. Certainly, the consistent use of names and symbols is vital to building a company's acceptance and global recognition.

Companies that successfully manage their identities are also successfully in choosing joint venture partners, managing cultural assimilation in foreign subsidiaries, tapping foreign sources of finance, developing close ties with national suppliers, distributors and retailers and building strong relations with host governments wherever they operate (Smith, 1990; Gray and Smeltzer, 1987; Downey, 1987).

Managing a global enterprise requires a new kind of manager and a new style of management. Today's rising stars and tomorrow's CEO will come from a group of well-traveled, high versatile managers who understand what it means to be a truly global company because they have served the companies globally (Chajet, 1989). For global companies, corporate identity management has become intentionally or not, a part of their modus operandi. Each company has made critical decisions and managed various facets of its operations based on a clear understanding of the organisational potential. In today's global marketplace, nothing less will do.

2.7 Conclusions

Corporate identity programmes, however informal, have existed for as long as there have been corporations. In the past there has been undue emphasis on the role of design in the formulation of corporate identities. But as we have seen, corporate identity is more than a logo or colours on the company stationery.

As society becomes more aware of corporate behaviour, the corporation will have more cause to maintain and project its corporate identity. Where a corporate identity programme is truly integrated, where it involves every element, where it is communicated with consistency and commitment, it has a chance to succeed.

Corporate marketing strategy must precede corporate identity programme. Management must be absolutely committed to the programme and their commitment must be highly visible. Employees must also be involved and they must be involved early in the process.

The global corporate identity issue results in part from an unprecedented era of joint ventures, mergers and acquisitions and corporate restructuring. The emergence of megacorporations such as RJR Nabisco, Philip Morris Companies and GE which have acquired other major corporations and kept them intact, has created identities within identities.

As large companies became global through acquisition programmes in other markets, they are faced with creating global identities. Furthermore, more and more multinationals are beginning to recognise the strategic implications of identity for successful global operations. Driven by the need to boost sales and revenues and by increasing foreign competition in domestic markets, companies are realising that they must aggressively manage their identities if they are to compete successfully abroad.

This chapter has presented the much controversial issue of the standardisation of international marketing strategies forwarded by the various writers from the 1960 to the present day. In addition, this chapter discussed the issue of corporate identity in particular the historical perspective and the current importance and applications of it. The last section of this chapter presented the growing awareness of the importance of corporate identity in the global business arena.

CHAPTER THREE
RESEARCH HYPOTHESES

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3.1 Introduction

This chapter discusses the research hypotheses that have been formulated to investigate the issues surrounding the internationalisation of corporate visual identity strategies. The chapter is divided into two main parts. Firstly, the concept of hypothesis testing and secondly, the operational hypotheses on internationalisation of corporate visual identity strategies of UK multinational corporations with subsidiary in Malaysia.

The first part considers the concept of hypothesis testing and its applications in this research project. The second part of the chapter discusses the major and subsidiary hypotheses proposed in this research and are the crux of the research project. The discussion of the hypotheses is divided into nine sections namely, demographic profile, global drivers, organisational structure issues, reasons for developing CVIS, behavioural issues, visual structure issues, promotional applications of CVIS, perceived impacts of CVIS and the headquarters and subsidiary opinions of a standardised CVIS. The hypotheses are formulated primarily from the literature review and secondary sources.

3.2 The Concept of Hypothesis Testing

Hypotheses are suppositions that the researcher has about the existence of relationships between concepts or variables. The testing of hypotheses is concerned with rejecting or accepting explanations of those relationships within a known degree of certainty (Cohen, 1990). Much of the research undertaken in the Social Sciences uses what is called the hypothetico-deductive method. This involves the statistical testing of a formulated hypothesis (Chatfield, 1983). To perform a hypothesis test we need:

1. to know what population we are studying
2. to have an assertion about the whole of the population
3. to have a representative sample of the population
4. to know which statistical technique to use (Coates, 1991)

On the basis of the above it is necessary to determine the area of rejection and then to compute the value of the statistical test using the data gathered. If the value is in the region of rejection, the decision is to reject the hypothesis. If the value is outside the region of rejection, the decision is that the null hypothesis cannot be rejected at the chosen level of significance (Churchill, 1991).

The hypotheses under test in this research relate to the the relationship between the degree of CVIS standardisation and demographic profile, global drivers, organisational structure issues, reasons for developing CVIS, behavioural issues, visual structure issues, promotional applications of CVIS, perceived impacts of CVIS, and the headquarters and subsidiary opinions of a standardised CVIS.

3.3 Operational Research Hypotheses

As stated earlier, a hypothesis is simply a supposition or a statement about an expected relationship or difference between variables or groups. The activity of finding measureable variables in hypothesis testing is called operationalisation (Dixon et al, 1987). Any hypothesis can be stated at both the conceptual or abstract level and at the operational or empirical level. At the conceptual level, a hypothesis asserts a relationship between concepts and at the operational level it asserts a relationship between variables. The following hypotheses consist of major and subsidiary hypotheses described at an operational level.

3.3.1 Demographic Profile

The first major hypothesis seeks to investigate the relationship between the degree of CVIS standardisation and the demographic profile of the UK multinational corporations participated in the research.

Hypothesis 1

There is a set of demographic characteristics associated with the degree of CVIS standardisation.

Several subsidiary hypotheses were developed from the major hypothesis above.

Hypothesis 1A

The UK multinational corporations operating in Malaysia that are involved in industrial products are far more likely to consider using a high degree of CVIS standardisation than are service and consumer goods companies.

In a study conducted in the US by Lippincott and Margulies (1987) on America's global identity crisis, the respondents from industrial companies were far more likely to consider global corporate identity a high priority than were service and consumer goods companies. They carried out a further study in 1988 whereby they compared the global corporate identity practices of American, European and Japanese companies and found out again that the industrially-based companies implemented a higher degree of standardised corporate identity than did consumer goods and service companies.

Garbett (1988) found that the degree of standardisation of marketing practices depended on the nature and types of product marketed internationally. His research concluded that consumer goods often have to be adapted to the local taste and culture. Marketing practices of service companies tended to be more standardised from country to country. While for industrial products, worldwide standardisation of marketing strategies became even greater.

Two studies conducted by Dunn (1965, 1976) on cross cultural research on multinational promotional strategy, showed that the extent of standardisation of promotional strategies of US companies depended on the nature and attribute of the product marketed. Standardisation was lower in advertising for products targeted at mass market because the mass was thought to be more culture bound. Hansen and Boddewyn (1977) who carried out research on American marketing in the European Common Market, stated that the increase in standardisation of a firm's promotional strategies depended to some extent upon the product they were marketing. The ranking in order of high to low standardisation was industrial goods, services and consumer products.

Further empirical evidence was provided by Hite and Fraser (1988) in their study of international advertising strategies of US companies, who found that standardisation of international advertising function is positively associated with involvement in industrial goods business where the buyers are presumably more sophisticated and homogeneous. A study conducted by Peterson Blyth Cato Associates, and Cheskin and Masten (1985) showed that industrial and high technology products are considered the most appropriate for global brand strategies. This finding was also supported by Jain's (1989) proposition that industrial and high technology products are more suitable for standardisation than consumer products.

In his article on the myth of globalisation Wind (1986) emphasised that an extremely important condition which probably by itself can justify opting for a standardised approach, is the preference of a number of global market segments for a uniform physical product and brand image. This is often the case for industrial companies which have a preference for the same product specifications and marketing communication practices in various parts of the world.

Huszagh et al (1985) in their empirical investigation of global marketing concluded that standardisation may be greater for certain types of products such as industrial products.

Hypothesis 1B

There is no significant difference in the degree of CVIS standardisation between the UK multinational corporations with regard to the number of years for which the overseas subsidiaries have been established.

Hypothesis 1C

There is no significant difference in the degree of CVIS standardisation between the UK multinational corporations with regard to the number of countries in which the UK multinational corporations have subsidiaries.

Hypothesis 1D

There is no significant difference in the degree of CVIS standardisation with regard to the annual total sales obtained by the UK multinational corporations.

Hypothesis 1E

There is significant difference in the degree of CVIS standardisation with regard to the nature of market entry form of the UK multinational corporations into Malaysia.

Hypothesis 1F

There is significant difference in the degree of CVIS standardisation with regard to the equity held by the UK multinational corporations in Malaysia.

Most of the hypotheses above are derived from the research on international advertising strategies of multinational corporations conducted by Hite and Fraser (1988). According to them, there is a lack of significant demographic differences between firms which standardise, those which localise, and those which partially standardise and partially localise advertising functions. They added that all three groups reported similar worldwide sales levels, similar years of experience in the international arena, similar levels of geographic dispersion and similar foreign sales shares.

A study conducted by Lippincott and Margulies (1988) on global corporate identity included demographic characteristics of the respondents such as the number of years with subsidiaries overseas and the percentage of overall sales that are US based. The study however failed to conduct any analysis on the relationship between these factors with the degree of globalisation of corporate identity of the participating companies.

Hovell and Walters (1972) in delineating the environmental factors affecting the marketing process in an international context emphasised the organisational problems of communication and control arising out of the multinational nature and scale of operation. This point was elaborated by Wind et al (1973) by explaining that the size of the firm, experience in overseas markets, the size and heterogeneity of the potential market and the nature of the product are factors that must be taken into account in formulating international marketing presentations.

Several demographic questions were asked to the respondents in a study on global branding practices of US companies abroad. Questions such as the number of countries the brand was sold, the age of the brand, the five largest foreign markets for the brand, the number of years the company has involved in international marketing and the percentage of company's total sales were asked (Rosen et al, 1989).

A study conducted by Brandt and Hulbert (1977) on 63 Brazilian subsidiaries of foreign owned companies included items such as the amount of sales of the Brazilian subsidiary, worldwide sales of the parent company and the overseas sales as proportion of world sales. This study did not present any further analysis on these items.

In a research study on a new perspective on advertising standardisation Peebles et al (1977) emphasised that . . . and degree of ownership (or equity) may influence the actual amount of standardisation employed even when prototype standardisation is an objective of home office management. They added that the multinational enterprise may only be able to fully implement the pattern standardisation approach in those markets where it has majority equity in the local operation.

With regard to the mode of entry into foreign markets, generally most authors mentioned various options ranging from exporting, licensing and contract manufacturing, to joint ventures and wholly-owned subsidiaries (Douglas and Craig, 1989; Sheth, 1986; Czinkota et al, 1988; Cateora, 1990; Terpstra and Sarathy, 1989; Jeannet and Hennessey, 1988; Keegan, 1989; Toyne and Walters 1989). However, these studies did not discuss the relationship between market entry form and the degree of international CVIS standardisation.

3.3.2 Global Drivers

The second major hypothesis seeks to examine the relationship between the degree of CVIS standardisation and the extent to which global drivers influence CVIS decisions between the UK and Malaysia.

Hypothesis 2

There is a set of global drivers that influence the degree of CVIS standardisation.

Several subsidiary hypotheses were developed from the major hypothesis above.

Hypothesis 2A

The UK multinational corporations operating in Malaysia using a high degree of corporate name standardisation are more likely to state that trade laws and regulations in Malaysia have a low degree of influence in their corporate name decisions.

The literature on the importance and influence of law and regulations in international marketing strategies are abundant but specific discussions on the influence of law on corporate name are minimal. Wind et al (1973) in their research on international marketing strategies stated that unique legal restrictions and barriers led managers to emphasise the idiosyncratic characteristics of the customers in the host countries and subsequently led managers to develop unique marketing policies and strategies. Furthermore, Wind (1986) emphasised this point by stating that operating globally there are an insurmountable amount of government policies and regulations with which a multinational must deal.

A number of environmental factors are known to influence an organisation's ability to market successfully with a standardised strategy. The most important of these factors are the legal forces. A key component of the legal environment is patent and trademark protection (Dahringer and Muhlbacher, 1991). In countries that do not offer mutual registration of trademarks, a company may be unable to operate under its standard brand or trade name. Another legal aspect of trademark that must be taken into account is for example when British Telecommunications (BT) decided to review its global identity. There was a practical problem in that the "T" symbol could not be applied in some global markets such as Spain and Hong Kong where local telecommunication companies had already registered similar symbols (Rawsthorn, 1991).

Kaynak and Mitchell (1981) conducted a comparative research study of the international communication practices of Canadian, Turkish and British companies and they concluded that a major consideration for a foreign advertiser is to ascertain that the legal problems are taken into account so that the message to be communicated is the right message and is the same message received by customers and potential customers. On the same issue, Dibb et al (1991) stated that the national law and regulatory bodies of the host country have a great impact upon the international marketing communication decisions of multinational companies.

On a more general notion, there seems to be an agreement that the number of and complexity of the relevant environmental forces are greater for the multinational organisation than for the national firm. In particular the differences in the legal system of the home and host countries heighten the complexity in international marketing communications (Hovell and Walters, 1972).

In a company specific study in the US conducted by Hartigan (1987) on global identity, she found that the TRW's trademark symbolised TRW's goodwill and reputation. The solution to some of the marketing and legal problems was to maximise the use of the TRW name by applying it as broadly as possible including licensing and extending it to foreign operations and subsidiaries. In another company specific study, Layman (1989) explained that the French chemical manufacturer Rhone-Poulenc had owned the British subsidiary May and Baker since 1927, but because of legal restrictions only recently they were able to change May and Baker's name along with that of other subsidiaries and affiliates around the world to Rhone-Poulenc.

Ultimately, the search for the suitable new name and identity is a complex mix of legalities and . . ., whether the name is computer-generated or plucked from a poem (Couretas, 1984).

Hypothesis 2B

The UK multinational corporations operating in Malaysia using a low degree of CVIS standardisation are more likely to agree on the need to change the CVIS components namely, name, symbol and/or logotype, typography, colour and slogan, in order to accommodate the Malaysian culture.

There is much anecdotal literature emphasising the importance of culture in international marketing but little empirical research has been carried out in this area. In a survey conducted by Hite and Fraser (1988) on the international advertising strategies of 150 US companies, they found that firms using localised advertising are far more likely to agree on the need to change advertising elements, such as language, models, and scenic backgrounds in order to accommodate foreign cultures than firms using standardised advertising strategies.

Ryan and Donnelly (1969) in their research on standardised global advertising concluded that the degree to which an international advertiser will use the standardised method depends primarily on the importance the company places on the cultural differences to be found between countries or even regions in the same country. They further stated that if the international advertiser considers cultural differences to be minimal there is little reason for them to avoid the use of standardised campaigns.

In another study by Donnelly (1970) on the attitudes toward culture and the approach to international advertising, the results indicated that the approach taken by an international advertiser to planning and placing foreign advertising may be affected by their assumptions about the importance of cultural factors. If this is the case, then it is vital that the assumptions they make about the role of culture be valid ones.

In a study analysing the involvement of headquarters in the international advertising of twenty-eight US-based multinational corporations, it was found that local management's opinion and judgement on the cultural acceptability of the creative package was always taken into consideration. In cases where direct placement of image advertisement is made by headquarters, they still usually check with local management on the cultural acceptability of the advertisement before it is placed. The study concluded that high standardisation has the benefits of efficiency in production of advertising and global control of the advertising message. However it also carries the risks of being insensitive to the varying cultural environment and hence being ineffective (Wills and Ryans, 1977).

In the light of current global business transactions Olins (1989) stated that multinational operations are becoming more involved with local operations, negotiating how and where the group identity structure such as, its names, symbols and typography, fit with current practice. The problem here is concerned with what kind of global identity the group companies need to project in their various operations.

Ind (1990) emphasised that in the arena of international images, cultural differences create the issue of different interpretation of a message or symbol. He added that multinational organisations have to understand the nature of their international audiences, their cultural values and their motivation. Graphic symbols and typefaces which rely on an understanding of a particular cultural heritage will tend to be lost in other cultures.

It is difficult to manage corporate identity globally because there are different target audiences and diverse cultures (Eales, 1989). Cultural meaning is hidden in symbols and one of the most pertinent examples is the corporate identity which is centred on the symbolic workings of colour and of form (Valentine, 1988). Margulies (1977) in his article on corporate identity stated that the search for a new name had to be without geographic or cultural restrictions . . . free of embarrassing meaning in major foreign language. Gray and Smeltzer (1987) in highlighting the corporate image programme stated that choosing the correct visual design can be a complex issue. They added that unfamiliar cultures can also present complications. For example, a US company operating in Malaysia used a green company car and yet in Malaysia, green symbolises disease and danger found in the jungle.

The existing cultural differences among people of the world and the importance of these differences in international marketing communication should be given a high priority (Kaynak and Mitchell, 1981). The problem of communicating to people of diverse cultures is one of the great challenges in marketing communication.

De Mooij and Keegan (1991) stated that there are a myriad of cultural aspects which influence marketing. These include the use of colour, name, and design. Dibb et al (1991) emphasised this statement by adding that the connotations associated with colours and symbol vary considerably across cultures.

Culture is communicated through the use of symbols and words. People interpret these symbols and attach meaning to them. Problems in marketing communications sometimes arise because the marketer has used the wrong symbols and the real message does not get across (Govoni et al, 1986). For example in many Western countries the colour white is used on joyous and happy occasions, while in many Oriental countries white is used during occasions of mourning. On the other hand, the swastika has a negative connotation in Western cultures, while some Eastern religions consider the swastika a symbol of good fortune.

Ricks et al (1974) in their article on pitfalls in advertising overseas emphasised that most international marketing blunders occur because of a failure to understand the foreign culture and its social norms. These blunders can take many forms, ranging from blatant rejection of existing customs and tastes to innocent insensitivity to the environment. Wind (1986) added that a lack of awareness of values and attitudes can cause a strategy which is extremely successful in one country to be disastrous in another.

The international advertiser must constantly be alert to cultural variations. Advertising planning, research, segmentation, media selection, creative consideration and campaign strategies all become more complex when the additional variable of international operation is introduced (Hornik, 1980). The fact is that communication and culture are so closely tied together that almost all human communication is culturally linked.

In a company-specific research on global corporate identity, it was found that American Express suffered from inconsistent visual identity. In the absence of a disciplined, overall design system, local operations often presented conflicting varieties of graphic styles. American Express decided that instead of changing its name, the company needed a distinctive all encompassing design system that would create instant recognition in many cultures and languages without limiting the corporation overall marketing strategies (Chajet, 1988).

Hypothesis 2C

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that nationalism in Malaysia has a low degree of influence in their CVIS decisions.

Literature discussing the relationship between the degree of CVIS standardisation and nationalism is always presented in a general form and tends to be anecdotal in nature. A research study conducted by Dunn (1976) on promotional strategy in Europe found that almost two-thirds of the respondents interviewed thought nationalism or emphasis on national traits would increase and that promotion would have to be modified to adapt to it. On the contrary, it was found that in practise there is a common tendency for the headquarters to impose a standardised promotional campaign.

Dunn's research on the environmental factors was replicated by Hite and Fraser (1988) and they reported that on the whole nationalism is an important factor in determining the transferability of advertising campaigns. Companies that implemented a standardised advertising strategy view nationalism as a fairly important consideration in their international advertising decisions.

Boddewyn et al (1986) in delineating the obstacles to standardising marketing mix, placed nationalistic feelings in the centre of a continuum ranging from competition to recession. Their research showed that nationalism is viewed as somewhat important for those multinationals that developed a standardised marketing mix strategy.

Several anecdotal articles emphasised the different notions of nationalism as seen by international companies. Kaynak and Mitchell (1981) presented two options which multinationals could follow in making international promotion decisions. The first is to ignore both cultural and nationalistic differences and to develop one overall campaign for a number of countries while the second option is to develop a series of national campaigns that promote the identity of the host country and nationalism.

Olins (1978) stated that growing nationalism around the world and the antagonism to multinationals are very important phenomena and cannot simply be ignored in the interest of neatness and homogeneity. Margulies (1977) emphasised that a company's name and identity should express the company's international stature, hold together its many parts and contain nothing to offend nationalistic feelings.

Hypothesis 2D

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that competition in Malaysia has a high degree of influence in their CVIS decisions.

In a company-specific study of a Spanish petroleum company, Repsol, was found to face a corporate identity problem in which each of its various operating companies had completely different identity and images. Thus, a new global identity programme was developed which enabled the firm to compete with well-known companies such as Shell, BP and Exxon (Layman, 1989).

The current British Telecom corporate visual identity was approved in November 1989. It decided to shorten its name to make it easier to use internationally. The figurative symbol of the piper which is described as a symbol of joyous communication through the ages, was chosen to differentiate BT from the abstract motifs of its international competitors (Rawsthorn, 1991).

A study conducted by Sorenson and Wiechmann (1975) where consumer goods multinational corporations were asked how they view marketing standardisation, found companies to assume that competing against the same adversaries in a number of countries would lead to a greater marketing standardisation than those companies competing against purely local companies. This view is also supported by Copeland and Griggs (1985) and Quelch and Hoff (1986).

Ind (1990) stated that if a company has a true global orientation it will need to convey consistent values wherever it competes. Therefore, the worldwide image that emerges is more likely to be notable for its homogeneity than its heterogeneity. As long as competition continues, the requirement for an international corporate identity that can be applied across national boundaries will increase.

A few articles stated that if the competitive position does not vary among markets, pursuing a global strategy may be worthwhile (Henzler and Rall, 1986; Porter, 1986; Jain 1989). For example, if a company has a leadership position in both the UK and Malaysian markets, generally, it can successfully standardise its marketing strategy in the two countries. Hite and Fraser (1988) supported the above view and added that international advertising ought to be standardised whenever competitive and infrastructural barriers are surmountable.

Hypothesis 2E

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that design agency in Malaysia has a low degree of influence in their CVIS decisions.

It was concluded in a study on international advertising strategies of 150 US multinational corporations that the use of foreign advertising agency is positively associated with localisation of the advertising functions. The study added that the use of US agencies is positively associated with standardisation. It was found that none of the firms using totally standardised international advertising use a foreign advertising agency (Hite and Fraser, 1988).

According to Lippincott and Margulies (1987) in their survey on America's global identity crisis, in nearly 2/3 of the companies polled, all approvals relative to identity practices were handled through one office. The report added that only slightly less than one in four had an international style manual for all operation. Conversely, one in four had communication officers in each separate market and allowed them to make their own decisions on matters of corporate identity.

Donnelly (1970) in his research study on approaches to international advertising found that the application of a standardised advertising strategy is closely associated to a centralised organisational structure and the utilisation of a US-based advertising agency. This point is also supported by Douglas and Wind (1987) who argued that a centralised planning and organisation of international marketing activities will naturally result in a standardisation strategy.

In explaining the various constraints to advertising standardisation Peebles et al (1977) emphasised that the ability to properly employ the pattern standardisation approach is very much enhanced if the multinational corporation uses a single network agency that is, an international agency with subsidiaries, branches or affiliates in all or most of the countries where the firm operates. This notion is supported by a research conducted by Sauvant (1976) where it was found that there is a high tendency of multinational corporations to rely on home country agencies with overseas branches.

Sorenson and Wiechmann (1975) in their research study on marketing mix standardisation found that almost three fourths of the executives' ratings show that the basic advertising message has been highly standardised. They added that, in order to attain such a high degree of standardisation, some companies develop a prototype advertising campaign at headquarters and then distribute it to the subsidiaries.

It was emphasised by Pilditch (1970) that corporate identity programmes cannot be delegated to the various subsidiaries overseas. He added that, to achieve maximum uniformity there should be one person responsible and the decisions must be strictly formulated from one central department.

Hypothesis 2F

The UK multinational corporations operating in Malaysia using a high degree of corporate name standardisation are more likely to state that the languages in Malaysia have a low degree of influence in their corporate name decisions.

Hypothesis 2G

The UK multinational corporations operating in Malaysia using a high degree of corporate name standardisation are more likely to state that they are less concerned about the translation of their corporate name in Malaysia.

Hypothesis 2H

The UK multinational corporations operating in Malaysia using a high degree of corporate name standardisation are more likely to state that they are less concerned about the pronunciation of their corporate name in Malaysia.

International marketing communication strategies are heavily influenced by the existence of different languages. In many situations it is almost impossible to translate fully a given meaning into a second language. Brand and corporate names are particularly affected by this, since they are not normally translatable (Jeannet and Hennessey, 1988).

Most of the articles discussing the aspect of language, translation and pronunciation of brand or corporate names are anecdotal in nature. An empirical research study on international advertising strategies suggested that the majority of companies which implemented a standardised international advertising perceived that identical executions may be transferred successfully with only slight modification in language (Hite and Fraser, 1988).

Jeannet and Hennessey (1988) stated that the need for a standardised brand or corporate name is regarded as a prerequisite to a standardised campaign by many multinational corporations. Not only should the name be written in identical format, but it should also be pronounced identically. The major soft drink product "7UP", which is marketed in about eighty markets globally is consistently pronounced in the English language in all countries. On the other hand, the English term "mist" that is associated with many consumer products for a romantic connotation means cow manure in German. This is clearly not suitable to be used on a worldwide basis.

A major consideration in brand or corporate name selection is that a name must be acceptable internationally and free of embarrassing meaning in major foreign languages (Margulies, 1977; Jefkins 1989). The French petrol company was lucky in the choice of Elf which is universally accepted and even has a friendly meaning in English. Coca-Cola is also acceptable worldwide but in countries like Malaysia and Indonesia Guinness can become "black dog" or "black cat" beer because in these countries such an animal appears on the label (Jefkins, 1989).

Czinkota and Ronkainen (1990) stated that brand and corporate names often do not transfer well. Difficulties with languages usually arise through carelessness which is manifested in a number of translation blunders of corporate or brand names. For example, when Pet Incorporated tried to expand into French Canadian markets, the name had to be changed because the word "pet" in French is a vulgarism.

Some corporate or brand names had to be changed because they carry undesirable or obscene connotation in the foreign language. Pepsi Cola introduced a line of non-cola drinks under the name Patio. Although the name was pronounceable in Spanish, its connotation was not very pleasant. As a result, the company switched to the name Mirinda for its foreign brand on non-cola drinks (Terpstra and Sarathy, 1991).

Ind (1990) in evaluating strategies for effective identity programmes concluded that corporate names that fail to meet the corporate identity objective can be discarded, as can any word that is difficult to pronounce, or has negative connotations internationally or among ethnic minorities.

The Lunada-Bay Bancorporation in the US had to decide whether to continue to have different names and logos for its units or to adopt a policy of uniformity. Feelings on the subject of names were deep and intense. The international officers and those running subsidiary companies were worried that uniformity would mean loss of their identity and autonomy. Eventually, it was decided that the word Lunada be part of each business's name and a uniform logo and colour scheme be used wherever the company did business. In addition, the subsidiaries were allowed to keep their individual identities and were encouraged to market themselves as separate services (Nash, 1983).

Couretas (1984) in his article on the corporate image facelift emphasised that it is important for identity consultants to routinely check manufactured names for any embarrassing foreign language translation problems. Before the name Exxon was decided, the name Enco was contemplated to substitute the name Standard Oil of New Jersey. Enco turned up as part of a Japanese phrase meaning "stalled car". Another example is the company called Chat Communications of Mountain View, California, makers of the "Chatbox", a device that links a word processor to a telex system. That product might be interpreted in French-speaking countries as a "catbox", where the kitty litter goes, and thus not too appealing for a desktop.

Companies that effectively convey their corporate values, strengths and experience to an international audience can position themselves to take greater advantage of global opportunities (Smith, 1990). Certainly, the consistent use of names and symbols is vital to building a company's acceptance and global recognition.

Morita (1986, p161) said,

"Our name had the advantage of not meaning anything but "Sony" in any language. It was easy to remember and it carried the connotation we wanted. Because it was written in roman letters, people in many countries could think of it as part of their language. I have always believed that the company name is the life of an enterprise. It carries responsibility and guarantees the quality of the product".

Hypothesis 2I

The UK multinational corporations operating in Malaysia using a high degree of corporate slogan standardisation are more likely to state that the languages in Malaysia have a low degree of influence in their corporate slogan decisions.

Hypothesis 2J

The UK multinational corporations operating in Malaysia using a high degree of corporate slogan standardisation are more likely to state that they are less concerned about the translation of their corporate slogan in Malaysia.

In a company-specific study of BMW, Kern et al (1990) found that in formulating BMW's corporate slogan the problem of language always arose. Not always will a direct translation from one language into another convey the essence of what was originally meant.

The problems of communicating to people of diverse cultures is one of the great creative challenges in marketing communications. Literal translation at times are not enough because of nuances and idiomatic differences in language (Kaynak and Mitchell, 1981). Several examples can be quoted, for example, a national food processor's familiar "Jolly Green Giant" translated into Arabic as "Intimidating Green Ogre" is hardly the image the company sought to portray (Cateora, 1990). General Motors made an embarrassing mistake when in Flemish, "Body by Fisher" translated as "Corpse by Fisher" (Mazze, 1964). Pepsi's advertisement "Come Alive with Pepsi" had problems in Germany because the translation "come alive" meant "come out of the grave" (Ad Age, 1966). Ford Corporation made a linguistic mistake when it named its low cost "Third World" truck Fiera, which means "ugly old woman" in Spanish (Cateora, 1991).

Channon (1979) in discussing the difficulties in international advertising and promotion emphasised that language is often one area where adaptation of creative material must be made to meet local requirement. Important precautions must be taken to ensure the avoidance of serious blunders due to translation mistakes. For example, "Schweppes Tonic Water" loosely translated into Italian would produce something equivalent to "Bathroom Water" (Govoni et al, 1986).

Language is the primary manifestation of culture as a factor in the standardisation versus localisation decision (Czinkota and Ronkainen, 1990). Keegan (1989) added that many international marketers are searching for and finding universal appeals for their products and corporation. Coca-Cola and Pepsi-Cola have both discovered that slogans have universal appeal. He added that Esso with its universal campaign "Put a Tiger in Your Tank" was tested in Europe and Asia after considerable success in America. As a result of this tests, modification in wording were made for certain countries.

International marketers need to focus upon those aspects of culture which are most likely to have an influence upon the marketing programme. These include . . ., language and the scope that exists for mistakes and ambiguity when translating (Gilligan and Hird, 1986). Jain (1989) for example recounts how the literal translation into Spanish of "Let Hertz Put You in the Driver's Seat" is "Let Hertz Make You a Chauffeur".

Dahringer and Muhlbacher (1991) in discussing international marketing communications emphasised that promotion is heavily influenced by language. Advertising copy may need to be changed because a campaign or slogan used in one culture has a negative meaning in another. They added that, language, because of its obvious connection to advertising and other forms of promotion, is a central consideration in the execution of a marketing plan.

The importance of understanding the language of a country cannot be overestimated. Foreign marketers should never take it for granted that they are effectively communicating in another language (Cateora, 1990). This statement is also agreed to by Onkvisit and Shaw (1985) in their research on marketing and advertising practices in Asia, where they said that any careless selection and translation of words can create unintended meaning and may invite disaster in target markets. They added that companies must not take language for granted as its importance and influence must be acknowledged. Even when advertising appeals and slogan can be standardised, they have to be presented in different languages (Roostal, 1963).

In discussing the corporate slogan Ind (1990) stated that the problem of developing a corporate slogan for an international context is that they may be difficult to translate into other cultures and other languages.

Hypothesis 2K

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the nature and attributes of the product marketed in Malaysia has a low degree of influence in their CVIS decisions.

In his study on international advertising Britt (1974) concluded that product type was an influencing factor in determining whether a company should use the standardised or localised approach to advertising. He added that similarities of product perceptions exist among people of different nationalities and that one theme promotes the development of a consistent and universally recognised image.

A study conducted by Dunn (1965) on 30 companies, marketing a variety of products, found that the extent of standardisation of advertising practices of these companies depended on the nature and attributes of the product marketed in the host countries. Hansen and Boddewyn (1977) also reported a similar result where the increase in standardisation of marketing programmes of a firm depended to a certain extent on product type.

In a more recent article Jain (1989) hypothesised that the nature of product marketed is one of the major variables that must be taken into consideration in deciding the degree of standardisation in international marketing programme. In the same year Yip (1989) put forward a framework of global strategy forces and named product as one of the global strategy levers. He added that in a multidomestic strategy, the products offered in each country are tailored to local needs. In a global strategy, the ideal situation is a standardised core product that requires minimal local adaptation.

Keegan (1970) in discussing the five strategies for multinational marketing emphasised that the choice of product and communication strategy in international marketing depends on the product itself defined in terms of the function or need it serves, Wind et al (1973) in delineating the factors that must be taken into account in choosing a particular international orientation, that is, the ethnocentric, polycentric, regiocentric or geocentric orientation, stated that the nature of the product(s) marketed must be given top priority.

A study on international advertising by Miracle (1968) concluded that the appropriateness of uniform advertising should be determined by the type of product, In differentiating between pattern and prototype advertising Peebles et al (1977) emphasised that product line may influence the actual amount of standardisation employed as far as prototype standardisation is concerned. According to Hite and Fraser (1988) product attributes is one of the important elements that must be considered in international advertising.

Hypothesis 2L

The UK multinational corporations operating in Malaysia using a high degree of symbol and/or logotype standardisation are more likely to state that the interpretation of the meaning of symbol and/or logotype by the Malaysian public has a low degree of influence in their symbol and/or logotype decisions.

Most of the literature on the relationship between a company's symbol/logotype and the host country's culture and people are anecdotal in nature. Dahringer and Muhlbacher (1991) stated that the Coca-Cola company has almost totally standardised the marketing programme for its flagship brand, Coke. Travellers to all parts of the world readily recognise the product's red and white logo, whatever language is used to identify it. The company's goal is to achieve "one sight, one sound" brand recognition throughout the world. They added that corporations like McDonalds, Bennetton and BP have also followed a standardised marketing strategy with considerable success.

In the design of a company's plant, product, package and corporate identity, the firm should be sensitive to local aesthetic preferences. This requirement may run counter to the firm's desire for international uniformity, but the firm at least must be aware of the positive and negative aspects of its symbol and/or logotype (Terpstra and Sarathy, 1991).

Dibb et al (1991) stated that the connotation associated with symbols varies considerably across cultures and De Mooij and Keegan (1991) added that there are many cultural elements which influence marketing and one of them is design.

Olins (1978) in discussing the importance of corporate personality and ethos concluded that as the world continues to shrink and people all over the world develop similar tastes in what they wear, how they spend their money and what they want, the corporation with its international design style will become more of a force for homogenisation. This assumption was later supported by Levitt (1983) in his controversial article on the globalisation of markets.

Rhone-Poulenc, the French chemical company recognised the need for an entire image change and took the first step of developing a logotype for the company that would be valid on an international application. In doing so, there was a great deal of liaison with staff around the world ensuring consistency throughout Rhone-Poulenc international network in applying the precise colour of blue for the logotype (Layman, 1989).

In a company-specific study Macrae (1991) stated that Sony is a company name working as a brand name at its most powerful. The bond between the company and the outside world is communicated almost ritually by means of the corporate symbol.

Ind (1990) in explaining Unisys' advertisements stated that they are the same wherever they appeared. Recently as the campaign has evolved there has been more scope given to the individual country to tailor advertising to meet their needs. However, the logotype remains as a point of continuity. He added that in a corporate identity programme, there will be a set of graphic components that make up a visual system, that is a symbol, The system has to work in a wide variety of different geographical and emotional contexts.

Terpstra and Sarathy (1991) gave an example of a company, S.C. Johnson, where they market home care products in many European countries and prefer nationalised brand names for greater local identification. However to maximise visual similarity for promotion, . . . are identical including the corporate symbol.

Hypothesis 2M

The UK multinational corporations operating in Malaysia using a high degree of colour standardisation are more likely to state that the interpretation of the meaning of colours by the Malaysian public has a low degree of influence in their colour decisions.

In a study of 150 US companies Hite and Fraser (1988) found that there is an agreement that it is important to change . . . , and colour of advertisement prior to transfer increases with the level of localisation.

Aaby and McGann (1989) in their research on corporate strategy and the role of navigational marketing concluded that colours can be an important corporate promotional element because they can be applied across business units over extended periods. They added that colour may have a corporate-wide effect on synergy, shared resources and represent marketing economies-of-scale effects, consequently affect shareholder value. They quoted some examples such as , Perrier, Watney, Coca-Cola, Dyno Rod and McDonalds.

In their discussions on the scale, scope and synergy of the global marketing strategy Douglas and Craig (1989) gave an example of a company, Benetton, the Italian manufacturer of casual clothing who have been highly successful in leveraging its brand image worldwide. Not only is the Benetton image projected worldwide through the uniform design format of their clear open-shelved stores but also through uniform use of the bright green Benetton logotype.

Olins (1989) emphasised that the reputation of Shell is symbolised to a quite extraordinary extent by its corporate visual identity. If there were no . . . , no colours, there would be no single simple idea of Shell. He added that is why Shell and for that matter all the other major oil companies have spent millions over many decades in creating and maintaining their identities.

To the extent that fashion and tastes differ by country, companies often change their styling. Colour for example should reflect the values of each country. For Japan, red and white have happy association whereas black and white indicate mourning. Green is the national colour of Egypt and should therefore not be used for packaging purposes (Jeannet and Hennessey, 1988). A bank that wished to enter the Singapore market had to change the colour of its logotype on order to avoid cultural association between green and death (Dahringer and Muhlbacher, 1991).

Cateora (1990) emphasised that knowledge of differing symbolisms of colour is a basic part of the international marketer's encyclopaedia. Colour is a small part of the communication package, but if the symbolism in each culture is understood, the marketer can make an educated choice concerning which colours to use. Terpstra and Sarathy (1991) added that the significance of different colours can vary from culture to culture. For any markets, the right choice of colours will be related to the aesthetic sense of the buyer's culture rather than that of the marketer's culture.

Colour is often used as a mechanism for brand identification as well as feature reinforcement and differentiation (Czinkota and Ronkainen, 1988). In international markets colours carry more symbolic value than in the US. Black for instance is considered the colour of mourning in the US and Europe while white has the same symbolic meaning in Japan and most of the Far East.

3.3.3 Organisational Structure Issues

The third major hypothesis seeks to investigate the relationship between the degree of CVIS standardisation and the extent to which organisational structure issues influence CVIS decisions between the UK and Malaysia.

Hypothesis 3

There is a set of organisational structure issues that influence the degree of CVIS standardisation.

Several subsidiary hypotheses were developed from the major hypothesis above.

Hypothesis 3A

The higher the degree of headquarters control of CVIS decisions, the greater the degree of CVIS standardisation between the UK multinational corporation and its subsidiary in Malaysia.

Hypothesis 3B

The higher the degree of headquarters control of the name decision of the CVIS, the greater the degree of name standardisation between the UK multinational corporation and its subsidiary in Malaysia.

Hypothesis 3C

The higher the degree of headquarters control of the symbol and/or logotype decision of the CVIS, the greater the degree of symbol and/or logotype standardisation between the UK multinational corporation and its subsidiary in Malaysia.

Hypothesis 3D

The higher the degree of headquarters control of the typography decision of the CVIS, the greater the degree of typography standardisation between the UK multinational corporation and its subsidiary in Malaysia.

Hypothesis 3E

The higher the degree of headquarters control of the colour decision of the CVIS, the greater the degree of colour standardisation between the UK multinational corporation and its subsidiary in Malaysia.

Hypothesis 3F

The higher the degree of headquarters control of the slogan decision of the CVIS, the greater the degree of slogan standardisation between the UK multinational corporation and its subsidiary in Malaysia.

In a study conducted by Wiechmann (1974) on the integration of multinational marketing activities, it was confirmed by 17 out of 20 firms that their brand name decisions was a particularly important area for centralisation. The establishment of standardised international brand names for a given product was regarded as an important source of competitive strength. He added that there was conscious effort of most firms to integrate worldwide marketing activities toward the creation of a uniform company and product image.

Roostal (1963) in his article on standardisation of advertising for Western Europe hypothesised that an international marketer with a centralised organisation can easily carry through standardisation than an international marketer with a decentralised organisation. Hovell and Walters (1972) expanded this statement by stating that the implementation of a standardised strategy would result in the accrual of greater power and control over marketing policy at the corporate headquarters. Jain (1989) added in his proposition on standardisation of international marketing strategy, that the greater the centralisation of authority for setting policies and allocating resources, the more effective the implementation of a standardised strategy.

In a research on attitudes toward culture and the approach to international advertising, it was concluded that managers in firms characterised by centralised decision making agree more strongly on the global application of standardised advertising. On the other hand, managers in companies where local foreign branches are given a great deal of autonomy in making major advertising decisions for the local area, felt less strongly about this global application (Donnelly, 1970).

Three case studies which illustrate the risks, the fight and the ultimate reward of competing globally suggested that organisational reporting lines and structures should change as the nature of the international business change. When a business becomes global, the emphasis should transfer toward centralisation. Over time, if the business becomes less global, the company's organisation may emphasise local autonomy (Hout, Porter and Rudden, 1982). Wind (1986) in his article on the myth of globalisation emphasised that a standardised approach . . . ; in this respect, standardisation which tends to be associated with centralisation Douglas and Wind (1987) in discussing the same issue stated that standardised strategy tends to facilitate or result in centralisation in the planning and organisation of international activities. They added that emphasis on local management autonomy stems from the advantages traditionally associated with decentralisation and a concern with encouraging local entrepreneurship.

Pilditch (1970) in his study on corporate identity and design concluded that corporate identity programmes cannot be handled in a fully delegated and democratic way. Someone must rule what is to be done and the work must be strictly controlled from one central position. He further said that the corporate identity then becomes a vehicle for establishing the unity and standardised approach that is required.

In the same area of corporate identity Olins (1990) hypothesised that if a company has five divisions and it uses one name, one set of colours, one symbol and one typestyle in all of them, then it will convey a simple and centralised idea of itself. If the same company gives each division a separate colour, it will inevitably project a more decentralised identity.

In a study on corporate image and identity programmes, Ind (1990) stated that a subsidiary in a highly decentralised structure is likely to have an identity of its own. On the other hand, the companies which operate with a highly centralised structure, which deny local autonomy and control all key functions at the centre, the identity will be strongly similar in both the parent and the subsidiary.

Olins (1978) and Ind (1990) both agreed that one of the most powerful characteristics of an organisational corporate identity programmes is that it has a very powerful tendency to centralise and to make things look the same. It reduces idiosyncrasy and it homogenises.

In a review and critical evaluation of the theoretical and empirical evidence of standardised international advertising it was concluded that companies with a centralised operation tended to agree more on the applicability of standardised advertising (Onkvisit and Shaw, 1987). From a research on the role of headquarter control in international advertising decisions, it was revealed that the higher the headquarter control, the greater the likelihood of standardisation among Canadian, American, Japanese and European companies (Kirpalani et al, 1988).

Ryans and Donnelly (1969) in their research on standardised global advertising found that variable such as decentralised management's desire to encourage local participation in planning and preparation of advertising, play a role in the decision regarding the use of standardised advertising. On the other hand, Brant and Hulbert (1977) stated that standardised marketing communication programmes complemented the procedures adopted by headquarters to maintain a tight rein over subsidiary decisions.

Gorb (1980) stated that in trying to strive for maximum flexibility and creativity, corporate identity guidelines should be centrally administered. This is done because corporate identity is an important asset which should be run as an authoritarian force within the company.

Topalian (1984) in his article on corporate visual identity stated that the degree of standardisation of corporate visual identity of a multinational corporation is affected by the degree of centralisation of control.

In discussing the problems associated with diverse brand names Cateora (1990) explained that companies like Gillette and Unilever which have diverse brand names faced the problem of coordination and control and the potential competitive disadvantage compared to a company that has global recognition. The company, TRW which has a decentralised structure, allowed the company to enjoy the benefits of strong, front line decision making, but conversely, it hindered a unified distinctive worldwide marketing image (Hartigan, 1987).

One of the organisational factors in globalisation as explained by Yip et al (1988) is centralisation of global authority. They suggested that one of the most effective ways to develop and implement a global strategy is to centralise authority, so all units of the business around the world report to a common sector head.

Hypothesis 3G

The higher the degree of headquarters control of CVIS decisions, the lower the degree of agreement on the need to change CVIS to accommodate the Malaysian culture.

In a research study by Wills and Ryans (1977) on the headquarters executive involvement in international advertising, attitudes of advertising managers towards the importance of cultural variables is significantly related to the degree of autonomy given to local branch personnel in deciding major advertising planning decisions for the local area.

An important finding by Donnelly (1970) stated that in the firm where managers feel cultural differences are important these attitudes have reflected themselves in advertising policies and practices for example, decentralised planning and the use of local advertising agencies. He added that managers in companies characterised by centralised decision making agree more strongly on the global application of standardised advertising. They believed that basic appeals can successfully reach consumers regardless of their cultural environment.

In discussing the relationship between the organisational structure and cultural variables Onkvisit and Shaw (1987) emphasised that managers who felt that cultural differences were important were more likely to use decentralised planning. In contrast, those from centralised operation tended to agree more with the application of standardised advertising.

Ryans and Donnelly (1969) conducted a research on seventy multinational corporations' advertising practices globally and found that the extent to which an international advertiser employs the standardised approach depends to a large measure on the importance the company places on the cultural differences to be found between countries or even between regions in the same country.

Eales (1989) explained that the ideal corporate communication programme is managed by a small group at the headquarters. The group sets the overall strategy that formulate the major framework internationally. Then a multilateral and multicultural steering group made up of relevant managers from different countries meets and determines how to apply the strategy locally.

Hypothesis 3H

The chief executive officer is the key internal driving force in initiating a high degree of CVIS standardisation among the UK multinational corporations with subsidiary in Malaysia.

Hypothesis 3I

The chief executive officer who is highly involved in the CVIS development is more likely to be associated with a high degree of CVIS standardisation between the UK and Malaysia.

Chajet (1989) quoted a company, the American Can Company, in which it sold off its packaging operation which include the rights to the name "American Can". The chief executive officer was the internal driving force in the selection of the corporation's new name, Primerica. The broad acceptance and awareness of the name was attributed to the understanding of the chief executive officer of corporate identity management.

Another example given by Chajet (1989), is when Chrysler Corporation restructured itself into a parent company model in order to facilitate diversification and improve its long-term stock market performance. The chief executive officer sought a corporate identity plan that would properly position the restructured parent company.

In a survey carried out by Lippincott and Margulies (1988) it was concluded that more than half of the companies interviewed said that the chief executive officer was greatly involved in the implementation of their corporate identity programmes. The research added that senior managers in general are important participants in the development and implementation of corporate identity programmes but the chief executive officer often play key roles.

In a healthy management structure it tends to be recognised as the responsibility of the chief executive officer to play a vital role in the development of the corporate identity system. The corporate leader in this situation understands that he or she is responsible for everything that the company or group's name stands for and therefore take steps to ensure that the corporate identity is being managed properly (Lambert, 1989).

Topalian (1984) in his study on corporate visual design emphasised that the prime responsibility of the chief executive officer and his board is to shape, define and communicate the company's identity in such ways to facilitate the attainment of corporate objectives. He added that with enlightened managers, the distillation of corporate identities is part of the central process of introducing structure, meaning, influence and control into their organisation and markets.

In devising a well-managed corporate identity programme Margulies (1977) explained that a successful corporate identity programme certainly requires the involvement and support of the company's chief executive officer. He further suggested that a transition to a new visual identification system under the supervision of a staff officer or a specially appointed corporate identity manager is recommended. Abratt (1989) in his work on the corporate image management process recommended a "game plan" in which a provision of a staff department charged with the guardianship of the corporate image and which reports directly to the chief executive officer.

The chief executive officer of Firststar Corporation in America stated that in competing with large banks and other providers of financial services it is of utmost importance to present consistent corporate identity and high visibility. He added that banks throughout the country seek to identify their own particular niche in the financial services industry (Lee, 1983).

Olins (1985) in his article discussing management by design suggested that the chief executive officer should play a major role in the development of corporate identity of the company. He further suggested that there should be a pattern of management structure where the board has to have a responsible director acting as a champion of design. There must be overt and continuing support for corporate identity from the rest of the board. In addition he argued that a person or persons must be responsible for design in middle management.

In their article on implementing a corporate image programme Gray and Smeltzer (1987) emphasised that corporate image should not be left to chance, given the importance of corporate image to competitive success. The chief executive officer and senior executives need to know how to plan for and communicate an effective corporate image programme.

Olins (1990) explained that the two natural points of contact between the client organisation and its corporate identity consultants are the chief executive officer and a senior manager. The chief executive officer is the final arbiter and the ultimate owner of the identity. The identity programme must be seen to have his wholehearted commitment if it is to be taken seriously by others.

3.3.4 Reasons For Developing CVIS

The fourth hypotheses seeks to investigate the relationship between the degree of CVIS standardisation and the reason(s) in developing and implementing CVIS.

Hypothesis 4

There is a set of reason(s) that relate to the degree of CVIS standardisation.

Several subsidiary hypotheses were developed from the major hypothesis above.

Hypothesis 4A

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that "responding to competitive environment" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia.

Hypothesis 4B

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that "aiding the sale of products and/or services" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia.

Hypothesis 4C

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that "raising money" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia.

Hypothesis 4D

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that "creating an attractive environment for hiring employees" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia.

Hypothesis 4E

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that "increasing the company's stature and presence" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia.

Most of the literature discussing the reasons companies implemented the standardised approach in their international marketing strategies tends to be anecdotal in nature. Hovell and Walters (1972) in explaining several alternatives in international marketing presentation hypothesised that standardisation of marketing presentation helps to achieve consistent international identity and may simultaneously bring about sales advantage. They added by giving an example of a foreign tourist seeing familiar products in overseas locations will be likely to purchase such goods while abroad and it is probable that his brand loyalties will be reinforced at the same time.

In his article on standardisation of multinational marketing practices Buzzell (1968) stated that executives from companies that implement the standardised marketing approach believed that consistency in product style, in sales and customer service, in brand and corporate names, in packages and generally in the image projected to customers, is a powerful means of increasing sales.

The above statement is also supported by a research conducted by Lippincott and Margulies (1988) whereby the most widely identified reason for initiating a global corporate identity is an attempt to increase sales and revenues followed by responding to competitive environment, increasing company's international image and attracting employees.

Gray and Smeltzer (1987) stated that a reason corporations are becoming concerned about their image is the increasing competitive arena in which they operate. Multinational corporations are learning that they must differentiate themselves in ways that create a distinct image among their various publics. They added that a positive image among customers is correlated with strong sales.

All organisations struggle to differentiate themselves from their competitors. Differentiation is best manifested in corporate identification solutions. The act of bringing corporate identity into the strategic management equation provides companies with a dimension of difference that is nearly impossible for competitors to duplicate. Managers who use identity as a cornerstone of strategy are building a competitive position from which they can create, and have others recognise proprietary value over the long term (Ackerman, 1988).

In his discussion on the relationship between corporate culture and corporate identity Downey (1986) explained that because competition is becoming increasingly severe, corporate identity is an asset for building understanding, credibility and support among a variety of key publics.

Marken (1990) stated that the reason corporate image is important is because it can extend product lives and can also help the firm's cash flow through the inevitable sales cycles. Peebles et al (1977) concluded that the principal reason given in support of standardisation advertising have been the opportunity for the organisation to present a global corporate image and presence. Britt (1974) in his article on standardising marketing for the international market stated that a global identity promotes and increase the firm's stature and presence.

3.3.5 Behavioural Issues

The fifth major hypothesis seeks to highlight the relationship between the degree of CVIS standardisation and some behavioural issues of the organisation. Some of the behavioural issues that have emerged after reviewing the relevant literature were namely, the interest of the company in CVIS, the attention given to CVIS over the past five years in the UK and Malaysia, and the preparation site of CVIS.

Hypothesis 5A

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the company's interest in CVIS has been the result of global restructuring.

Hypothesis 5B

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the attention given to CVIS in the UK has increased over the past five years.

Hypothesis 5C

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the attention given to CVIS in Malaysia has increased over the past five years.

A study on US multinational corporations' global identity, Lippincott and Margulies (1987) concluded that the majority of the companies sampled cited global restructuring as the reason for their interest in global corporate identity. The study further concluded that these companies also stated that their interest in global identity has increased over the past two years.

Goldbaum and Hunter (1988) emphasised that companies like Quantum Chemicals, Rhone-Poulenc, ICI and Dow Chemicals have launched programmes to change the way they are perceived by their various audiences. These companies have become more sensitive about the importance of their identity and image during the past five to ten years. Croft (1990) presented that during the past five years to 1988, the annual growth rate of the design industry have been in the region of 22-30 percent. He added that much of the revenue of the design companies is derived from the design of corporate identities.

There were many multinational corporations worldwide decided to have a corporate identity makeover in the 1980s such as BP, ICI, Prudential, Rhone-Poulenc, Akzo and Primerica. A good example is when BT decided to review the company's identity which created a lot of controversy even before the corporate identity was launched (Rawsthorn, 1991).

In explaining Firststar corporate identity change Lee (1983) stated that some of the major reasons that caused any bank executive to consider investigating the bank's identification practices are such as merger, acquisitions and global restructuring. Olins (1990) also emphasised the time to review a company's corporate identity is when a merger or acquisition or restructuring has taken place with the company.

Other articles by, for example, Mills (1988), Simpson (1988), Decyk and McDonald (1988) stated that the reasons corporate identity programmes have taken on new importance is because the rate of mergers and acquisitions has increased and also most importantly more and more multinational corporations have changed their structure globally.

Hypothesis 5D

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that a UK design agency was responsible for the preparation of the company's CVIS.

The discussion for the above hypothesis is similar to the discussion in Hypothesis 2E. Therefore, a reference to Hypothesis 2E is recommended.

3.3.6 Visual Structure

The sixth major hypothesis seeks to examine the relationship between the degree of CVIS standardisation and Olin's CVIS structure.

Hypothesis 6

The degree of CVIS standardisation corresponds to Olin's CVIS structure which consists of the monolithic, endorsed and branded structure.

In this research the endorsed and the branded structures are grouped together so as to reflect a parsimonious relationship with the monolithic structure.

Several subsidiary hypotheses were developed from the major hypothesis above.

Hypothesis 6A

The UK multinational corporations operating in Malaysia using a high degree of name standardisation are more likely to state that they adopt the monolithic visual structure.

Hypothesis 6B

The UK multinational corporations operating in Malaysia using a high degree of symbol and/or logotype standardisation are more likely to state that they adopt the monolithic visual structure.

Hypothesis 6C

The UK multinational corporations operating in Malaysia using a high degree of typography standardisation are more likely to state that they adopt the monolithic visual structure.

Hypothesis 6D

The UK multinational corporations operating in Malaysia using a high degree of colour standardisation are more likely to state that they adopt the monolithic visual structure.

Hypothesis 6E

The UK multinational corporations operating in Malaysia using a high degree of slogan standardisation are more likely to state that they adopt the monolithic structure.

The basis of the above hypotheses are primarily based on Olin's (1989) paradigm of visual identity structure. He stated that generally the visual structure of corporate identity can be divided into three separate categories. The first of these structures is the monolithic structure, that is, where the organisation uses one name and visual style (symbol or logotype, typography and colour) throughout. Examples are, Tesco, IBM and Sony. The second is the endorsed structure, that is, where an organisation has a group of activities or companies which it endorses with the group name and identity. Examples are, General Motors, United Technologies and P & O. Finally, the branded structure, that is, where the company operates through a series of brands which may be unrelated to each other or to the corporation, examples are, Procter and Gamble, Unilever and General Foods.

The approach suggested by Ind (1990) is similar to the one suggested by Olins but the term used by Ind is slightly different. Instead of using the name monolithic, Ind suggested the name "unitary" for an organisation that adopts one name throughout its structure. The endorsed identity was named as the "diversified" structure and the branded identity remains the same.

Another paradigm on visual structure was suggested by Gray and Smeltzer (1987) where they forwarded four identity structures namely, single entity, brand dominance, equal dominance and mixed dominance. Firstly, single entity is where the products and the entire corporation are perceived as one and the same, examples are Japan Airlines and IBM. Secondly, brand dominance occur when the brand name is more dominant than the parent corporation's name, such as in the US, Taylor Wine, Ronco Pasta and Columbia Pictures are known by their brand names rather than as products of their parent corporation, Coca-Cola. Thirdly, equal dominance, is when the brand name and the parent corporation coexist with equal emphasis. For example in the US, General Motors is communicated as "GM". With the Buick car division General Motors communicates its corporate name together with the car to assure strong corporate recognition. Fourthly, mixed dominance occur when either the brand name is used or the corporate name is used and sometimes both are used with differing degrees of emphasis, for example, in the US, Textron Incorporated identifies some of its products such as machine tools with its corporate name, but it chooses not to do so with its Eaton envelopes.

The next group of hypotheses discusses the relationship between the visual structure and the main business, brand name and corporate name.

Hypothesis 6F

The UK multinational corporations operating in Malaysia that are involved in industrial products are far more likely to adopt the monolithic visual structure than are service and consumer goods companies.

The discussion of this hypothesis is related to the discussion found in Hypothesis 1A and Hypothesis 2K. Therefore, a reference to the two previous hypothesis is recommended.

Hypothesis 6G

The UK multinational corporations operating in Malaysia that adopt the monolithic visual structure are more likely to state that brand name(s) has a low degree of importance in Malaysia.

Hypothesis 6G was developed after reviewing the literature on the association between the branded visual structure with companies that place more importance on the brand names rather than the corporate name. Jefkins (1991) in his book on modern marketing management gave an example of the company named CPC. He stated that neither CPC (Europe) nor CPC (United Kingdom) is readily associated with products such as Brown and Polson's cornflour, Knorr soups, Mazola cooking oil, Frank Cooper marmalade, Dextrosol or Hellmann's mayonnaise. The corporate name CPC tend to stay in the background as the holding company.

Pilditch (1970) in his study on corporate identity gave an example of the corporation, Unilever, in which it has built itself on a brand philosophy. The company Unilever do not manufacture or market products but these functions are performed by operating companies with varying names throughout the world and invariably under a strong brand identity for each product or range. Olins (1990) explained further by stating that companies like Unilever and Procter and Gamble operate through a series of apparently unrelated brands. He added that little or no attempt is made to suggest any connection between the brands and the corporation as a whole. So much so, that from the consumers point of view the corporation does not exist.

In discussing the importance of structures in corporate identity programme Ind (1990) proposed that companies with strong brand names, which have significant levels of marketing support behind them, tend to prefer more branded structures. He added that frequently purchased items, especially in the fast moving consumer goods area, are bought on the strength of the product, therefore the corporate name is relatively less important.

Hypothesis 6H

The UK multinational corporations operating in Malaysia that adopt the monolithic visual structure are more likely to state that their corporate name has a high degree of recognition in Malaysia.

Hypothesis 6I

The UK multinational corporations operating in Malaysia that adopt the monolithic visual structure are more likely to state that their corporate name has a high degree of acceptance in Malaysia.

Smith (1990) in discussing the strategies adopted by successful global companies emphasised that the consistent use of symbols and name is vital to building a company's acceptance and global recognition. He mentioned companies like IBM, Coca-Cola, Mercedes Benz and Toyota that have been successful in creating a distinctive corporate and product image worldwide.

Given the potential for uncertainty in new markets, a strong corporate brand name with sufficient flexibility to be applied to a variety of products, will give a company a head start. Such is the strength of Sony as a corporate brand that it has the potential to be applied to With each new product launch, the Sony name adds to the acceptance of its corporate identity and reduces uncertainty for both distributors and consumers (Ind, 1990).

De Mooij and Keegan (1991) stated that when changing a local name into a global name it is possible to use one of the existing names, perhaps one used in the largest target market, add the company name to the local brand as an endorsement, and gradually make it stronger, as has been done by Nestle. They added it is also possible to increase emphasis on the corporate name as Gillette had shown.

In his discussion about Shell, Olins (1989) said that the reputation of Shell is symbolised to a quite extraordinary extent by its name. If there were no single name there would be no single simple idea of Shell. He added that is why Shell and for that matter all other major oil companies have spent millions over many decades in creating and maintaining their corporate identities.

Thompson Ramo Wooldrige Incorporated or TRW, a company with 300 facilities in 25 countries, developed a new company-wide naming system to take advantage of the TRW name and to make business more readily identifiable both inside and outside the company. TRW became the prefix of all related company names (Hartigan, 1987).

Yip (1988) in his article on global strategy stated that there are marketing benefits to a common brand name as international travel and cross border media continue to grow. He explained further by quoting Exxon's consolidation of its various names around the world has rapidly achieved global focus and recognition. Other companies such as Coca-Cola, Levi's, McDonald's, Mercedes Benz, BMW and Volvo have successfully used a single corporate brand strategy on a global basis.

Cateora (1990) added by saying that a billion dollar brand evaporates into a wasteful exercise unless all of a company's audiences recognise their share in its credibility. He emphasised that this is one of the reasons why the company as a brand (monolithic) is a superior strategy, provided that the product-and-people portfolio fit. He said further that the Japanese companies are masters at the global identity approach, so are increasing number of entrepreneurial franchise operations such as The Hilton Hotel and The Body Shop.

Companies like IBM, Porsche and BP adopt the monolithic identities that is using one name across everything they do. Courtauld's new identity system aims to rectify the lack of group cohesion by a common naming policy. Thus, now everything is branded Courtaulds. Until the middle of 1980's most of Akzo's operating units had powerful identities deriving from their own histories. Major changes were made to the nomenclature system, so that the name Akzo emerged more readily throughout the organisation world-wide (Olins, 1990).

Jefkins (1990) emphasised that a major consideration in a corporate identity scheme is that a name must be acceptable internationally. He mentioned a few brands and corporate names, mainly Japanese companies, that are acceptable globally such as National Panasonic, Pioneer, Colt, Olympus, Toyota, Nissan, Toshiba, Subaru and Daihatsu.

In an empirical research conducted by Hite and Fraser (1988) they found that a corporation with a well-known and accepted brand name is more likely to be successful using greater levels of standardisation in their advertising strategies than a firm without such acceptance or name recognition. This finding is further strengthened by the findings of Lippincott and Margulies (1988) where the name and nomenclature are judged to be the most important element in building and enhancing global corporate identity.

3.3.7 PROMOTIONAL APPLICATIONS OF CVIS

The seventh major hypothesis seeks to investigate the relationship between the promotional applications of CVIS and the effectiveness of the various applications in projecting corporate visual identity between the UK and Malaysia.

Hypothesis 7

The degree of effectiveness of the various promotional tools in projecting the corporate visual identity between the UK and Malaysia is related to the degree of CVIS standardisation applied on the promotional tools.

Several subsidiary hypotheses were developed from the major hypothesis above.

Hypothesis 7A

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on product(s) are likely to state that this a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7B

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on packaging are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7C

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on interior and exterior are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7D

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on signs are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7E

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on clothing are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7F

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on stationery are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7G

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on forms are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7H

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on publications are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7I

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on vehicles are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7J

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on advertising are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7K

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on promotion and giveaways are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

Lambert (1989) in discussing the relationship between corporate identity and facilities management stated that consciously or unconsciously organisations exude messages about themselves through "environments". He refers to "environments" to such things as, factories, offices, warehouses, retail premises or wherever the company operates. He added that a building forms a vital part of an institution's identity, whether it is the Natwest Tower, Harrods or Buckingham Palace. The element of identity which a facilities manager is responsible for, comprise such familiar items, as signage, colours, finishes, furnishings, plant provisions and space planning. Other important factors include the range of external and internal facilities, the overall appearance of the buildings and the degree of landscaping and gardens surrounding the premises.

The Transamerica Corporation's efforts in taking advantage of the synergies of a unified corporate image, created the "T" logo as a unifying symbol to link the various subsidiaries to the parent and each other. This approach to visual identity was then applied through a comprehensive programme to the other elements that create image such as, letterheads, publications and advertising by the numerous different units, brochures and even company vehicles (Gray and Smeltzer, 1985).

In managing identity for strategic advantage Ackerman (1988) emphasised that a key consideration in using corporate identification (to optimise differentiation) is the structural presentation of the company. He illustrated this point by saying that this involves coordinating the elements of the overall corporate visual identification system such as, the various organisational names, nomenclature, symbols and brands. He added that, it is necessary to determine how these elements will be presented in relation to one another in the context of such media as products, packaging, stationery, vehicles, signage, company literature and advertising.

Topalian (1984) in his article on corporate identity stated that visual identities is normally projected by the appearance of products, printed materials such as correspondence and business forms and promotional literature, packaging, advertising and the exteriors and interiors of premises such as manufacturing plants, offices, warehouses, showrooms and retail outlets.

In a company-specific study Lee (1983) explained that for Firststar Corporation a unified identity system was designed, including the identifier that is the combination of symbol and logotype, and a visual system for a wide range of application such as signs, stationery, forms, cheques, statements, booklets, uniforms and vehicles. He added that this visual personality is also carried out in Firststar advertising, promotional literature, exhibits and all other public exposure of the bank's identity.

In another company-specific study Kayal (1988) mentioned that at Nynex the first step in building a corporate visual identity is to create a logotype. All companies that are owned by Nynex are represented by a unified graphic format that builds from that logo. He added that everything that represents the company reflects that unity for example stationery, signage and window graphics. Georgiades (1988) in explaining British Airways corporate identity and corporate culture stated that the graphic concept that ties communication together cannot be limited to advertising and brochures or the annual report only. The graphic concept must also be extended to uniforms, plane interiors, office space, waiting rooms, sales office, anything or place that reflected the corporation.

Olins (1985) in his article on the role of design in strategic management stated that companies are continually producing material which can be designed to convey clear messages for example, environments such as buildings, showrooms, offices, factories and canteens; communications material such as forms, stationery, advertising, literature, tenders, instruction manuals and data sheets and products of every kind.

In discussing the image projection of retail outlets Shimp (1990) explained that a store's image is composed of many dimensions, each interacting with the others to influence the overall image the store holds for each consumer group. He further explained that among the more important decisions of a store's image are its architecture and exterior design, interior design, personnel, line of merchandise, signs and logos, display and name.

TMS Corporation of America recognised the need for a strong marketing programme because of keen competition among the financial institutions. This led to the development of specific marketing strategies which include a complete graphics system. The graphic system was applied to point-of-purchase displays, counter-top posters, booklets, stationery and business forms and newspaper advertising campaign (Margulies, 1977).

In a company specific-study James (1990) stated that a communications audit was carried in order to develop a new corporate identity for the Hays Group. The new identity conveyed a strong sense of central identity and direction for the company, which owned 30 diverse companies, prior to its flotation. He added that the corporate identity activities covered the whole gamut of corporate design, newsletters, brochures and annual reports, corporate advertising, direct mail, promotional gifts, entertainment and media relations. Research indicated a of 30% increase in City awareness of the group and its structure.

Olins (1990) stated that major organisations spend millions of pounds on various aspects of their identities. They build showrooms, produce packaging, design products, launch advertising campaigns, buy vehicles, train staff even replace door-knobs. If these and all the other related activities were effectively coordinated, they could present clear, strong messages about the organisation as a whole. Some of the potential communicators of corporate image are nomenclature, formal statements, imagery and graphics, permanent media and promotional media (Gray and Smeltzer, 1985).

In explaining the corporate identity in the financial services sector Stewart (1991) gave an example of the Allied Irish Bank where a new corporate identity was designed and all documents and signs were redesigned to express the new identity. In addition, corporate identity guidelines were applied to the interior design of all aspects of branch merchandising and furnishing. Staff uniforms were redesigned and promotional media also incorporated the new identity.

Marken (1990) in detailing the steps that must be taken in launching a corporate image communications programme pointed out that it is important to coordinate every channel of communications to build the desired image. This includes advertising, sales people, letterhead, shipping labels, invoices, employee training manuals, brochures, posters, business cards, samples, trademarks, product labels, articles, news releases, trade booth displays and other internal and external promotional vehicles.

The corporate identity change at BT attracted controversy even before its launch. Rawsthorn (1991) stated that the new identity was introduced to every aspect of BT which include signs, stationery, vans, literature, phone boxes and even the new staff uniforms.

3.3.8 PERCEIVED IMPACTS OF CVIS

The eight major hypothesis seeks to examine the relationship between the degree of CVIS standardisation and the various impacts of implementing CVIS.

Hypothesis 8

There are several impacts of implementing CVIS that relate to the degree of CVIS standardisation.

Several subsidiary hypotheses were developed from the major hypothesis above.

Hypothesis 8A

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on sales has been more favourable.

Hypothesis 8B

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on the ability of the company to recruit executives has been more favourable.

Hypothesis 8C

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that there has been no impact of implementing CVIS on the value of shares.

Hypothesis 8D

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that there has been no impact of implementing CVIS on investment rating.

Hypothesis 8E

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on the general consumer goodwill toward the company has been more favourable.

Hypothesis 8F

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on the consumer's familiarity with the company and its products/services has been more favourable.

Hypothesis 8G

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on the consumer's advertising awareness about the company or its products/services has been more favourable.

Hypothesis 8H

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on the receptivity of the local inhabitants toward the company's facilities in the area has been more favourable.

Hypothesis 8I

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on market share has been more favourable.

Buzzell (1968) and Hovell and Walters (1972) in their articles on the standardisation practices in international marketing stated that the standardisation of marketing presentations will help companies to achieve consistent image which is a powerful means of increasing sales. In addition, Peebles et al (1977) in their research study on advertising standardisation and Sorenson and Wiechmann (1975) in their research project on standardisation of marketing practices concluded that standardisation will enable the consumers to become familiar with the company and its products and services, and helps establish a uniform corporate image.

In a study on global corporate identity by Lipincott and Margulies (1988), it was reported that nearly 1 in 2 survey participants stated that their corporate identity programmes have had very favourable consequences with respect to company familiarity. Nearly as many respondents provided similar reactions to impact on sales, advertising awareness, general consumer goodwill and market share. The least likely to be affected are financial parameters such as investment ratings and the value of the company stock.

Belt and Paolillo (1982) in their study on the influence of corporate image and the specificity of candidate qualifications on response to recruitment advertisements concluded that corporate image can create a positive force for recruiting high quality applicants when recruiting new employees. Gray and Smeltzer (1985) supported this finding by saying that IBM and Hewlett-Packard have traditionally attracted high quality applicants because of their positive images.

According to Olins (1990) the impact of CVIS can be both internal and external to the organisations. He quoted some internal and external impacts of implementing corporate identity programmes such as, the organisation will be able to recruit higher calibre staff and raises morale, and the organisation can establish a presence in markets and that new activities can emerge more naturally respectively.

There are many articles that emphasised the principal benefit of implementing a standardised international marketing practices is establishing a coherent global identity and image (Douglas and Wind, 1987; Walters, 1986; Wind, 1973; Britt, 1974; Jeannet and Hennessey, 1988). However, most of these literature on global corporate identity and image have been anecdotal and descriptive in nature.

Gray and Smeltzer (1987) in their work on corporate image programme concluded that a good image enhances a company's ability to obtain financing and can be instrumental in achieving a high price/earnings ratio. They added that a positive image among customers is correlated with strong sales. In addition they said that a positive image among present and potential employees makes recruiting easier and tends to enhance morale and to lower turnover.

In discussing the practical benefits of the strategic approach to corporate identity Downey (1987) stated that customers and prospects can become aware of the organisation's business capabilities, management strengths, product and service diversity and competitive distinction. Smith (1990) mentioned that the principal benefit of corporate identity is corporate and brand name recognition. He gave an example of a Korean company, Daewoo which invested heavily in an advertising campaign that promotes the company's products while at the same time projecting its corporate identity to the US market.

Hartigan (1987) in her company-specific study of TRW concluded that the global corporate identity programme carried out at TRW has doubled the awareness and recognition of TRW among the target audience. In addition, recognition is paying off not only in the customer's perception of TRW as a high quality manufacturer, but also among interested parties who consider the company a good investment, a good corporate citizen and a reliable supplier.

3.3.9 HEADQUARTER AND SUBSIDIARY OPINIONS OF STANDARDISED CVIS

The ninth major hypothesis seeks to investigate the differences in the headquarters and subsidiaries opinion with regard to the degree of importance of a standardised CVIS.

Hypothesis 9

There is a significant difference in the opinions given by the headquarters and the subsidiary executives with regard to the degree of importance to standardise CVIS between the UK and Malaysia.

In their discussions on the operational constraints to effective implementation of a standardised strategy Douglas and Wind (1987) stated that the motivations and attitudes of local management is an internal constraints that must taken into account. They added that key promotional themes developed at the corporate headquarters will result in a feeling that the strategy is imposed by the headquarters and local management will take the view that it is best to localise promotional strategies.

Hovell and Walters (1972) emphasised that the implementation of a standardised strategy means that marketing executives located overseas enjoy far less autonomy and this may have deleterious effect on their morale and motivation. In addition, they said that the overseas executive believed that key promotional programmes should be developed locally because "standardised strategy won't work here - things are different".

In any multinational organisation conflicts may arise between headquarters and subsidiaries because of their different points of view (Das, 1981; Nowakoski, 1982; Reynolds, 1978; Sim, 1977). If the conflict is excessive, it is likely to discourage programme transfer. Opel, the German subsidiary of General Motors, is an example. Opel had developed into an independent organisation that tended to make decisions independent of General Motors. It developed its own product line and set its own policies. On every issue, Opel had an approach different from the parent company, making it difficult for General Motors to develop a *world* car using Opel as the base (Prahalad and Doz, 1987).

Another organisational factor that influences the standardisation of marketing strategy is the extent to which decision making authority is delegated to the foreign subsidiaries (D'Antin, 1971; Doz, 1980). Marketing is a polycentric function that is deeply affected by local factors (Jain, 1989). Primary authority for international marketing decisions is therefore decentralised in favour of host country managers (Aylmer, 1970).

Kirpalani et al (1988) in their survey of headquarter control of advertising, in 119 Canadian companies, found that over 35 percent of the firms allow their subsidiaries and affiliates flexibility in adapting the campaign to local conditions, while 21 percent allow for translation and idiomatic changes only, and 25 percent allow local development of their own advertising. Ten years before Kirpalani's research study, Wills et al (1977) concluded that the headquarters management tended to have a significant higher level of participation in establishing objectives and establishing the budget for international advertising. They added that headquarters management tends to be less involved in the creative strategy and media decisions. Most of these decisions are relied on local management and agency people.

A key problem for top management in an international organisation is how to tie the business activities of far-flung subsidiaries together. On one hand, there is the parent executives who prefer a uniform strategy throughout the world. On the other hand, there is the local manager who says that because of the dissimilar nature of the environment in which the company operates around the world a localised strategy is the more appropriate route to follow (Wiechmann, 1974).

In discussing the global marketing concept Quelch and Hoff (1986) emphasised that multinational managers must realise that local managers are likely to resist any precipitate move toward increased headquarters direction. A quick shift could lower their motivation and performance. Brandt and Hulbert (1977) in their research project in headquarters guidance in marketing strategy in the multinational subsidiary concluded that control and intergration of subsidiary activities present formidable problems for multinational firms. In many firms the marketing decisions rest with the subsidiary managers with little or no help from the head office. Other

companies maintain a tight rein on overseas marketing by developing controls and standardised programmes which are implemented around the world.

Harris's discussions on global advertising included the issue of the administrative and political problems that standardisation creates (1984). He said that headquarters management in most companies simply cannot dictate policy to its subsidiaries. Each national subsidiary fights to retain its independence, or at least have its own particular interests and concerns taken into consideration.

3.4 CONCLUSIONS

This chapter has sought to formulate hypotheses on pertinent issues involving the area of global corporate visual identity strategies of UK multinational corporations with subsidiaries in Malaysia. There is a wide array of issues suggested by the literature on global identity and international advertising which have been used in this project to generate hypotheses for testing.

Several hypotheses have been developed linking the demographic profile of the companies with the degree of CVIS standardisation. Among the elements discussed are such as, the type of business, the number of years for which the overseas subsidiaries have been established, the number of countries with subsidiaries, annual total sales, market entry form into Malaysia and percentage of the equity held by the UK company in Malaysia.

In the area of international marketing, the global drivers are important factors that must be considered in formulating policies and strategies. In this research study hypotheses that relate to the global drivers and the degree of CVIS standardisation have been developed. The global drivers under study are namely, law and regulations, culture, nationalism, competition, design agency, language, and nature and attributes of product marketed. Furthermore, two hypotheses were developed that relate to the Malaysian public interpretation of the meaning of symbol or logotype, and colour used by the participating companies.

The project has also formulated hypotheses linking the organisational structure issues with the degree of CVIS standardisation. These include, the degree of control that the parent corporation has on CVIS, the influence of culture on control of CVIS, the key internal driving force in the development of CVIS and the CEO involvement in CVIS implementation, were formulated.

Further hypotheses linking the reasons for developing CVIS with the degree of CVIS standardisation were also generated. The reasons are, for example, responding to competitive environment, aiding the sale of products or services, raising money, creating an attractive environment for hiring employees and increasing the company's stature and presence.

Certain behavioural issues of the organisation also impinge on the degree of CVIS standardisation. The hypotheses developed identified issues such as, reason for interest in CVIS, attention given to CVIS over the past five years and the entity responsible for the preparation of CVIS.

Hypotheses that relate to the visual structure of the organisation and the degree of CVIS standardisation are also discussed. These revolve around, visual structure, main business, importance of brand name, recognition and acceptance of corporate name.

As far as the promotional application of CVIS is concerned, hypotheses that relate to the degree of effectiveness of the various promotional tools in projecting the corporate visual identity and the degree of CVIS standardisation were highlighted. The promotional tools that are included in the study are, product, packaging, interior and exterior, signs, clothing, stationery, forms, publications, vehicles, advertising, and promotion and giveaways.

Several hypotheses have also been developed in relation to the perceived impact of developing and implementing CVIS and the degree of CVIS standardisation. In particular the impact of CVIS on sales, ability to recruit executives, value of shares, investment rating, general consumer goodwill toward company, familiarity with company or its products, advertising awareness, receptivity of local inhabitants toward company and market share, were considered.

The last hypothesis developed in this research project revolves around a comparison of the views of the top personnel responsible for CVIS in the headquarters and the subsidiary on standardised CVIS.

CHAPTER FOUR
METHODOLOGY

CHAPTER 4 METHODOLOGY

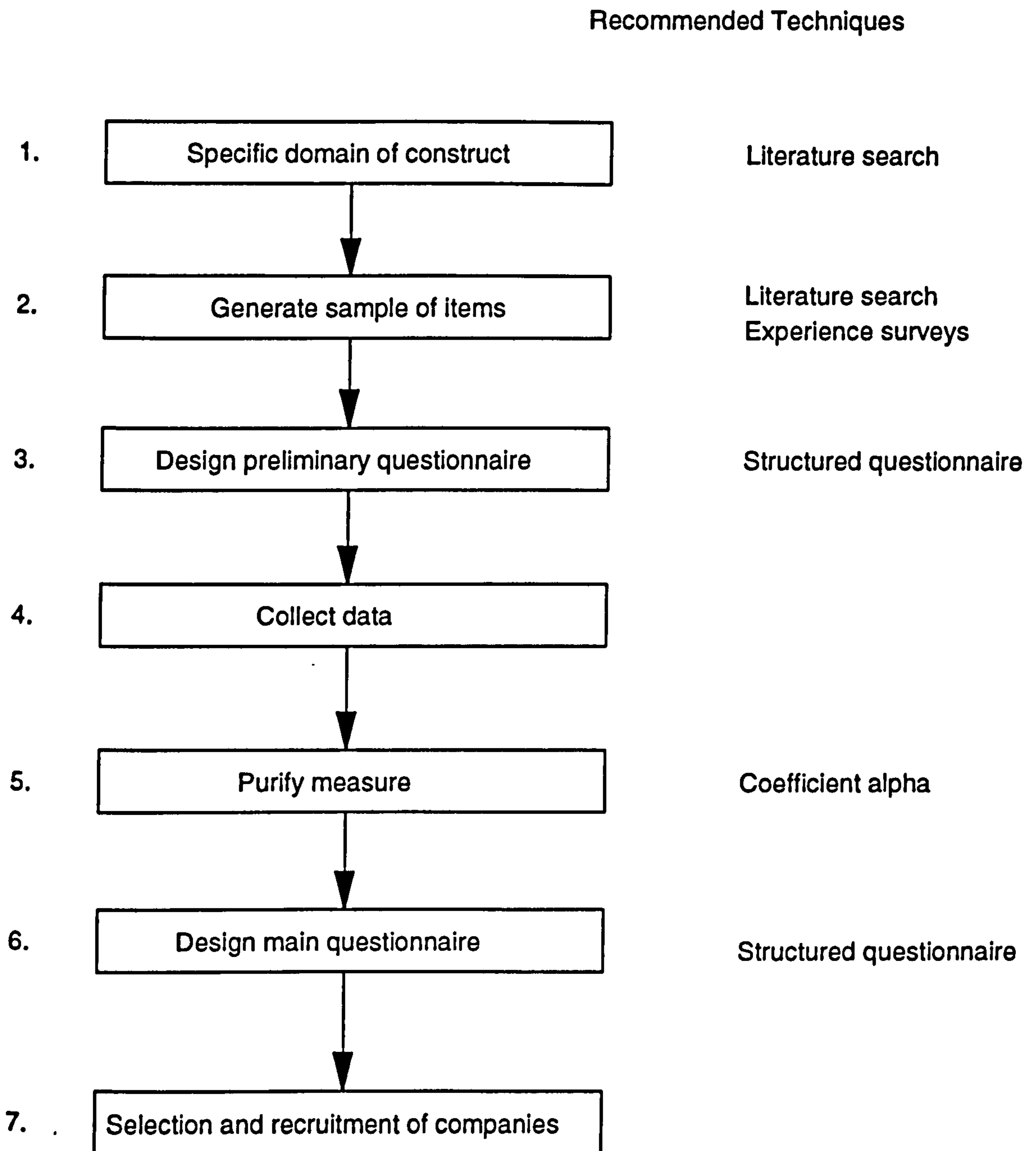
4.1 Introduction

The purpose of this chapter is to explain systematically the decisions made concerning the data gathering and analysis methods used in this research project. It is divided into two main sections. The first section discusses the issues of validity and reliability of measurements, the procedure in developing measures for this research project, the various methods in data gathering and methods of enquiry, the design of the questionnaires, the selection and recruitment of companies and the measure of CVIS standardisation. The second section discusses the statistical techniques which were used for data analysis namely, chi-squared test of independence, factor analysis and discriminant analysis. Figure 4.1 shows a flow chart of the process and techniques used for data gathering and analysis in this research.

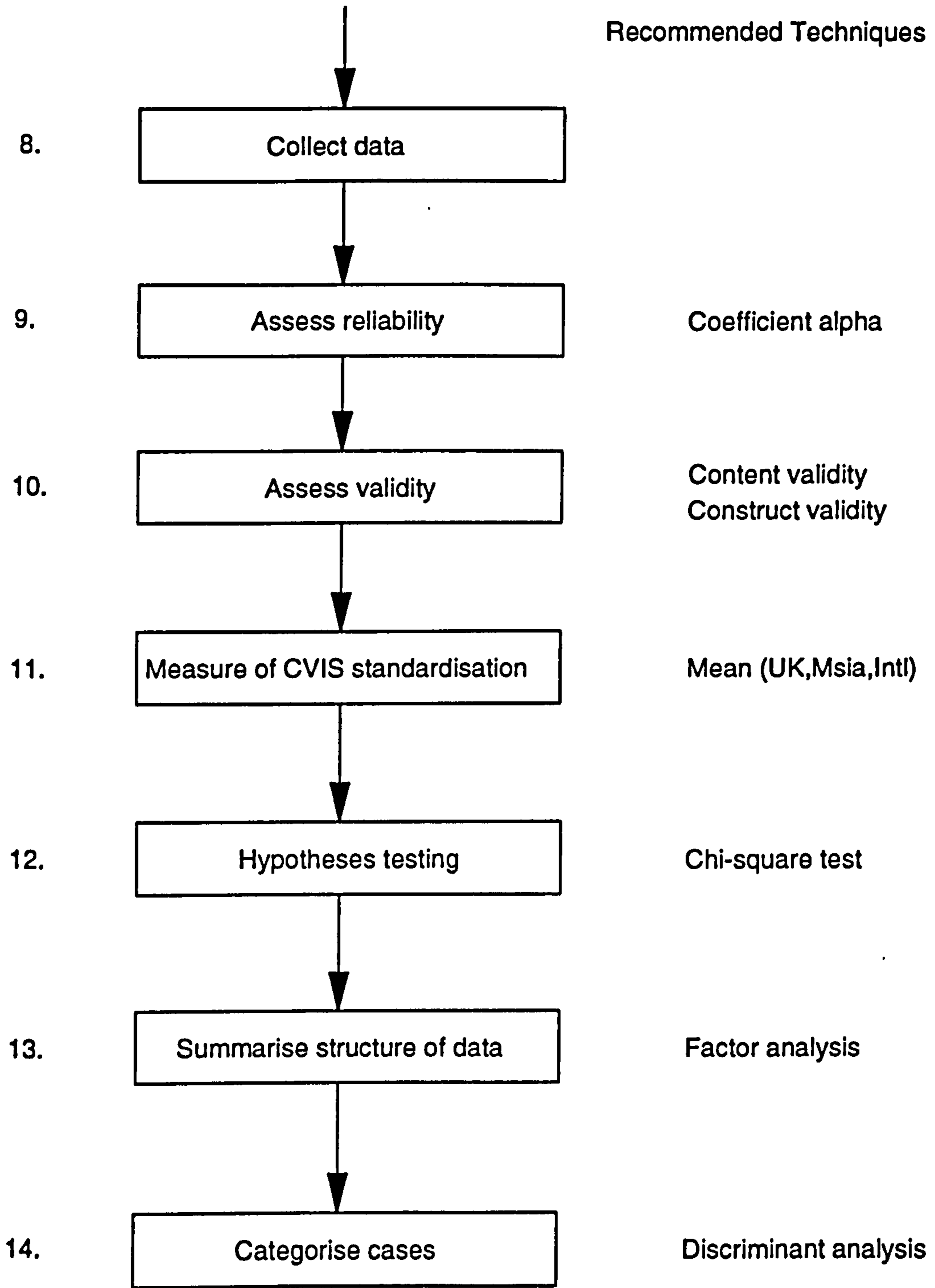
4.2 Introduction to Data Gathering

The first part of this section addresses several questions such as, what methods are available for determining the validity and reliability of the measurements of a scale? Which validity and reliability methods should be applied in the procedure of developing better international CVIS measures and what is the rationale for their use? The second part of this section answers questions such as, what are the various sources of data and what are the various methods of data enquiry? Which UK multinationals should be approached to participate in the research and how could maximum participation be achieved? What empirical research has been carried out in the area of degree of standardisation of marketing mix? How do the researchers approach the problem of determining an index of standardisation? Which route does this research take to arrive at a measure of degree of CVIS standardisation?

Figure 4.1 Flowchart of the Process in Data Gathering and Analysis



Recommended Techniques



4.2.1 Introduction to Measures Development

A critical element in any scientific research process is the development of better measures of the variables with which the researcher is concerned. In a technical sense, the process of measurement or operationalisation involves "rules for assigning numbers to objects to represent quantities of attributes" (Nunnally, 1967). The emphasis is on developing measures which have desirable validity and reliability attributes.

Several articles have emphasised the need for explicit attention to be paid to investigating the validity and reliability of measures used in marketing research (Jacoby, 1978; Churchill, 1979; Peter, 1979,1981; Zaichkowsky, 1985; Bearden et al, 1989; Lichtenstein et al, 1990; Kotabe, 1990). Thus, it is important in this research that the measures used are developed and investigated for their reliability and validity properties before the main study is conducted. This section discusses the issues of validity and reliability and their various components which are at the heart of the procedure in developing better marketing measures discussed in 4.3.3.

4.2.1.1 Validity

Valid measurements is the most basic requirement in any scientific research. Generally, validity refers to the extent to which instruments actually measure the constructs they are intended to measure (Peter, 1979). In other words, a measure is valid when the differences in observed scores reflect true differences on the attribute one is attempting to measure and nothing else (Churchill, 1979). If the measures used in a research have not been proven to have a high degree of validity that research is not a science. In testing the validity of a measure, the researcher might use any or all of the following; content validity, criterion validity, construct validity (Green, Tull and Albaum, 1988).

Content Validity: The content of a measurement instrument involves the substance, matter and topics included as they relate to the characteristics being measured (Green, Tull and Albaum, 1988). Since a measuring instrument includes only a sample of possible items that could have been included, content validation is concerned with how representative the instrument is of the universe of the content of the characteristics being measured.

One of the most crucial factor in developing a content valid instrument is conceptually defining the domain of the characteristics (Churchill, 1991). The researcher must be precise in specifying what is included in the definition and what is excluded. The task of definition is accelerated by reviewing the literature to ascertain how the variable has been defined and used. It is important for the researcher to be quite detail to include items from all relevant dimensions of the variable.

Another approach to content validation is known as logical validation (Bohrnstedt, 1970). The researcher can determine the content validity of the measurements used by relying on his own observations and ask whether they yield any new facets to the concept under consideration.

By its very nature, content validation is basically judgemental (Kerlinger, 1973). Thus, items sampled can be evaluated for content validity by using judging procedures (Bearden et al, 1989; Zaichkowsky, 1985). In this method of content validation several experts may be asked to judge whether the items being used in the instrument are representative of the concept being investigated. The outcome of this process reflect the informed judgement of experts in the content field (Green, Tull and Albaum, 1988).

Criterion Validity: Criterion related validity is demonstrated by comparing the results from the established instrument with one or more external variables that provide a direct measure of the characteristics in question (French and Michael, 1966). The external criteria are generally divided into those which are concurrent and those which are predictive (Bohrstedt, 1970). Concurrent validity is concerned with the relationship between the predictor variable and the criterion variable when both are assessed at the same time period (Churchill, 1991). Predictive validity is concerned with the correlation between the predictor variable and the criterion variable that is applied to a future testing occasion (Green, Tull and Albaum, 1988).

Construct Validity: Specifying the domain of the construct, developing items that are included in the domain and subsequently purifying the resulting items should produce a measure which is content valid. It may or may not produce a measure which has construct validity (Churchill, 1979). Construct validation activities in the area of marketing generally are based on guidelines forwarded by psychological measurement theory (Peter and Churchill, 1986). The term construct validity is used to signify the vertical correspondence between a construct which is at an unobservable, conceptual level and a purported measure of it which is at an operational level (Peter, 1981). Construct validity involves three procedures; convergent, discriminant and nomological validity (Green, Tull and Albaum, 1988).

Convergent validity is based on the correlation between responses acquired by maximally different methods of measuring the same construct (Peter, 1981). **Discriminant validity** is determined by proving that a measure does not correlate very highly with another measure from which it should differ (Campbell and Fiske, 1960). If the correlations are too high, this means that the measure is not exactly capturing an isolated trait or is simply reflecting method variance. Discriminant validity is demonstrated by predictably low correlations between the measure under consideration and other measures that are supposedly not measuring the same concept (Heller and Ray, 1972).

Nomological validity which is sometimes called lawlike validity considers whether the measures behave as expected (Peter and Churchill, 1986). It involves examining both the theoretical relationships between different constructs and the empirical relationship between different measures of these different constructs. In a general sense, the estimates used to ascertain empirical aspects of nomological validity are measures of strength of directional relationship such as correlation coefficients (Peter and Churchill, 1986).

An important conclusion that must be noted in evaluating the extent of construct validity is that, it is critical to report and consider all of the evidence rather than concentrating too narrowly on empirical estimates (Peter and Churchill, 1986). Construct validation should not be regarded as the empirical certification of a measure because whether empirical evidence validates or invalidates a measure depends on the nature of the construct and the hypothesised relationship between it and other variables (Peter, 1981).

In fact several authors have emphasised that the most important implications of construct validation is the increased emphasis placed on the role of theory, the process used to generate the measures and the procedures used in content validity (Jessor and Hammond, 1957; Loevinger, 1965; Schwab, 1980). Thus, the primary conclusion is that researchers must pay greater attention to non-empirical evidence when estimating construct validity.

4.2.1.2 Reliability

A necessary but not sufficient requirement for validity of measures is that they are reliable. Churchill (1991) postulates that the reliability of a measurement scale establishes an upper bound on validity. Reliability can be generally defined as the degree to which measures are free from error and therefore give consistent results (Peter, 1979).

In scientific research, the basic assumption is that if an instrument accurately measures a respondent's actual state on some dimension, repeated measurements of the same respondents should present similar results given that the respondent's actual state has not changed. Reliability therefore is an indication of the amount of measurement error that exists in an instrument (Churchill, Ford and Walker, 1974).

It is important to note here that the measures used should be multi-item measures not simply a single item. Research in the area of marketing is much better served with multi-item than single item measures of the constructs because the reliability of the scale tends to increase and the measurement error decreases as the number of items in a dimension increases (Peter, 1979). Measurement of the reliability of a scale may be obtained by one of the three methods: test-retest, alternative forms, internal consistency (Green, Tull and Albaum, 1988).

Test-Retest: In this method of assessing reliability the same scale or measure is applied a second time to the same sample under conditions as similar as the researcher can make them (Peter, 1979). The test-retest method explores the stability of performance of the measures over time.

There are three basic problems involves in this method. First, results obtained may differ depending upon the length of time between measurement and remeasurement. In general, the longer the time interval the lower the reliability estimates (Bohrnstedt, 1970). Second, if a change in the condition occurs between the first measurement and the second measurement, there is no way to distinguish between the change in the condition and unreliability (Peter, 1979). Third, the retest correlation is only partly dependent on the correlation between different items in the scale, because a section of the correlation of sums includes the correlation of each item with itself (Nunnally, 1967). The test-retest approach to reliability assessment provides relevant information about the stability of measures but it should not be used as the only method of reliability assessment because of the problems stated above (Boote, 1981; Leigh, MacKay and Summers, 1984; Jaffee and Nebenzahl, 1984).

Alternative Form: Alternative form reliability estimates are obtained by considering two equivalent forms of the measuring instrument to the same subjects (Jaffee and Nebenzahl, 1984; Segal, 1984). This approach attempts to overcome the deficiencies of the test-retest procedure whereby equivalent forms built in the same way to achieve the same thing but comprising of different sample of items in the defined area of research are applied to the same subjects at two different times usually two weeks apart (Green, Tull and Albaum, 1988). The scores from the two applications of the alternative forms then are correlated to obtain a coefficient of reliability (Peter, 1979).

Two primary problems are associated with this method of reliability assessment. First, strict definition of alternative forms states that the mean, variance and intercorrelation of items on each form must be equivalent (Gulliksen, 1950). Second, if the correlation between scores of the two forms is low, it is difficult to ascertain whether the measures have inherently low reliability or whether one of the forms is simply not equivalent in content to the other (Nunnally, 1967).

Internal Consistency: Internal consistency reliability is estimated by the intercorrelation among the scores of items on a multiple item index. All items on the index must be designed to measure precisely the same dimension (Tull and Hawkins, 1987). The basic form of this method is the split-half reliability in which items are divided into equivalent groups usually split in terms of odd and even numbered items or on a random basis and then the items are correlated (Green, Tull and Albaum, 1988). There is one basic problem in using this method in assessing reliability, that is, different results may be obtained depending on how the items are split in half. Hence, the researcher is confronted with the question of what is the real reliability coefficient (Peter, 1979).

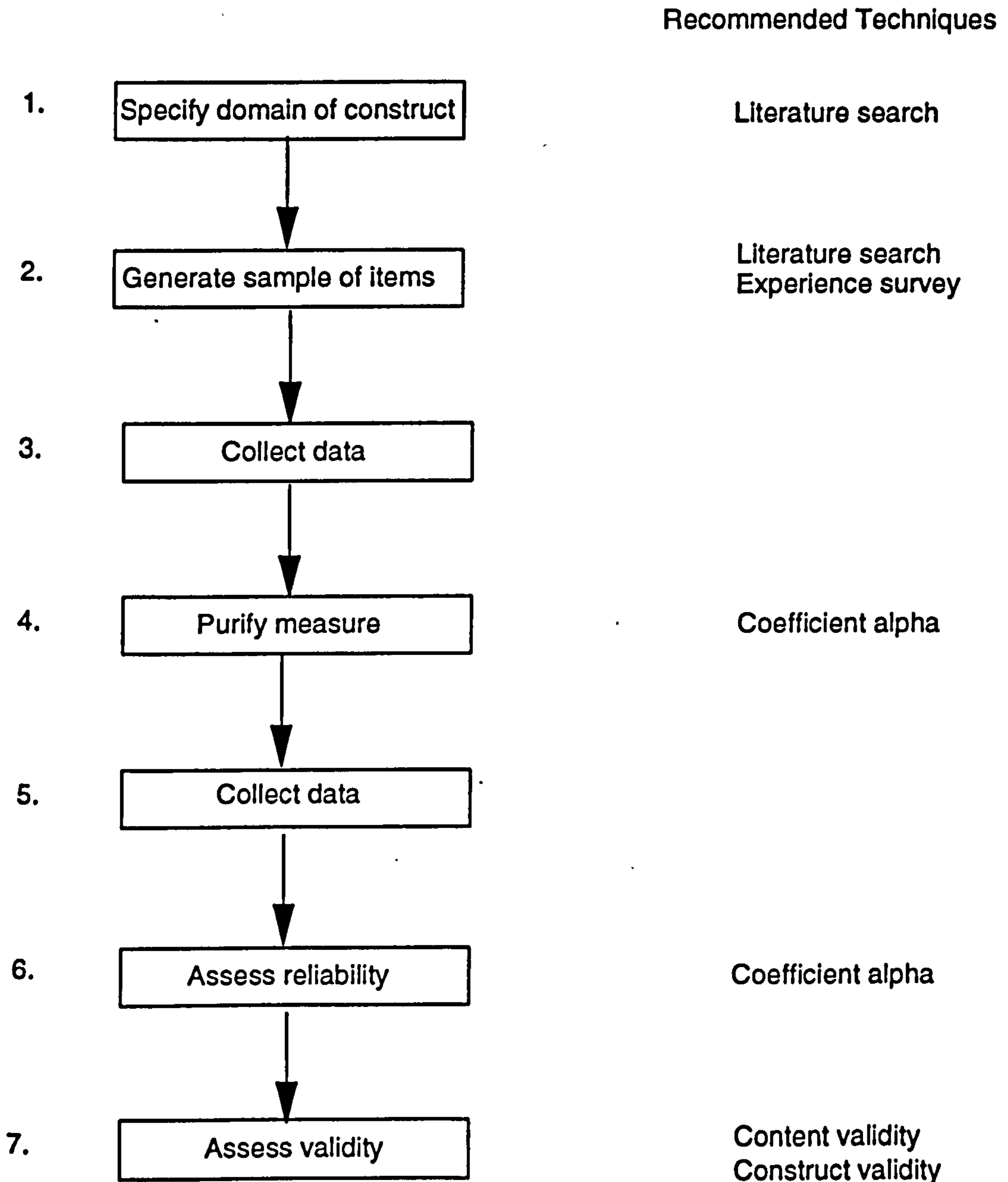
A better approach to internal consistency which will overcome the problem of split-half is known as the Cronbach's coefficient alpha (Cronbach, 1951). This formula is the commonly accepted formula for assessing the reliability of a measurement with multi-point items. This measurement in effect produces the mean of all possible split-half coefficients resulting from different splittings of the measurement instrument (Churchill and Peter, 1984; Bearden et al, 1984). In addition to Cronbach's coefficient alpha there are several other formulas for calculating internal consistency estimates of reliability. However, alpha is a general formula because of the fact that alpha is one of the most important deductions from the theory of measurement error (Nunnally, 1967) and the majority of marketing research studies utilise scales or items of the type alpha was designed to evaluate.

Although some aspects of obtaining alpha have been criticised (Bentler, 1972; Tryon, 1957) it is the most useful formula for assessing the reliability of measure in marketing research (Peter, 1979).

4.2.1.3 Developing Measures

Measurement always involves numbers and the virtue of any system of measurement is determined by empirical data. In a technical sense, the process of measurement or operationalisation concerns rules for assigning numbers to objects to represent quantities of attributes (Nunnally, 1967). Figure 4.2 below is an adapted version of the procedure suggested by Churchill by which measure of constructs of interest to marketing researchers can be generated (Churchill, 1979). The focus of this procedure is on developing measures which have desirable reliability and validity attributes and properties.

Figure 4.2 Procedure for Developing Better Measures



The first step in this procedure involves specifying the domain of the construct that is to be measured. In this stage the researcher must be exact and precise in the conceptual specification of the construct and what is and what is not included in the domain. It is of utmost importance that researchers review the literature when conceptualising constructs and specifying domain.

As far as this research is concerned, a thorough review of relevant literature was conducted. The construct under study is "the degree of standardisation of international Corporate Visual Identification System (CVIS)". A majority of literature on corporate visual identity has been anecdotal in nature, mostly written by executives of design and marketing communication consultancies. Thus, besides the corporate identity literature related areas such as corporate strategy, multinational strategic planning and international marketing mix strategy were also reviewed in order to specify the domain of the construct.

The second step in the procedure for developing better measures is to generate items that capture the domain as specified. A comprehensive literature review, discussion with key individuals or experience surveys and a few other techniques are generally productive here (Selltiz et al, 1976; Dickson and Albaum, 1977; Dodd and Whipple, 1976).

In this research two of the techniques suggested above were used in generating sample of items. A thorough review of literature was conducted to determine how the construct has been defined previously and how many dimensions or components it has. Subsequently, discussions were carried out with three key personnel from three different corporate identity consultancies which are based in London. They offered some ideas and insight into the phenomenon. The consultancies that were involved are as follows:

1. Fitch RS Plc
2. Wolff Olins Plc
3. Saatchi and Saatchi Plc

Ultimately, the construct's domain was defined as consisting of nine components or determinants. The components are:

1. demographic profile
2. visual structure
3. preparation site
4. key internal driving force
5. key motivator
6. control
7. global drivers (7 sub-components)
8. application (11 sub-components)
9. impact

A similar procedure was employed to generate scale items with each component. Most of the items were generated from the existing literature and discussions with the experts. Finally, at the conclusion of the step, two preliminary sets of structured questionnaires were designed in which each item was presented using a 11- point rating scale. The two sets of questionnaires are the:

1. headquarters specific questionnaire
2. subsidiary specific questionnaire

The third step involves collecting data about the concept from a pretest sample. For the headquarters specific questionnaire two stages of data collection were carried out. First, coordinators of joint degree level programmes between five universities in the U.K. with five tertiary level institutions in Malaysia in the area of business studies, law and engineering were used to collect the data. The universities that participated are as follows:

1. University of Nottingham
2. Henley Management College
3. University of Leicester
4. University of Coventry
5. University of Wolverhampton

In the second round of data collection, senior personnel responsible for the corporate visual identity strategies of five U.K. multinational corporations in the East Midlands region without subsidiary/operation in Malaysia were interviewed. The companies that were involved are as follows:

1. Rank Taylor Hobson Plc
2. English Glass Plc
3. J.C. Bamford Plc
4. Kompress Plc
5. Druck Holdings Plc

Since the subsidiary specific questionnaire is an extraction of the headquarters specific questionnaire, data collection was only carried out with two pretest samples. Senior personnel responsible for the corporate visual identity strategies of two foreign-owned multinational corporations in the East Midlands region were interviewed. The companies chosen are as follows:

1. Bostik Plc
2. Crosland Filters Plc

In the fourth step of generating sound marketing measures, the data collected in the previous step were used to purify the measure. The computations one conducts in purifying a measure depend somewhat on the measurement model one adopts. The most logical defensible model is the domain sampling model which states that the objective of any particular measurement is to estimate the score that would be obtained if all the items in the domain were used (Nunnally, 1967). This step basically involves omitting those items that do not correlate highly with the total score for the overall measure or the specific dimensions with which they are related. In addition, if all items are extracted from the domain of a single construct, responses to those items should be highly intercorrelated. Low inter-item correlations therefore suggest that some items were not extracted from the appropriate domain, thus resulting in error and unreliability (Nunnally, 1967).

The recommended measure which results directly from the assumptions of the domain sampling model is the internal consistency of a set of items which provides what is called Cronbach's coefficient alpha. Coefficient alpha should be the first measure computed to evaluate the quality of the instrument. It is full with meaning because the square root of coefficient alpha is the estimated correlation of k-item test with errorless true scores (Nunnally, 1967). Thus, a low coefficient alpha indicates the sample of items performs poorly in capturing the construct while a high coefficient alpha suggests that the k-item test correlates well with true scores.

Nunnally (1967) argues that in the early stages of basic research reliabilities of .50 to .60 are sufficient and that increasing them beyond .80 is unnecessary because at that level correlations are attenuated very little by measurement error. In most applied settings, when important decisions are made with respect to specific test scores a reliability of .90 is the minimum that should be tolerated and a reliability of .95 should be considered the desirable standard. In this research alpha coefficient were calculated for each of the scale components and below is the summary of the results.

The Degree of Standardisation of International CVIS

Variables	Measure	Cronbach Alpha
Demographic	A 10-item measure	n.a.
Visual Structure	A 20-item measure	.9855
Preparation	A 6-item measure	.9000
Key Internal Driving Force	A 12-item measure	.9655
Key Motivator	A 16-item measure	.8806

Variables	Measure	Cronbach Alpha
Control	A 15-item measure	.7134
Global Drivers		
Law	A 5-item measure	.6762
Culture	A 14-item measure	.9007
Nationalism	A 6-item measure	.7127
Competition	A 23-item measure	.8979
Design Agency	A 9-item measure	.8392
Language	A 14-item measure	.8917
Products	A 5-item measure	.6205
Applications		
Product	A 18-item measure	.8088
Packaging	A 18-item measure	.9759
Interiors/ Exteriors	A 21-item measure	.7030
Signs	A 9-item measure	.8273
Clothing	A 18-item measure	.6353
Stationery	A 24-item measure	.9031

Variables	Measure	Cronbach Alpha
Forms	A 18-item measure	.6873
Publications	A 15-item measure	.8863
Vehicles	A 9-item measure	.7550
Advertising	A 12-item measure	.8410
Promotion/ Giveaway	A 15-item measure	.6856
Perceived Impact	A 27-item measure	.7779

Since all of these alpha coefficients exceeded .60 the instrument seemed worthy of further testing.

Some researchers like to conduct a factor analysis on the data at this stage of measure development in the prospect of being able to determine the number of dimensions underlying the construct. When factor analysis is carried out before the purification steps suggested earlier, there is a propensity to generate many more dimensions than can be conceptually identified. It is best to use factor analysis at the later stages of the research. As far as this study is concerned factor analysis was carried out in step 7 of the procedure.

In the fifth step new data were gathered to conduct further tests of the revised scale. The new data comprise the main study of this research. The length of the questionnaire has been reduced and as a result its appearance had changed since the initial test. The final questionnaire was tested using personal interview with the top personnel of 40 U.K. multinational corporations responsible for corporate visual identity strategy in the U.K., Malaysia and internationally.

The questionnaire is primarily of a highly structured format with some open ended questions at the end of it. The companies sampled were divided *a priori* into three different categories namely industrial, consumer goods and services.

The sixth step in this procedure involves determining the reliability of the new data which is actually the data that were collected in the main study. The two techniques adopted in this stage of developing better measures are the calculation of Cronbach's coefficient alpha and factor analysis. The discussion and results obtained using factor analysis is explained in the data analysis section of this chapter. It was shown previously that internal consistency of an instrument is a critical prerequisite for reliability. If the items are all extracted from the same conceptual domain, they should be highly intercorrelated. If the instrument is not internally consistent, it is likely that errors have occurred in the sampling of items. Consequently, the instrument will produce inaccurate and unreliable measurements.

A critical step in assessing the reliability of the final version of the CVIS standardisation scale, therefore is the calculation of Cronbach's coefficient alpha for each component of the construct. These final coefficients are shown below:

The Degree of Standardisation of International CVIS

Variables	Measure	Cronbach Alpha
Demographic	A 10-item measure	n.a.
Visual structure	A 20-item measure	.9816
Preparation	A 6-item measure	.9233

Variables	Measure	Cronbach Alpha
Key internal driving force	A 12-item measure	.9426
Key motivator	A 16-item measure	.9165
Control	A 15-item measure	.6718
Global Drivers		
Law	A 5-item measure	.6762
Culture	A 14-item measure	.9025
Nationalism	A 6-item measure	.7127
Competition	A 23-item measure	.9054
Design Agency	A 9-item measure	.7858
Language	A 14-item measure	.8650
Products	A 5-item measure	.7925
Applications		
Product	A 18-item measure	.9423
Packaging	A 18-item measure	.9725
Interiors/ Exteriors	A 18-item measure	.9128
Signs	A 9-item measure	.9197

Variables	Measure	Cronbach Alpha
Clothing	A 18-item measure	.9467
Stationery	A 24-item measure	.9301
Forms	A 18-item measure	.9813
Publications	A 15-item measure	.9431
Vehicles	A 9-item measure	.8835
Advertising	A 12-item measure	.9398
Promotion/ Giveaways	A 15-item measure	.9633
Perceived Impact	A 27-item measure	.9217

Almost all of the alpha coefficients for the overall scale and its components are well above the .65 mark, thus the instrument's reliability seems more than adequate for most research applications of this nature.

The seventh and the last step in the procedure of developing better marketing measures is the evaluation of validity of the scale used. Several different types of validity have been conceptualised. In a general sense, an instrument is valid if it does what it is supposed to do. Since the primary purpose of the instrument developed here is to measure the opinions of senior personnel on a construct labeled degree of international CVIS standardisation, construct validity is of greatest concern.

Peter and Churchill concluded that in determining the degree of construct validity it is of utmost importance that researchers emphasise in particular the theories, the processes used to develop the measures and judgement of content validity. Furthermore, they said that marketing researchers are overly concerned with the empirical estimates of convergent validity and nomological validity and seriously undervalue the importance of judgements about non empirical issues (Peter and Churchill, 1986). In this research both content and construct validity were considered in evaluating the overall validity of the measures used in the instrument.

4.2.2 Methods in Data Gathering

Moutinho and Evans (1992) identify two broad sources from which data can be collected. The two sources are:

1. secondary sources
2. primary sources

In constructing the data collection technique for this research project both of these methods must be taken into consideration. The first possible method is to gather data from secondary sources. Secondary sources of data are those sources of information that already exist and that may be available either internally or externally to an organisation (Chisnall, 1986). Internal sources of data are found within the files of an organisation or in published material such as accounting records and sales force report. External sources of data include statistics and reports issued by governments, trade associations and other reputable organisations (Tull and Hawkins, 1987).

As far as this research is concerned, the use of secondary data sources is not feasible due to two reasons. Firstly, the information required is from a highly selective group of UK multinationals and must cover several subject areas in great detail. No internal or external sources of data could be identified which contained this kind of comprehensive data. Secondly, information from separate sources is unsuitable because, in this study comparison is being made between companies and the information required must be obtained in a standardised manner.

On the other hand obtaining primary data involves collecting information by methods such as observation, experimentation or questionnaire. The observational approach requires three minimum conditions to be met before it can be used in applied marketing research. First, the data must be accessible to observation. This raises problems such as motivations, attitudes and other internal conditions which cannot be readily observed. Secondly, the behaviour must be repetitive, frequent or otherwise predictable and thirdly, an event must occur over a reasonably short time span (Tull and Hawkins, 1987).

In this research project, many of the pertinent concepts cannot be readily observed, for example, the degree of CVIS standardisation and the influence of global drivers such as law and culture on international CVIS. The information can only be inferred from behaviour or statements.

In most fields of pure scientific inquiry, research is primarily centred around controlled experiments in which efforts are made to hold conditions constant, thus enabling the effects of a particular variable to be studied or measured. In this research project, because of the presence of a complex interplay of environmental factors in the arena of international business, this method is not suitable as no experimenter control is possible.

The last remaining method in data collection is the development of the questionnaire. In this research, two sets of questionnaires were developed and data were collected by the researcher in person. This approach to data gathering enabled the researcher to make comparisons among the companies and it also facilitated the testing of the hypotheses that had been generated.

4.2.3 Methods of Enquiry

Two aspects of administration of a questionnaire are of utmost importance namely, control and participation (Mann, 1985). Control means the data gathering instrument is standardised in some way to enhance scientific accuracy while participation means the degree to which the researcher is involved in the situation under research.

Tull and Hawkins (1985) categorise three methods of survey namely, personal interview, mail interview and telephone interview. Personal interviewing involves the use of trained interviewers working with a carefully selected sample taken from the population which is under survey (Chisnall, 1985). The questionnaire used in a personal interview may be self-administered while the researcher is present, in which case there would be an opportunity for the respondent to seek clarification on points of confusion from the researcher (Churchill, 1991).

Mail interview involves mailing the questionnaire to designated respondents with an accompanying letter which introduces the researcher and explains the purpose of the questionnaire. The respondents complete the questionnaire at their leisure and mail their replies back to the researcher (Churchill, 1991). Telephone interviews involve the presentation of the questionnaire by telephone (Frey, 1983).

Each of the methods of enquiry discussed above has its uses and none is superior in all situations. The problem as finally defined will often suggest one approach over the others, but the researcher should recognise that the approaches can be used most productively in combination (Payne, 1964; Fowler, 1984).

In the light of the above suggestion, as far as this research is concerned, the combined method which consists of personal interviewing and mail interviewing, was adopted for information collection.

It was decided that in the UK, data would be collected by using personal interview because of the complexity and length of the questionnaire. In addition, the fact that the UK study comprised the main focus of this research, the question of achieving a high response rate was very critical to the success of this research. As mentioned previously, in order to have some degree of standardisation in conducting the survey across organisations, the questionnaire developed was highly structured with some open-ended questions at the end. The questionnaire was self-administered by the respondents with the researcher present.

The Malaysian data was collected by mailing the questionnaire to the designated persons responsible for CVIS in Malaysia. This method was adopted because the subsidiary specific questionnaire is an extraction of the headquarters specific questionnaire thereby being less complex and much shorter in length. Furthermore, to ensure productive usage of time and money, mail interview was seen as the best route for collecting data from Malaysia.

The name, title and address of the Malaysian respondents were provided by the head office in the UK. A covering letter, a letter from the researcher's supervisor, a letter from the head office requesting cooperation and the subsidiary specific questionnaire were sent to the respondents. Twenty of the 40 questionnaires sent were returned and used as part of the relevant statistical analysis necessary for this research.

4.2.4 Questionnaire Design

In designing the questionnaire, the main consideration is the content, or the questions, which are heavily dependent on the hypotheses that have been formulated. Chapter 3 of the thesis shows the connection between the hypotheses and the specific issues from which questions can be generated. This section focuses on the technical aspects of the questionnaire design and format.

As previously discussed in the fifth step of the procedure for developing valid and reliable measures, the two sets of questionnaires namely, the headquarters specific and the subsidiary specific questionnaires, were improved using the revised scales. The headquarters specific questionnaire was utilised for data gathering in the UK. The subsidiary specific questionnaire is an extraction of the headquarters specific questionnaire which deals mainly with the strategies followed in Malaysia and was thus used for data gathering in Malaysia.

Both questionnaires are primarily of a highly structured format with some open ended questions at the end of the booklet. The open questions were used to enable the respondents to further explain their answers and to facilitate the researcher in checking the respondents response to the closed questions. The closed questions consisted primarily of 11-point rating type scales where the extreme scales were anchored by a definition in words. Other closed questions used were the binary yes/no response and multiple choice questions. The questionnaires were divided into various sections namely, demographic information, visual structure, importance and degree of standardisation of CVIS, decision making of CVIS, control of CVIS, global drivers, applications of CVIS and impact of CVIS.

The headquarters specific questionnaire is presented in Appendix 1 and the subsidiary specific questionnaire is presented in Appendix 2.

4.2.5 Selection and Recruitment of Companies

Initially, a sample frame of UK multinational corporations operating in Malaysia needed to be identified so that a suitable sample for the study could be selected. Therefore the Dun and Bradstreet "Who Owns Whom 1991" was used as the sampling frame in which a list of 111 UK multinational corporations in Malaysia were identified. Letters were sent to all 111 companies requesting their current annual report and any other information pertaining to their corporate visual identity activities and programmes (Refer to Appendix 3).

In this research, the stratified random sampling technique was used in sample selection. Following this technique, the 111 companies were categorised *a priori* into three distinct groups according to their nature of primary business namely, industrial, consumer goods and services.

The information given in their respective annual reports was used as the basis in determining the category into which they fall. A list of companies in each of the three categories was developed and alphabetically ordered. Subsequently, in order to obtain a representative sample of the companies in each of the three categories, the Random Sampling Number Table was used. Finally, 19 industrial goods companies, 9 consumer goods companies and 12 service companies were selected to be included in the sample.

Contact by telephone was made to the 40 companies selected with the purpose of identifying the top personnel responsible for corporate visual identity strategies both in the UK and Malaysia. A letter was then sent to them outlining the nature and purpose of the research (Refer to Appendix 4). A few days after the letters were sent, the researcher contacted the personnel concerned to arrange visits and interview sessions.

Several companies declined to participate. There is a possibility that those who declined to participate are in some way different from those who did participate. However, given that many of those who declined to participate have a corporate wide policy of not getting involved with research, this is difficult to discover.

Several methods were used to increase participation such as, companies were promised anonymity with quotations being non attributable and data to be used only in aggregate form, companies were promised a copy of the findings and companies who refused to get involved were contacted to discuss their objections to participating in the research.

The questionnaires were completed by the respondents in the presence of the researcher in order to assist the respondents with any queries and problems. A tape recorder was used particularly for the open-ended questions so as to allow the researcher to focus his attention on the responses given, facilitate eye contact and minimise note taking. The entire interviewing session took a duration of two to two and a half hours to enable all questions and discussions to be completed. Table 4.1 shows a listing of the UK multinational corporations and the job title of the top personnel responsible for CVIS participating in the survey.

For the Malaysian sample, the counterparts of the UK personnel in Malaysia were used in obtaining the Malaysian data. The subsidiary specific questionnaires and a cover letter (refer to Appendix 5) were mailed to the personnel concerned with a letter requesting cooperation from the UK head office (refer to Appendix 6). Forty questionnaires were sent to Malaysia and 20 useable responses were generated (response rate=50%).

Table 4.1 List of UK Multinational Corporations and Job Title of Top Personnel Responsible for CVIS Participating in the Survey

Category	Company Name	Title of Interviewee
Industrial	BICC	Head of Corporate Communications
	Blue Circle Industries	Public Relations Manager
	British Aerospace	Director of Public Affairs
	British Petroleum	Corporate Identity and Advertising Manager
	BTR	Public Affairs Manager
	General Electric	Director of Public Relations
	GKN	Director of Public Relations
	Hickson International	Group Communications Manager
	High Point	Marketing Director
	Imperial Chemical Industries	Group Corporate Identity Manager
	Laing	Managing Director

Category	Company Name	Title of Interviewee
Industrial	Laporte	Head of Public Affairs
	Lucas Industries	Corporate Communications Manager
	Redland	Director of Corporate Communications
	Renold	Sales and Marketing Director
	Tarmac	Director of Corporate Affairs
	Taylor Woodrow	Director of Corporate Communications
	Tilbury Douglas	Group Public Relations Manager
	Wimpey	Publicity Manager
Services	Barclays Bank	External Relations Manager
	British Airways	Design Services Manager
	British Gas	Business Issues Manager
	British Telecommunications	Design Manager (Environments)
	Forte	Group Marketing and Development Director
	Guardian Royal Exchange	Assistant General Manager
	PA Consulting Group	Corporate Communications Manager
	Royal Insurance	Regional Manager
	Standard Chartered	Group Publications Manager
	Sun Alliance Group	Corporate Identity Coordinator
	Willis Corroon	Head of Corporate Communications
	WPP	Director of Corporate Communications
Consumer Goods	BAT	Corporate Communications Manager
	Courts (Furnishers)	Overseas Advertising Assistant Director
	Glaxo Holdings	Director of Corporate Communications
	Gestetner	Commercial and Marketing Coordinator
	London International Group	Corporate Communications Executive
	Pearson	Head of Corporate Communications
	Shell	Corporate Brand Communications Manager
	SmithKline Beecham	Corporate Identity Manager
Wellcome	Media Relations Manager	

4.3 Measure of the Degree of CVIS Standardisation

In measuring the degree of standardisation of the marketing mix decisions, researchers have adopted different methods to fulfil their objectives. Sorenson and Wiechmann (1975) carried out a study to see the extent of consumer goods multinational corporations' view on marketing standardisation. In this study they used a seven point rating scale ranging from "quite similar" (1) to "quite different" (7). An example of the question asked is, "How similar or different is the packaging for Lipstick X in the United Kingdom as compared with Germany, with Sweden and with France?". To determine the degree of international standardisation in marketing mix decisions an index of standardisation was developed that fall into one of three categories: high standardisation (ratings 1,2 and 3 on the scale), moderate standardisation (rating 4) or low standardisation (5,6 and 7).

In a study by Omar (1986) looking at the standardisation versus adaptation of marketing strategy for the lesser developed countries, he adopted a somewhat different slant to the above method by using a five point scale rating (very similar, quite similar, somewhat similar, quite different, very different). The ratings of "very similar" and "quite similar" were combined to form the "high standardisation" category. The rating of "somewhat similar" constituted the "moderate standardisation" category and the ratings of "very different" and "quite different" were combined to form the "low standardisation" category.

Boddewyn, Soehl and Picard (1986) in their study of standardisation and adaptation in advertising and branding by U.S. international companies in the European Economic Community (EEC) used a seven point rating scale, where 1=total standardisation and 7=total adaptation. The seven point rating scale was then collapsed into two categories but the manner in which the categories were formed was not mentioned in the study. The two categories were: very substantial standardisation of advertising and very substantial adaptation of advertising.

In a more recent study by Hite and Fraser (1988) on international advertising strategies of multinational corporations, respondents were asked if they used 1) all standardised advertising, 2) all localised advertising, 3) a combination strategy. The companies were then grouped into three categories which were, standardised, combination and localised.

Another research study on international advertising decisions conducted by Kirpalani, Laroche and Darmon (1988) categorised the extent of advertising standardisation into "same campaign", "adaptation" and "local development". The study failed to explain how these categories were developed.

Rosen, Boddewyn and Louis (1987) in a study of global branding among U.S. brands abroad categorised the companies decisions on the degree of brand standardisation into "standardised branding strategy" and "non-standardised branding strategy". A yes/no question was asked, which was, "Is the same brand used in every market served".

A study on the Coca-Cola Company and Nestle was conducted by Quelch and Hoff (1986) in which they assessed the adaptation or standardisation levels for each company's business functions, products, marketing mix elements and countries. They extended the adaptation strategy by adding "full adaptation" and "partial adaptation" strategies and the standardisation strategy was broken down into "full standardisation" and "partial standardisation" strategies.

In a study of gender differences in the use of message cues and judgements Meyers-Levy and Strenthal (1991), used a 11-point scales with anchors of "extremely similar" (0) and "extremely dissimilar" (10). The degree of similarity of judgements and recall were then categorised into low, moderate and high.

Another research project on the degree of similarity which used an 11-point scale rating examined the attributes that consumers use when making product similarity judgements and their effect on a similarity scale (Johnson et al, 1992). In Johnson's (1992) research the attributes were rated on an 11-point scale ranging from 0 (very similar) to 10 (very dissimilar) for a total of sixty attributes.

As shown above, the most commonly used numerical rating scale in the degree of standardisation research is the 3, 5 and 7-point rating scales. In this research project, the 3-point scale rating was not used because this rating scale does not allow the required analysis of the data. The 5 and 7-point rating scales were also not used because the researcher felt that people do not generally think in five or seven when comparing the degree of CVIS standardisation.

The 11-point rating scale was used because this scale was consistent with measuring the percentage change in corporate visual elements from country to country; 0 percent corresponding to completely different, 100 percent meaning exactly the same or identical with 10 percent divisions between. Therefore, the 11-point rating scale was considered to be the most suitable technique to capture the respondent's opinions on the degree of CVIS standardisation.

In this research, to measure the degree of standardisation for each individual component of the corporate visual identification system (CVIS), namely name, symbol and/or logotype, typography, colour and slogan, two major questions were asked. The first question was, "What is the relative importance of the following components of CVIS in the United Kingdom (UK)?, in Malaysia?, internationally?". A 5x3 table was constructed to accommodate the question above in relation to each element of the CVIS and an eleven point rating scale was used, anchored by "not at all important" (0) and "very important" (10). (Johnson et al, 1992; Meyers-Levy et al, 1991; Saunders et al, 1992). Therefore a total of fifteen questions were asked to rate the degree of relative importance of each element of the CVIS.

The second question was, "How do the following components of CVIS compare between UK and Malaysia?, internationally?". For this question a 5x2 table was designed to answer the question in connection with each component of the CVIS and an eleven point rating scale was used ranging from "completely different" (0) to "identical" (10). Thus , a total of ten questions were asked to rate the degree of standardisation of each component of the CVIS.

In the first stage four different weighted average methods were used to determine the measure of the degree of standardisation of the overall CVIS. (Refer to Appendix 7). This step was carried out to ensure that the different methods did not lead to significant differences in the measure of degree of standardisation of CVIS.

In the second stage, since there were no large differences in the final result of the four methods one method was selected, where the rating of each element of the CVIS with regard to the question of "comparison" both "between the UK and Malaysia" and "internationally" were added and then divided by ten. The result was an index between 0 and 10 which was the measure of the degree of standardisation of CVIS. By following the method above we obtained a parsimonious measure of the degree standardisation of CVIS of the UK multinational corporations.

In the third stage, after carrying out some preliminary statistical analysis such as frequency and cross-tabulation on the question of "comparison" a definite pattern emerged for four out of the five components of the CVIS. Interestingly, we observed that about sixty five percent of the cases concentrated in the region of the ratings 8, 9 and 10 and the other thirty five percent are spread throughout the ratings of 0, 1, 2, 3, 4, 5, 6 and 7. In order to demonstrate a just and equal distribution of the cases for a 2x2 contingency table, ratings 0 through 7 are classified as "low standardisation" and ratings that fall between 8 through 10 constituted the "high standardisation" category.

4.4 Introduction to Data Analysis

This section consists of discussions and explanations of the statistical techniques used to analyse the data gathered in the research. Both bivariate and multivariate statistical analysis techniques are used. They are namely, the chi-square test of independence, factor analysis and discriminant analysis.

The chi-square test was chosen because it is the central technique of testing for statistical significance of association in cross-tabulated frequency data. In section 4.4.1, the problems associated with a small sample size in relation to expected cell frequency are discussed. In addition, collapsing the contingency table as an approach to increasing cell frequency is also presented.

Factor analysis was also chosen as a statistical technique to enable the researcher to reduce and summarise the data gathered. In this research, factor analysis is mainly used to explain the interrelationships among variables within several sub-constructs namely, global drivers, organisational issues, promotional applications and impact of CVIS. The major substantive purpose of using factor analysis is to search and test for sub-constructs or dimensions assumed to underlie the manifest variables. Section 4.4.2 examines principal component analysis and the approaches used for determining when factor analysis should be applied to a data set. This section also includes discussions on the methods used in ascertaining the number of factors to extract and the rotation phase.

A third statistical technique used in this study was discriminant analysis. In the majority of data analysis in this research, the objective is to distinguish between two groups of multinationals namely, "low standardisation" and "high standardisation" companies. Discriminant analysis provides a means of identifying the variables that best distinguish between these groups and their power to discriminate between the groups. It is therefore a very appropriate technique to be used in this research. The sub-constructs that are used in discriminant analysis are namely, global drivers, organisational issues, promotional applications and impact of CVIS. In this section, the explanation of discriminant analysis is presented together with the assumptions and

objectives of discriminant analysis. In addition, the issues of statistical significance and validation in discriminant analysis are discussed.

4.4.1 Chi-square Test

The chi-square statistic was originally proposed by Karl Pearson (1857-1936) who found the distribution to be approximately a chi-square distribution with degrees of freedom equals to categories minus one (d.f.=k-1) when the sample size (N) was suitably large. Due to this distribution, the statistic is denoted by χ^2 and is called Pearson's χ^2 statistic for goodness of fit (Bhattacharyya and Johnson, 1977). Pearson's idea was to reduce the general problem of testing of fit to a multinomial setting by evaluating whether or not frequencies which have been empirically obtained differ significantly from those which would be expected under a certain set of theoretical assumptions (Blalock, 1972).

Chi-square tests apply to discrete or continuous, univariate or multivariate data (D'Agostino, 1986). Discrete and/or multivariate data do not cause problems for chi-squared methods and the necessity to estimate unknown parameters is more easily dealt with by chi-squared test than by other tests of fit. Chi-square tests are therefore the most generally applicable test of goodness of fit. The formula for the chi-square statistic is (Green, Tull and Albaum, 1988):

$$\chi^2 = \sum_{i=1}^k \frac{(O_i - E_i)^2}{E_i}$$

where:

k = categories

n = observations

O_i = observed frequency

E_i = expected frequency

There are several requirements for the chi-square test:

1. The test deals with frequencies. Percentages value need to be converted to counts of the number of cases in each cell (Churchill, 1991).
2. The cells must be mutually exclusive and exhaustive with respect to the possible values of the variable we are studying (Churchill, 1991).
3. Random sampling ensures that the observations are independent (Reynolds, 1977). One outcome should have no influence on another.
4. The underlying distribution is multinomial (if only N is fixed by the sample design) or product multinomial (if one set of margins is fixed) (Reynolds, 1977)

Most researchers can normally fulfil these requirements. But the main problem lies in the sample size (Reynolds, 1977). The chi-square test requires a relatively large sample size because of the sampling distribution of the test statistic approximates the sampling distribution given in the chi-square table only when N is large (Blalock, 1972). It becomes difficult to accept the approximations as the sample size falls and the adequacy of the approximation is also affected by the number of cells, the significance level, and the distribution of cells within the table (Reynolds, 1977).

Cochran (1954) gave a commonly accepted rule of thumb that all expected frequencies should be five or more when degree of freedom equals one and at least four-fifths of all expected frequencies should be five or more when degree of freedom is more than one. Whenever any of the expected frequencies are in the neighbourhood of five or smaller it is advisable to make some kind of modification (Blalock, 1972).

Where there is only one degree of freedom, for example in the case of an analysis of 2x2 table, Yates correction for continuity can be applied, which improves the test (Snedecor and Cochran, 1980; Yates, 1934; Churchill, 1991). This correction consists of either adding or subtracting 1/2 from the observed frequencies in order to reduce the magnitude of the square (Blalock, 1972). Thus, the numerator within the summation sign becomes

$$(|O_i - E_i| - 1/2)^2$$

where the value 1/2 is the Yates continuity correction. The correction factor adjusts for the use of a continuous distribution to estimate probability in a discrete distribution. A few statisticians (Pirie and Hamdan, 1972; Smith, 1976; Everitt, 1977) argue that this procedure sometimes "overcorrects" the data and suggest using 1/2 N instead (Smith, 1976).

A test procedure which gives a more exact probability in the analysis of a 2x2 table where N is small, is the Fisher exact test developed by R.A. Fisher (Bhattacharyya and Johnson, 1977). Because the Fisher exact test is an exact test, it is preferred to the chi-square test corrected for continuity particularly when the sample size is small.

Results from the computer package SPSS will show both the one-tailed test and the two-tailed test. The one-tailed test is more commonly used than the two-tailed test in marketing research because there is typically some preferred direction to the outcome. The two-tailed alternative is used when there is no preferred direction in the outcome or when the research is meant to demonstrate the existence of a difference but not in its direction. The one-tailed test is more statistically powerful than the two-tailed alternative where there is a preferred direction to the outcome (Churchill, 1991).

Correction for continuity is not normally made in the case of the general contingency table. If the number of cells is relatively large and if only one or two cells have expected frequencies of five or less, then it is generally advisable to use the chi-square test without considering the corrections (Blalock, 1972; Reynolds, 1977).

Snedecor and Cochran (1980) suggest combining classes only to ensure expected frequencies of at least one. Reynolds (1977) recommends combining categories or eliminating them altogether in order to keep all expected frequencies above five. Of course categories should only be combined if it makes sense to do so theoretically.

In this research, in order to achieve acceptable levels of expected frequency, the categories in the contingency table were combined to produce a 2x2 contingency table. This grouping can be carried out in several ways; "high standardisation" against "low standardisation", "substantial standardisation" against "substantial adaptation", "standardised" against "localised", "standardised" against "non-standardised", "standardisation" against "adaptation", "high standardisation" against "the rest" or "highly standardised" against "not highly standardised".

Appropriate groupings of rows and columns of a 2x2 contingency table can often simplify the analysis of association between two categorical random variable (Feinberg, 1980; Gabriel, 1966; Goodman, 1968, 1981; Yates, 1948). In addition, by grouping relevant categories we may obtain a more parsimonious and compact summary of the data (Feinberg, 1980) which may reduce the number of parameters of hypothesised models (Gigula, 1986).

4.4.2 Factor Analysis

Factor analysis is a multivariate statistical technique that is concerned with the identification of structure within a set of observed variables (Stewart, 1981). It is one of the more well-known and popular "analysis of interdependence technique" (Churchill, 1991). The fundamental assumption of factor analysis is that underlying dimensions or factors can be utilised to unfold complex phenomena (Norusis, 1988). Rather than relying on intuition, factor analysis systematically explores which variables show high intraset correlations and low intersets correlations, how many such sets exist (each set defining a specific dimension) and whether the dimensions can be construed as uncorrelated themselves (Green, Tull and Albaum, 1988).

Factor analysis has value only when correlations among subsets of the variables really exist. The higher these intraset correlations are, the better defined are the resulting factor dimensions. The purpose of factor analysis is actually two fold; data reduction and substantive interpretation. The first purpose is to summarise the relevant information in a set of observed variables by a new smaller set of variables manifesting that which is common among the original variables. The second purpose involves the identification of the constructs or dimensions that underlie the observed variables (Churchill, 1991).

There are several different ways of carrying out factor analysis but fortunately practically any technique will lead to the same interpretation of the results (Stewart, 1981; Browne, 1968; Gorsuch, 1974; Harris and Harris, 1971; Tucker, Koopman and Lin, 1969). Hence, the choice of the technique selected has little influence on the results of an analysis.

The technique used in this research is the principal components analysis. Principal components analysis is the most commonly used technique in marketing research for extracting factors or dimensions. The main reason for its popularity is that, unlike some of the less structured factor analytical procedures, it leads to unique, reproducible results (at least within the limits of round-off error within the computer) (Crawford and Lomas, 1980).

Principal component analysis originated from the early research by Gattou and Pearson (1901) on correlation analysis but its application in the analysis of associative data structure is due to Harold Hotelling (1933) (Maxwell, 1977). The objective of principal component analysis is to portray a set of associated variables in terms of a set of orthogonal (mutually uncorrelated) linear combination of these variables. The linear combination are chosen in such a way that the first set describes as much of the total variance of the original data as possible, the next as much of the remaining variance as possible and so on, until no more factors can be extracted (Green, Tull and Albaum, 1988).

Even when the goal of the researcher is to identify dimensions with a set of data, factor analysis may not be appropriate. There are several points that need to be considered when determining whether a factor analysis should be applied to a set of data. Two of the simplest procedures are, examining the correlation matrix and plotting the latent roots (Stewart, 1981; Churchill, 1991).

Factor analysis is concerned with the homogeneity of items. This means that some of the items in the correlation matrix should be large, suggesting that they go together. A pattern of low correlation throughout the matrix indicates a heterogeneous set of items and suggests that the matrix may be inappropriate for factoring (Churchill, 1991).

The plot of the latent roots or eigenvalues from a factoring procedure should ordinarily contain at least one sharp break. This break represent the point where residual factors are separated from the true factors. If a plot of the original, unrotated roots results in a continuum unbroken line, whether straight or curved, factoring may be inappropriate (Stewart, 1981).

Another method for ascertaining whether a factor analysis should be conducted to a set of data is an examination of the communality estimates. Communalities normally range from 0 to 1 with 0 indicating that the common factors explain none of the variance and 1 suggesting that all variance is explained by the common factors (Norusis, 1988). Consistently small communalities estimates may signify that factor analysis is inappropriate (Stewart, 1981).

Many efforts on the part of mathematical statisticians have been made to develop statistical tests related to factor analysis but there is a lack of any agreed procedure (Burt, 1952) and little application has been made of these tests by applied researchers (Green, Tull and Albaum, 1988). In addition, statistical significance in factor analysis is only one evidence of salience and not the best because it depends too greatly on sample size (Cureton and D'Agostino, 1983).

The fact remains that statistical significance test is not particularly helpful in determining appropriateness of factor analysis for a particular data set. Burt (1952) warned that in certain factorial investigation the testing of statistical significance may not be the chief or most important problem. The information furnished by a factor may be more instructive than the fact that is "significant" in the statistical sense (Cureton and D'Agostino, 1983).

A final test of the appropriateness of a matrix for factoring is the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (Kaiser, 1970). KMO measure is an index for comparing the magnitudes of the observed correlation coefficient to the magnitudes of the partial correlation coefficient.

Small values for the KMO measure suggest that a factor analysis of the matrix may not be advisable since correlation between pairs of variables cannot be explained by the other variables (Norusis, 1988). Thus, KMO provides a good measure of the extent to which the variables belong together and are therefore appropriate for factor analysis. Kaiser and Rice (1974) give the following calibration of the KMO measure:

	0.90+ - marvelous
	0.80+ - meritorious
	0.70+ - middling
	0.60+ - mediocre
	0.50+ - miserable
Below	0.50 - unacceptable

Application of factor analysis to data sets without considering its appropriateness is both unwarranted and misleading. Marketing researchers should use at least one or preferably several of the preceding methods to determine whether factor analysis is appropriate to use as an analysis tool. As far as this research is concerned the techniques that have been considered in determining the appropriateness of using factor analysis are:

1. examination of the correlation matrix
2. plotting of the latent roots
3. examination of the communalities estimates
4. KMO measure of sampling adequacy

The results of the techniques above indicate that factor analysis is appropriate for the data sets in this research.

Another major issue in factor analysis that needs to be addressed is determining the number of factors that are necessary to account for the variation in the data. There are some very useful stopping rules that are available to a researcher.

A widely and well-known rule is the latent roots criterion. In this procedure the process of extraction stops when all factors with eigenvalues more than 1.0 have been removed (Stewart, 1981). This is an almost universal default criterion built into most computer programmes. Another popular and simpler approach is suggested by Cattell (1966) called the Cattell's scree test. The scree test involves the plotting of the roots obtained from decomposition of the correlation or covariance matrix. A large break in the plot of the roots is taken to suggest the point where factoring should stop. (Stewart, 1981). Strong support for the efficacy of the scree test is provided by Tucker, Koopman and Linn (1969), Cattell and Dickman (1962), Cattell and Sullivan (1962), Cattell and Gorsuch (1963), Cattell and Jaspers (1967) and Cattell and Vogelmann (1977).

Another test that can be used in determining the number of factors to extract is the Bartlett's test (1950,1951). Gorsuch (1973,1974) has reviewed this procedure and concluded that this test is useful only for those situations in which the complete components model is used. In addition, he emphasised that Bartlett's test should not be applied routinely when one is attempting a factor analysis.

Most authorities in this field recommend a combination of approaches for determining the number of factors to extract (Cattell, 1978; Gorsuch, 1974; Harman, 1976). The use of roots criterion and the scree test appears to provide an effective means for determining the number of factors to extract. As far as this research is concerned, the suggestion stipulated by the experts were adhered to and the roots criterion and the scree test were used in determining the number of factors to be extracted.

As stated previously the second goal of factor analysis is to identify factors that are substantively meaningful. The rotation phase of factor analysis attempts to transform the initial matrix into one that is easier to interpret (Norusis, 1988). A number of computer-based procedure have been established for rotating factor loading matrices (Green, Tull and Albaum, 1988).

Generally these procedures can be divided into two groups; orthogonal versus oblique rotation. In orthogonal rotation the new axes must be mutually perpendicular and uncorrelated. Oblique rotation does not require the new axes to be uncorrelated, therefore they are more precisely termed oblique transformation than rotation (Green, Tull and Albaum, 1988). A variety of algorithms are used for orthogonal rotation to a simple structure.

The most commonly used method is the varimax technique, which attempts to minimise the number of variables that have high loadings on a factor (Norusis, 1988). Other methods are such as the quartimax and equamax methods.

In this research, varimax criterion was chosen as a rotation technique because this technique spreads the variance in a reasonably manner during rotation and provides about as good a solution as one can expect in an orthogonal frame of reference (Guertin and Bailey, 1970; Dielman, Cattell and Wagner, 1972; Gorsuch, 1974). It was emphasised by several experts that most rotational programmes provide solutions that will result in the same factors (Dielman, Cattell and Wagner, 1972; Gorsuch, 1970; Horn, 1963). Thus, the rotation technique used in any circumstances should have little influence on the analysis and interpretation of results (Stewart, 1981).

4.4.3 Discriminant Analysis

Discriminant analysis is a statistical technique used to categorise an observation into one of two or more *a priori* groupings depending upon the observation's characteristics (Sands and Moore, 1981). The linear combination of the independent variable or predictor variable is formed and serves as the foundation of categorising cases into one of the groupings (Norusis, 1988). The linear combination for a discriminant analysis is derived from an equation that takes the following form (Green, Tull and Albaum, 1988):

$$Z = W_1 X_1 + W_2 X_2 + W_3 X_3 \dots + W_N X_N$$

where:

Z = the discriminant score

W = the discriminant weights

X = the independent variables

Certain assumptions must be met to ensure that the linear discriminant function is optimal, that is to furnish a classification rule that reduce the problem of misclassification (Klecka, 1985). The fundamental prerequisites are that two or more groups present and there should be at least two cases per group. In addition, there is no limit on the number of variables as long as the total number of cases exceeds the number of variables by more than two. The last assumption is that in deriving the discriminant function, each group is drawn from a population which has a multivariate normal distribution and the population covariance matrices are equal for each group.

There are typically four main objectives in a discriminant analysis (Everitt and Dunn, 1991):

1. finding the linear combination of variables that best separates cases whose group membership is known
2. establishing methods for allocating new cases, whose profiles but not group identity are known, to one of the groups
3. assessing the accuracy of the linear combination of variables, in particular assessing whether the linear combination of variables is better than a random allocation
4. determining which of the variables in the linear combination have a significant effect.

In order to ascertain whether the groups really can be separated, the discriminant function should be tested for statistical significance (Sands and Moore, 1981). Some of the statistical tests of significance are; eigenvalue, Wilks lambda and chi-square test, canonical correlation, and the Mahalanobis squared distance.

Eigenvalue is the ratio of the between-groups to within-groups sum of squares. The size of the eigenvalue is related to the power of the discriminant function in which large eigenvalues are associated with "good" discriminant functions (Norusis, 1988).

Another test of statistical significance is the Wilks lambda. Wilks lambda, which is also called the U statistic, is a multivariate measure of group differences over the discriminating variables (Klecka, 1985). Values of lambda which are near 0 indicate high discrimination, that is the group centroids are extremely separated and the within-group variability is small compared to the total variability. When values of lambda increases towards 1, it indicates that the group means do not appear to be different, thus it is describing less discrimination among the groups (Norusis, 1988; Klecka, 1985). Wilks lambda can be transformed into a test of significance by converting it into an

approximation of chi-square which also gives the degrees of freedom and also the significance level (Klecka, 1985).

The canonical correlation coefficient can also be used to test the substantive utility of the discriminant function. This coefficient is a measure of the association that summarises the degree of relatedness between the groups and the discriminant function (Green, Tull and Albaum, 1988). A value of 0 indicates no relationship at all while a high coefficient denotes a strong relationship exists between the groups and the discriminant function.

Another method to test whether the discriminant function is statistically significant is by measuring the Mahalanobis square distance or sometimes called the D^2 statistics (Morrison, 1969). The Mahalanobis squared distance is computed between two centroids in a space with correlated axes and different measurements units (Overall and Klett, 1972). Thus, we are able to measure the squared distance from the individual case to each group centroid and categorise the case into the group with the smallest squared distance (Green, Tull and Albaum, 1988). The D^2 statistics can then be converted into an F statistics to test for statistical significance between the different groups (Lawson, 1980).

4.4.3.1 Validation of Discriminant Analysis

Several issues of validity should be highlighted when using discriminant analysis as a statistical technique to solve research problems (Crask and Pereault, 1977). The issues are:

1. Is actual classification potential as high as sample estimates indicate?
2. Are the true population profiles what they appear to be from the sample results?
3. Are the underlying sample-based dimensions generalizable to the population?

Furthermore, the issue of validation becomes critical in research situations where small samples are used. The potential for bias in the use of small samples in discriminant analysis has long been established by many marketing researchers (Frank, Massy and Morrison, 1965; Green, 1964; Montgomery, 1975; Morrison, 1969). In addition, Frank, Massy and Morrison (1965) state that regardless of sample size the categorisation of cases tends to be abnormally accurate (upward bias) when the data utilised to derive the discriminant function is also used for its validation.

To solve the above problems several validation approaches have been suggested. The most frequently recommended validation method is the holdout method (Crask and Perreault, 1977). In this method, the total sample is randomly split into two sections; one subsample is used to generate the discriminant coefficients and then these coefficients are applied to the other subsample for validation purposes (Dillon, 1979). This approach is appropriate in research projects that utilise large sample size.

In small sample research the holdout method is not relevant because dividing an already small sample makes the generated discriminant coefficients even less reliable. Consequently, the error rates in classification may not be representative of the function which would be derived with the total sample (Crask and Perreault, 1977).

Another suggested validation method uses Monte Carlo generation of pseudo observations which consist of independent standard normal random variables (Frank, Massy and Morrison, 1965). Pseudo observations are generated and discriminant functions are derived with the same degree of freedom as the original data. Subsequently, the classification tables are assessed in the proportions observed in the original sample.

The discriminant function generated by the pseudo observations can be interpreted as a measure of the bias associated with the given numbers of degrees of freedom. There are some limitations in using this method for validation purposes. Firstly, in generating pseudo observations it is impossible to model the covariance structure between the predictor variables when the predictor variables are not independent (Montgomery, 1975). Secondly, the Monte Carlo approach does not test the stability of the discriminant coefficients derived (Crask and Perreault, 1977).

Montgomery (1975) developed a method whereby he randomly assigned observations to groups and computed the discriminant scores. When this procedure is repeated several times, one is able to make a comparison between the results of this classification with the true group results (Crask and Perreault, 1977). In this method, the actual observations are used ensuring that information on predictor variable intercorrelations and distribution are also used in the validation analysis (Montgomery, 1975). But like the holdout method and the Monte Carlo simulation, this procedure does not analyse the stability of the discriminant coefficients derived.

Two approaches when applied simultaneously provide a very useful validation procedure (Crask and Perreault, 1977). The two approaches are; the U-method which focuses on the issue of classification errors (Lachenbruch and Mickey, 1968) and "jackknife analysis" which concentrates on the issue of coefficient stability (Tukey, 1958; Mosteller and Tukey, 1968). The utilisation of the two methods simultaneously not only enables the researcher to assess the classification error rates and coefficient stability but also the expected classification error rates regardless of sample size (Crask and Perreault, 1977).

Tukey (1958) states that the jackknife statistic is a general method for reducing the bias in an estimator while providing a measure of the variance of the resulting estimator by sample reuse. The fundamental objective of the jackknife method is to partition out the impact or effect of a particular subset of the data on an estimate generated from the total sample (Crask and Perreault, 1977).

There are essentially three steps that must be followed in jackknife analysis. The first step is to partition the total sample into k subsamples. Subsequently, the standard discriminant function is calculated by combining all the subsamples. The second step is to compute the discriminant function by using $k-1$ of the subsamples that is, holding out one subsample. This step is repeated k times with a different subsample omitted each time. The third step is the computation of the jackknife coefficients by averaging the pseudovalues. The major advantage of the jackknife analysis is that it offers a basis for assessing the stability of the coefficients (Crask and Perreault, 1977).

As mentioned earlier, the U-method is concerned with the estimation of error rates in classification, and has a similar sample reuse procedure to jackknife analysis (Lachenbruch and Mickey, 1968). In this method, one observation is omitted from the sample and a discriminant function is computed by using the remaining observations. This procedure is repeated for all observations in the total sample. Finally, an estimate of misclassification can be found for each group by totalling the number of misclassifications in the group and dividing by the total number of cases in the group.

The jackknife analysis and the U-method are very similar because they both involve partitioning the sample. Thus, using them simultaneously can achieve both estimates of the error rates of classification and stability of the coefficients.

4.5 Conclusions

This chapter has highlighted the methodology used in the research project. The first part of the chapter has discussed issues of validity and reliability of measurements, Churchill's paradigm of developing better marketing measures that has been adopted in this research study, methods of data gathering and methods of enquiry. In addition, this part also explained the design of the questionnaire and the procedure that has been followed in the selection and recruitment of companies participated in the survey. An explanation of the relevant literature on how the standardisation index was previously developed and the approach adopted in this research project were also presented.

The second part of the chapter presented explanations of both the bivariate and multivariate data analysis that have been employed in this research project. With regard to the chi-square test employed for testing of hypotheses, the problem of small sample size as well as collapsing the contingency table to increase expected cell frequency was also presented. The discussions on factor analysis particularly the principal component analysis and the approaches used for determining when factor analysis should be applied to a data set was highlighted. In addition, this part also include an explanation on the methods used in ascertaining the number of factors to extract and the rotation phase. In the last section the objectives and the assumptions of discriminant analysis were also presented. The various statistical tests of significance were also discussed. Issues of validity were highlighted and methods of validation primarily the U-method and the jackknife analysis were emphasised.

CHAPTER FIVE
EMPIRICAL RESULTS

5.1 Introduction

This chapter discusses the analysis of quantitative data collected on the internationalisation of corporate visual identity strategies of UK multinational corporations with subsidiaries in Malaysia. The formulation of hypotheses is discussed in Chapter 3 and the explanation of methodology adopted in the research is highlighted in Chapter 4.

This section is divided into three main sections. The first section discusses the findings and observations of the demographic profile, global drivers, organisational structure issues, reasons for developing CVIS, behavioural issues, visual structure issues, promotional applications of CVIS, perceived impacts of CVIS and the headquarters and subsidiary opinions of a standardised CVIS, which are testing Hypothesis 1, 2, 3, 4, 5, 6, 7, 8, and 9. The second section examines the results of factor analysis conducted on the global drivers, organisational structure issues, promotional applications of CVIS and perceived impacts of CVIS. The third and last section discusses the findings of discriminant analysis conducted on the global drivers, control of CVIS, promotional applications of CVIS and the perceived impacts of CVIS.

5.2 Hypotheses Testing

In testing the various hypotheses, the chi-square test was chosen because it is the central technique of testing for statistical significance of association in cross-tabulated frequency data. Because of the small sample size, the majority of the tables have been collapsed to a 2 x 2 format as an approach to increase cell frequency (see chapter 4, section 4.4.1).

5.2.1 Demographic Profile

Hypothesis 1

There is a set of demographic characteristics associated with the degree of CVIS standardisation.

The discussions of the above hypothesis is closely related to the discussions of Hypothesis 1A, 1B, 1C, 1D, 1E, and 1F. Each of the hypothesis are examined in turn with the corresponding findings and observations.

Hypothesis 1A

The UK multinational corporations operating in Malaysia that are involved in industrial products are far more likely to consider using a high degree of CVIS standardisation than are service and consumer goods companies.

The findings reveal that there is no significant difference in the degree of CVIS standardisation with regard to the UK multinational corporations' main businesses. Table 5.1 shows that all three types of businesses namely, industrial, consumer goods and service companies adopt a high degree of CVIS standardisation between the UK and Malaysia. For example, 71% of the "others" category which consists of the service and consumer goods companies and 58% of industrial goods companies implement a high degree of CVIS standardisation between the UK headquarters and their Malaysian subsidiaries. Therefore, Hypothesis 1A is rejected.

Hypothesis 1B

There is no significant difference in the degree of CVIS standardisation between the UK multinational corporations with regard to the number of years for which the overseas subsidiaries have been established.

This hypothesis is accepted because as Table 5.2 shows a chi-square test with Yates continuity correction which yielded a value of 0.28416 with one degree of freedom. In addition, the finding shows that 50% of the companies that implement a high degree of CVIS standardisation have established subsidiaries overseas for more than 60 years, and the other 50% have established subsidiaries abroad within 60 years. As far as those companies that implement a lower degree of CVIS standardisation are concerned, 64% have established subsidiaries overseas within 60 years and 36% have established subsidiaries abroad for more than 60 years. In conclusion, there is no significant difference in the degree of CVIS standardisation between the UK multinational corporations with regard to the number of years for which the overseas subsidiaries have been established.

Hypothesis 1C

There is no significant difference in the degree of CVIS standardisation between the UK multinational corporations with regard to the number of countries in which the UK multinational corporations have subsidiaries.

The findings reveal that 86% of the companies that implement a low degree of CVIS standardisation operate in less than 60 countries and 14% operate in more than 60 countries worldwide. For the multinational corporations that implement a high degree of CVIS standardisation, 69% have subsidiaries in less than 60 different countries, and 31% operate in more than 60 countries around the globe. Table 5.3 proves that there is no significant difference in the degree of CVIS standardisation between the UK multinational corporations with regard to the number of countries in which the UK multinational corporations have subsidiaries. Therefore this hypothesis is accepted.

Hypothesis 1D

There is no significant difference in the degree of CVIS standardisation with regard to the annual total sales obtained by the UK multinational corporations.

The findings reveal that there is no significant difference in the degree of CVIS standardisation with regard to the annual total sales obtained by the UK multinational corporations. Thus, Hypothesis 1D is accepted. The results show that 65% of the companies that adopt a high degree of CVIS standardisation and 71% of the companies that adopt a lower degree of CVIS standardisation have total sales of over £500 million per year. For the companies that have total sales which are less than £500 million annually, 29% implement a low degree of CVIS standardisation and 35% adopt a higher degree of CVIS standardisation (refer to Table 5.4).

Hypothesis 1E

There is a significant difference in the degree of CVIS standardisation with regard to the nature of market entry form of the UK multinational corporations into Malaysia.

This hypothesis is accepted at a significance level of 0.001, using the one-tail Fisher's exact test. A chi-square test with Yates continuity correction yielded a value of 12.27388 with one degree of freedom. Table 5.5 reveals that 88% of the companies that implement a high degree of CVIS standardisation have direct investment interest in Malaysia. On the other hand, of the companies that implement a low degree of CVIS standardisation, 71% have joint business interest with a Malaysian partner. In conclusion, there is a significant difference in the degree of CVIS standardisation with regard to the nature of market entry form of UK multinational corporations into Malaysia.

Hypothesis 1F

There is a significant difference in the degree of CVIS standardisation with regard to the equity held by the UK multinational corporations in Malaysia.

Interestingly, the results revealed for this hypothesis is similar to Hypothesis 1E. It is found that there is a significant difference in the degree of CVIS standardisation with regard to the equity held by the UK multinational corporations in Malaysia. For example, 88% of the companies that adopt a high degree of CVIS standardisation hold a majority equity in the Malaysian operation. As hypothesised 10 of the 14 companies which implement a lower degree of CVIS standardisation have less than 50% equity in the local operation. Consequently, this hypothesis is accepted at a significance level of 0.001, using the one-tail Fisher's exact test (refer to Table 5.6).

5.2.1.1 Summary

There are two demographic characteristics that are associated with the degree of CVIS standardisation among the UK multinational corporations with subsidiaries in Malaysia. The two variables are namely, the market entry form of the UK multinational corporations into Malaysia which was discussed in Hypothesis 1E and the equity held by the UK multinational corporations in Malaysia which was discussed in Hypothesis 1F. As far as the main business, the number of years with subsidiaries overseas, the number of countries with subsidiaries and the company's total sales are concerned, these demographic variables are clearly not associated with the degree of CVIS standardisation.

5.2.2 Global Drivers

Hypothesis 2

There is a set of global drivers that influence the degree of CVIS standardisation.

The explanations of the above hypothesis is closely related to the discussions of Hypothesis 2A, 2B, 2C, 2D, 2E, 2F, 2G, 2H, 2I, 2J, 2K, 2L and 2M. Each of the hypothesis are examined in turn with the corresponding findings and observations.

Hypothesis 2A

The UK multinational corporations operating in Malaysia using a high degree of corporate name standardisation are more likely to state that trade laws and regulations in Malaysia have a low degree of influence in their corporate name decisions.

This hypothesis is rejected. The findings reveal that for both categories it is found that the law and regulations in Malaysia have little influence in the decision determining the degree of corporate name standardisation between the UK and Malaysia. For the companies that implement a low degree of corporate name standardisation, 79% state that the law and regulations in Malaysia have a low influence in the decision determining the degree of standardisation of the name element. For the companies that implement a high degree of corporate name standardisation, 84% state that law and regulations in Malaysia have a low influence in the decision determining the degree of standardisation of the name element of the CVIS. In conclusion, there is no significant difference in the degree of corporate name standardisation with regard to the influence of trade laws and regulations in Malaysia (refer to Table 5.7).

Hypothesis 2B

The UK multinational corporations operating in Malaysia using a low degree of CVIS standardisation are more likely to agree on the need to change the CVIS components namely, name, symbol and/or logotype, typography, colour and slogan, in order to accommodate the Malaysian culture.

The discussion of this hypothesis takes into account each of the components of the CVIS namely, name, symbol and/or logotype, typography, colour and slogan.

Name

As far as the corporate name is concerned, the results reveal that 88% of the companies that implement a high degree of standardisation of the name component of the CVIS have a low level of agreement on the need to change the name component of the CVIS in order to accommodate the Malaysian culture. A chi-square test with Yates continuity correction yielded a value of 2.76225 with one degree of freedom. Therefore, this hypothesis is accepted at a significance level of 0.05, using the one-tail Fisher's exact test (refer to Table 5.8). In conclusion, there is a significant difference in the degree of corporate name standardisation with regard to the influence of the Malaysian culture.

Symbol and/or Logotype

It is found that there is a significant difference in the degree of symbol and/or logotype standardisation with regard to the influence of the Malaysian culture. Table 5.9 shows that 89% of the companies that implement a high degree of standardisation of the symbol and/or logotype component of the CVIS have a low level of agreement on the need to change the symbol and/or logotype in order to accommodate the Malaysian culture. A chi-square test with Yates continuity correction yielded a value of 3.90911 with one degree of freedom. As such one has to accept the hypothesis at a significance level of 0.05, using the one-tail Fisher's exact test.

Typography

The findings for the typography component of the CVIS also presented similar results as the two components above. The results show that 88% of the companies that adopt a high degree of standardisation of the typography component of the CVIS have a low level of agreement on the need to change the typography in order to accommodate the Malaysian culture. In Table 5.10, one can find that a chi-square test with Yates continuity correction which yielded a value of 2.37853 with one degree of freedom. Therefore, there is a significant difference in the degree of standardisation of the typography component of the CVIS with regard to the influence of the Malaysian culture. Consequently, this hypothesis is accepted at a significance level of 0.10, using the one-tail Fisher's exact test.

Colour

As far as colour is concerned the findings show that 89% of the UK multinational corporations that implement a high degree of colour standardisation of the CVIS have a low level of agreement on the need to change the colour in order to accommodate the Malaysian culture. It is shown in Table 5.11 that a chi-square test with Yates continuity correction yielded a value of 3.90911 with one degree of freedom. Thus, the above hypothesis is accepted at a significance level of 0.05, using the one-tail Fisher's exact test. In conclusion, there is a significant difference in the degree of standardisation of the colour component of the CVIS with regard to the influence of the Malaysian culture.

Slogan

It is found that there is no significant difference in the degree of standardisation of the slogan component of the CVIS with regard to the influence of the Malaysian culture. The findings reveal that all of the companies that implement a high degree of slogan standardisation and 83% of the companies that implement a low degree of slogan standardisation, have a low level of agreement on the need to change the slogan in order to accommodate the Malaysian culture. In Table 5.12 a chi-square test with Yates continuity correction yielded a value of 0.13472 with one degree of freedom. As such one has to reject the hypothesis.

Hypothesis 2C

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that nationalism in Malaysia has a low degree of influence in their CVIS decisions.

The above hypothesis is accepted at a significance level of 0.005, using the one-tail Fisher's exact test. The chi-square with Yates continuity correction test yielded a value of 8.28750 with one degree of freedom (refer to Table 5.13). The findings reveal that all of the multinational corporations which implement a high degree of CVIS standardisation state that nationalism in Malaysia has a low degree of influence in their CVIS decisions. Among the companies that implement a low degree of CVIS standardisation, 62% state that nationalism has a low influence in their CVIS decisions and 38% state that nationalism has a high influence in their CVIS decisions. Therefore, it can be concluded that there is a significant difference in the degree of CVIS standardisation with regard to the influence of nationalism in Malaysia.

Hypothesis 2D

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that competition in Malaysia has a high degree of influence in their CVIS decisions.

The findings show that 62% of the UK multinational corporations that implement a low degree of CVIS standardisation state that competition has a high influence in their decisions as to the degree of CVIS standardisation. Whilst 65% of the companies that adopt a high degree of CVIS standardisation state that competition has a low degree of influence in deciding the degree of CVIS standardisation between the UK and Malaysia. Table 5.14 shows that a chi-square test with Yates continuity correction yielded a value of 1.57721 with one degree of freedom. As such one has to reject this hypothesis. Consequently, there is no significant difference in the degree of CVIS standardisation with regard to the influence of competition from other companies in Malaysia.

Hypothesis 2E

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that design agency in Malaysia has a low degree of influence in their CVIS decisions.

The chi-square test with Yates continuity correction yielded a value of 0.07957 with one degree of freedom. Therefore this hypothesis is rejected. The findings reveal that all of the companies that implement a low degree of CVIS standardisation state that design agency in Malaysia has a low degree of influence in their CVIS decisions. Among the multinational corporations that implement a high degree of CVIS standardisation, 92% state that the design agency in Malaysia has a low degree of influence in their CVIS decisions between the UK and Malaysia. Table 5.15 concluded that there is no significant difference in the degree of CVIS standardisation with regard to the design agency in Malaysia.

Hypothesis 2F

The UK multinational corporations operating in Malaysia using a high degree of corporate name standardisation are more likely to state that the languages in Malaysia have a low degree of influence in their corporate name decisions.

It is found that there is no significant difference in the degree of corporate name standardisation between the UK and Malaysia with regard to the influence of the languages present in Malaysia. The results show that 88% of the multinational corporations which adopt a high degree of corporate name standardisation state that languages in Malaysia have a low degree of influence in their corporate name decisions. Among the companies that have a low standardisation of the name component of the CVIS, 79% state that languages in Malaysia have a low degree of influence in the decision of their corporate name. Table 5.16 shows a chi-square test with Yates continuity correction that yielded a value of 0.10256 with one degree of freedom. This hypothesis is rejected .

Hypothesis 2G

The UK multinational corporations operating in Malaysia using a high degree of corporate name standardisation are more likely to state that they are less concerned about the translation of their corporate name in Malaysia.

As far as the translation of corporate name is concerned the findings reveal that 83% of the companies that implement a low degree of corporate name standardisation and 73% of the companies that implement a high degree of corporate name decisions state that they are less concerned with how the corporate name is translated in the languages present in Malaysia. Table 5.17 shows a chi-square test with Yates continuity correction that yielded a value of 0.07492 with one degree of freedom. Therefore one can conclude that there is no significant difference in the degree of standardisation of the name component of the CVIS with regard to the extent to which the multinational corporations are concerned with how the corporate name is translated in the languages present in Malaysia. This hypothesis is rejected.

Hypothesis 2H

The UK multinational corporations operating in Malaysia using a high degree of corporate name standardisation are more likely to state that they are less concerned about the pronunciation of their corporate name in Malaysia.

The chi-square test with Yates continuity correction yielded a value of 0.98438 with one degree of freedom (refer to Table 5.18). The findings show that 92% of the UK multinational corporations that implement a low degree of standardisation of the name component of the CVIS and 71% of the UK multinational corporations that implement a high degree of standardisation of the name component of the CVIS state that they are less concerned with how their corporate name is pronounced in the languages present in Malaysia. Conclusively, one can state that there is no significant difference in the degree of the corporate name standardisation with regard to the extent to which the multinational corporations are concerned with how the corporate name is pronounced in the languages present in Malaysia. Therefore, this hypothesis is rejected.

Hypothesis 2G

The UK multinational corporations operating in Malaysia using a high degree of corporate name standardisation are more likely to state that they are less concerned about the translation of their corporate name in Malaysia.

As far as the translation of corporate name is concerned the findings reveal that 83% of the companies that implement a low degree of corporate name standardisation and 73% of the companies that implement a high degree of corporate name decisions state that they are less concerned with how the corporate name is translated in the languages present in Malaysia. Table 5.17 shows a chi-square test with Yates continuity correction that yielded a value of 0.07492 with one degree of freedom. Therefore one can conclude that there is no significant difference in the degree of standardisation of the name component of the CVIS with regard to the extent to which the multinational corporations are concerned with how the corporate name is translated in the languages present in Malaysia. This hypothesis is rejected.

Hypothesis 2H

The UK multinational corporations operating in Malaysia using a high degree of corporate name standardisation are more likely to state that they are less concerned about the pronunciation of their corporate name in Malaysia.

The chi-square test with Yates continuity correction yielded a value of 0.98438 with one degree of freedom (refer to Table 5.18). The findings show that 92% of the UK multinational corporations that implement a low degree of standardisation of the name component of the CVIS and 71% of the UK multinational corporations that implement a high degree of standardisation of the name component of the CVIS state that they are less concerned with how their corporate name is pronounced in the languages present in Malaysia. Conclusively, one can state that there is no significant difference in the degree of corporate name standardisation with regard to the extent to which the multinational corporations are concerned with how the corporate name is pronounced in the languages present in Malaysia. Therefore, this hypothesis is rejected.

Hypothesis 2I

The UK multinational corporations operating in Malaysia using a high degree of corporate slogan standardisation are more likely to state that the languages in Malaysia have a low degree of influence in their corporate slogan decisions.

This hypothesis is rejected. Table 5.19 shows a chi-square test with Yates continuity correction yielded a value of 0.00000 with one degree of freedom. The results reveal that for those multinational corporations that implement a low degree of corporate slogan standardisation, 50% state that the languages in Malaysia have a low degree of influence in their slogan decisions and the other 50% state that the languages in Malaysia have a high influence in their slogan decisions. As for those companies that implement a high degree of corporate slogan standardisation, the results are 57% and 43% respectively. Therefore, there is no significant difference in the degree of corporate slogan standardisation with regard to the influence of the languages present in Malaysia.

Hypothesis 2J

The UK multinational corporations operating in Malaysia using a high degree of corporate slogan standardisation are more likely to state that they are less concerned about the translation of their corporate slogan in Malaysia.

Interestingly, the results for this hypothesis are somewhat similar to those of Hypothesis 2I. For those multinational corporations that implement a high degree of corporate slogan standardisation, 50% state that they are less concerned while the remaining 50% state that they are more concerned with how the slogan is translated in the languages present in Malaysia. Among the companies that implement a low degree of standardisation of the slogan component of the CVIS the results are 45% and 55% respectively. Table 5.20 shows a chi-square test with Yates continuity correction which yielded a value of 0.00000 with one degree of freedom. This hypothesis is rejected as there is no significant difference in the degree of the corporate slogan standardisation with regard to the extent to which the UK multinational corporations are concerned with how the slogan is translated in the languages present in Malaysia.

Hypothesis 2K

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the nature and attributes of the product marketed in Malaysia has a low degree of influence in their CVIS decisions.

It is found that there is a significant difference in the degree of CVIS standardisation with regard to the nature and attributes of the product marketed in Malaysia. Table 5.21 reveals that 67% of the companies that adopt a low degree of CVIS standardisation state that the nature and attributes of the product marketed in Malaysia have a high degree of influence in their CVIS decisions. Whilst 77% of the companies that implement a high degree of CVIS standardisation state that the nature and attributes of the product marketed in Malaysia have a low degree of influence in their CVIS decisions. A chi-square test with Yates continuity correction yielded a value of 4.96205 with one degree of freedom. Thus, the hypothesis is accepted at a significance level of 0.05, using the one-tail Fisher's exact test.

Hypothesis 2L

The UK multinational corporations operating in Malaysia using a high degree of symbol and/or logotype standardisation are more likely to state that the interpretation of the meaning of symbol and/or logotype by the Malaysian public has a low degree of influence in their symbol and/or logotype decisions.

The findings reveal that all of the companies that implement a low degree of symbol and/or logotype standardisation and 86% of the companies that implement a high degree of symbol and/or logotype standardisation state that the interpretation of the meaning of symbol and/or logotype by the Malaysian public has a low degree of influence in their symbol and/or logotype decisions. Table 5.22 shows a chi-square test with Yates continuity correction that yielded a value of 0.34065 with one degree of freedom. As such, this hypothesis is rejected. In conclusion, one can state that there is no significant difference in the degree of symbol and/or logotype standardisation with regard to the interpretation of the meaning of symbol and/or logotype by the Malaysian public.

Hypothesis 2M

The UK multinational corporations operating in Malaysia using a high degree of colour standardisation are more likely to state that the interpretation of the meaning of colours by the Malaysian public has a low degree of influence in their colour decisions.

This hypothesis is rejected. Table 5.23 reveals a chi-square test with Yates continuity correction that yielded a value of 0.00636 with one degree of freedom. It was found that 90% of the companies that implement a low degree of colour standardisation and 82% of the companies that implement a high degree of colour standardisation state that the interpretation of the meaning of colour by the Malaysian public has a low degree of influence in their colour decisions. Therefore, there is no significant difference in the degree of colour standardisation with regard to the interpretation of the meaning of colours by the Malaysian public.

5.2.2.1 Summary

After testing Hypothesis 2 and its subsidiary hypotheses, the findings reveal that there are three major global variables that influence the degree of CVIS standardisation decisions between the UK and Malaysia. The three major variables are namely, culture, nationalism and product. The results show that the UK multinational corporations that implement a high degree of CVIS standardisation between the UK and Malaysia perceived that culture and nationalism in Malaysia, and the nature and attributes of product marketed in Malaysia have a low degree of influence in their CVIS decisions. However, it is important to present that companies using a low or high degree of CVIS standardisation are of the opinion that cultural elements in Malaysia have a low degree of influence in their slogan decisions between the UK and Malaysia. Global drivers such as trade law and regulations, competition, design agency and languages are perceived by both groups as having a low degree of influence in the companies' decisions with regard to the degree of CVIS standardisation between the UK and Malaysia.

5.2.3 Organisational Structure Issues

Hypothesis 3

There is a set of organisational structure issues that influence the degree of CVIS standardisation.

The discussions of this hypothesis is closely related to the discussions of Hypothesis 3A, 3B, 3C, 3D, 3E, 3F, 3G, 3H and 3I. Each of the hypothesis are examined in turn with the corresponding findings and observations.

Hypothesis 3A

The higher the degree of headquarters control of CVIS decisions, the greater the degree of CVIS standardisation between the UK multinational corporation and its subsidiary in Malaysia.

The findings reveal that all of the companies which implement a high degree of CVIS standardisation state that the UK parent has a high degree of control of CVIS decisions between the UK and Malaysia. Ten out of the 14 companies that adopt a low degree of CVIS standardisation state that the parent company has a low degree of control over their CVIS decisions. Table 5.24 shows a chi-square test with Yates continuity correction which yielded a value of 21.09890 with one degree of freedom. Therefore, this hypothesis is accepted at a significance level of 0.001, using the one-tail Fisher's exact test. One can conclude that there is a significant difference in the degree of CVIS standardisation with regard to the degree of the UK parent control of CVIS decisions between the UK and Malaysia.

Hypothesis 3B

The higher the degree of headquarters control of the name decision of the CVIS, the greater the degree of name standardisation between the UK multinational corporation and its subsidiary in Malaysia.

This hypothesis is accepted at a significance level of 0.001, using the one-tail Fisher's exact test. From Table 5.25 one can see that 100% of the companies that adopt a high degree of corporate name standardisation between the UK and Malaysia also have a high degree of control in the name decision at the head office in the UK. Among the companies that implement a low degree of name standardisation between the UK and Malaysia, 53% and 47% state that the UK head office has a low and high degree of control of the name decisions respectively. A chi-square test with Yates continuity correction yielded a value of 13.50000 with one degree of freedom. Thus, there is a significant difference in the degree of corporate name standardisation with regard to the degree of the UK parent control of corporate name decisions between the UK and Malaysia.

Hypothesis 3C

The higher the degree of headquarters control of the symbol and/or logotype decision of the CVIS, the greater the degree of symbol and/or logotype standardisation between the UK multinational corporation and its subsidiary in Malaysia.

As far as symbol and/or logotype is concerned, the results show that there is a significant difference in the degree of symbol and/or logotype standardisation with regard to the degree of the UK parent control of symbol and/or logotype decisions between the UK and Malaysia. Table 5.26 presents a chi-square test with Yates continuity correction which yielded a value of 17.60984 with one degree of freedom which mean that this hypothesis is accepted at a significance level of 0.001, using the one-tail Fisher's exact test. The findings reveal that 100% of the multinational corporations that implement a high degree of symbol and/or logotype decision state that the UK head office have a high degree of control of symbol and/or logotype

decisions between the UK and Malaysia. For the companies that implement a low degree of symbol and/or logotype standardisation, 64% state that the parent company has a low degree of control and 36% state that the head office has a high degree of control, of the symbol and/or logotype decisions between the UK and Malaysia.

Hypothesis 3D

The higher the degree of headquarters control of the typography decision of the CVIS, the greater the degree of typography standardisation between the UK multinational corporation and its subsidiary in Malaysia.

It is found that 96% of the multinational corporations that adopt a high degree of typography standardisation between the UK and Malaysia state that the headquarters have a high degree of control of typography decisions between the UK and Malaysia. Seventy-seven percent of the companies that implement a low degree of typography standardisation state that the parent company has a low degree of control of typography decisions between the UK and Malaysia. Table 5.27 reveals a chi-square test with Yates continuity correction which yielded a value of 19.38970 with one degree of freedom. Thus, this hypothesis is accepted at a level of significance of 0.001, using the one-tail Fisher's exact test. In conclusion, one can state that there is a significant difference in the degree of typography standardisation with regard to the degree of UK parent control of typography decisions between the UK and Malaysia.

Hypothesis 3E

The higher the degree of headquarters control of the colour decisions of the CVIS, the greater the degree of colour standardisation between the UK multinational corporation and its subsidiary in Malaysia.

The findings show that there is a significant difference in the the degree of colour standardisation with regard to the degree of UK parent control of colour decisions between the UK and Malaysia. Table 5.28 shows that a chi-square test with Yates continuity correction which yielded a value of 11.19456 with one degree of freedom. As such one has to accept this hypothesis at a significance level of 0.001, using the one-tail Fisher's exact test. Among the companies that implement a high degree of colour standardisation, 93% state that the UK head office has a high degree of control of colour decisions between the UK and Malaysia. For the multinational corporations that adopt a low degree of colour standardisation, 64% state that the parent company has a low degree of control and 36% state that the parent company has a high degree of control of colour decisions between the UK and Malaysia.

Hypothesis 3F

The higher the degree of headquarters control of the slogan decision of the CVIS, the greater the degree of slogan standardisation between the UK multinational corporation and its subsidiary in Malaysia.

Table 5.29 shows a chi-square test with Yates continuity correction which yielded value of 6.04610 with one degree of freedom. This hypothesis is accepted at a level of significance of 0.01, using the one-tail Fisher's exact test. The findings reveal that 86% of the companies that implement a high degree of slogan standardisation state that the headquarters in the UK have a high degree of control of the slogan decisions between the UK and Malaysia. Among the companies that adopt a low degree of slogan standardisation, 83% state that the head office has a low degree of control of the slogan decisions and 17% state that the head office has a high degree of control of the slogan decisions between the UK and Malaysia. Conclusively, one can affirm that there is a significant difference in the degree of slogan standardisation with regard to the degree of the UK parent control of slogan decisions between the UK and Malaysia.

Hypothesis 3G

The higher the degree of headquarters control of CVIS decisions, the lower the degree of agreement on the need to change CVIS to accommodate the Malaysian culture.

There is a significant difference on the degree of UK parent control of CVIS decisions with regard to the degree of agreement on the need to change CVIS to accommodate the Malaysian culture. The findings reveal that 87% of the multinational corporations that have a high degree of control of the CVIS elements at the head office state that the Malaysian culture has a low degree of influence in their CVIS decisions. As far as the companies that have a low degree of control of CVIS at the head office, the results appear to spread evenly with regard to the influence of the Malaysian culture. Table 5.30 shows a chi-square test with Yates continuity correction which yielded a value of 3.87097 with one degree of freedom. Therefore, this hypothesis is accepted at a significance level of 0.05, using the one-tail Fisher's exact test.

Hypothesis 3H

The chief executive officer is the key internal driving force in initiating a high degree of CVIS standardisation among the UK multinational corporations with subsidiary in Malaysia.

It is found that 62% of the companies that implement a high degree of CVIS standardisation state that the chairman and/or the chief executive officer is the key internal driving force behind the development of CVIS between the UK and Malaysia. Thirty-eight percent of these companies state "others" namely, the senior management, and marketing, sales or communication executives are the key internal driving forces behind the development of CVIS between the UK and Malaysia. Among the companies that adopt a low degree of CVIS standardisation, 86% state that "others" are the key internal driving force behind the development of CVIS between the UK and Malaysia. Table 5.31 presents a chi-square test with Yates continuity correction which yielded a value of 6.41137 with one degree of freedom. As such, this hypothesis is accepted at a significance level of 0.05. In conclusion, there is a significant difference in the degree of CVIS standardisation with regard to the key internal driving force behind the development of CVIS between the UK and Malaysia.

Hypothesis 3I

The chief executive officer who is highly involved in the CVIS development is more likely to be associated with a high degree of CVIS standardisation between the UK and Malaysia.

As far as involvement of the chief executive officer in the development of CVIS is concerned, it was found that 81% of the companies that adopt a high degree of CVIS standardisation between the UK and Malaysia state that the chief executive officer has been highly involved in CVIS development. For the multinational corporations that implement a low degree of CVIS standardisation, 64% state that the chief executive officer has a low degree of involvement and 36% state that the chief executive officer has a high degree of involvement in the development of CVIS. According to Table 5.32 this hypothesis is accepted with a significance level of 0.01, using the one-tail Fisher's exact test. Therefore, one can conclude that there is a significant difference in the degree of CVIS standardisation with regard to the degree of involvement of the chief executive officer in the development of the CVIS.

5.2.3.1 Summary

The findings highlight that there is a significant relationship between the degree of CVIS standardisation and the degree of control the UK headquarters have on the CVIS decisions. It is found that the higher the degree of control by the head office of the name, symbol and/or logotype, typography, colour and slogan, the higher the degree of standardisation of these elements between the UK and Malaysia. This section also shows that those multinational corporations that have a high degree of control of CVIS believed that the Malaysian culture plays an insignificant role in their CVIS decisions. This study also found that the chief executive officer is normally the key internal driving force and an active participant behind the development of a highly standardised CVIS.

5.2.4 Reasons for Developing CVIS

Hypothesis 4

There is a set of reason(s) that relate to the degree of CVIS standardisation.

The discussions of the above hypothesis is closely related to the discussions of Hypothesis 4A, 4B, 4C, 4D and 4E. Each of the hypothesis are examined in turn with the corresponding findings and observations.

Hypothesis 4A

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that "responding to a competitive environment" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia.

This hypothesis is accepted at a significance level of 0.10. Table 5.33 shows a chi-square test with Yates continuity correction that yielded a value of 3.49918 with one degree of freedom. The findings reveal that 72% of the companies that implement a high degree of CVIS standardisation state that "responding to a competitive environment" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia. For the companies that adopt a low degree of CVIS standardisation, 64% state that "responding to a competitive environment" has a low degree of importance. As a result, one can conclude that there is a significant difference in the degree of CVIS standardisation with regard to the degree of importance of "responding to a competitive environment" in deciding to develop and implement CVIS between the UK and Malaysia.

Hypothesis 4B

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that "aiding the sale of products or services" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia.

The results show that 79% of the multinational corporations that adopt a high degree of CVIS standardisation state that "aiding the sale of products or services" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia. Among the companies that adopt a low degree of CVIS standardisation, 57% and 43% state that "aiding the sale of products or services" has a low and high degree of importance respectively. Table 5.34 shows that this hypothesis should be accepted at a level of significance of 0.01, using the one-tail Fisher's test. As a conclusion, one can say that there is a significant difference in the degree of CVIS standardisation with regard to the degree of importance of "aiding the sale of products or services" in deciding to develop and implement CVIS between the UK and Malaysia.

Hypothesis 4C

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that "raising money" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia.

As far as "raising money" is concerned it is found that for those companies that implement a high degree of CVIS standardisation, 54% and 46% state that this reason has a high and low degree of importance respectively. With regard to the multinational corporations that implement a low degree of CVIS standardisation, 71% state that "raising money" has a high degree of importance and 29% state that it has a low degree of importance. This hypothesis is rejected. Table 5.35 shows a chi-square test with Yates continuity correction which yielded a value of 1.42209 with one degree of freedom. Thus, there is no significant difference in the degree of CVIS standardisation with regard to the degree of importance of "raising money" in deciding to develop and implement CVIS between the UK and Malaysia.

Hypothesis 4D

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that "creating an attractive environment for hiring employees" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia.

It is found that there is a significant difference in the degree of CVIS standardisation with regard to the degree of importance of "creating an attractive environment for hiring employees". Table 5.36 reveals a chi-square test with Yates continuity correction that yielded a value of 4.91759 with one degree of freedom. This hypothesis is accepted at a significance level of 0.05. The results show that 79% of the companies that adopt a low degree of CVIS standardisation state that "creating an attractive environment for hiring employees" has a low degree of importance in their decision to develop and implement CVIS. Among the companies that adopt a high degree of CVIS standardisation 64% state that "creating an attractive environment for hiring employees" has a high degree of importance in their CVIS decisions. In short, one can conclude that there is a significance difference in the degree of CVIS standardisation with regard to the degree of importance of "creating an attractive environment for hiring employees" in deciding to develop and implement CVIS between the UK and Malaysia.

Hypothesis 4E

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that "increasing the company's stature and presence" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia.

The findings reveal that 96% of the multinational corporations that adopt a high degree of CVIS standardisation state that "increasing the company's stature and presence" has a high degree of importance in developing their CVIS. Among the companies that implement a low degree of CVIS standardisation the findings are 57% and 43% state that "increasing the company's stature and presence" has a high and low degree of importance in their CVIS decisions. Table 5.37 shows a chi-square test with Yates continuity correction that yielded a value of 7.08054 with one degree of freedom. Therefore, this hypothesis should be accepted at a significance level of 0.005, using the one-tail Fisher's test. Conclusively, there is a significant difference in the degree of CVIS standardisation with regard to the degree of importance of "increasing the company's stature and presence" in deciding to develop and implement CVIS between the UK and Malaysia.

5.2.4.1 Summary

It is found in this section that all of the reasons for developing CVIS except for "raising money" have a significant relationship with the degree of CVIS standardisation. The multinational corporations that adopt a high degree of CVIS standardisation consider "responding to competitive environment, aiding the sale of products or services, creating an attractive environment for hiring employees and increasing the company's stature and presence", are all important reasons in their decision to develop and implement CVIS between the UK and Malaysia. As far as "raising money" is concerned, the result has been insignificant.

5.2.5 Behavioural Issues

Hypothesis 5

There are some behavioural issues that relate to the degree of CVIS standardisation.

The discussions of the above hypothesis is closely related to the discussions of Hypothesis 5A, 5B, 5C and 5D. Each of the hypothesis are examined in turn with the corresponding findings and observations.

Hypothesis 5A

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the company's interest in CVIS has been the result of global restructuring.

The findings show that there is no significant difference in the degree of CVIS standardisation with regard to the reason of interest in CVIS between the UK and Malaysia. Table 5.38 reveals a chi-square test with Yates continuity correction which yielded a value of 0.01776 with one degree of freedom. For the companies that implement a high degree of CVIS standardisation 42% state that global restructuring and 58% state "others" as their reason of interest in CVIS. Among the multinational corporations that adopt a low degree of CVIS standardisation 50% state that global restructuring as their reason of interest in CVIS between the UK and Malaysia. The other 50% state "others" as their reason of interest in CVIS. This hypothesis is rejected.

Hypothesis 5B

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the attention given to CVIS in the UK has increased over the past five years.

Table 5.39 shows that the majority of companies in both groups state that the attention given to CVIS over the past five years has increased in the UK. Seventy-one percent of the companies that implement a low degree of CVIS standardisation and 62% of the companies that implement a high degree of CVIS standardisation state that the attention given to CVIS in the UK has increased over the past five years. It is found that a chi-square test with Yates continuity correction yielded a value of 0.07729 with one degree of freedom. Conclusively, one can state that there is no significant difference in the degree of CVIS standardisation with regard to the attention given to CVIS over the past five years in the UK. This hypothesis is rejected.

Hypothesis 5C

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the attention given to CVIS in Malaysia has increased over the past five years.

As far as Malaysia is concerned, 62% of the multinational corporations that implement a high degree of CVIS standardisation state that attention given to CVIS has increased over the past five years. Among the companies that adopt a low degree of CVIS standardisation 71% state that the attention given to CVIS has been the same over the past five years. Table 5.40 reveal a chi-square test with Yates continuity correction yielded a value of 2.74725 with one degree of freedom. Consequently this hypothesis is accepted at a level of significance of 0.10. Therefore one can conclude that there is a significant difference in the degree of CVIS standardisation with regard to the attention given to CVIS over the past five years in Malaysia.

Hypothesis 5D

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that a UK design agency was responsible for the preparation of the company's CVIS.

This hypothesis is rejected. Table 5.41 shows a chi-square test with Yates continuity correction which yielded a value of 1.50817 with one degree of freedom. The findings show that among the companies that adopt a high degree of CVIS standardisation, 62% state that the UK design agency was responsible for the preparation of CVIS between the UK and Malaysia. For the multinational corporations that implement a low degree of CVIS standardisation, 64% state that the in-house UK parent and/or Malaysia was responsible for the preparation of CVIS between the UK and Malaysia. As a result, there is no significant difference in the degree of CVIS standardisation with regard to the entity responsible for the preparation of CVIS between the UK and Malaysia.

5.2.5.1 Summary

As far as the behavioural issues are concerned several variables appear to be significant with regard to the degree of CVIS standardisation. It was found that those multinational corporations that implement a high degree of CVIS standardisation have also given increasing attention to the CVIS in Malaysia and employ the UK design agency in the preparation of CVIS between the UK and Malaysia. The findings further reveal an insignificant association between the degree of CVIS standardisation and the reason of interest in CVIS between the UK and Malaysia. Furthermore, in the UK it is found that for both groups the attention given to CVIS have increased over the past five years.

5.2.6 Visual Structure

Hypothesis 6

The degree of CVIS standardisation corresponds to Olin's CVIS structure which consists of the monolithic, endorsed and the branded structure.

As explained in Chapter 3, the endorsed and the branded structures are grouped together so as to reflect a parsimonious relationship with the monolithic structure. The discussions of the above hypothesis is closely related to the discussions of Hypothesis 6A, 6B, 6C, 6D, and 6E. Each of the hypothesis are examined in turn with the corresponding findings and observations.

Hypothesis 6A

The UK multinational corporations operating in Malaysia using a high degree of name standardisation are more likely to state that they adopt the monolithic visual structure.

The findings reveal that there is a significant difference in the degree of name standardisation with regard to Olin's CVIS structure. Table 5.42 shows that 80% of the companies that implement a high degree of name standardisation state that they are of the monolithic in structure. Eighty percent of the companies that adopt a low degree of name standardisation state that they are either an endorsed or branded category. A chi-square test with Yates continuity correction yielded a value of 11.46462 with one degree of freedom which means that this hypothesis is accepted a level of significance of 0.001.

Hypothesis 6B

The UK multinational corporations operating in Malaysia using a high degree of symbol and/or logotype standardisation are more likely to state that they adopt the monolithic visual structure.

It is found that 91% of the companies that adopt a low degree of standardisation of the symbol and/or logotype element of the CVIS state that they belong to either the endorsed or branded structure. Among the companies that implement a high degree of symbol and/or logotype standardisation 73% state that they are of the monolithic type. Table 5.43 reveals a chi-square test with Yates continuity correction which yielded a value of 11.40025 with one degree of freedom. This hypothesis is accepted at a significance level of 0.001, using the one-tail Fisher's exact test. Consequently, one can conclude that there is a significant difference in the degree of symbol and/or logotype standardisation with regard to Olin's CVIS structure.

Hypothesis 6C

The UK multinational corporations operating in Malaysia using a high degree of typography standardisation are more likely to state that they adopt the monolithic visual structure.

Table 5.44 reveals a chi-square test with Yates continuity correction which yielded a value of 6.89539 with one degree of freedom. As such one should accept this hypothesis at a significance level of 0.01. The results show that 73% of the companies that implement a high degree of typography standardisation, state that they are of the monolithic structure. Among the companies that adopt a low degree of typography standardisation, 77% state that they belong either to the endorsed or the branded type. This shows that there is a significant difference in the degree of typography standardisation with regard to Olin's CVIS structure.

Hypothesis 6D

The UK multinational corporations operating in Malaysia using a high degree of colour standardisation are more likely to state that they adopt the monolithic visual structure.

As far as colour is concerned, it is found that 91% of the multinational corporations that implement a low degree of colour standardisation state that their visual structure is either endorsed or branded. For the companies that implement a high degree of colour standardisation between the UK and Malaysia, 75% state that they are monolithic in nature. This finding is shown in Table 5.45, where the chi-square test with the Yates continuity correction yields a value of 11.40025 with one degree of freedom. Therefore, this hypothesis is accepted at a significance level of 0.001. It can be concluded that there is a significant difference in the degree of colour standardisation with regard to Olin's CVIS structure.

Hypothesis 6E

The UK multinational corporations operating in Malaysia using a high degree of slogan standardisation are more likely to state that they adopt the monolithic visual structure.

The findings show a chi-square test with Yates continuity correction which yielded a value of 0.52850 with one degree of freedom. Table 5.46 reveals that 86% of the companies that implement a high degree of slogan standardisation state that they have a monolithic visual structure. Among the companies that adopt a low degree of slogan standardisation 58% state that they are monolithic and 42% state that they are either endorsed or branded in nature. This hypothesis is rejected. In conclusion, one can state that there is no significant difference in the degree of slogan standardisation with regard to Olin's CVIS structure.

Hypothesis 6F

The UK multinational corporations operating in Malaysia that are involved in industrial products are far more likely to adopt the monolithic visual structure than are service and consumer goods companies.

The findings reveal that there is no significant difference in the type of business the multinational corporations are involved with regard to Olin's CVIS structure. Among the industrial goods companies 58% state that they are monolithic in nature. For the "others" category, which are basically the consumer goods companies and the service companies, 52% state that they belong to the monolithic structure and 48% state that they either belong to the endorsed or the branded structure. As such this hypothesis is rejected (refer to Table 5.47).

Hypothesis 6G

The UK multinational corporations operating in Malaysia that adopt the monolithic visual structure are more likely to state that brand name(s) has a low degree of importance in Malaysia.

This hypothesis is accepted at a level of significance of 0.05. Table 5.48 shows a chi-square test with Yates continuity correction which yielded a value of 5.53120 with one degree of freedom. Among the companies that implement the monolithic structure, 83% state that brand names are less important compared to corporate name in Malaysia. For the companies that are either endorsed or branded in nature, 69% state that brand names are more important than corporate name in Malaysia. From the above figures, one can conclude that there is a significant difference in the degree of importance of brand name(s) in Malaysia with regard to Olin's CVIS structure.

Hypothesis 6H

The UK multinational corporations operating in Malaysia that adopt the monolithic visual structure are more likely to state that their corporate name has a high degree of recognition in Malaysia.

There is a significant difference in the degree of recognition of corporate name in Malaysia with regard to Olin's CVIS structure. The findings highlight that 91% of the monolithic companies state that their corporate name is more well-known than their brand name(s). Among the companies that fall into the "other" category, 59% state that their corporate name is more well-known and 41% state that their corporate name is less well-known in Malaysia. Table 5.49 reveals a chi-square test with Yates continuity correction which yielded a value of 3.90087 with one degree of freedom. As such, one has to accept this hypothesis at a level of significance of 0.05, using the one-tail Fisher's exact test.

Hypothesis 6I

The UK multinational corporations operating in Malaysia that adopt the monolithic visual structure are more likely to state that their corporate name has a high degree of acceptance in Malaysia.

The findings highlight that 95% of the multinational corporations that implement the monolithic visual structure state that their corporate names have a high degree of acceptance in Malaysia. Among the companies that adopt either the endorsed or branded structure, 73% state that their corporate names have a high degree of acceptance and 27% state that their corporate names have a low degree of acceptance in Malaysia. Table 5.50 reveals a chi-square test with Yates continuity correction which yielded a value of 2.08143 with one degree of freedom. Therefore, this hypothesis is accepted at a significance level of 0.10, using the one-tail Fisher's exact test. There is a significant difference in the degree of acceptance of the corporate name in Malaysia with regard to Olin's CVIS structure.

5.2.6.1 Summary

The first part of this section proves that there are significant differences in all but one element of the CVIS components, in association with Olin's proposed visual structure. It was found that the elements of corporate name, symbol and/or logotype, and colour are significant at the 0.001 level. For typography the significance level is 0.01. The slogan element has been found to be insignificant. Conclusively, one can state that the degree of name, symbol and/or logotype, typography and colour standardisation correspond to Olin's structure which consists of the monolithic, endorsed and branded structure.

As far as the type of business the multinational corporations are involved in, the findings reveal that the relationship with Olin's CVIS structure is insignificant. This finding is related to the results in Hypothesis 1A. It is also found in the second part of this section that the importance of brand name(s), recognition of corporate name and acceptance of corporate name in Malaysia is significantly related to Olin's CVIS structure.

5.2.7 Promotional Applications of CVIS

Hypothesis 7

The degree of effectiveness of the various promotional tools in projecting the corporate visual identity between the UK and Malaysia is related to the degree of CVIS standardisation applied on the promotional tools.

The discussions of the above hypothesis is closely related to the discussions of Hypothesis 7A, 7B, 7C, 7D, 7E, 7F, 7G, 7H, 7I and 7K. Each of the hypothesis are examined in turn with the corresponding findings and observations.

Hypothesis 7A

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on product(s) are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

It is found that 87% of the companies that apply a high degree of CVIS standardisation on product, state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia. Among the companies that apply a low degree of CVIS standardisation on product, 67% state that this approach is less effective. Table 5.51 reveals a chi-square test with Yates continuity correction with a value of 6.73995 with one degree of freedom. Therefore, this hypothesis is accepted at a significance level of 0.01, using the one-tail Fisher's exact test. As a conclusion, one can state that there is a significant difference in the degree of CVIS standardisation on product with regard to the degree of effectiveness of product in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7B

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on packaging are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

The results reveal that there is a significant difference in the degree of CVIS standardisation on packaging with regard to the degree of effectiveness of packaging in projecting the corporate visual identity between the UK and Malaysia. Table 5.52 shows a chi-square test with Yates continuity correction that yielded a value of 4.37500 with one degree of freedom. As such, one should accept this hypothesis at a level of significance of 0.05, using the one-tail Fisher's test. The findings imply that 92% of the companies that apply a high degree of CVIS standardisation on packaging state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia. Among the multinational corporations that apply a low degree of CVIS standardisation on packaging, 63% state that this is a less effective method in trying to project the corporate visual identity between the UK and Malaysia.

Hypothesis 7C

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on interior and exterior are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

Table 5.53 shows a chi-square test with Yates continuity correction which yielded a value of 4.65341 with one degree of freedom. Therefore, this hypothesis is accepted at a level of significance of 0.05, using the one-tail Fisher's exact test. The findings reveal that 76% of the multinational corporations that apply a high degree of CVIS standardisation on the company's exterior and interior state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia. For the companies that apply a low degree of standardisation on the company's

interior and exterior, 70% state that this is a less effective way in projecting the corporate visual identity. In conclusion, one can say that there is a significant difference in the degree of CVIS standardisation on interior and exterior with regard to the degree of effectiveness of interior and exterior in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7D

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on signs are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

As far as signs is concerned, 100% of the companies that apply a high degree of CVIS standardisation state that this is a more effective method in trying to project the corporate visual identity. Sixty-four percent of the companies that apply a low degree of CVIS standardisation on signs state that this is a less effective approach in projecting the corporate visual identity between the UK and Malaysia. A chi-square test with Yates continuity correction reveal a value of 16.20198 with one degree of freedom (refer to Table 5.54). As such, one should accept this hypothesis at a significance level of 0.001, using the one-tail Fisher's exact test. Therefore, there is a significant difference in the degree of CVIS standardisation on signs with regard to the degree of effectiveness of signs in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7E

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on clothing are more likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

It is found from Table 5.55 that 75% of the companies that apply a high degree of CVIS standardisation on clothing state that this is a more effective approach in trying to project the corporate visual identity between the UK

and Malaysia. Among the companies that apply a low degree of CVIS standardisation on clothing, 54% and 46% state that this is a more effective approach and less effective approach respectively. A chi-square test with Yates continuity correction reveal a value of 1.45778 with one degree of freedom. Consequently, this hypothesis is accepted at a level of significance of 0.15, using the one-tail Fisher's test. It can be said that there is a significance difference in the degree of CVIS standardisation on clothing with regard to the degree of effectiveness of clothing in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7F

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on stationery are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

The results reveal that there is a significance difference in the degree of CVIS standardisation on stationery with regard to the degree of effectiveness of stationery in projecting the corporate visual identity between the UK and Malaysia. Table 5.56 shows a chi-square test with Yates continuity correction which yielded a value of 18.38205 with one degree of freedom. One has to accept this hypothesis at a level of significance of 0.001, using the one-tail Fisher's exact test. Among the multinational corporations that apply a high degree of CVIS standardisation, 92% state that this is a more effective approach in trying to project the corporate visual identity between the UK and Malaysia. For the companies that apply a low degree of CVIS standardisation on stationery, 83% state that this is a less effective method in projecting the corporate visual identity.

Hypothesis 7G

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on forms are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

From Table 5.57 one can see that 80% of the companies that apply a low degree of CVIS standardisation on forms state that this is a less effective approach in projecting the corporate visual identity between the UK and Malaysia. Among the multinational corporations that apply a high degree of CVIS standardisation, 74% state that this is a more effective approach in trying to project the corporate visual identity. A chi-square test with Yates continuity correction reveal a value of 6.23335 with one degree of freedom. As such this hypothesis is accepted at a level of significance of 0.01, using the one-tail Fisher's exact test. Conclusively, one can state that there is a significance difference in the degree of CVIS standardisation on forms with regard to the degree of effectiveness of forms in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7H

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on publications are likely to state this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

It is found that 92% of the companies that apply a high degree of CVIS standardisation on publications state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia. For the companies that apply a low degree of CVIS standardisation on publications, 54% state that this is a more effective approach and 46% state that this is a less effective approach. Table 5.58 shows a chi-square test with Yates continuity correction which reveal a value of 5.06064 with one degree of freedom. Therefore, this hypothesis is accepted at a level of significance of 0.05, using the one-tail Fisher's test. As a conclusion, one can state that there is a significant difference in the degree of CVIS standardisation on publications with regard to the degree of effectiveness of publications in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7I

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on vehicles are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

As far as vehicles are concerned, 83% of the multinational corporations that apply a low degree of CVIS standardisation state that this is a less effective approach in projecting the corporate visual identity between the UK and Malaysia. For the companies that apply a high degree of CVIS standardisation on vehicles, 79% state that this is a more effective method in trying to project the corporate visual identity between the UK and Malaysia. As one can see in Table 5.59 shows a chi-square test with Yates continuity correction which gives a value of 9.14178 with one degree of freedom. Therefore, this hypothesis should be accepted at a level of significance of 0.005. In conclusion, there is a significant difference in the degree of CVIS standardisation with regard to the degree of effectiveness of vehicles in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7J

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation in advertising are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

The results reveal that 92% of the multinational corporations that apply a high degree of CVIS standardisation in advertising state that this is a more effective method in trying to project the corporate visual identity between the UK and Malaysia. For the companies that apply a low degree of CVIS standardisation in advertising, the results are evenly distributed between the two categories. Table 5.60 reveals a chi-square test with Yates continuity correction which yielded a value of 5.06064 with one degree of freedom. As such this hypothesis is accepted at a significance level of 0.01, using the one-tail Fisher's test. One can conclude that there is a significant difference in the degree of CVIS standardisation in advertising with regard to the degree of effectiveness of advertising in projecting the corporate visual identity between the UK and Malaysia.

Hypothesis 7K

The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on promotion and giveaways are more likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.

Table 5.61 shows that there is a significant difference in the degree of CVIS standardisation on promotion and giveaways with regard to the degree of effectiveness of promotion and giveaways in projecting the corporate visual identity between the UK and Malaysia. All of the companies that apply a high degree of CVIS standardisation on promotion and giveaways state that this is a more effective approach in trying to project the corporate visual identity between the UK and Malaysia. Seventy-five percent of the companies that apply a low degree of CVIS standardisation on promotion and giveaways state that this is a less effective method in projecting the corporate visual identity between the UK and Malaysia. A chi-square test with Yates continuity correction reveal a value of 14.46084 with one degree of freedom. Therefore, this hypothesis is accepted at a level of significance of 0.001, using the one-tail Fisher's exact test.

5.2.7.1 Summary

This section has revealed that there is a significant relationship between the degree of CVIS standardisation applied to the various promotional tools and the degree of effectiveness of these tools in projecting the corporate visual identity between the UK and Malaysia. The promotional tools that have been taken into consideration in this research study come under the following major items, namely, product, packaging, interior and exterior, signs, clothing, stationery, forms, publications, vehicles, advertising, and promotion and giveaways. In conclusion, one can state that the higher the degree of CVIS standardisation applied to the various promotional items, the higher the degree of effectiveness of these items in projecting the corporate visual identity between the UK and Malaysia.

5.2.8 Perceived Impacts of CVIS

Hypothesis 8

There are several impacts of implementing CVIS that relate to the degree of CVIS standardisation.

The discussions of the above hypothesis is closely related to the discussions of Hypothesis 8A, 8B, 8C, 8D, 8E, 8F, 8G, 8H and 8I. Each of the hypothesis are examined in turn with the corresponding findings and observations.

Hypothesis 8A

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on sales has been more favourable.

The findings reveal that 84% of the companies that implement a high degree of CVIS standardisation state that the impact on sales has been more favourable and 16% state that there has been no impact on sales. Among the companies that implement a low degree of CVIS standardisation, 57% state that there has been no impact on sales. Table 5.62 shows a chi-square test with Yates continuity correction which yielded a value of 5.33077 with one degree of freedom. This hypothesis is accepted at a level of significance of 0.05. Thus, one can say that there is a significant relationship between sales and the degree of CVIS standardisation.

Hypothesis 8B

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on the ability of the company to recruit executives has been more favourable.

This hypothesis is accepted at a significance level of 0.10. Table 5.63 reveals a chi-square test with Yates continuity correction which yielded a value of 2.26227 with one degree of freedom. Among the multinational corporations that adopt a high degree of CVIS standardisation, 79% state that the impact on the recruitment of executives has been more favourable and the other 21% state that there has been no impact. Fifty percent of the companies that implement a low degree of CVIS standardisation state that there has been no impact on the recruitment of executives. Therefore, one can say that there is a significant relationship between the ability to recruit executives and the degree of CVIS standardisation.

Hypothesis 8C

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that there has been no impact of implementing CVIS on the value of shares.

Table 5.64 shows a chi-square test with Yates continuity correction which yielded a value of 0.00255 with one degree of freedom. As such this hypothesis is rejected. The findings reveal that 55% of the companies that implement a high degree of CVIS standardisation and 62% of the companies that implement a low degree of CVIS standardisation state that there has been a favourable impact on the value of shares. Thus, one can state that there is no significant relationship between the value of shares and the degree of CVIS standardisation.

Hypothesis 8D

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that there has been no impact of implementing CVIS on investment rating.

The results reveal that this hypothesis should be rejected. Fifty-four percent of the companies that adopt a low degree of CVIS standardisation and 57% of the companies that adopt a high degree of CVIS standardisation state that there has been a favourable impact on investment rating. Table 5.65 shows a chi-square test with Yates continuity correction which yielded a value of 0.00155 with one degree of freedom. Therefore, there is no significant relationship between investment rating and the degree of CVIS standardisation.

Hypothesis 8E

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on the general consumer goodwill toward the company has been more favourable.

It is found that 50% of the multinational corporations that implement a low degree of CVIS standardisation state that there has been no impact on general consumer goodwill toward the company. Among the companies that adopt a high degree of CVIS standardisation, 20% state no impact and 80% state that the impact has been favourable. Table 5.66 shows a chi-square test with Yates continuity correction which yielded a value of 2.51411 with one degree of freedom. As such, this hypothesis is accepted at a level of significance of 0.10. In conclusion, there is a significant relationship between the general consumer goodwill towards the company and the degree of CVIS standardisation.

Hypothesis 8F

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on the consumer's familiarity with the company and its products/services has been more favourable.

There is a significant relationship between the consumer's familiarity with the company and its products/services and the degree of CVIS standardisation. This hypothesis should be accepted at a level of significance of 0.05. The findings highlight that 43% of the companies that implement a low degree of CVIS standardisation state that there has been no impact on the consumer's familiarity with the company and its products/services. Among the multinational corporations that adopt a high degree of CVIS standardisation, 92% state that the impact has been more favourable and 8% state that there has been no impact. Table 5.67 shows a chi-square test with Yates continuity correction which yielded a value of 4.72055 with one degree of freedom.

Hypothesis 8G

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on the consumer's advertising awareness about the company or its products/services has been more favourable.

As far as advertising awareness is concerned, Table 5.68 reveals a chi-square test with Yates continuity correction which yielded a value of 4.16667 with one degree of freedom. The findings show that 88% of the companies that adopt a high degree of CVIS standardisation state that the impact on advertising awareness has been more favourable. Fifty percent of the multinational corporations that implement a low degree of CVIS standardisation confirm that there has been no impact on advertising awareness. One can say that there is a significant relationship between advertising awareness and the degree of CVIS standardisation. Therefore, this hypothesis is accepted at a significance level of 0.05.

Hypothesis 8H

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on the receptivity of the local inhabitants toward the company's facilities in the area has been more favourable.

The results highlight that 86% of the companies that implement a high degree of CVIS standardisation state that the receptivity of the local inhabitants toward the company's facilities in the area has been more favourable. Among the companies that adopt a low degree of CVIS standardisation, 50% state that there has been no impact with regard to this issue. Table 5.69 reveals a chi-square test with Yates continuity correction with a value of 3.97223 with one degree of freedom. This hypothesis is accepted at a significance level of 0.05. It can be said that there is a significant relationship between the receptivity of local inhabitants toward the company's facilities and the degree of CVIS standardisation.

Hypothesis 8I

The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on market share has been more favourable.

This hypothesis is accepted at a significance level of 0.10. It is found that there is a significant relationship between market share and the degree of CVIS standardisation. Table 5.70 reveals a chi-square test with Yates continuity correction with a value of 1.99315 with one degree of freedom. The findings show that 58% of the companies that implement a low degree of CVIS standardisation and 27% of the companies that adopt a high degree of CVIS standardisation, state that there has been no impact as far as the market share is concerned. Forty-two percent of the companies that implement a low degree of CVIS standardisation and 73% of the companies that adopt a high degree of CVIS standardisation state that the impact on market share has been favourable.

5.2.8.1 Summary

In this section it is found that several variables are significantly related to the degree of CVIS standardisation between the UK and Malaysia. The variables are namely, sales, ability to recruit executives, general consumer goodwill toward the company, consumer's familiarity with the company, advertising awareness, receptivity of the local inhabitants towards the company and market share. The variables that are found to be of no significance with regard to degree of CVIS standardisation are namely, value of shares, and investment rating.

5.2.9 Headquarter and Subsidiary Opinions of Standardised CVIS

Hypothesis 9

There are significant differences in the opinions given by the headquarter and the subsidiary executives with regard to the degree of importance to standardise CVIS between the UK and Malaysia.

The discussion of this hypothesis takes into account each of the component of the CVIS namely, name, symbol and/or logotype, typography, colour and slogan.

Name

As far as the corporate name is concerned, it is found that there is no significant difference in the opinions given by the headquarter and the subsidiary executives with regard to the degree of importance to standardise the corporate name between the UK and Malaysia. The findings reveal that 72% of the UK executives and 80% of the Malaysian executives state that it is very important to standardise the corporate name between the UK and Malaysia. Table 5.71 shows a chi-square test with Yates continuity correction which yielded a value of 0.10000 with one degree of freedom. Therefore, this hypothesis is rejected.

Symbol and/or Logotype

Table 5.72 reveals a chi-square test with Yates continuity correction which yielded a value of 0.30687 with one degree of freedom. Among the UK headquarters' executives, 75% state that it is very important to standardise the symbol and/or logotype between the UK and Malaysia. For the Malaysian executives, 85% believe that it is of utmost importance to standardise the symbol and/or logotype between the two countries. One can conclude that there is no significant difference in the opinions given by the headquarter and the subsidiary executives with regard to the degree of importance to standardise the symbol and/or logotype between the UK and Malaysia. Thus, this hypothesis is rejected.

Typography

It is found that 63% of the Malaysian and UK executives regard that it is important to standardise the typography between the UK and Malaysia. Table 5.73 highlights a chi-square test with Yates continuity correction which yielded a value of 0.00000 with one degree of freedom. Therefore, this hypothesis is rejected. The findings reveal that there is no significant difference in the opinions given by the headquarter and the subsidiary executives with regard to the degree of importance to standardise the typography between the UK and Malaysia.

Colour

This hypothesis is rejected. From Table 5.74 one can conclude that there is no significant difference in the opinions given by the headquarter and the subsidiary executives with regard to the degree of importance to standardise the colour element of the CVIS between the UK and Malaysia. The results reveal that 75% of the Malaysian executives and 70% of the UK executives state that it is important to standardise the colour element of the CVIS between the UK and Malaysia. A chi-square test with Yates continuity correction shows a value of 0.01026 with one degree of freedom.

Slogan

As far as slogan is concerned, 70% of the UK executives and 63% of the Malaysian executives state that there is a low degree of importance to standardise slogan between the two countries. Table 5.75 highlights a chi-square test with Yates continuity correction which yielded a value of 0.00000 with one degree of freedom. Therefore, this hypothesis should be rejected. In conclusion, there is no significant difference in the opinions given by the headquarter and the subsidiary executives with regard to the degree of importance to standardise the slogan between the UK and Malaysia.

5.2.9.1 Summary

In this section the opinions given by the headquarter and the subsidiary executives were compared with the degree of importance to standardise the CVIS elements between the UK and Malaysia. In all of the findings, the results proves that the opinions forwarded by the UK and Malaysian executives are similar. The executives from both countries regarded that it is of utmost importance to standardise the corporate name, symbol and/or logotype, typography, and colour between the UK and Malaysia. As far as slogan is concerned, they state it is not as important to standardise the slogan element between the UK and Malaysia. Therefore, it can be concluded that there are no significant differences in the opinions given by the headquarter and the subsidiary executives with regard to the degree of importance to standardise the CVIS between the UK and Malaysia.

5.3 Results of Factor Analysis

This section examines the results of factor analysis conducted on the global drivers, organisational structure issues and promotional applications of CVIS and perceived impacts of CVIS. As explained by Churchill (1991) the purpose of factor analysis is two fold; data reduction and substantive interpretation. The first purpose is to summarise the relevant information in a set of observed variables by a new smaller set of variables manifesting that which is common among the original variables.

As explained in chapter 4, section 4.4.2, the application of factor analysis to data sets without considering the appropriateness is both unwarranted and misleading. In this research project, the techniques that have been considered in determining the appropriateness of using factor analysis are: examination of the correlation matrix, plotting of the latent roots, examination of the communality estimates and Kaiser-Meyer-Olkin measure of sampling adequacy. In addition, post hoc factor analysis of the data was carried out to explore the underlying construct validity of this research model, in particular the variables used to dimensionalise and measure global drivers, organisational structure issues, promotional applications of CVIS and perceived impacts of CVIS. In this analysis only variables with loading greater than 0.5 have been included.

5.3.1 Global Drivers

With regard to the global drivers seven factors were identified, using varimax rotation with Kaiser normalisation. The seven factor solution provided the clearest interpretation of reasonable construct validity. Variables with eigen values over 1.0 explained 85.2% of the variance. The Kaiser-Meyer-Olkin measure of sampling adequacy for global drivers is 0.71550 (refer to Table 5.76). As seen in Table 5.77, variables used to measure the nature and attributes of product marketed were loaded heavily on Factor 1. The variable loading of the variables measured in Factor 1 ranged from 0.71568 to 0.81300 which shows a pattern of high correlation, suggesting that these variables go together. The eigen value for Factor 1 is 10.47840 and the percentage of the

variance explained is 29.9%. The communality estimates for Factor 1 ranged from 0.77087 to 0.90348 which suggests that the estimates are high.

The variables measuring the cultural factor were loaded primarily on Factor 2 except for the slogan variable. Interestingly, most of the variables measuring nationalism were also loaded on Factor 2 except for the slogan variable. These were clearly variables reflecting the similarity between the cultural and nationalism dimensions. The slogan variable for both the cultural and nationalism dimensions is loaded on Factor 7. The variable loading of the variables measured in Factor 2 ranged from 0.56763 to 0.73876 for the nationalism variables and from 0.84307 to 0.92684 for the cultural variables which signifies a pattern of high correlation. This indicates that these variables are similar in nature. The eigen value for Factor 2 is 7.29130 and the percentage of the variance explained by Factor 2 is 20.8%. The communality estimates for Factor 2 ranged from 0.83036 to 0.92072 which suggests that the communality estimates are high.

Four variables measuring design agency were loaded on Factor 3 except for the slogan variable which is loaded on Factor 7. The variable loading of the variable measured in Factor 3 ranged from 0.84072 to 0.95314 which indicates high correlation matrix. The eigen value for Factor 3 is 3.75375 and the percentage of variance explained by Factor 3 is 10.7%. The communality estimates ranged from 0.82705 to 0.94827 therefore this suggests that the communality estimates are high.

Factor 4 loaded mainly on variables measuring competition. This factor loaded heavily on colour, symbol and/or logotype, name and typography. Again the slogan variable is not loaded in this factor but is loaded on Factor 7. The variable loading of the variable measured in Factor 4 ranged from 0.66037 to 0.91367 which shows a pattern of high correlation, suggesting that these variables go together. The eigen value for Factor 4 is 2.95922 and the percentage of the variance explained by Factor 4 is 8.5%. The communality estimates for this factor ranged from 0.82697 to 0.96311 which suggests that the communality estimates are high.

Variables used to measure language were loaded heavily on Factor 5 except for the slogan variable which is loaded on Factor 7. The variable loading of the variables measured in this factor ranged from 0.64301 to 0.85142 which indicates a pattern of high intraset correlation. This suggests that the variables measured are similar in nature. The eigen value for Factor 5 is 2.51398 and the percentage of the variance explained by this Factor is 7.2%. The communality estimate for Factor 5 ranged from 0.63049 to 0.86880 which suggests that the communality estimates are reasonably high.

The variables measuring law and regulations were loaded primarily on Factor 6. The variable loading of the variables measured in Factor 6 ranged from 0.53513 to 0.84115 which suggests a pattern of high intraset correlation. The eigen value for this factor is 1.42701 and the percentage of the variance explained by this factor is 4.1%. The communality estimates for this factor ranged from 0.61982 to 0.90945 which indicates that the communality estimates are high.

Factor 7 loaded mainly on variables measuring slogan. This factor loaded heavily on the aspects of nationalism, culture, design agency, competition and language that affect the slogan decisions. The variable loading of the variables measured in Factor 7 ranged from 0.58720 to 0.83430 which indicates a pattern of high intraset correlation. The eigen value for this factor is 1.39516 and the percentage of the variance explained by this factor is 4.0%. The communality estimates for Factor 7 ranged from 0.8062 to 0.98375 which suggests that the communality estimates are close to 1.00000.

5.3.1.1 Summary

A total of seven easily interpretable factors were extracted with regard to the global driver variables. Factor 1 reflect the variables used to measure the nature and attributes of the product marketed in Malaysia. Factor 2 can be labeled culture as it describes the extent culture affects CVIS decisions. Factor 3 refers to design agency and is composed of the extent design agency affect CVIS decisions. Factor 4 contains the variables used to measure competition. Factor 5 is captured by the variables measuring language. Factor 6 reflects the variables used to measure the extent law and regulations in Malaysia affect

CVIS decisions. Factor 7 is composed of global driver variables measuring the slogan element of CVIS.

5.3.2 Organisational Structure Issues

Three factors were extracted using varimax rotation with Kaiser normalisation with regard to the organisational structure issues. The three factor solution suggests the clearest interpretation of reasonable construct validity. Variables with eigen values over 1.0 explained 92.8% of the variance. The Kaiser-Meyer-Olkin measure of sampling adequacy for the organisational structure issue is 0.69914 (refer to Table 5.78).

Table 5.79 shows that the variables measuring headquarter control of CVIS decisions were loaded primarily on Factor 1 except for the slogan variable. Not surprisingly variables measuring the subsidiary control of CVIS decisions were loaded on this factor except for the slogan variable. The variable loading of the variables measured in Factor 1 ranged from 0.88813 to 0.91938 which shows a pattern of a very high intraset correlation, suggesting that these variables go together. The eigen value for Factor 1 is 9.06167 and the percentage of the variance explained is 60.4%. The communality estimates for this factor ranged from 0.85582 to 0.94789 which suggest high communality estimates.

Four variables measuring headquarter control of global CVIS decisions were loaded on Factor 2 except for the slogan variable which is loaded on Factor 3. The variable loading of the variables measured in Factor 2 ranged from 0.85310 to 0.93286 which indicate high intraset correlation. The eigen value for Factor 2 is 2.95295 and the percentage of variance explained by Factor 2 is 19.7%. The communality estimate ranged from 0.79868 to 0.96174, suggesting that the communality estimates are high.

Factor 3 loaded mainly on variables measuring the control of slogan. This factor loaded heavily on the headquarters control of slogan, decisions between the UK and Malaysia, the headquarter control of global slogan decisions and the subsidiary control of slogan decisions. The variable loading

of the variables measured in Factor 3 ranged from 0.86529 to 0.97062 which signifies a high intraset correlation. The eigen value for this factor is 1.89817 and the percentage of the variance explained by this factor is 12.7%. The communality estimates for Factor 3 ranged from 0.98481 to 0.98885 indicating high communality estimates.

5.3.2.1 Summary

The factor analysis for the organisational structure issues yielded three factors with eigenvalues greater than one, indicating that the scale is not unidimensional.

Factor 1 is heavily loaded on the variables measuring headquarter and subsidiary control of CVIS decisions primarily, name, symbol and/or logotype, typography and colour, between the UK and Malaysia. Factor 2 contains those variables used to measure headquarter control of the four elements of global CVIS decisions primarily, name, symbol and/or logotype, typography and colour. Factor 3 is composed of the variables which measure the location of control of slogan decisions.

5.3.3 Promotional Applications of CVIS

For the promotional application of CVIS, five factors were extracted using varimax rotation with Kaiser normalisation. The five factor solution gives the best interpretation of reasonable construct validity. Variables with eigen value over 1.0 explained 91.1% of the variance. The Kaiser-Meyer-Olkin measure of sampling adequacy for the promotional application of CVIS is 0.98395 (refer to Table 5.80). As seen in Table 5.81, variables used to measure products were loaded heavily on Factor 1. Interestingly, all of the variables measuring packaging and promotion and giveaways were also loaded on Factor 1. The variable loading of the variables measured in Factor 1 ranged from 0.53353 to 0.91244 which indicate a reasonably high intraset correlation. The eigen value for Factor 1 is 30.67679 and the percentage of the variance explained by the factor is 65.3%. The communality estimates for this factor ranged from 0.81869 to 0.99826 suggesting that the communality estimates are very high.

Factor 2 loaded mainly variables measuring publications, vehicles and advertising. The variable loading of the variables measured in this factor ranged from 0.50108 to 0.83166 which suggests a high intraset correlation. The eigen value of this factor is 5.00903 and the percentage of the variance explained by this factor is 10.7%. The communality estimates for this factor ranged from 0.61349 to 0.93533. Thus, the communality estimates are considerably high.

The variables used to measure signs, clothing and stationery were loaded heavily on Factor 3. The variable loading of the variables measured in Factor 3 ranged from 0.63269 to 0.85188 which suggests a pattern of high intraset correlation. This indicates that the variables measured are similar in nature. The eigen value for Factor 3 is 3.13805 and the percentage of the variance explained by this factor is 6.7%. The communality estimates for this factor ranged from 0.79622 to 0.98964 which suggests that the communality estimates are high.

Five variables measuring forms were loaded on Factor 4. These include accounting forms, purchasing forms, production forms, sales forms and personnel forms. The variable loading of the variables measured in this factor ranged from 0.71043 to 0.86390 indicating high intraset correlation. The eigen value for Factor 4 is 2.30348 and the percentage of the variance explained by this factor is 4.9%. The communality estimates for this factor ranged from 0.88906 to 0.91979 indicating that the communality estimates are close to 1.00000. The variable measuring interior and exterior were loaded on Factor 5. The variable loading of the variables measured in Factor 5 ranged from 0.57093 to 0.92381 which suggests that high intraset correlation exists. The eigen value for Factor 5 is 1.68633 and the percentage of the variance explained by this factor is 3.6%. The communality estimates for this factor ranged from 0.61835 to 0.99347 suggesting that the communality estimates are generally high.

5.3.3.1 Summary

A total of five interpretable factors were extracted using the principal component analysis. Factor 1 reflects the promotional applications of CVIS on products, packaging, and promotion and giveaways. Factor 2 is composed of variables used to measure publications, vehicles and advertising. Factor 3 contains the variables measuring signs, clothing and stationery. Factor 4 reflects the variables used to measure the effectiveness of forms in projecting the visual identity between the UK and Malaysia. Factor 5 refers to the interior and exterior and consists of the variables used to measure the effectiveness of interior and exterior in projecting the visual identity between the UK and Malaysia.

5.3.4 Perceived Impacts of CVIS

With regard to the perceived impacts of CVIS, five factors were extracted using varimax rotation with Kaiser normalisation. The five factor solution presents the clearest interpretation of reasonable construct validity. Variables with eigen values over 1.0 explained 87.2% of the variance. The Kaiser-Meyer-Olkin measure of sampling adequacy for the perceived impact of CVIS is 0.82554 (refer to Table 5.82).

Table 5.83 shows the variables used to measure advertising awareness were loaded heavily on Factor 1. Interestingly, the variables measuring familiarity with the company were also loaded on Factor 1. The variable loading of the variables measured in Factor 1 ranged from 0.68889 to 0.89494 indicating a reasonably high intraset correlation. The eigen value for this factor is 14.74015 and the percentage of the variance explained by this factor is 54.6%. The communality estimates for Factor 1 ranged from 0.84466 to 0.92198 indicating that the communality estimates are close to 1.0.

The variables measuring the value of shares and investment rating were loaded on Factor 2. The variable loading of the variables measured in this factor ranged from 0.91218 to 0.98426 which suggests very high intraset correlation. The eigen value for this Factor 2 is 6.04971 and the percentage of the variance explained by this factor is 22.4%. The communality estimates for

this factor ranged from 0.94287 to 0.99736 suggesting that the communality estimates are very high.

Three variables measuring the ability to recruit executives were loaded on Factor 3. The variable loading of the variables measured in this factor ranged from 0.75587 to 0.90141 suggesting a high intraset correlation. The eigen value for this factor is 1.98892 and the percentage of the variance explained by this factor is 7.4%. The communality estimates for Factor 3 ranged from 0.95227 to 0.96818 suggesting that the communality estimates are close to 1.0.

Factor 4 loaded mainly variables measuring receptivity towards company facilities and consumer goodwill towards the company. The variable loading of the variables measured in Factor 4 ranged from 0.72714 to 0.85015 which indicates a pattern of high intraset correlation. The eigen value for this factor is 1.29611 and the percentage of the variance explained by Factor 4 is 4.8%. The communality estimates for this factor ranged from 0.82295 to 0.98437 which indicates that the communality estimates are very high.

The variables used to measure market share are loaded on Factor 5. Not surprisingly the variables measuring sales were also loaded on Factor 5. The variable loading of the variables measured in this factor ranged from 0.63260 to 0.92438 indicating a reasonably high intraset correlation. The eigen value for this factor is 0.94597 and the percentage of the variance explained by Factor 5 is 3.5%. The communality estimates for this factor ranged from 0.87106 to 0.93827 showing that the communality estimates are close to 1.00000.

5.3.4.1 Summary

The factor analysis of the perceived impacts of CVIS yielded five factors with eigenvalues greater than one, suggesting that the scale is not unidimensional. Factor 1 is heavily loaded on the variables measuring advertising awareness and familiarity with the company. Factor 2 is composed of those variables that measure the value of shares and investment rating. Factor 3 contains three variables measuring the ability to recruit executives. Factor 4 reflects the variables used to measure the receptivity towards company facilities and consumer goodwill. Factor 5, a market share and sales impact, is composed of variables measuring market share and sales in the UK, Malaysia and globally.

5.4 Results of Discriminant Analysis

Discriminant analysis were conducted on the global drivers for each of the CVIS components, control of CVIS decisions, promotional applications of CVIS and perceived impacts of CVIS. The methodology used in discriminant analysis is discussed and justified in section 4.4.3, chapter 4 of this thesis. The major considerations are that the jack knife and the U-method techniques were used to avoid the problems associated with discriminant analysis when the sample is small. In addition, these two approaches when applied simultaneously provide a very useful validation procedure. The U-method focuses on the issue of classification errors and the jack knife analysis concentrates on the issue of coefficient stability.

5.4.1 Global Drivers

Name

From Table 5.84 it can be seen that the nature and attributes of the product marketed is perceived by the respondents as the most important determinant of whether a company uses a high or low degree of name standardisation between the UK and Malaysia. Firms which implement a high degree of name standardisation rate that the nature and attributes of product marketed has a lower degree of influence than firms which implement a low degree of name standardisation between the UK and Malaysia. This dimension is the single most powerful discriminating variable with a discriminant coefficient equal to 1.03126 with F ratio of 11.85. Two of the global driver variables namely design agency and competition are found to be not significant in discriminating between the firms that implement a high or low degree of name standardisation. Their discriminant coefficients are 0.54927 and 0.49773 respectively. Culture was found to be the next powerful discriminant variable with a discriminant coefficient equal to 0.24422 with F ratio of 4.270. Companies which adopt a high degree of name standardisation rate culture significantly lower in influence in their name decisions than companies which adopt a low degree of name standardisation between the UK and Malaysia. The next variable that is significant in discriminating between firms that implement a high or low degree of name standardisation is nationalism with

a discriminant coefficients of 0.20796. Language and law are found to be weak discriminating variables with a discriminant coefficient equal to 0.05474 and 0.18289 respectively.

The cross tabulation of the calibrated and the validated classification produced the percentage of correctly classified cases of 88.51% and 88.24% respectively (refer to Table 11.11). It would appear from these results that the variables primarily, product, culture and nationalism do indeed discriminate. Furthermore, it should be noted that the validation analysis suggests that the results are not spurious.

Symbol and/or Logotype

Table 5.86 shows that the nature and attributes of the product marketed is regarded by the executive as the main determinant of whether a company implements a high or low degree of symbol and/or logotype standardisation between the UK and Malaysia. The results reveal that multinational corporations which adopt a high degree of symbol and/or logotype standardisation state that the nature and attributes of the product marketed has a lower degree of influence than companies which implement a low degree of symbol and/or logotype standardisation between the UK and Malaysia. This subconstruct is the single most powerful discriminating variable with a discriminant coefficient equal to 0.81702 with F ratio of 5.412. Nationalism is found to be the second most powerful discriminating variable with a discriminant coefficient of 0.65060 with F ratio of 20.37. It is found that multinational corporations that implement a high degree of symbol and/or logotype standardisation state that nationalism has a lower degree of influence in their symbol and/or logotype decisions than companies which implement a low degree of symbol and/or logotype standardisation between the UK and Malaysia. The results reveal that competition and design agency are not significant variables in discriminating between the firms that implement a high or low degree of symbol and/or logotype standardisation. The next two variables namely culture, and law and regulations are weak discriminators with discriminant coefficients of 0.16967 and 0.07761 respectively.

The confusion matrices in Table 5.87 show the percentage of correctly classified cases is 89.18% for the calibrated group and 88.57% for the validated group. Therefore, it is suffice to say that the variables primarily, product, nationalism and culture do indeed discriminate and the validation results are not spurious.

Typography

As seen in Table 5.88, the nature and attributes of the product marketed is again perceived by the respondents as the most important determinant of whether a company implements a high or low degree of typography standardisation between the UK and Malaysia. Multinational corporations which implement a high degree of typography standardisation rate the nature and attributes of the product marketed significantly lower in influence than firms which implement a low degree of typography standardisation. The discriminant coefficient for this dimension is 0.83360 with F ratio of 5.675. Nationalism and competition are the next two most powerful discriminating variables with discriminant coefficients equal to 0.77615 with F ratio of 24.20 and 0.69158 with F ratio of 1.858 respectively. The results reveal that culture and law and regulations are found to be weak discriminators with discriminant coefficients of 0.26682 and 0.08049 respectively. Two dimensions, namely design agency and language are not significant variables in discriminating between companies that adopt a high or low degree of typography standardisation.

Table 5.89 presents the cross tabulation of the calibrated and validated classifications which produced the percentage of correctly classified cases of 86.16% and 85.71% respectively. It would appear from the above results that the variables product, nationalism, competition and culture and do indeed discriminate with regard to the typography component of the CVIS. In addition, it should be noted that the confusion matrices suggest that the results are not spurious.

Colour

The single most powerful discriminating variable with discriminant coefficient equal to 0.80347 with F ratio of 3.266 is the nature and attributes of the product marketed. This dimension is perceived by the executive as the most important determinant of whether a company adopts a high or low degree of colour standardisation between the UK and Malaysia. The results reveal that companies which implement a high degree of colour standardisation rate the nature and attributes of a product marketed significantly lower in influence than firms which implement a low degree of colour standardisation. The dimensions of culture, nationalism and law are found to be the next three powerful discriminating variables with discriminant coefficients of 0.46919 with F ratio of 13.88, 0.45877 with F ratio of 14.94 and 0.37636 with F ratio of 3.059 respectively. Two variables namely, competition and design agency are found to be not significant in discriminating between the companies that implement a high or low degree of colour standardisation. Language is found to be a weak discriminator with a discriminant coefficient equal to 0.08979 with F ratio of 3.929 (refer to Table 5.90).

Cross tabulation of the calibrated and the validated classifications produced the percentage of correctly classified cases of 86.16% and 85.17% respectively. From the results above the variables namely product, nationalism, culture and law do indeed discriminate. It should be noted that the validation analysis suggests that the results are not spurious (refer to Table 5.91).

Slogan

Law and regulations is perceived by the respondents as the only determinant of whether a company uses a high or low degree of slogan standardisation. Firms which implement a high degree of slogan standardisation note that law and regulations have a lower degree of influence than firms which implement a low degree of slogan standardisation. This dimension is the only discriminating variable with a discriminant coefficient equal to 0.84311 with F ratio of 2.148. The other variables of product, design agency, nationalism, language, culture and competition are found to be insignificant in

discriminating between the multinational corporations that implement a high or low degree of slogan standardisation (refer to Table 5.92).

Table 5.93 shows the confusion matrix of the slogan component of the CVIS. The percentage of the correctly classified cases for the calibrated and validated analysis is 94.06% and 94.74% respectively. It should be noted that the validation analysis suggests that the results are not spurious.

5.4.1.1 Summary

With regard to the name component of the CVIS the respondents that implement a high degree of name standardisation reported that the nature and attributes of the product, culture and nationalism in Malaysia have a lower degree of influence in their name decisions between the UK and Malaysia. Law and regulations, and languages in Malaysia are found to be weak discriminators. Two variables namely, design agency and competition are found to be not significant in discriminating between firms that implement a high or low degree of name standardisation between the UK and Malaysia.

As far as symbol and/or logotype is concerned, the variables that are found to be strong discriminators are nature and attributes of product marketed, and nationalism. Culture in Malaysia is also found to be a significant discriminating variable, while law is a weak discriminator. Essentially, the firms that implement a high degree of symbol and/or logotype standardisation reported that the nature and attributes of the product marketed, nationalism and culture in Malaysia have a low degree of influence in their symbol and/or logotype decisions between the UK and Malaysia. The variables namely, competition and design agency are found to be insignificant in discriminating between firms that implement a high or low degree of symbol and/or logotype standardisation.

Firms which utilise a high degree of typography standardisation between the UK and Malaysia, state that the nature and attributes of the product marketed, nationalism, competition and culture in Malaysia have lower degree of influence in their typography decisions between the UK and Malaysia. Law is found to be a weak discriminating variable while design agency and language are insignificant variables in discriminating between companies that adopt a high or low degree of typography standardisation.

With regard to the colour component of the CVIS, the firms which implement a high degree of colour standardisation reported that the nature and attributes of the product marketed, culture, nationalism and law have lower degree of influence in their colour decisions between the UK and Malaysia. Language is found to be a weak discriminator while competition and design agency are found to be insignificant in discriminating between the firms that implement a high or low degree of colour standardisation.

The only discriminating variable that distinguishes between the firms that implement a high or low slogan standardisation between the UK and Malaysia is law and regulations. The other variables namely, product, design agency, nationalism, language, culture and competition are found to be insignificant.

5.4.2 Control of CVIS

It can be seen from Table 5.94 that the headquarters control of the name decisions is regarded as the most important determinant in distinguishing between firms that adopt a high or low degree of CVIS standardisation. Companies which implement a high degree of CVIS standardisation rate that corporate name has a high degree of control by the headquarters than firms which implement a low degree of CVIS standardisation. The discriminant coefficient for this dimension is 0.36736 with F ratio of 30.26. The headquarters control of the typography decision is the next powerful discriminator with a discriminant coefficient of 0.33127 and F ratio of 28.56. The two somewhat weak discriminating variables are the headquarters control of symbol and/or logotype decisions and control of colour decisions with discriminant coefficients of 0.29226 with F ratio of 31.08 and 0.06166 with F ratio of 28.35 respectively.

The cross tabulation of the calibrated and validated classifications produced the percentage of correctly classified cases of 87.38% and 87.18% respectively. It would appear from these results that the variables do indeed discriminate and the validation analysis indicates that the results are not spurious (refer to Table 5.95).

5.4.2.1 Summary

As far as the control of CVIS decisions is concerned, the element name is regarded as having the highest degree of control in the UK among firms that implement a high degree of CVIS standardisation between the UK and Malaysia. Typography decisions, symbol and/or logotype decisions and colour decisions are the next three elements that have a high degree of control in the UK. The slogan element is found to be a variable that do not discriminate between firms that implement a high or low degree of CVIS standardisation.

5.4.3 Promotional Application of CVIS

"Effectiveness of stationery" is perceived by the executives as the primary determinant of whether or not CVIS strategies will transfer from the UK to Malaysia. Companies which implement a high degree of CVIS standardisation rate that a high degree of CVIS standardisation applied on stationery is a more effective method than firms which adopt a lower degree of CVIS standardisation. This dimension is the most powerful discriminating variable with discriminant coefficient equal to 0.72970 with F ratio of 38.26. The next three most powerful dimensions on the effectiveness of the promotional applications of CVIS that distinguish the low and high degree of CVIS standardisation are, promotion and giveaways, interior and exterior and publications. Firms that adopt a high degree of CVIS standardisation rate that a high degree of CVIS standardisation applied on promotion and giveaways, interior and exterior and publications is a more effective method than firms which adopt a lower degree of CVIS standardisation. The discriminant coefficients for these variables are 0.69737 for promotion and giveaways, 0.63156 for interior and exteriors and 0.58501 for publications. The results reveal that advertising and signs are weak discriminators with discriminant coefficients equal to 0.19599 for advertising and 0.04073 for signs (refer to Table 5.96).

Table 5.97 shows the confusion matrices of the promotional application of CVIS. In the calibration analysis the percentage of correctly classified cases amount to 96.99% and for the validation analysis the percentage of correctly classified cases is 96.88%. The above results show that the variables namely stationery, promotion and giveaways, interiors and exteriors, publications, advertising and signs do indeed discriminate between the companies that implement a high or low degree of CVIS standardisation. Additionally, the confusion matrices reveal that the discriminant analysis results are not spurious.

5.4.3.1 Summary

The firms that implement a high degree of CVIS standardisation rate that a high degree of CVIS standardisation applied on stationery, promotion and giveaways, interiors and exteriors, publications, advertising and signs, is a more effective method than firms which adopt a lower degree of CVIS standardisation. Other promotional tools such as product, packaging, clothing, forms and vehicles do not possess any discriminating characteristics that are able to discriminate between the companies that implement a high or low degree of CVIS standardisation.

5.4.4 Perceived Impacts of CVIS

From Table 5.98 it can be seen that the general consumer goodwill towards the company is perceived by the respondent as the most important determinant in distinguishing between a company that uses a high or low degree of CVIS standardisation. The discriminant coefficient for this dimension is 0.68929 with F ratio of 3.445. The next two most powerful discriminators with regard to the impact of CVIS is advertising awareness with a discriminant coefficient of 0.60304 and F ratio of 18.75 and familiarity with the company and/or its products with discriminant coefficients of 0.52965 and F ratio of 14.53. Three variables namely receptivity of local inhabitants, sales and ability to recruit executives are only weak discriminators with discriminant coefficients equal to 0.27427, 0.24772 and 0.08987 respectively.

The confusion matrices of perceived impacts of CVIS shown in Table 11.25 produced the percentage of correctly classified cases of 81.29% for the calibrated analysis and 81.25% for the validated analysis. Thus the above results present that consumer goodwill, advertising awareness, familiarity with the company, receptivity of local inhabitants, sales and ability to recruit executives do indeed discriminate between those companies that implement a low or high degree of CVIS standardisation. Furthermore, the calibrated and validated analysis indicate that the results are not spurious.

5.4.4.1 Summary

In this analysis, six impacts are found to be discriminating variables in distinguishing between a company that uses a high or low degree of CVIS standardisation. The six impacts are, in order of importance, consumer goodwill, advertising awareness, familiarity with the company, receptivity of local inhabitants, sales, and ability to recruit executives. The variables such as value of shares, investment rating and market share are found to be non discriminating.

5.5 Conclusions

This chapter has presented the quantitative results on the data gathered on the internationalisation of the corporate visual identity strategies of the UK multinational corporations with subsidiaries in Malaysia. The results of crosstabulations using the chi-square test, factor analysis and discriminant analysis conducted on the nine sub-dimensions are presented in this chapter.

Two demographic variables are found to be associated with the degree of CVIS standardisation. The two variables are; market entry form (1E) and equity holding (1F). The results highlight that the UK companies that hold a majority equity and have direct investment interest in Malaysia implement a high degree of CVIS standardisation. The other variables such as main business (1A), number of years abroad (1B), number of countries with subsidiaries (1C), and total sales (1D) are clearly not associated with the degree of CVIS standardisation. Therefore, Hypothesis 1A is rejected while Hypotheses 1B, 1C, 1D, 1E and 1F are accepted (refer to Table 5.100 for a listing of the hypotheses).

There are three major global variables that influence the degree of CVIS decisions. The results reveal that the UK firms that adopt a high degree of name, symbol and/or logotype, typography and colour standardisation between the UK and Malaysia perceived that culture (2B), nationalism (2C) and the nature and attributes of the product marketed (2K) have a low degree of influence in their CVIS decisions. Both groups perceived that cultural elements have a low degree of influence in their slogan decisions between the UK and Malaysia. The findings also highlight that trade laws and regulations (2A), competition (2D), design agency (2E) and languages (2F, 2G, 2H, 2I, and 2J) are insignificant variables with regard to the degree of CVIS standardisation between the UK and Malaysia. Two hypotheses that are related to the interpretation of symbol and/or logotype (2L) and interpretation of colour (2M) by the Malaysian public are also found to be insignificant. For the global variables, Hypotheses 2B (except for slogan), 2C, and 2K are accepted, while Hypotheses 2A, 2D, 2E, 2F, 2G, 2H, 2I, 2J, 2L and 2M are rejected.

In relation to the organisational structure issues, firstly, it is found that the higher the degree of control by the headquarter of the overall CVIS (3A), name (3B), symbol and/or logotype (3C), typography (3D), colour (3E) and slogan (3F), the higher the degree of standardisation of these elements between the UK and Malaysia. Secondly, the results reveal that cultural elements (3G) play an insignificant role for those companies that implement a higher degree of CVIS standardisation between the UK and Malaysia. This section also found that the chief executive officer is the key internal driving force (3H) and an active participant (3I) in the development of a standardised CVIS. Thus, the hypotheses that are accepted are; Hypotheses 3B, 3C, 3D, 3E, 3F, 3H and 3I. Hypothesis 3G is rejected.

It is found that "responding to competitive environment" (4A) and "aiding the sale of products or services" (4B) are important reasons for the companies to develop and implement a high degree of CVIS standardisation. In addition, "creating an attractive environment for hiring employees" (4D) and "increasing the company's stature and presence" (4E) are also important reasons for the companies that adopt the high standardisation strategy between the UK and Malaysia. As far as "raising money" (4C) is concerned, the results have been insignificant. Therefore, Hypotheses 4A, 4B, 4D and 4E are accepted and Hypothesis 4C is rejected.

The only behavioural issue that is found to be significantly related to the degree of CVIS standardisation between the UK and Malaysia is the attention given to CVIS in Malaysia over the past five years (5C). Other behavioural issues such as reason of interest in CVIS between the UK and Malaysia (5A), attention given to CVIS in the UK over the past five years (5B) and preparation of CVIS (5D) are found to be insignificant in relation to the degree of CVIS standardisation. Hypothesis 5C is accepted. Hypotheses 5A, 5B, and 5D are rejected.

For the visual structure issues, firstly, it is found that the elements, name (6A), symbol and/or logotype (6B), typography (6C), and colour (6D) are significantly related to Olin's structure which consists of the monolithic, endorsed and branded structures. Slogan (6E) has been found to be insignificant. This section also found that the relationship between, the type of business (6F) and Olin's CVIS structure is insignificant. The importance of brand name (6G), recognition of corporate name (6H) and acceptance of corporate name (6I) are found to be significantly related to Olin's CVIS structure. Therefore, Hypotheses 6A, 6B, 6C, 6D, 6G, 6H and 6I are accepted while Hypotheses 6E and 6F are rejected.

All of the promotional tools namely, product (7A), packaging (7B), interior and exterior (7C), signs (7D), clothing (7E), stationery (7F), forms (7G), publications (7H), vehicles (7I), advertising (7J) and promotion and giveaways (7K) reveal significant relationships between the degree of CVIS standardisation applied to these promotional tools and the degree of effectiveness of these tools in projecting the corporate visual identity between the UK and Malaysia.

Conclusively, the higher the the degree of CVIS standardisation applied to the various promotional items, the higher the degree of effectiveness of these items in projecting the corporate visual identity between the UK and Malaysia. Thus, all of the hypophese namely, Hypotheses 7A, 7B, 7C, 7D, 7E, 7F, 7G, 7H, 7I and 7K are accepted.

In relation to the perceived impacts of CVIS the findings reveal that the companies that implement a high degree of CVIS standardisation between the UK and Malaysia state that the impact on sales (8A), ability to recruit executives (8B), general consumer goodwill towards the company (8E), consumer's familiarity with the company and products (8F), consumer's advertising awareness (8G), receptivity of the local inhabitants toward the company's facilities (8H) and market share (8I), have been favourable. Two variables namely, value of shares (8C) and investment rating (8D) are found to be insignificant. Subsequently, Hypotheses 8A, 8B, 8E, 8F, 8G and 8H are accepted and Hypotheses 8C and 8D are rejected.

In relation to the degree of importance to standardise CVIS, the findings highlight that the opinions forwarded by the UK and Malaysian executives are similar. The respondents from both countries believed that it is important to standardise the corporate name, symbol and/or logotype, typography and colour between the UK and Malaysia. They believed that the slogan element should not be standardised. Therefore, Hypothesis 9 is rejected.

Factor analysis was performed on the global drivers, organisational structure issues, promotional applications of CVIS and perceived impacts of CVIS. Seven factors were extracted for the global drivers. Factor 1 is composed of the variables measuring the nature and attributes of the product marketed in Malaysia. Factor 2 contains the variables used to measure cultural elements. Factor 3 can be labeled design agency as it describes the extent design agency affect CVIS decisions. Factor 4 refers to competition. Factor 5 reflects the variables used to measure language. Factor 6 is captured by the variables measuring law and regulations in Malaysia. Factor 7 is composed of the global driver variables measuring the slogan element of the CVIS.

A total of three interpretable factors were extracted with regard to the organisational structure issues. Factor 1 is composed of the variables measuring the headquarter and subsidiary control of the corporate name, symbol and/or logotype, typography and colour between the UK and Malaysia. Factor 2 is heavily loaded on the variables used to measure the headquarter control of the above four elements of the CVIS globally. Factor 3 contains three variables which measure the location of control of the slogan decisions.

The factor analysis performed on the promotional applications of CVIS yielded five factors with eigenvalues greater than one. Factor 1 refers to the promotional applications of CVIS on products, packaging and promotion and giveaways. Factor 2 reflects the variables measuring publications, vehicles and advertising. Factor 3 is captured by the variables used to measure signs, clothing and stationery. Factor 4 reflects the variables used to measure the effectiveness of forms in projecting the visual identity between the UK and Malaysia. Factor 5 is composed of the variables measuring interior and exterior.

For the perceived impacts of CVIS, five factors were extracted. Factor 1 contains the variables measuring advertising awareness and familiarity with the company and its products. Factor 2 is heavily loaded on the variables that measure the value of shares and investment rating. Factor 3 reflects the variables measuring the ability to recruit executives. Factor 4 is composed of the variables used to measure the receptivity of the local inhabitants toward the company's facilities and consumer goodwill. Factor 5, a market share and sales impact, comprised of the variables measuring market share and sales.

Discriminant analysis was conducted on the global driver variables, control of CVIS, promotional applications of CVIS and perceived impacts of CVIS. Global factors such as the nature and attributes of the product marketed, nationalism and culture in Malaysia are found to be significant in discriminating between firms that implement a high or low degree of corporate name, symbol and/or logotype, typography and colour standardisation. The only discriminating variable that distinguishes between the firms that implement a high or low slogan standardisation between the UK and Malaysia, is trade laws and regulations.

For the control of CVIS decisions, it is found that companies which adopt a high degree of CVIS standardisation rate that corporate name has a high degree of control by the headquarter than firms which implement a low degree of CVIS standardisation. . Typography decisions, symbol and/or logotype decisions, and colour decisions are the next three elements that have a high degree of control in the UK. It is found that the slogan element does not discriminate between firms that implement a high or low degree of CVIS standardisation.

The discriminant analysis of promotional applications of CVIS reveal that the companies which adopt a high degree of CVIS standardisation, state that a high degree of CVIS standardisation applied on stationery, promotion and giveaways, interiors and exteriors, publications, advertising and signs, is a more effective method in trying to project the corporate visual identity between the UK and Malaysia, than firms which implement a lower degree of CVIS standardisation. It is also found that promotional tools such as products, packaging, clothing, forms and vehicles do not possess any discriminating characteristics that are able to discriminate between the companies that adopt a high or low degree of CVIS standardisation.

For the perceived impacts of CVIS, discriminant analysis reveal six discriminating variables that distinguish between a company that uses a high or low degree of CVIS standardisation. The general consumer goodwill towards the company is perceived by the respondents as the most important determinant followed by advertising awareness, familiarity with the company and its products, receptivity of the local inhabitants towards the company's facilities , sales and the ability to recruit executives. Three variables namely, value of shares, investment rating and market share are found to be nondiscriminating.

DEMOGRAPHIC PROFILE

Table 5.1

Degree of CVIS Standardisation (V1202) by Main Business (V1252)

V1252	V1202		row total
	low std	high std	
industrial	8 42%	11 58%	19 47.5%
others	6 29%	15 71%	21 52.5%
column total	14 35.0%	26 65.0%	40 100%

Chi-square	Value	DF	Significance
Pearson	0.80311	1	0.37017
Yates Correction	0.31838	1	0.57258

Number of Missing Observations: 0

Table 5.2

Degree of CVIS Standardisation (V1202) by Number of Years with Subsidiaries Overseas (V105)

V105	V1202		row total
	low std	high std	
1 to 60 years	9 64%	13 50%	22 55.0%
more than 60 years	5 36%	13 50%	18 45.0%
column total	14 35.0%	26 65.0%	40 100%

Chi-square	Value	DF	Significance
Pearson	0.75036	1	0.38636
Yates Correction	0.28416	1	0.59399

Number of Missing Observations: 0

Table 5.3

Degree of CVIS Standardisation (V1202) by Number of Countries with Subsidiaries (V106)

V106	V1202		row total
	low std	high std	
1 to 60 countries	12 86%	18 69%	30 75.0%
more than 60 countries	2 14%	8 31%	10 25.0%
column total	14 35.0%	26 65.0%	40 100%

Chi-square	Value	DF	Significance
Pearson	1.31868	1	0.25083
Yates Correction	0.58608	1	0.44394

Number of Missing Observations: 0

Table 5.4

Degree of CVIS Standardisation (V1202) by Company's Total Sales (V107)

V107	V1202		row total
	low std	high std	
£1 million to £500 million	4 29%	9 35%	13 32.5%
more than £500 million	10 71%	17 65%	27 67.5%
	14 35.0%	26 65.0%	40 100%

Chi-square	Value	DF	Significance
Pearson	0.15153	1	0.69708
Yates Correction	0.00125	1	0.97177
Fisher's Exact Test:			
One-Tail			0.49113
Two-Tail			1.00000

Number of Missing Observations: 0

Table 5.5

Degree of CVIS Standardisation (V1202) by Market Entry into Malaysia (V1263)

	V1202		row total
	low std	high std	
V1263 joint venture	10 71%	3 12%	13 32.5%
direct investment	4 29%	23 88%	27 67.5%
column total	14 35.0%	26 65.0%	40 100%

Chi-square	Value	DF	Significance
Pearson	14.87868	1	0.00011
Yates Correction	12.27388	1	0.00046
Fisher's Exact Test: One-Tail			0.00023
Two-Tail			0.00023

Number of Missing Observations: 0

Table 5.6

Degree of CVIS Standardisation (V1202) by Percentage Owned by UK Company (V119)

	V1202		row total
	low std	high std	
V119 less or equal to 50%	10 71%	3 12%	13 32.5%
more than 50%	4 29%	23 88%	27 67.5%
column total	14 35.0%	26 65.0%	40 100%

Chi-square	Value	DF	Significance
Pearson	14.87868	1	0.00011
Yates Correction	12.27388	1	0.00046
Fisher's Exact Test: One-Tail			0.00023
Two-Tail			0.00023

Number of Missing Observations: 0

GLOBAL DRIVERS

Table 5.7

Degree of Name Standardisation Between UK & Malaysia (V216) by Degree of Influence of Law on Name Standardisation Between UK & Malaysia (V420)

V420	V216		row total
	low std	high std	
low influence	11 79%	21 84%	32 82.1%
high influence	3 21%	4 16%	7 17.9%
column total	14 35.9%	25 64.1%	39 100%

Chi-square	Value	DF	Significance
Pearson	0.17958	1	0.67173
Yates Correction	0.00000	1	1.00000
Fisher's Exact Test:			
One-Tail			0.49321
Two-Tail			0.68566

Number of Missing Observations: 1

Table 5.8

Degree of Name Standardisation Between UK & Malaysia (V216) by Degree of Agreement on the Need to Change CVIS to Accomodate Malaysian Culture (V455)

V455	V216		row total
	low std	high std	
low degree of agreement	9 60%	22 88%	31 77.5%
high degree of agreement	6 40%	3 12%	9 62.5%
column total	15 37.5%	25 62.5%	40 100%

Chi-square	Value	DF	Significance
Pearson	4.21505	1	0.04007
Yates Correction	2.76225	1	0.09651
Fisher's Exact Test:			
One-Tail			0.04977
Two-Tail			0.05724

Number of Missing Observations: 0

Table 5.9

Degree of Symbol/Logotype Standardisation Between UK & Malaysia (V217) by Degree of Agreement on the Need to Change CVIS to Accomodate Malaysian Culture

	v217		row total
	low std	high std	
V455 low degree of agreement	6 55%	25 89%	31 79.5%
high degree of agreement	5 45%	3 11%	8 20.5%
column total	11 28.2%	28 71.8%	39 100%
Chi-square	Value	DF	Significance
Pearson	5.84561	1	0.01562
Yates Correction	3.90911	1	0.04803
Fisher's Exact Test:			
One-Tail			0.02759
Two-Tail			0.02759
Number of Missing Observations:	1		

Table 5.10

Degree of Typography Standardisation Between UK & Malaysia (V218) by Degree of Agreement on the Need to Change CVIS to Accomodate Malaysian Culture (V455)

	v218		row total
	low std	high std	
V455 low degree of agreement	8 62%	23 88%	31 79.5%
high degree of agreement	5 38%	3 12%	8 20.5%
column total	13 33.3%	26 66.7%	39 100%
Chi-square	Value	DF	Significance
Pearson	3.85282	1	0.04966
Yates Correction	2.37853	1	0.12301
Fisher's Exact Test:			
One-Tail			0.06420
Two-Tail			0.08959
Number of Missing Observations:	1		

Table 5.11

Degree of Colour Standardisation Between UK & Malaysia (V219) by Degree of Agreement on the Need to Change CVIS to Accomodate Malaysian Culture (V455)

		V219		
		low std	high std	row total
V455				
low degree of agreement		6 55%	25 89%	31 79.5%
high degree of agreement		5 45%	3 11%	8 20.5%
column total		11 28.2%	28 71.8%	39 100%
Chi-square	Value	DF	Significance	
Pearson	5.84561	1	0.01562	
Yates Correction	3.90911	1	0.04803	
Fisher's Exact Test:				
One-Tail			0.02759	
Two-Tail			0.02759	

Number of Missing Observations: 1

Table 5.12

Degree of Slogan Standardisation Between UK & Malaysia (V220) by Degree of Agreement on the Need to Change CVIS to Accomodate Malaysian Culture (V455)

		V220		
		low std	high std	row total
V455				
low degree of agreement		10 83%	7 100%	17 89.5%
high degree of agreement		2 17%	0 0%	2 10.5%
column total		12 63.2%	7 36.8%	19 100%
Chi-square	Value	DF	Significance	
Pearson	1.30392	1	0.25350	
Yates Correction	0.13472	1	0.71359	
Fisher's Exact Test:				
One-Tail			0.38596	
Two-Tail			0.50877	

Number of Missing Observations: 21

Table 5.13

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Degree of Influence of Nationalism on CVIS Standardisation Between UK & Malaysia (V1260)

	V1202		row total
	low std	high std	
V1260 low influence	8 62%	26 100%	34 87.2%
high influence	5 38%	0 0%	5 12.8%
column total	13 33.3%	26 66.7%	39 100%
Chi-square	Value	DF	Significance
Pearson	11.47059	1	0.00071
Yates Correction	8.28750	1	0.00399
Fisher's Exact Test:			
One-Tail			0.00224
Two-Tail			0.00224

Number of Missing Observations: 1

Table 5.14

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Degree of Influence of Competition on CVIS Standardisation Between UK & Malaysia (V1294)

	V1202		row total
	low std	high std	
V1294 low influence	5 38%	17 65%	22 56.4%
high influence	8 62%	9 35%	17 43.6%
column total	13 33.3%	26 66.7%	39 100%
Chi-square	Value	DF	Significance
Pearson	2.55481	1	0.10996
Yates Correction	1.57721	1	0.20916

Number of Missing Observations: 1

Table 5.15

Degree of CVIS Standardisation Between UK & Malaysia (V1202) Degree of Influence of Design Agency on CVIS Standardisation Between UK & Malaysia (V1295)

		v1202		
		low std	high std	row total
v1295				
low influence		13 100%	23 92%	36 94.7%
high influence		0 0%	2 8%	2 5.3%
column total		13 34.2%	25 65.8%	38 100%
Chi-square	Value	DF	Significance	
Pearson	1.09779	1	0.29475	
Yates Correction	0.07957	1	0.77788	
Fisher's Exact Test:				
One-Tail			0.42674	
Two-Tail			0.53770	

Number of Missing Observations: 2

Table 5.16

Degree of Name Standardisation Between UK & Malaysia (V216) by Degree of Influence of Language on Name Standardisation Between UK & Malaysia (V445)

		v216		
		low std	high std	row total
v445				
low influence		11 79%	22 88%	33 84.6%
high influence		3 21%	3 12%	6 15.4%
column total		14 35.9%	25 64.1%	39 100%
Chi-square	Value	DF	Significance	
Pearson	0.61286	1	0.43371	
Yates Correction	0.10256	1	0.74877	
Fisher's Exact Test:				
One-Tail			0.36491	
Two-Tail			0.64717	

Number of Missing Observations: 1

Table 5.17

Degree of Name Standardisation Between UK & Malaysia (V216) by Degree of Concern About the Translation of Company Name in Malaysia (V616)

	V216		row total
	low std	high std	
V616 less concern	10 83%	16 73%	26 76.5%
more concern	2 17%	6 27%	8 23.5%
column total	12 35.3%	22 64.7%	34 100%
Chi-square	Value	DF	Significance
Pearson	0.48543	1	0.48597
Yates Correction	0.07492	1	0.78430
Fisher's Exact Test:			
One-Tail			0.40156
Two-Tail			0.68091

Number of Missing Observations: 6

Table 5.18

Degree of Name Standardisation Between UK & Malaysia (V216) by Degree of Concern About the Pronunciation of Company Name in Malaysia (V617)

	V216		row total
	low std	high std	
V617 less concern	11 92%	17 71%	28 77.8%
more concern	1 8%	7 29%	8 22.2%
column total	12 33.3%	22 66.7%	36 100%
Chi-square	Value	DF	Significance
Pearson	2.00893	1	0.15638
Yates Correction	0.98438	1	0.32112
Fisher's Exact Test:			
One-Tail			0.16156
Two-Tail			0.22360

Number of Missing Observations: 4

Table 5.19

Degree of Slogan Standardisation Between UK & Malaysia (V220) by Degree of Influence of Language on Slogan Standardisation Between UK & Malaysia (V449)

	V220		row total
	low std	high std	
V449 low influence	6 50%	4 57%	10 52.6%
high influence	6 50	3 43%	9 47.4%
column total	12 63.2%	7 36.8%	19 100%
Chi-square	Value	DF	Significance
Pearson	0.09048	1	0.76357
Yates Correction	0.00000	1	1.00000
Fisher's Exact Test:			
One-Tail			0.57002
Two-Tail			1.00000
Number of Missing Observations:	21		

Table 5.20

Degree of Slogan Standardisation Between UK & Malaysia (V220) by Degree of Concern About the Translation of Slogan in Malaysia (V638)

	V220		row total
	low std	high std	
V638 less concern	5 45%	3 50%	8 47.1%
more concern	6 55%	3 50%	9 52.9%
column total	11 64.7%	6 35.3%	17 100%
Chi-square	Value	DF	Significance
Pearson	0.03220	1	0.85760
Yates Correction	0.00000	1	1.00000
Fisher's Exact Test:			
One-Tail			0.62670
Two-Tail			1.00000
Number of Missing Observations:	23		

Table 5.21

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Degree of Influence of Product Attributes on CVIS Standardisation Between UK & Malaysia (V1297)

	V1202		row total
	low std	high std	
V1297			
low influence	4 33%	20 77%	24 63.2%
high influence	8 67%	6 23%	14 36.8%
column total	12 31.6%	26 68.4%	38 100%
Chi-square	Value	DF	Significance
Pearson	6.70452	1	0.00962
Yates Correction	4.96205	1	0.02591
Fisher's Exact Test:			
One-Tail			0.01339
Two-Tail			0.01439

Number of Missing Observations: 2

Table 5.22

Degree of Symbol/Logotype Standardisation Between UK & Malaysia (V217) by Degree of Influence of Interpretation of Symbol/Logotype by Malaysian Public on Symbol/Logotype Standardisation Between UK & Malaysia (V622)

	V217		row total
	low std	high std	
V622			
low influence	9 100%	24 86%	33 89.2%
high influence	0 0%	4 14%	4 10.8%
column total	9 24.3%	28 75.7%	37 100%
Chi-square	Value	DF	Significance
Pearson	1.44156	1	0.22989
Yates Correction	0.34065	1	0.55946
Fisher's Exact Test:			
One-Tail			0.31002
Two-Tail			0.55358

Number of Missing Observations: 3

Table 5.23

Degree of Colour Standardisation Between UK & Malaysia (V219) by Degree of Influence of Interpretation of the Meaning of Colour by Malaysian Public on Colour Standardisation Between UK & Malaysia (V629)

	v219		row total
	low std	high std	
v629 low influence	9 90%	23 82%	32 84.2%
high influence	1 10%	5 18%	6 15.8%
column total	10 26.3%	28 73.7%	38 100%
Chi-square	Value	DF	Significance
Pearson	0.34211	1	0.55861
Yates Correction	0.00636	1	0.93643
Fisher's Exact Test:			
One-Tail			0.49247
Two-Tail			1.00000
Number of Missing Observations:	2		

ORGANISATIONAL STRUCTURE ISSUES

Table 5.24

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Degree of UK Parent Control of CVIS Decisions Between UK & Malaysia (V1207)

	V1202		row total
	low std	high std	
V1207 low degree of control	10 71%	0 0%	10 25.0%
high degree of control	4 29%	26 100%	30 75.0%
column total	14 35.0%	26 65.0%	40 100%
Chi-square	Value	DF	Significance
Pearson	24.76190	1	0.00000
Yates Correction	21.09890	1	0.00000
Fisher's Exact Test:			
One-Tail			0.00000
Two-Tail			0.00000

Number of Missing Observations: 0

Table 5.25

Degree of Name Standardisation Between UK & Malaysia (V216) by Degree of UK Parent Control of Name Decisions Between UK & Malaysia (V405)

	V216		row total
	low std	high std	
V405 low degree of control	8 53%	0 0%	8 20.0%
high degree of control	7 47%	25 100%	32 80.0%
column total	15 37.5%	25 62.5%	40 100%
Chi-square	Value	DF	Significance
Pearson	16.66667	1	0.00004
Yates Correction	13.50000	1	0.00024
Fisher's Exact Test:			
One-Tail			0.00008
Two-Tail			0.00008

Number of Missing Observations: 0

Table 5.26

Degree of Symbol/Logotype Standardisation Between UK & Malaysia (V217) by Degree of UK Parent Control of Symbol/Logotype Decisions Between UK & Malaysia (V406)

		V217		
		low std	high std	row total
V406				
low degree of control		7 64%	0 0%	7 17.9%
high degree of control		4 36%	28 100%	32 82.1%
column total		11 28.2%	28 71.8%	39 100%
Chi-square	Value	DF	Significance	
Pearson	21.71591	1	0.00000	
Yates Correction	17.60984	1	0.00003	
Fisher's Exact Test:				
One-Tail			0.00002	
Two-Tail			0.00002	

Number of Missing Observations: 1

Table 5.27

Degree of Typography Standardisation Between UK & Malaysia (V218) by Degree of UK Parent Control of Typography Decisions Between UK & Malaysia (V407)

		V218		
		low std	high std	row total
V407				
low degree of control		10 77%	1 4%	11 28.2%
high degree of control		3 23%	25 96%	28 71.8%
column total		13 33.3%	26 66.7%	39 100%
Chi-square	Value	DF	Significance	
Pearson	22.85552	1	0.00000	
Yates Correction	19.38970	1	0.00001	
Fisher's Exact Test:				
One-Tail			0.00000	
Two-Tail			0.00000	

Number of Missing Observations: 1

Table 5.28

Degree of Colour Standardisation Between UK & Malaysia (V219) by Degree of UK Parent Control of Colour Decisions Between UK & Malaysia (V408)

		v219		
		low std	high std	row total
v408				
low degree of control		7 64%	2 7%	9 23.1%
high degree of control		4 36%	26 93%	30 76.9%
column total		11 28.2%	28 71.8%	39 100%
Chi-square	Value	DF	Significance	
Pearson	14.19870	1	0.00016	
Yates Correction	11.19456	1	0.00082	
Fisher's Exact Test:				
One-Tail			0.00061	
Two-Tail			0.00061	

Number of Missing Observations: 1

Table 5.29

Degree of Slogan Standardisation Between UK & Malaysia (V220) by Degree of UK Parent Control of Slogan Decisions Between UK & Malaysia (V409)

		v220		
		low std	high std	row total
v409				
low degree of control		10 83%	1 14%	11 57.9%
high degree of control		2 17%	6 86%	8 42.1%
column total		12 63.2%	7 36.8%	19 100%
Chi-square	Value	DF	Significance	
Pearson	8.64664	1	0.00328	
Yates Correction	6.04610	1	0.01394	
Fisher's Exact Test:				
One-Tail			0.00627	
Two-Tail			0.00627	

Number of Missing Observations: 21

Table 5.30

Degree of Agreement on the Need to Change CVIS to Accomodate Malaysian Culture (V455) by Degree of UK Parent Control of CVIS Decisions Between UK & Malaysia (V1207)

	V455		
	low degree of agreement	high degree of agreement	row total
V409 low degree of control	5 50%	5 50%	10 25.0%
high degree of control	26 87%	4 13%	30 75.0%
column total	31 77.5%	9 22.5%	40 100%
Chi-square	Value	DF	Significance
Pearson	5.78256	1	0.01619
Yates Correction	3.87097	1	0.04913
Fisher's Exact Test:			
One-Tail			0.02857
Two-Tail			0.02857

Number of Missing Observations: 0

Table 5.31

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Key Internal Driving Force Behind Development of CVIS Between UK & Malaysia (V1281)

	V1202		
	low std	high std	row total
V1281 chairman/ceo	2 14%	16 62%	18 45.0%
others	12 86%	10 38%	22 40.0%
column total	14 35.0%	26 65.0%	40 100%
Chi-square	Value	DF	Significance
Pearson	8.20597	1	0.00417
Yates Correction	6.41137	1	0.01134

Number of Missing Observations: 0

Table 5.32

Degree of CVIS Standardisation Between UK & Malaysia (V220) by CEO Involvement in CVIS Development (V1345)

	V1202		
	low std	high std	row total
V1345 low degree of involvement	9 64%	5 19%	14 35.0%
high degree of involvement	5 36%	21 81%	26 65.0%
column total	14 35.0%	26 65.0%	40 100%
Chi-square	Value	DF	Significance
Pearson	8.11979	1	0.00438
Yates Correction	6.26011	1	0.01235
Fisher's Exact Test:			
One-Tail			0.00636
Two-Tail			0.00678

Number of Missing Observations: 0

REASONS FOR DEVELOPING CVIS

Table 5.33

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Degree of Importance of "Responding to Competitive Environment" in Deciding to Develop and Implement CVIS Between UK & Malaysia (V1301)

	V1202		row total
	low std	high std	
V1301 low degree of importance	9 64%	7 28%	16 41.0%
high degree of importance	5 36%	18 72%	23 59.0%
column total	14 35.9%	25 64.1%	39 100%
Chi-square	Value	DF	Significance
Pearson	4.88378	1	0.02711
Yates Correction	3.49918	1	0.06140

Number of Missing Observations: 1

Table 5.34

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Degree of Importance of "Aiding Sale of Products/Services" in Deciding to Develop and Implement CVIS Between UK & Malaysia (V1302)

	V1202		row total
	low std	high std	
V1302 low degree of importance	8 57%	3 12%	11 27.5%
high degree of importance	6 43%	23 79%	29 72.5%
column total	14 35.0%	26 65.0%	40 100%
Chi-square	Value	DF	Significance
Pearson	9.49258	1	0.00206
Yates Correction	7.34300	1	0.00673
Fisher's Exact Test:			
One-Tail			0.00367
Two-Tail			0.00701

Number of Missing Observations: 0

Table 5.35

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Degree of Importance of "Raising Money" in Deciding to Develop and Implement CVIS Between UK & Malaysia (V1303)

	V1202		row total
	low std	high std	
V1303 low degree of importance	10 71%	11 46%	21 55.3%
high degree of importance	4 29%	13 54%	17 44.7%
column total	14 36.8%	24 63.2%	38 100%
Chi-square	Value	DF	Significance
Pearson	2.34300	1	0.12585
Yates Correction	1.42209	1	0.23306
Number of Missing Observations:	2		

Table 5.36

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Degree of Importance of "Creating an Attractive Environment for Hiring Employees" in Deciding to Develop and Implement CVIS Between UK & Malaysia (V1304)

	V1202		row total
	low std	high std	
V1304 low degree of importance	11 79%	9 36%	20 51.3%
high degree of importance	3 21%	16 64%	19 48.7%
column total	14 35.9%	25 64.1%	39 100%
Chi-square	Value	DF	Significance
Pearson	6.51007	1	0.01073
Yates Correction	4.91759	1	0.02658
Number of Missing Observations:	1		

Table 5.37

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Degree of Importance of "Increasing Company's Stature and Presence" in Deciding to Develop and Implement CVIS Between UK & Malaysia (V1305)

	V1202		
	low std	high std	row total
V1305			
low degree of importance	6 43%	1 4%	7 17.5%
high degree of importance	8 57%	25 96%	33 82.5%
column total	14 35.0%	26 63.2%	40 100%
Chi-square	Value	DF	Significance
Pearson	9.59231	1	0.00195
Yates Correction	7.08054	1	0.00779
Fisher's Exact Test:			
One-Tail			0.00437
Two-Tail			0.00437
Number of Missing Observations:	0		

BEHAVIOURAL ISSUES

Table 5.38

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Reason of Interest in CVIS Between UK & Malaysia (V1265)

	V1202		row total
	low std	high std	
V1265 others	7 50%	15 58%	21 55.0%
global restructuring	7 50%	11 42%	18 45.0%
column total	14 35.0%	26 65.0%	40 100%
Chi-square	Value	DF	Significance
Pearson	0.21756	1	0.64091
Yates Correction	0.01776	1	0.89398

Number of Missing Observations: 0

Table 5.39

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Attention Given to CVIS Over the Past Five Years in the UK (V1273)

	V1202		row total
	low std	high std	
V1273 increase	10 71%	16 62%	26 65.0%
same	4 29%	10 38%	14 35.0%
column total	14 35.0%	26 63.2%	40 100%
Chi-square	Value	DF	Significance
Pearson	0.39126	1	0.53164
Yates Correction	0.07729	1	0.78101
Fisher's Exact Test:			
One-Tail			0.39486
Two-Tail			0.73045

Number of Missing Observations: 0

Table 5.40

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Attention Given to CVIS Over the Past Five Years in Malaysia (V1274)

	V1202		row total
	low std	high std	
V1274 increase	4 29%	16 62%	20 50.0%
same	10 71%	10 38%	20 50.0%
column total	14 35.0%	26 63.2%	40 100%
Chi-square	Value	DF	Significance
Pearson	3.95604	1	0.04670
Yates Correction	2.74725	1	0.09742

Number of Missing Observations: 0

Table 5.41

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Preparation of CVIS in the UK and Malaysia (V1203)

	V1202		row total
	low std	high std	
V1203 UK design agency	5 36%	16 62%	21 52.5%
in-house UK and/or Malaysia	9 64%	10 38%	19 47.5%
column total	14 35.0%	26 63.2%	40 100%
Chi-square	Value	DF	Significance
Pearson	2.43356	1	0.11876
Yates Correction	1.50817	1	0.21942

Number of Missing Observations: 0

VISUAL STRUCTURE

Table 5.42

Degree of Name Standardisation Between UK & Malaysia (V216) by CVIS Structure (V1340)

	V216		row total
	low std	high std	
V1340 monolithic	3 20%	20 80%	23 57.5%
others	12 80%	5 20%	17 42.5%
column total	15 37.5%	25 62.5%	40 100%
Chi-square	Value	DF	Significance
Pearson	13.81074	1	0.00020
Yates Correction	11.46462	1	0.00071

Number of Missing Observations: 0

Table 5.43

Degree of Symbol/Logotype Standardisation Between UK & Malaysia (V217) by CVIS Structure (V1340)

	V217		row total
	low std	high std	
V1340 monolithic	1 9%	21 75%	22 36.4%
others	10 91%	7 25%	17 43.6%
column total	11 28.2%	28 71.8%	39 100%
Chi-square	Value	DF	Significance
Pearson	13.95193	1	0.00019
Yates Correction	11.40025	1	0.00073
Fisher's Exact Test:			
One Tail			0.00026
Two Tail			0.00026

Number of Missing Observations: 1

Table 5.44

Degree of Typography Standardisation Between UK & Malaysia (V218) by CVIS Structure (V1340)

V1340	V218		row total
	low std	high std	
monolithic	3 23%	19 73%	22 56.4%
others	10 77%	7 27%	17 43.6%
column total	13 33.3%	26 66.7%	39 100%

Chi-square	Value	DF	Significance
Pearson	8.81150	1	0.00299
Yates Correction	6.89539	1	0.00864

Number of Missing Observations: 1

Table 5.45

Degree of Colour Standardisation Between UK & Malaysia (V219) by CVIS Structure (V1340)

V1340	V219		row total
	low std	high std	
monolithic	1 9%	21 75%	22 56.4%
others	10 91%	8 25%	17 43.6%
column total	11 28.2%	28 71.8%	39 100%

Chi-square	Value	DF	Significance
Pearson	13.95193	1	0.00019
Yates Correction	11.40025	1	0.00073

Number of Missing Observations: 1

Table 5.46

Degree of Slogan Standardisation Between UK & Malaysia (V220) by CVIS Structure (V1340)

	V220		row total
	low std	high std	
V1340 monolithic	7 58%	6 86%	13 68.4%
others	5 42%	1 14%	6 31.6%
column total	12 63.2%	7 36.8%	19 100%
Chi-square	Value	DF	Significance
Pearson	1.53404	1	0.21551
Yates Correction	0.52850	1	0.46724
Fisher's Exact Test:			
One Tail			0.23839
Two Tail			0.33308

Number of Missing Observations: 21

Table 5.47

Main Business (V1252) by CVIS Structure (V1340)

	V1340		row total
	monolithic	others	
V1252 industrial	11 58%	8 42%	19 47.5%
others	12 57%	9 43%	21 52.5%
column total	23 57.5%	17 42.5%	40 100%
Chi-square	Value	DF	Significance
Pearson	0.00231	1	0.96169
Yates Correction	0.00000	1	1.00000

Number of Missing Observations: 0

Table 5.48

Degree of Importance of Brand Name/s in Malaysia (V1258) by CVIS Structure (V1340)

V1340	V1258		row total
	less important	more important	
monolithic	10 83%	2 17%	12 42.9%
others	5 31%	11 69%	16 57.1%
column total	15 53.6%	13 46.4%	28 100%

Chi-square	Value	DF	Significance
Pearson	7.47863	1	0.00624
Yates Correction	5.53120	1	0.01868

Number of Missing Observations: 12

Table 5.49

Degree of Recognition of Corporate Name in Malaysia (V520) by CVIS Structure (V1340)

V1340	V520		row total
	less well-known	more well-known	
monolithic	2 9%	20 91%	22 56.4%
others	7 41%	10 59%	17 43.6%
column total	9 23.1%	30 76.9%	39 100%

Chi-square	Value	DF	Significance
Pearson	5.56150	1	0.01836
Yates Correction	3.90087	1	0.04826
Fisher's Exact Test:			
One Tail			0.02384
Two Tail			0.02619

Number of Missing Observations: 1

Table 5.50

Degree of Acceptance of Corporate Name in Malaysia (V530) by CVIS Structure (V1340)

V1340	V530		row total
	less accepted	more accepted	
monolithic	1 5%	21 95%	22 59.5%
others	4 27%	11 73%	15 40.5%
column total	5 13.5%	32 86.5%	37 100%

Chi-square	Value	DF	Significance
Pearson	3.73434	1	0.05331
Yates Correction	2.08143	1	0.14910
Fisher's Exact Test:			
One Tail			0.07578
Two Tail			0.13620

Number of Missing Observations: 3

PROMOTIONAL APPLICATIONS OF CVIS

Table 5.51

Degree of CVIS Standardisation on Product Between UK & Malaysia (V1315) by Degree of Effectiveness of Product in Projecting Corporate Visual Identity Between UK & Malaysia (V1316)

V1316	V1315		row total
	low std	high std	
less effective	6 67%	3 13%	9 28.1%
more effective	3 33%	20 87%	23 71.9%
column total	9 28.1%	23 71.9%	32 100%

Chi-square	Value	DF	Significance
Pearson	9.20143	1	0.00242
Yate Correction	6.73995	1	0.00943
Fisher's Exact Test:			
One Tail			0.00564
Two Tail			0.00564

Number of Missing Observations: 8

Table 5.52

Degree of CVIS Standardisation on Packaging Between UK & Malaysia (V1317) by Degree of Effectiveness of Packaging in Projecting Corporate Visual Identity Between UK & Malaysia (V1318)

V1318	V1317		row total
	low std	high std	
less effective	5 63%	1 8%	6 30.0%
more effective	3 37%	11 92%	14 70.0%
column total	8 40.0%	12 60.0%	20 100%

Chi-square	Value	DF	Significance
Pearson	6.70635	1	0.00961
Yates Correction	4.37500	1	0.03647
Fisher's Exact Test:			
One Tail			0.01806
Two Tail			0.01806

Number of Missing Observations: 20

Table 5.53

Degree of CVIS Standardisation on Interior/Exterior Between UK & Malaysia (V1319) by Degree of Effectiveness of Interior/Exterior in Projecting Corporate Visual Identity Between UK & Malaysia (V1320)

V1320	V1319		row total
	low std	high std	
less effective	7 70%	6 24%	13 37.1%
more effective	3 30%	19 76%	22 62.9%
column total	10 28.6%	25 71.4%	35 100%

Chi-square	Value	DF	Significance
Pearson	6.47378	1	0.01095
Yates Correction	4.65341	1	0.03099
Fisher's Exact Test:			
One Tail			0.01610
Two Tail			0.01962

Number of Missing Observations: 5

Table 5.54

Degree of CVIS Standardisation on Signs Between UK & Malaysia (V1321) by Degree of Effectiveness of Signs in Projecting Corporate Visual Identity Between UK & Malaysia (V1322)

V1322	V1321		row total
	low std	high std	
less effective	9 64%	0 0%	9 24.3%
more effective	5 36%	23 100%	28 75.7%
column total	14 37.8%	23 62.2%	37 100%

Chi-square	Value	DF	Significance
Pearson	19.53827	1	0.00001
Yates Correction	16.20198	1	0.00006
Fisher's Exact Test:			
One Tail			0.00002
Two Tail			0.00002

Number of Missing Observations: 3

Table 5.55

Degree of CVIS Standardisation on Clothing Between UK & Malaysia (V1323) by Degree of Effectiveness of Clothing in Projecting Corporate Visual Identity Between UK & Malaysia (V1324)

	V1323		row total
	low std	high std	
V1324 less effective	7 54%	4 25%	11 37.9%
more effective	6 46%	12 75%	18 62.1%
column total	13 44.8%	16 55.2%	29 100%
Chi-square	Value	DF	Significance
Pearson	2.53497	1	0.11135
Yates Correction	1.45778	1	0.22728
Fisher's Exact Test:			
One Tail			0.11372
Two Tail			0.14264
Number of Missing Observations:	11		

Table 5.56

Degree of CVIS Standardisation on Stationery Between UK & Malaysia (V1325) by Degree of Effectiveness of Stationery in Projecting Corporate Visual Identity Between UK & Malaysia (V1326)

	V1325		row total
	low std	high std	
V1326 less effective	10 83%	2 8%	12 31.6%
more effective	2 17%	24 92%	26 62.1%
column total	12 31.6%	26 68.4%	28 100%
Chi-square	Value	DF	Significance
Pearson	21.74195	1	0.00000
Yates Correction	18.38205	1	0.00002
Fisher's Exact Test:			
One Tail			0.00001
Two Tail			0.00001
Number of Missing Observations:	2		

Table 5.57

Degree of CVIS Standardisation on Forms Between UK & Malaysia (V1327) by Degree of Effectiveness of Forms in Projecting Corporate Visual Identity Between UK & Malaysia (V1328)

		V1327		
		low std	high std	row total
V1328				
less effective		8 80%	6 26%	14 42.4%
more effective		2 20%	17 74%	19 57.6%
column total		10 30.3%	23 69.7%	33 100%
Chi-square	Value	DF	Significance	
Pearson	8.29369	1	0.00398	
Yates Correction	6.23335	1	0.01254	
Fisher's Exact Test:				
One Tail			0.00597	
Two Tail			0.00697	

Number of Missing Observations: 7

Table 5.58

Degree of CVIS Standardisation on Publications Between UK & Malaysia (V1329) by Degree of Effectiveness of Publications in Projecting Corporate Visual Identity Between UK & Malaysia (V1330)

		V1329		
		low std	high std	row total
V1330				
less effective		6 46%	2 8%	8 21.6%
more effective		7 54%	22 92%	29 78.4%
column total		13 35.1%	24 64.9%	37 100%
Chi-square	Value	DF	Significance	
Pearson	7.11743	1	0.00763	
Yates Correction	5.06064	1	0.02448	
Fisher's Exact Test:				
One Tail			0.01337	
Two Tail			0.01337	

Number of Missing Observations: 3

Table 5.59

Degree of CVIS Standardisation on Vehicles Between UK & Malaysia (V1331) by Degree of Effectiveness of Vehicles in Projecting Corporate Visual Identity Between UK & Malaysia (V1332)

		V1331		
		low std	high std	row total
V1332				
	less effective	10 83%	4 21%	14 45.2%
	more effective	2 17%	15 79%	17 54.8%
	column total	12 38.7%	19 61.3%	31 100%
Chi-square	Value	DF	Significance	
Pearson	11.51931	1	0.00069	
Yates Correction	9.14178	1	0.00250	

Number of Missing Observations: 9

Table 5.60

Degree of CVIS Standardisation in Advertising Between UK & Malaysia (V1333) by Degree of Effectiveness of Advertising in Projecting Corporate Visual Identity Between UK & Malaysia (V1334)

		V1333		
		low std	high std	row total
V1334				
	less effective	6 50%	2 8%	8 21.6%
	more effective	6 50%	23 92%	29 78.4%
	column total	12 32.4%	25 67.6%	37 100%
Chi-square	Value	DF	Significance	
Pearson	8.43983	1	0.00367	
Yates Correction	5.06064	1	0.01319	
Fisher's Exact Test:				
One Tail			0.00771	
Two Tail			0.00771	

Number of Missing Observations: 3

Table 5.61

Degree of CVIS Standardisation on Promotion/Giveaways Between UK & Malaysia (V1335) by Degree of Effectiveness of Promotion/Giveaways in Projecting Corporate Visual Identity Between UK & Malaysia (V1336)

	V1335		
	low std	high std	row total
V1336			
less effective	9 75%	0 0%	9 25.7%
more effective	3 25%	23 100%	26 74.3%
column total	12 34.3%	23 65.7%	35 100%
Chi-square	Value	DF	Significance
Pearson	23.22115	1	0.00000
Yates Correction	14.46084	1	0.00001
Fisher's Exact Test:			
One Tail			0.00000
Two Tail			0.00000
Number of Missing Observations:	5		

PERCEIVED IMPACTS OF CVIS

Table 5.62

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Impact of CVIS on Sales (V1306)

	V1202		row total
	low std	high std	
V1306 no impact	8 57%	4 16%	12 31.0%
more favourable	6 43%	21 84%	27 69.0%
column total	14 35.9%	25 64.1%	39 100%
Chi-square	Value	DF	Significance
Pearson	7.13143	1	0.00757
Yates Correction	5.33077	1	0.02095
Fisher's Exact Test:			
One-Tail			0.01097
Two-Tail			0.01230

Number of Missing Observations: 1

Table 5.63

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Impact of CVIS on Ability to Recruit Executives (V1307)

	V1202		row total
	low std	high std	
V1307 no impact	7 50%	5 21%	12 31.5%
more favourable	7 50%	19 79%	26 68.5%
column total	14 36.8%	24 63.2%	38 100%
Chi-square	Value	DF	Significance
Pearson	3.48130	1	0.06207
Yates Correction	2.26227	1	0.13256
Fisher's Exact Test:			
One-Tail			0.06727
Two-Tail			0.08117
Number of Missing Observations:		2	

Table 5.64

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Impact of CVIS on Value of Shares (V1308)

	V1202		row total
	low std	high std	
V1308 no impact	5 38%	10 45%	15 43.0%
more favourable	8 62%	12 55%	20 57.0%
column total	13 37.1%	22 62.9%	35 100%
Chi-square	Value	DF	Significance
Pearson	0.16317	1	0.68625
Yates Correction	0.00255	1	0.95973

Number of Missing Observations: 5

Table 5.65

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Impact of CVIS on Investment Rating (V1309)

	V1202		row total
	low std	high std	
V1309 no impact	6 46%	9 43%	15 44.0%
more favourable	7 54%	12 57%	19 56.0%
column total	13 38.2%	21 61.8%	34 100%
Chi-square	Value	DF	Significance
Pearson	0.03540	1	0.85077
Yates Correction	0.00155	1	1.00000

Number of Missing Observations: 6

Table 5.66

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Impact of CVIS on General Consumer Goodwill Toward Company (V1310)

	V1202		row total
	low std	high std	
V1310 no impact	7 50%	5 20%	12 31.0%
more favourable	7 50%	20 80%	27 69.0%
column total	14 35.9%	25 64.1%	39 100%
Chi-square	Value	DF	Significance
Pearson	3.79167	1	0.05151
Yates Correction	2.51411	1	0.11283
Fisher's Exact Test:			
One-Tail			0.05760
Two-Tail			0.07488

Number of Missing Observations: 1

Table 5.67

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Impact of CVIS on Familiarity With Company Or Its Products (V1311)

	V1202		row total
	low std	high std	
V1311 no impact	6 43%	2 8%	8 21.0%
more favourable	8 57%	23 92%	31 79.0%
column total	14 35.9%	25 64.1%	39 100%
Chi-square	Value	DF	Significance
Pearson	6.68751	1	0.00971
Yates Correction	4.72055	1	0.02980
Fisher's Exact Test:			
One-Tail			0.01609
Two-Tail			0.01609

Number of Missing Observations: 1

Table 5.68

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Impact of CVIS on Advertising Awareness (V1312)

	V1202		row total
	low std	high std	
V1312 no impact	6 50%	3 12%	9 25.0%
more favourable	6 50%	21 88%	27 75.0%
column total	12 33.3%	24 66.7%	36 100%
Chi-square	Value	DF	Significance
Pearson	6.00000	1	0.01431
Yates Correction	4.16667	1	0.04123
Fisher's Exact Test:			
One-Tail			0.02232
Two-Tail			0.03620

Number of Missing Observations: 4

Table 5.69

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Impact of CVIS on Receptivity of Local Inhabitants Toward Company's Facilities (V1313)

	V1202		row total
	low std	high std	
V1313 no impact	7 50%	3 14%	10 28.0%
more favourable	7 50%	19 86%	26 72.0%
column total	14 38.9%	22 61.1%	36 100%
Chi-square	Value	DF	Significance
Pearson	5.63916	1	0.01756
Yates Correction	3.97223	1	0.04626
Fisher's Exact Test:			
One-Tail			0.02370
Two-Tail			0.02624

Number of Missing Observations: 4

Table 5.70

Degree of CVIS Standardisation Between UK & Malaysia (V1202) by Impact of CVIS on Market Share (V1314)

		V1202		
		low std	high std	row total
V1314				
no impact		7 58%	6 27%	13 38.0%
more favourable		5 42%	16 73%	21 62.0%
column total		12 35.3%	22 64.7%	34 100%
Chi-square	Value		DF	Significance
Pearson	3.17205		1	0.07491
Yates Correction	1.99315		1	0.15801
Fisher's Exact Test:				
One-Tail				0.07957
Two-Tail				0.13864

Number of Missing Observations: 6

HEADQUARTER AND SUBSIDIARY OPINIONS OF STANDARDISED CVIS

Table 5.71

Location (V1130) by Degree of Importance to Standardise Name (V226)

V226	V1130		row total
	UK	Mal	
low degree of importance	11 28%	4 20%	15 25.0%
high degree of importance	29 72%	16 80%	45 75.0%
column total	40 66.7%	20 33.3%	60 100%
Chi-square	Value	DF	Significance
Pearson	0.40000	1	0.52709
Yates Correction	0.10000	1	0.75183

Number of Missing Observations: 0

Table 5.72

Location (V1130) by Degree of Importance to Standardise Logotype (V227)

V227	V1130		row total
	UK	Mal	
low degree of importance	10 25%	3 15%	13 25.0%
high degree of importance	30 75%	17 85%	47 75.0%
column total	40 66.7%	20 33.3%	60 100%
Chi-square	Value	DF	Significance
Pearson	0.78560	1	0.37543
Yates Correction	0.30687	1	0.57960

Fisher's Exact Test:
 One-Tail 0.29599
 Two-Tail 0.51283

Number of Missing Observations: 0

Table 5.73

Location (V1130) by Degree of Importance to Standardise Typography (V228)

	V1130		row total
	UK	Mal	
V228 low degree of importance	15 37%	7 37%	22 25.0%
high degree of importance	25 63%	12 63%	37 75.0%
column total	40 67.8%	19 32.2%	59 100%
Chi-square	Value	DF	Significance
Pearson	0.00238	1	0.96106
Yates Correction	0.00000	1	1.00000

Number of Missing Observations: 1

Table 5.74

Location (V1130) by Degree of Importance to Standardise Colour (V229)

	V1130		row total
	UK	Mal	
V229 low degree of importance	12 30%	5 25%	17 28.3%
high degree of importance	28 70%	15 75%	43 71.7%
column total	40 67.8%	19 32.2%	60 100%
Chi-square	Value	DF	Significance
Pearson	0.16416	1	0.68536
Yates Correction	0.01026	1	0.91932

Number of Missing Observations: 0

Table 5.75

Location (V1130) by Degree of Importance to Standardise Slogan (V230)

	V1130		
	UK	Mal	row total
V227			
low degree of importance	16 70%	5 63%	21 67.7%
high degree of importance	7 30%	3 37%	10 32.3%
column total	23 74.2%	8 25.8%	31 100%
Chi-square	Value	DF	Significance
Pearson	0.13558	1	0.71271
Yates Correction	0.00000	1	1.00000
Fisher's Exact Test:			
One-Tail			0.51726
Two-Tail			1.00000
Number of Missing Observations:	29		

Table 5.76 Eigenvalues and Variances Explained for Extracted Factors for Global Drivers; Seven Factors, Varimax Solution with Kaiser Normalisation

Factor	Eigen Value	% of Var Exp	Cum % of Var Exp
1	10.47840	29.9	29.9
2	7.29130	20.8	50.8
3	3.75375	10.7	61.5
4	2.95922	8.5	70.0
5	2.51398	7.2	77.1
6	1.42701	4.1	81.2
7	1.39516	4.0	85.2

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.71550

Table 5.77 Factors Underlying Global Drivers Variables in Relation to CVIS; Seven Factors, Varimax Rotation with Kaiser Normalisation

Factor No (% Var)	Var	Variable Name	Variable Loading	Communalities
Factor 1 (29.9%)	v452	Product Affects Typography Decisions	0.81300	0.88591
	v451	Product Affects Symbol/Logo Decisions	0.77867	0.88640
	v453	Product Affects Colour Decisions	0.73947	0.80699
	v454	Product Affects Slogan Decisions	0.72919	0.90348
	v450	Product Affects Name Decisions	0.71568	0.77087
Factor 2 (20.8%)	v426	Culture Affects Symbol/Logo Decisions	0.92684	0.92072
	v427	Culture Affects Typography Decisions	0.86710	0.88229
	v428	Culture Affects Colour Decisions	0.85102	0.83036
	v425	Culture Affects Name Decisions	0.84307	0.83345
	v430	Nationalism Affects Name Decisions	0.73876	0.84562
	v433	Nationalism Affects Colour Decisions	0.73390	0.85985
	v431	Nationalism Affects Symbol/Logo Decisions	0.59817	0.89007
	v432	Nationalism Affects Typography Decisions	0.56763	0.89204
Factor 3 (10.7%)	v443	Design Agency Affects Colour Decisions	0.95314	0.94176
	v442	Design Agency Affects Typography Decisions	0.95180	0.94827
	v441	Design Agency Affects Symbol/Logo Decisions	0.84467	0.82705
	v440	Design Agency Affects Name Decisions	0.84072	0.83392
Factor 4 (8.5%)	v438	Competition Affects Colour Decisions	0.91367	0.95808
	v436	Competition Affects Logo Decisions	0.95180	0.93275
	v435	Competition Affects Name Decisions	0.83925	0.96311
	v437	Competition Affects Typography Decisions	0.66037	0.82697

Factor No (% Var)	Var	Variable Name	Variable Loading	Communalities
Factor 5 (7.2%)	v445	Language Affects Name Decisions	0.85142	0.80590
	v446	Language Affects Symbol/Logo Decisions	0.73777	0.65018
	v447	Language Affects Typography Decisions	0.69444	0.63049
	v448	Language Affects Colour Decisions	0.64301	0.86880
Factor 6 (4.1%)	v423	Law Affects Colour Decisions	0.84115	0.77312
	v421	Law Affects Symbol/Logo Decisions	0.81607	0.90945
	v422	Law Affects Typography Decisions	0.80334	0.85009
	v424	Law Affects Slogan Decisions	0.75929	0.69799
	v420	Law Affects Name Decisions	0.53513	0.61182
Factor 7 (4.0%)	V434	Nationalism Affects Slogan Decisions	0.83430	0.93749
	v429	Culture Affects Slogan Decisions	0.75299	0.94860
	v444	Design Agency Affects Slogan Decisions	0.71132	0.98375
	v439	Competition Affects Slogan Decisions	0.70042	0.80621
	v449	Language Affects Slogan Decisions	0.58720	0.80947

Table 5.78 Eigenvalues and Variances Explained for Extracted Factors for Organisational Structure Issues of CVIS; Three Factors, Varimax Solution with Kaiser Normalisation

Factor	Eigen Value	% of Var Exp	Cum % of Var Exp
1	9.06167	60.4	60.4
2	2.95295	19.7	80.1
3	1.89817	12.7	92.8

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.69914

**Table 5.79 Factors Underlying Organisational Structure Issues of CVIS;
Three Factors, Varimax Rotation with Kaiser Normalisation**

Factor No (% Var)	Var	Variable Name	Variable Loading	Communalities
Factor 1 (60.4%)	v405	UK Control of Name Decisions	0.91938	0.93396
	v406	UK Control of Symbol/Logo Decisions	0.91889	0.91607
	v407	UK Control of Typography Decisions	0.89591	0.92191
	v408	UK Control of Colour Decisions	0.89409	0.88427
	v416	Subsidiary Control of Symbol/Logo Decisions	0.93587	0.94789
	v415	Subsidiary Control of Name Decisions	0.91436	0.88384
	v418	Subsidiary Control of Colour Decisions	0.89167	0.87746
	v417	Subsidiary Control of Typography Decisions	0.88813	0.85582
Factor 2 (19.7%)	v411	UK Control of Global Symbol Decisions	0.93280	0.95779
	v410	UK Control of Global Name Decisions	0.92894	0.96174
	v413	UK Control of Global Colour Decisions	0.87984	0.86328
	v412	UK Control of Global Typography Decisions	0.85310	0.79868
Factor 3 (12.7%)	v409	UK Control of Slogan Decisions	0.88751	0.99635
	v414	UK Control of Global Slogan Decisions	0.97062	0.98481
	v419	Subsidiary Control of Slogan Decisions	0.86529	0.98885

Table 5.80 Eigenvalues and Variances Explained for Extracted Factors for Promotional Applications of CVIS; Five Factors, Varimax Solution with Kaiser Normalisation

Factor	Eigen Value	% of Var Exp	Cum % of Var Exp
1	30.67679	65.3	65.3
2	5.00903	10.7	75.9
3	3.13805	6.7	82.6
4	2.30348	4.9	87.5
5	1.68633	3.6	91.1

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.98395

**Table 5.81 Factors Underlying Promotional Applications of CVIS;
Five Factors, Varimax Rotation with Kaiser Normalisation**

Factor No (% Var)	Var	Variable Name	Variable Loading	Communalities
Factor 1 (65.3%)	v712	Operating Instructions	0.91244	0.98539
	v715	Calibration Instructions	0.90883	0.99826
	v709	Rating Plates	0.75265	0.98673
	v703	Product Design	0.71063	0.97180
	v706	Product Identification	0.68688	0.94641
	v733	Installation Instructions	0.93782	0.99541
	v730	Delivery Instructions	0.92910	0.98761
	v721	Inners	0.80107	0.98165
	v724	Outer Carton	0.77060	0.95189
	v727	Labelling	0.73097	0.96930
	v1045	Ties	0.64659	0.86424
	v1048	Point-of-sale	0.61619	0.81869
	v1042	Stickers	0.55471	0.82736
	v1039	Flags	0.53353	0.84424
Factor 2 (10.7%)	v1009	Industry Packages	0.83166	0.92050
	v1006	Personnel/Training Publications	0.75157	0.84596
	v1003	Corporate Publications	0.75049	0.83274
	v1012	Product Publications	0.65802	0.86711
	v1021	Factory Vehicles	0.76256	0.84374
	v1018	Road Transport	0.50108	0.61349
	v1030	Recruitment Advertising	0.76927	0.83061
	v1027	Corporate Advertising	0.68767	0.91740
	v1033	Products/Services Advertising	0.59173	0.93533

Factor No (% Var)	Var	Variable Name	Variable Loading	Communalities	
Factor 3 (6.7%)	v827	General Sign System	0.75189	0.81229	
	v824	Main Identification	0.68431	0.82345	
	v833	Badges	0.85188	0.87757	
	v836	Safety Hats	0.84722	0.84977	
	v842	Lab Coats	0.82244	0.98964	
	v839	Overalls	0.72097	0.80632	
	v912	Compliment Slips	0.76330	0.92963	
	v903	Letterheads	0.75359	0.93865	
	v915	Visiting Cards	0.74044	0.93800	
	v909	Memos	0.69481	0.85067	
	v921	Postal Labels	0.66142	0.79622	
	v918	Envelopes	0.63269	0.80959	
	Factor 4 (4.9%)	v927	Accounting Forms	0.86390	0.95275
		v930	Purchasing Forms	0.84094	0.89685
v936		Production Forms	0.82034	0.91358	
v933		Sales Forms	0.73965	0.91979	
v939		Personnel Forms	0.71043	0.88906	
Factor 5 (3.6%)	v818	Showrooms	0.92381	0.99347	
	v809	Sales Areas	0.83589	0.92658	
	v815	Shops	0.66473	0.97352	
	v812	Offices	0.60178	0.95312	
	v803	Buildings	0.58362	0.61835	
	v806	Reception Areas	0.57093	0.87869	

Table 5.82 Eigenvalues and Variances Explained for Extracted Factors for Perceived Impact of CVIS; Five Factors, Varimax Solution with Kaiser Normalisation

Factor	Eigen Value	% of Var Exp	Cum % of Var Exp
1	14.74015	54.6	54.6
2	6.04971	22.4	77.0
3	1.98892	7.4	84.4
4	1.29611	4.8	89.2
5	0.94597	3.5	92.7

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.82554

**Table 5.83 Factors Underlying Perceived Impact of CVIS;
Five Factors, Varimax Rotation with Kaiser Normalisation**

Factor No (% Var)	Var	Variable Name	Variable Loading	Communalities
Factor 1 (54.6%)	v1122	Advertising Awareness in Malaysia	0.89494	0.92198
	v1123	Advertising Awareness Globally	0.87988	0.91018
	v1121	Advertising Awareness in the UK	0.68889	0.86569
	v1119	Familiarity with Company/Products in Malaysia	0.82751	0.89973
	v1120	Familiarity with Company/Products Globally	0.81130	0.84880
	v1118	Familiarity with Company/Products in the UK	0.69093	0.84466
	Factor 2 (22.4%)	v1110	Value of Shares in Malaysia	0.98426
v1109		Value of Shares in the UK	0.96485	0.97811
v1111		Value of Shares Globally	0.95630	0.95911
v1114		Investment Rating Globally	0.93323	0.98648
v1113		Investment Rating in Malaysia	0.92440	0.99628
v1112		Investment Rating in the UK	0.91218	0.94287
Factor 3 (7.4%)		v1106	Ability to Recruit Executives in the UK	0.90141
	v1107	Ability to Recruit Executives in Malaysia	0.85157	0.96752
	v1108	Ability to Recruit Executives Globally	0.75587	0.95227
Factor 4 (4.8%)	v1126	Receptive Towards Company's Facilities Globally	0.85015	0.91500
	v1125	Receptive Towards Company's Facilities in Malaysia	0.80020	0.98437
	v1124	Receptive Towards Company's Facilities in the UK	0.78930	0.82295
	v1116	Consumer Goodwill Towards Company in Malaysia	0.77577	0.92023
	v1115	Consumer Goodwill Towards Company in the UK	0.74016	0.92489
	v1117	Consumer Goodwill Towards Company Globally	0.72714	0.85550

Factor No (% Var)	Var	Variable Name	Variable Loading	Communalities
Factor 5 (3.5%)	v1128	Market Share in Malaysia	0.92438	0.91395
	v1129	Market Share Globally	0.87429	0.93827
	v1117	Market Share in the UK	0.78330	0.91127
	v1103	Sales in the UK	0.77805	0.91767
	v1104	Sales in Malaysia	0.70609	0.84106
	v1105	Sales Globally	0.63260	0.84480

Table 5.84 Discriminant Analysis of Global Drivers Variables for the Name Component of the CVIS

Var	Variable Name	Discriminant Coefficient	F	p
v450	Product Affects Name Decisions	+1.03126	11.85	0.0016
v440	Design Agency Affects Name Decisions	-0.54927	0.9956	0.3256
v435	Competition Affects Name Decisions	-0.49773	0.1323	0.7184
v425	Culture Affects Name Decisions	+0.24422	4.270	0.0467
v430	Nationalism Affects Name Decisions	+0.20796	9.282	0.0045
v420	Law Affects Name Decisions	+0.18289	4.166	0.0493
v445	Language Affects Name Decisions	-0.05474	1.962	0.1706

Table 5.85 Confusion Matrices of the Name Component of the CVIS

Calibration

Actual Group	Predicted Group		no. of cases
	low std	high std	
low std	278 89%	34 11%	312
high std	123 12%	931 88%	1054
Total	401	965	1366
Percentage Correctly Classified			88.51%

Validation

Actual Group	Predicted Group		no. of cases
	low std	high std	
low std	7 88%	1 12%	8
high std	3 12%	23 88%	26
Total	10	24	34
Percentage Correctly Classified			88.24%

Table 5.86 Discriminant Analysis of Global Drivers Variables for the Symbol/Logotype Component of the CVIS

Var	Variable Name	Discriminant Coefficient	F	p
v451	Product Affects Symbol/Logo Decisions	+0.81702	5.412	0.0261
v431	Nationalism Affects Symbol/Logo Decisions	+0.65060	20.37	0.0001
v436	Competition Affects Symbol/Logo Decisions	-0.52095	0.3003	0.5872
v441	Design Agency Affects Symbol/Logo Decisions	-0.48209	1.442	0.2381
v426	Culture Affects Symbol/Logo Decisions	+0.16967	6.311	0.0169
v421	Law Affects Symbol/Logo Decisions	+0.07761	3.445	0.0721

Table 5.87 Confusion Matrices of the Symbol/Logo Component of the CVIS

Calibration

Actual Group	Predicted Group		no. of cases
	low std	high std	
low std	237 76%	75 24%	312
high std	77 7%	1016 93%	1093
Total	314	1091	1405
Percentage Correctly Classified			89.18%

Validation

Actual Group	Predicted Group		no. of cases
	low std	high std	
low std	6 75%	2 15%	8
high std	2 7%	25 93%	27
Total	8	27	35
Percentage Correctly Classified			88.57%

Table 5.88 Discriminant Analysis of Global Drivers Variables for the Typography Component of the CVIS

Var	Variable Name	Discriminant Coefficient	F	p
v452	Product Affects Typography Decisions	+0.83360	5.645	0.0235
v432	Nationalism Affects Typography Decisions	+0.77615	24.20	0.0000
v437	Competition Affects Typography Decisions	-0.69158	1.858	0.1821
v427	Culture Affects Typography Decisions	+0.26682	11.27	0.0020
v442	Design Agency Affects Typography Decisions	-0.20057	0.1744	0.6789
v447	Language Affects Typography Decisions	-0.11595	0.6316	0.4324
v422	Law Affects Typography Decisions	+0.08049	5.974	0.0200

Table 5.89 Confusion Matrices of the Typography Component of the CVIS

Calibration

Actual Group	Predicted Group		no. of cases
	low std	high std	
low std	236 76%	76 24%	312
high std	113 11%	941 89%	1054
Total	349	1017	1366
Percentage Correctly Classified			86.16%

Validation

Actual Group	Predicted Group		no. of cases
	low std	high std	
low std	6 75%	2 15%	8
high std	3 11%	24 89%	27
Total	9	26	35
Percentage Correctly Classified			85.71%

Table 5.90 Discriminant Analysis of Global Drivers Variables for the Colour Component of the CVIS

Var	Variable Name	Discriminant Coefficient	F	p
v453	Product Affects Colour Decisions	+0.80347	3.266	0.0798
v428	Culture Affects Colour Decisions	+0.46919	13.88	0.0007
v433	Nationalism Affects Colour Decisions	+0.45877	14.94	0.0005
v438	Competition Affects Colour Decisions	-0.41003	0.3454	0.5607
v423	Law Affects Colour Decisions	+0.37636	3.059	0.0896
v443	Design Agency Affects Colour Decisions	-0.32697	0.2219	0.6407
v448	Language Affects Colour Decisions	-0.08979	3.929	0.0558

Table 5.91 Confusion Matrices of the Colour Component of the CVIS

Calibration

Actual Group	Predicted Group		no. of cases
	low std	high std	
low std	232 74%	80 26%	312
high std	117 11%	937 89%	1054
Total	349	1017	1366
Percentage Correctly Classified			85.58%

Validation

Actual Group	Predicted Group		no. of cases
	low std	high std	
low std	6 75%	2 15%	8
high std	3 12%	23 88%	26
Total	9	25	34
Percentage Correctly Classified			85.29%

Table 5.92 Discriminant Analysis of Global Drivers Variables for the Slogan Component of the CVIS

Var	Variable Name	Discriminant Coefficient	F	P
v454	Product Affects Slogan Decisions	+1.51457	1.442	0.2463
v444	Design Agency Affects Slogan Decisions	-0.91007	0.8278	0.3756
v434	Nationalism Affects Slogan Decisions	-0.88188	0.07437	0.7884
v424	Law Affects Slogan Decisions	+0.84311	2.148	0.1611
v449	Language Affects Slogan Decisions	-0.16286	0.1120	0.7419
v429	Culture Agency Affects Slogan Decisions	+0.13902	0.00008	0.9931
v439	Competition Affects Slogan Decisions	+0.12139	0.01966	0.8901

Table 5.93 Confusion Matrices of the Slogan Component of the CVIS

Calibration

Actual Group	Predicted Group		no. of cases
	low std	high std	
low std	117 100%	0 0%	117
high std	44 7%	580 93%	624
Total	161	580	741
Percentage Correctly Classified			94.06%

Validation

Actual Group	Predicted Group		no. of cases
	low std	high std	
low std	3 100%	0 0%	3
high std	1 6%	15 94%	16
Total	4	15	19
Percentage Correctly Classified			94.74%

Table 5.94 Discriminant Analysis of UK Parent Control of CVIS

Var	Variable Name	Discriminant Coefficient	F	p
v405	UK Control of Name Decisions	+0.36736	30.26	0.0000
v407	UK Control of Typography Decisions	+0.33127	28.56	0.0000
v406	UK Control of Symbol/Logo Decisions	+0.29226	31.08	0.0000
v408	UK Control of Colour Decisions	+0.06166	28.35	0.0000

Table 5.95 Confusion Matrices of UK Parent Control of CVIS**Calibration**

Actual Group	Predicted Group		no. of cases
	low std	high std	
low std	351 64%	195 36%	546
high std	2 0.2%	1013 99.8%	1015
Total	353	1208	1561

Percentage Correctly Classified **87.38%**

Validation

Actual Group	Predicted Group		no. of cases
	low std	high std	
low std	9 64%	5 36%	14
high std	0 0%	25 100%	25
Total	9	30	39

Percentage Correctly Classified **87.18%**

Table 5.96 Discriminant Analysis of Promotional Applications of CVIS

Var	Variable Name	Discriminant Coefficient	F	p
v1326	Effectiveness of Stationery	+0.72970	38.26	0.0000
v1336	Effectiveness of Promotion/Giveaways	+0.69737	53.10	0.0000
v1320	Effectiveness of Interiors/Exteriors	+0.63156	11.01	0.0023
v1330	Effectiveness of Publications	-0.58501	11.15	0.0022
v1334	Effectiveness of Advertising	-0.19599	18.37	0.0002
v1322	Effectiveness of Signs	+0.04073	14.05	0.0007

Table 5.97 Confusion Matrices of Promotional Applications of CVIS

Calibration

Actual Group	Predicted Group		no. of cases
	low std	high std	
low std	312 100%	0 0%	312
high std	39 4%	937 96%	976
Total	351	937	1288

Percentage Correctly Classified 96.99%

Validation

Actual Group	Predicted Group		no. of cases
	low std	high std	
low std	8 100%	0 0%	8
high std	1 4%	23 96%	24
Total	9	23	32

Percentage Correctly Classified 96.88%

Table 5.98 Discriminant Analysis of Perceived Impact of CVIS

Var	Variable Name	Discriminant Coefficient	F	p
v1310	Consumer Goodwill Towards Company	-0.68929	3.445	0.0730
v1312	Advertising Awareness	+0.60304	18.75	0.0001
v1311	Familiarity with Company or Its Products	+0.52965	14.53	0.0006
v1313	Receptivity of Local Inhabitants	+0.27427	10.46	0.0029
v1306	Sales	+0.24772	9.403	0.0045
v1307	Ability to Recruit Executives	-0.08987	9.212	0.0048

Table 5.99 Confusion Matrices of Perceived Impact of CVIS

Calibration

Actual Group	Predicted Group		no. of cases
	low std	high std	
low std	276 79%	75 21%	351
high std	166 18%	771 82%	937
Total	442	846	1288

Percentage Correctly Classified 81.29%

Validation

Actual Group	Predicted Group		no. of cases
	low std	high std	
low std	7 78%	2 22%	9
high std	4 17%	19 83%	23
Total	11	21	32

Percentage Correctly Classified 81.25%

Table 5.100

Summary of Hypotheses

Hypothesis Number	Hypotheses	Accept	Reject
1A	The UK multinational corporations operating in Malaysia that are involved in industrial products are far more likely to consider using a high degree of CVIS standardisation than are service and consumer goods companies.		✓
1B	There is no significant difference in the degree of CVIS standardisation between the UK multinational corporations with regard to the number of years for which the overseas subsidiaries have been established.	✓	
1C	There is no significant difference in the degree of CVIS standardisation between the UK multinational corporations with regard to the number of countries in which the UK multinational corporations have subsidiaries.	✓	
1D	There is no significant difference in the degree of CVIS standardisation with regard to the annual total sales obtained by the UK multinational corporations.	✓	
1E	There is a significant difference in the degree of CVIS standardisation with regard to the nature of market entry form of the UK multinational corporations into Malaysia.	✓a	
1F	There is a significant difference in the degree of CVIS standardisation with regard to the equity held by the UK multinational corporations in Malaysia.	✓a	

Significance based on Chi-square test: a, b, c and d indicate significance at 0.01, 0.05, 0.10 and 0.15 level respectively

Hypothesis Number	Hypotheses	Accept	Reject
2A	The UK multinational corporations operating in Malaysia using a high degree of corporate name standardisation are more likely to state that trade laws and regulations in Malaysia have a low degree of influence in their corporate name decisions.		✓
2B	The UK multinational corporations operating in Malaysia using a low degree of CVIS standardisation are more likely to agree on the need to change the CVIS components namely, name, symbol and/or logotype, typography, colour and slogan, in order to accommodate the Malaysian culture. <ul style="list-style-type: none"> • name • symbol and/or logotype • typography • colour • slogan 	✓b ✓b ✓c ✓b	✓
2C	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that nationalism in Malaysia has a low degree of influence in their CVIS decisions.	✓a	
2D	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that competition in Malaysia has a high degree of influence in their CVIS decisions.		✓

Significance based on Chi-square test: a, b, c and d indicate significance at 0.01, 0.05, 0.10 and 0.15 level respectively

Hypothesis Number	Hypotheses	Accept	Reject
2E	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that design agency in Malaysia has a low degree of influence in their CVIS decisions.		✓
2F	The UK multinational corporations operating in Malaysia using a high degree of corporate name standardisation are more likely to state that the languages in Malaysia have a low degree of influence in their corporate name decisions.		✓
2G	The UK multinational corporations operating in Malaysia using a high degree of corporate name standardisation are more likely to state that they are less concerned about the translation of their corporate name in Malaysia.		✓
2H	The UK multinational corporations operating in Malaysia using a high degree of corporate name standardisation are more likely to state that they are less concerned about the pronunciation of their corporate name in Malaysia.		✓
2I	The UK multinational corporations operating in Malaysia using a high degree of corporate slogan standardisation are more likely to state that the languages in Malaysia have a low degree of influence in their corporate slogan decisions.		✓
2J	The UK multinational corporations operating in Malaysia using a high degree of corporate slogan standardisation are more likely to state that they are less concerned about the translation of their corporate slogan in Malaysia.		✓

Significance based on Chi-square test: a, b, c and d indicate significance at 0.01, 0.05, 0.10 and 0.15 level respectively

Hypothesis Number	Hypotheses	Accept	Reject
2K	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the nature and attributes of the product marketed in Malaysia has a low degree of influence in their CVIS decisions.	✓b	
2L	The UK multinational corporations operating in Malaysia using a high degree of symbol and/or logotype standardisation are more likely to state that the interpretation of the meaning of symbol and/or logotype by the Malaysian public has a low degree of influence in their symbol and/or logotype decisions.		✓
2M	The UK multinational corporations operating in Malaysia using a high degree of colour standardisation are more likely to state that the interpretation of the meaning of colours by the Malaysian public has a low degree of influence in their colour decisions.		✓
3A	The higher the degree of headquarters control of CVIS decisions, the greater the degree of CVIS standardisation between the UK multinational corporation and its subsidiary in Malaysia.	✓a	
3B	The higher the degree of headquarters control of the name decision of the CVIS, the greater the degree of name standardisation between the UK multinational corporation and its subsidiary in Malaysia.	✓a	

Significance based on Chi-square test: a, b, c and d indicate significance at 0.01, 0.05, 0.10 and 0.15 level respectively

Hypothesis Number	Hypotheses	Accept	Reject
3C	The higher the degree of headquarters control of the symbol and/or logotype decision of the CVIS, the greater the degree of symbol and/or logotype standardisation between the UK multinational corporation and its subsidiary in Malaysia.	✓a	
3D	The higher the degree of headquarters control of the typography decision of the CVIS, the greater the degree of typography standardisation between the UK multinational corporation and its subsidiary in Malaysia.	✓a	
3E	The higher the degree of headquarters control of the colour decisions of the CVIS, the greater the degree of colour standardisation between the UK multinational corporation and its subsidiary in Malaysia.	✓a	
3F	The higher the degree of headquarters control of the slogan decision of the CVIS, the greater the degree of slogan standardisation between the UK multinational corporation and its subsidiary in Malaysia.	✓a	
3G	The higher the degree of headquarters control of CVIS decisions, the lower the degree of agreement on the need to change CVIS to accommodate the Malaysian culture.	✓b	
3H	The chief executive officer is the key internal driving force in initiating a high degree of CVIS standardisation among the UK multinational corporations with subsidiary in Malaysia.	✓b	

Significance based on Chi-square test: a, b, c and d indicate significance at 0.01, 0.05, 0.10 and 0.15 level respectively

Hypothesis Number	Hypotheses	Accept	Reject
3I	The chief executive officer who is highly involved in the CVIS development is more likely to be associated with a high degree of CVIS standardisation between the UK and Malaysia.	✓a	
4A	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that "responding to a competitive environment" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia.	✓c	
4B	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that "aiding the sale of products or services" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia.	✓a	
4C	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that "raising money" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia.		✓
4D	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that "creating an attractive environment for hiring employees" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia.	✓b	

Significance based on Chi-square test: a, b, c and d indicate significance at 0.01, 0.05, 0.10 and 0.15 level respectively

Hypothesis Number	Hypotheses	Accept	Reject
4E	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that "increasing the company's stature and presence" has a high degree of importance in their decision to develop and implement CVIS between the UK and Malaysia.	✓a	
5A	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the company's interest in CVIS has been the result of global restructuring.		✓
5B	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the attention given to CVIS in the UK has increased over the past five years.		✓
5C	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the attention given to CVIS in Malaysia has increased over the past five years.	✓c	
5D	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that a UK design agency was responsible for the preparation of the company's CVIS.		✓

Significance based on Chi-square test: a, b, c and d indicate significance at 0.01, 0.05, 0.10 and 0.15 level respectively

Hypothesis Number	Hypotheses	Accept	Reject
6A	The UK multinational corporations operating in Malaysia using a high degree of name standardisation are more likely to state that they adopt the monolithic visual structure.	✓a	
6B	The UK multinational corporations operating in Malaysia using a high degree of symbol and/or logotype standardisation are more likely to state that they adopt the monolithic visual structure.	✓a	
6C	The UK multinational corporations operating in Malaysia using a high degree of typography standardisation are more likely to state that they adopt the monolithic visual structure.	✓a	
6D	The UK multinational corporations operating in Malaysia using a high degree of colour standardisation are more likely to state that they adopt the monolithic visual structure.	✓a	
6E	The UK multinational corporations operating in Malaysia using a high degree of slogan standardisation are more likely to state that they adopt the monolithic visual structure.		✓
6F	The UK multinational corporations operating in Malaysia that are involved in industrial products are far more likely to adopt the monolithic visual structure than are service and consumer goods companies.		✓

Significance based on Chi-square test: a, b, c and d indicate significance at 0.01, 0.05, 0.10 and 0.15 level respectively

Hypothesis Number	Hypotheses	Accept	Reject
6G	The UK multinational corporations operating in Malaysia that adopt the monolithic visual structure are more likely to state that brand name(s) has a low degree of importance in Malaysia.	✓b	
6H	The UK multinational corporations operating in Malaysia that adopt the monolithic visual structure are more likely to state that their corporate name has a high of recognition in Malaysia.	✓b	
6I	The UK multinational corporations operating in Malaysia that adopt the monolithic visual structure are more likely to state that their corporate name has a high degree of acceptance in Malaysia.	✓c	
7A	The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on product(s) are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.	✓a	
7B	The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on packaging are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.	✓b	

Significance based on Chi-square test: a, b, c and d indicate significance at 0.01, 0.05, 0.10 and 0.15 level respectively

Hypothesis Number	Hypotheses	Accept	Reject
7C	The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on interior and exterior are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.	✓b	
7D	The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on signs are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.	✓a	
7E	The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on clothing are more likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.	✓d	
7F	The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on stationery are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.	✓a	
7G	The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on forms are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.	✓a	

Significance based on Chi-square test: a, b, c and d indicate significance at 0.01, 0.05, 0.10 and 0.15 level respectively

Hypothesis Number	Hypotheses	Accept	Reject
7H	The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on publications are likely to state this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.	✓b	
7I	The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on vehicles are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.	✓a	
7J	The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation in advertising are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.	✓a	
7K	The UK multinational corporations operating in Malaysia applying a high degree of CVIS standardisation on promotion and give-aways are likely to state that this is a more effective approach in projecting the corporate visual identity between the UK and Malaysia.	✓a	
8A	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on sales has been more favourable.	✓b	

Significance based on Chi-square test: a, b, c and d indicate significance at 0.01, 0.05, 0.10 and 0.15 level respectively

Hypothesis Number	Hypotheses	Accept	Reject
8B	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on the ability of the company to recruit executives has been more favourable.	✓c	
8C	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that there has been no impact of implementing CVIS on the value of shares.		✓
8D	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that there has been no impact of implementing CVIS on investment rating.		✓
8E	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on the general consumer goodwill toward the company has been more favourable.	✓c	
8F	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on the consumer's familiarity with the company and its products/services has been more favourable.	✓b	

Significance based on Chi-square test: a, b, c and d indicate significance at 0.01, 0.05, 0.10 and 0.15 level respectively

Hypothesis Number	Hypotheses	Accept	Reject
8G	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on the consumer's advertising awareness about the company or its products/services has been more favourable.	✓b	
8H	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on the receptivity of the local inhabitants toward the company's facilities in the area has been more favourable.	✓b	
8I	The UK multinational corporations operating in Malaysia using a high degree of CVIS standardisation are more likely to state that the impact of implementing CVIS on market share has been more favourable.	✓c	
9	<p>There are significant differences in the opinions given by the headquarters and the subsidiary executives with regard to the degree of importance to standardise CVIS between the UK and Malaysia.</p> <ul style="list-style-type: none"> • name • symbol and/or logotype • typography • colour • slogan 		<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓

Significance based on Chi-square test: a, b, c and d indicate significance at 0.01, 0.05, 0.10 and 0.15 level respectively

CHAPTER SIX
DISCUSSIONS

CHAPTER 6 DISCUSSIONS

6.1 Introduction

The results for international CVIS were presented in chapter 5. This chapter highlights the relationship between the quantitative and qualitative findings, and relate these to the literature. The major issues in the literature, research hypotheses and results are used to identify consistencies and conflicts.

This chapter commences with the discussion of the international standardisation issues which formed the crux of this study, in general. The chapter closes with a conclusion, highlighting major issues.

6.2 Global CVIS

Multinational operations and the globalisation of markets have become major themes recently. The economy of global standardisation was an early theme but now firms are exhorted to "think global, act local" (Quelch and Hoff, 1986). The need to hold their diverse and dispersed empires together have been the catalyst to many corporate identity programmes (Ind, 1990). The study of corporate identity can stretch to the study of corporate structure and style (Olins, 1989) but this study concentrates on the central theme of corporate visual identity - the visual treatment of an organisation's output (Topalian, 1984), in particular the corporate visual identification system.

A firm's corporate visual identity influences many stakeholders. Consumers are only one of the groups involved. Employees and shareholders are influenced by the display of corporate names. Indeed, the use of corporate brand names is sometimes more to do with the need to influence the stock market than the consumer market. The display of a local corporate identity can give a company a local feel that could influence politicians or pressure groups in some parts of the world. Conversely, the use of an international name can give a firm's products glamour.

The multinational corporation faces one set of forces for international standardisation of corporate visual identity and another set for localisation. This study examines how firms respond to this dilemma. It investigates the current CVIS practices of UK multinationals and their impact on marketing strategy. It highlights the demographic, global, organisational, behavioural, visual structure, impact and promotional issues of international corporate visual identity programmes. The degree of standardisation of CVIS is measured and the conflict between the views of the head office and overseas subsidiaries.

6.2.1 Demographic Profile

Past research in international marketing and corporate identity found that the degree of standardisation of international marketing practices depended on the nature and types of product marketed. Studies conducted by Lippincott and Margulies (1987), Hansen and Boddewyn (1977), Hite and Fraser (1988), Peterson Blyth Cato Associates and, Cheskin and Masten (1985) found that standardisation of international marketing and corporate identity practices is positively associated with involvement in industrial goods where the buyers are presumably more sophisticated and homogeneous. On the contrary, this study found that the majority of industrial, consumer goods and service companies implemented a higher degree of CVIS between the UK and Malaysia.

In general, it appears that regardless of the type of business the companies are involved in, there is a high propensity for them to adopt a high degree of CVIS standardisation. This is interesting because the conventional wisdom probably is that industrial and consumer durable companies would standardise their CVIS.

Demographic indicators such as the number of years for which the overseas subsidiaries have been established, number of countries in which the UK multinational corporations have subsidiaries and annual total sales are found to be uncorrelated with the degree of CVIS standardisation between the UK and Malaysia. That is to say, older and more experienced companies in international marketing are not more likely to standardise their CVIS than younger companies. Therefore, it appears that CVIS strategy do not "grow up" into standardised CVIS over time. In addition, the size of the firm as measured by worldwide total sales and the number of countries in which subsidiary were located also appear to be unrelated to CVIS standardisation.

These findings supported the results forwarded by Hite and Fraser (1988) on international advertising strategies. According to them, there is a lack of significant demographic differences between firms which standardise, those which localise and those which partially standardise and partially localise advertising functions. They added that all three groups reported similar worldwide sales level, similar years of experience in the international area, similar levels of geographic dispersion and similar foreign sales shares. Writers such as Lippincott and Margulies (1988) have mentioned the importance of demographic indicators but have failed to conduct further analysis.

The two demographic variables which are highly correlated with the degree of CVIS standardisation are the market entry form and the equity held by the UK multinational corporations in Malaysia. The survey findings clearly suggest that the UK multinational corporations that hold a majority equity and have direct investment interest in the Malaysian operation implemented a higher degree of CVIS standardisation.

Their ability to adopt a similar CVIS in the UK and Malaysia is attributed to them having greater control and power in making strategic CVIS decisions. These findings supported the view held by Peebles et al (1977) where they emphasised that the degree of ownership (or equity) may influence the actual amount of standardisation employed. They added that the multinational enterprise may only be able to fully implement the standardisation approach in those markets where it has majority equity in the local operation. For market entry, the works of Czinkota et al (1988), Cateora (1990), Terpstra and Sarathy (1989), Jeannet and Hennessey (1988), Toyne and Walters (1989) mentioned the various options of mode of entry but did not discuss CVIS standardisation.

6.2.2 Global Drivers

This investigation indicates that for UK companies, CVIS standardisation takes place inspite of differences in the global factors between the UK and Malaysia. In general the works of Wind et al (1973), Wind (1986), Dahringer and Mulbacher (1991), Rawsthorn (1991), Kaynak and Mitchell (1981), Dibb et al (1988), Hovell and Walters (1972), Hartigan (1987) and Couretas (1984) emphasised the need to take law and regulations of the host country into account in designing international marketing communications strategies. The findings in this study appear not to support these exhortations. Trade law and regulations are perceived by both groups as having a low degree of influence in the corporate name decisions between the UK and Malaysia.

This observation appears to be supported by the discriminant analysis which clearly shows that trade laws and regulations are found to be insignificant in discriminating between firms that implement a high or low degree of CVIS standardisation. One can argue that Malaysian trade laws do not put strict imposition on how foreign firms decide on the usage of their corporate name. However, there is the existence of a legal requirement whereby these companies have to include the phrase Sdn. Bhd. (Private Limited) or Bhd. (Limited) at the end of their corporate name.

The issue of culture also formed a major variable in this research project. It appears that the UK multinational corporations which adopt a high degree of name, symbol and/or logotype, typography and colour standardisation between the UK and Malaysia perceive that culture in Malaysia has a low degree of influence in their CVIS decisions.

These findings are consistent with those of earlier researchers (Hite and Fraser, 1988; Ryan and Donnelly, 1969; Donnelly, 1970; Wills and Ryan, 1977) where they emphasised that firms using localised advertising are far more likely to agree on the need to change advertising elements in order to accommodate foreign cultures than firms using standardised advertising strategies. This suggests that major British multinational corporations have the tendency to impose a unified and standardised CVIS worldwide in order to achieve a single image and identity. Cultural differences that exist in the host country are considered not important and thus not taken into account.

One marketing executive of a major construction consultancy-based firm remarked:

"We see ourselves as being in the global construction market. There is a huge amount of reputation and goodwill in our corporate identity especially our name. We want to project a consistent identity especially in our principal markets namely, Europe, USA and the Pacific Rim. Therefore, the cultural elements of these markets do not affect our corporate identity decisions."

The corporate communications executive of a consumer goods company explained the low degree of influence of the Malaysian culture in their CVIS decisions:

"With regard to the Malaysian subsidiary, I don't think any serious consideration has been given to the nature of the Malaysian culture in establishing the CVIS of . . . Our company just transported lock, stock and barrel the UK CVIS to the Malaysian subsidiary. No account has been taken of the different cultures or the different perceptions of the CVIS from the Malaysian public point of view."

Sharing the same viewpoint, the public affairs executive of a leading insurance company explained the importance of a consistent identity and the insignificant role of the host country's culture:

"We see corporate identity as a right element to present the group clearly and consistently. This is what we are trying to achieve in the international scene. We obviously realise that there are differences in the overseas culture but we insists that the integrity of our CVIS standards are maintained globally."

He added:

"In Malaysia we never actually had any problems with our CVIS. There hasn't been any obvious reason to change it. Therefore, our CVIS is identical in the UK and Malaysia."

For the slogan, both groups said that cultural elements in Malaysia have a low degree of influence in their slogan decisions between the UK and Malaysia. The results of discriminant analysis clearly suggest that culture to be insignificant in discriminating between the companies that implement a high or low degree of slogan standardisation. Simply, one can say that the corporate slogan is generated and constructed in Britain and is not influenced by the cultures of the countries in which they have subsidiaries.

Interestingly, the results of factor analysis conducted on the global driver variables reveal that most of the variables measuring nationalism were loaded on the same factor as culture except for the slogan variable. This clearly demonstrates the similarity between the cultural and nationalism dimensions.

Taking the results of discriminant analysis, it becomes apparent that culture and nationalism are strong discriminators between firms that implement a high or low degree of CVIS standardisation. Essentially, companies that adopt a high degree of CVIS standardisation rate culture and nationalism significantly lower in influence in their CVIS decisions than companies which adopt a low degree of CVIS standardisation between the UK and Malaysia. This finding is supported by previous exhortations where nationalism is viewed as having a low consideration in firms that implement a standardised advertising strategy (Hite and Fraser, 1988; Boddewyn et al, 1986).

Layman (1989), Sorenson and Wiechmann (1985), Quelch and Hoff (1986) and Hite and Fraser (1988) emphasised that competition has a high degree of influence for companies that implement a high degree of marketing standardisation. The results of this research project do not support this view. Competition in Malaysia is perceived by both groups as having a low degree of influence in the company's decision with regard to the degree of CVIS standardisation between the UK and Malaysia. This finding is supported by results of discriminant analysis which suggest that competition is insignificant in discriminating between firms that implement a high or low degree of CVIS standardisation.

The marketing and development executive of a major hotel establishment explained that the competitors play a very minor role in the development of their visual identity. He said:

"Because we are a global company, we need to have a consistent and standardised identity which must be followed by everybody within the organisation. We do not pay too much attention as to what our competitors do with their identity. As far as we are concerned, the standardised strategy is the route to adhere."

A major petroleum company also placed competitors as secondary influencers in their corporate visual identity decisions. The corporate brand communications executive emphasised:

"You probably find that companies like . . . and . . . have very identical CVIS from one country to another as we do. Our emblem is the same on every site, the pumps are decorated the same, the canopy is decorated the same, the signage is the same. What our competitors do are not that important to us."

Previous studies concluded that standardisation of marketing communications strategies is associated with the utilisation of the home country agencies (Hite and Fraser, 1988; Donnelly, 1970; Sauvart, 1976). It appears that design agency in Malaysia plays a very insignificant role in the development of CVIS of the companies participated in the study. Both groups perceived that design agency in Malaysia has a low degree of influence in the company's CVIS decisions between the UK and Malaysia.

This clearly reflects that the majority of the firms either use a UK design agency or the in-house design department in the corporate head office in the preparation of their CVIS. In addition, although the advertising industry has been well developed and established in Malaysia, design agencies are still in the infancy stage of development. One corporate communications executive of a major insurance company emphasised:

"We have done it (corporate identity manual) in-house and we saved ourselves quite a bit of money because we do not employ any Malaysian design agency."

The media relations executive of a leading pharmaceutical company also mentioned that the design agency they used does not greatly influence their visual identity decisions. She stated:

"We are going towards the monolithic identity. For a long time we do not need to promote the company. But now the company is very big and international, so we need to promote the company. We have used a (Malaysian) design agency but we use them very little. They do not influence (our CVIS decisions) us a great deal."

Sharing the same point of view, the corporate affairs executive of a wood preservation firm explained:

"When we designed our corporate identity, a large percentage of our division went for the monolithic structure. We have a design office here. We also use a design consultancy but their involvement and influence is not that great."

A leading construction and development organisation do not put too much importance on the role of design agency in developing their CVIS. The public relations executive remarked:

"I was charged with the responsibility of designing a new logo and implementing it in various forms across the group. We do not employ specialist designers in Malaysia."

International marketing communications strategies are heavily influenced by the existence of different languages. Most of the literature discussing the aspect of language, translation and pronunciation of brand or corporate name are anecdotal in nature (Margulies, 1977; Jefkins, 1989; Ind, 1990; Couretas, 1984). Hite and Fraser (1988) suggested that the majority of companies which implemented a standardised international advertising perceived that identical executions may be transferred successfully with only slight modifications in language. Clearly the respondents in this sample indicated that languages in Malaysia have a low degree of influence in their corporate name decisions. In addition, both groups emphasised that they are less concerned about the translation and pronunciation of their corporate name in Malaysia.

As one corporate communications executive of a leading chemical company remarked:

"Our company name is not translated into other languages. It is known as . . . around the world."

As for slogans both groups perceived that the languages in Malaysia have a low degree of influence in their corporate slogan decisions and that they are less concerned about the translation of their corporate slogan in Malaysia. These findings appear not to support the view of many writers in the internationalisation of corporate slogan (Kern et al 1990; Channon, 1979; Onkvisit and Shaw, 1985) who advised that foreign marketers should not take language for granted and its importance and influence must be acknowledged.

The results of discriminant analysis supported the cross tabulations findings where language is found to be insignificant in discriminating between firms that implement a high or low degree of corporate name and slogan standardisation.

This pattern suggest both groups emphasised the importance of English as the prevailing language in their corporate and brand name and corporate slogan decisions. It could also be said that since English is spoken and well understood by the majority of the Malaysian population, there is the lack of care and concern among British companies to take into account the various languages that exist in Malaysia in deciding their corporate and brand name(s) and corporate slogan. Further analysis suggest that UK multinational corporations rated extremely low the importance and influence of the Malay and Chinese and Indian languages that exist in Malaysia.

It is recognised that the nature and attributes of the product marketed in Malaysia also influence the degree of CVIS standardisation decisions between the UK and Malaysia. The findings clearly suggest that the companies which implement a high degree of CVIS standardisation perceived that the nature and attributes of the product marketed in Malaysia have a low degree of influence in their CVIS decisions.

Interestingly, this finding correlates with the results under the section, demographic profile; main business. In Hypothesis 1A, the results reveal that all three types of businesses namely, industrial, consumer goods and service companies implement a high degree of CVIS standardisation between the UK and Malaysia. Conclusively, it appears that the nature and attributes of the product marketed have a low degree of influence in the CVIS decisions for all three categories of businesses which implement a high degree of CVIS standardisation.

In relation to discriminant analysis it appears that the nature and attributes of the product marketed is the single most powerful discriminating variable that distinguishes between companies that adopt a low or high degree of CVIS standardisation. Firms which implement a high degree of CVIS standardisation rate that the nature and attributes of the product marketed has a lower degree of influence than firms which implement a low degree of CVIS standardisation between the UK and Malaysia.

Most of the literature on the relationship between the company's symbol and/or logotype and colour, and the perceptions and beliefs of the host country's people are anecdotal in nature. The emphasis has been to take into consideration the sensitivity of the local publics in designing the symbol and selecting the colours (Dahringer and Mulbacher, 1991; Cateora, 1990; Terpstra and Sarathy, 1991). On the contrary, this study suggests that both groups regarded the interpretation of the meaning of symbol and colours by the Malaysian publics have a low degree of influence in their symbol and colour decisions. Again, this finding reemphasises the notion that the perceptions and sensitivities of the local publics towards symbol and colours do not play any role in CVIS decisions.

6.2.3 Organisational Structure Issues

Headquarter control of the CVIS decisions is an important issue that has been addressed in this research project. Douglas and Wind (1987) and Kirpalani et al (1988) found that the higher the headquarter control in international advertising decisions, the greater the likelihood of standardisation of the advertising strategies. This research supports the above findings where it appears that the higher the degree of control by the head office of the corporate name, symbol and/or logotype, typography, colour and slogan, the higher the degree of standardisation of these elements between the UK and Malaysia.

Results of discriminant analysis shows that the element, corporate name, is regarded as having the highest degree of control in the headquarters, among firms that implement a high degree of CVIS standardisation between the UK and Malaysia. The next three elements that have a high degree of control in the head office are typography, symbol and/or logotype and colour decisions. Interestingly, the slogan element is the only element that does not discriminate between companies that adopt a high or low degree of CVIS standardisation.

Central control of CVIS decisions in the UK head office is positively related to the standardisation of corporate visual identity strategy worldwide. In general, those companies that allow the Malaysian counterparts to develop the local CVIS do not play a major role in designing and generating the Malaysian CVIS.

One communication executive of a leading industrial-based company stated the importance of head office control of CVIS decisions:

". . . in all of these, I think very strict views that corporate identity should be tightly controlled centrally. I think you need an international culture in multinational companies now, therefore you need an internationally recognised identity."

He added;

"It (corporate visual identity) is controlled by our internal corporate communications department which I manage. Most of what goes out in terms of literature and so on is approved by either me or by one of my colleagues."

Along the same notion of standardisation and control, the corporate identity executive of a leading insurance firm discussed:

"One other aspect that is associated with the standardisation of our visual identity is the fact that we control centrally our visual identity here at the head office. Thus, we can actually monitor what has happened and how we see it progressing."

The relationship between culture and control is one of the major variables discussed in the internationalisation literature. Wills and Ryans (1977), Onkvisit and Shaw (1987) and Ryans and Donnelly (1969) found that companies that consider cultural elements as important were more likely to use decentralised planning and those from centralised operation tended to agree more with the application of standardised advertising and that cultural elements are not important. This research results are in agreement with the above findings.

The Malaysian culture plays an insignificant role in the CVIS decisions for those companies that implement a high degree of control in the UK. This finding correlates with the earlier finding where, the companies that adopt a high degree of CVIS standardisation state that culture in Malaysia has a low degree of influence in their CVIS decisions between the UK and Malaysia.

The issue of global identity has not escaped the view of upper management. The relationship between the CEO and/or chairman and standardisation of CVIS reveal two major outcomes. First, the CEO and/or chairman is normally the key internal driving force in initiating a high degree of CVIS standardisation. Second, the CEO and/or chairman who is highly involved in the CVIS development is more likely to be associated with a high degree of CVIS standardisation between the UK and Malaysia.

This suggests that many CEOs that initiate and who are active in the development and implementation of the CVIS perceived that the high standardisation strategy exhibit the size, power and strength of the corporation in the light of global competitive arena. Much of the corporate identity literature emphasised the need for the CEO and/or chairman to be involved and actively participate in the development and implementation of the company's corporate identity (Chajet, 1989; Lambert, 1989; Topalian, 1984; Olins, 1985). But no empirical evidence have been put forward by these writers.

The advertising executive of a petroleum company emphasises that the chairman is the force in their CVIS decisions:

"The key internal driving force and the ultimate control of our CVIS decisions is our chairman. There is a specific message from the chairman explaining why he regards a standardise CVIS is very important."

A banking organisation emphasised the need for a standardisation of CVIS strategy globally. The external relations executive commented that the chairman has been the key player in deciding that the CVIS should be standardised worldwide:

". . . I am responsible for monitoring what happens around the group in the area of corporate activity. The chairman has been the force that support the global standardisation of our corporate identity.

On the issue of the relationship between the CEO and the CVIS committee, the corporate identity executive of a consumer-based company stated:

"The working committee which include our CEO was responsible in the development of our corporate visual identity. He (the CEO) with the assistance of the corporate identity coordinator make sure that all our operating companies coordinate their CVIS practices."

6.2.4 Reasons for Developing CVIS

There are various reasons as to why some companies standardise their CVIS while others tend to adapt their CVIS. Hovell and Walters (1972), Buzzell (1968), Gray and Smeltzer (1987) and Downey (1986) forwarded five major reasons why companies employ the highly standardised marketing and CVIS. The findings in this research project supported the reasons that they highlighted except one.

It appears that the implementation of a high degree of standardised CVIS strategy is the end result of the realisation that this strategy will enable the companies to compete more effectively in the global environment. This finding is in contrast to a prior finding where competition in Malaysia do not influence the companies CVIS decisions. This can be explained by the fact that the Malaysian market is insignificant compared to their other markets around the world. Therefore, competitive forces in the major market have persuaded the British companies to adopt a more standardised CVIS.

In addition, it appears that the standardised strategy assists the company in marketing its products and services, and attract better and brighter executives and employees worldwide. These reasons were highlighted by the executives because of the positive association generally connected between big multinational corporations with quality products, prestige and high reputation, and excellent remuneration package.

Furthermore, the findings suggest that a standardised strategy has enhanced and increased the company's stature and presence in the international arena. This reason was mentioned by almost all of the respondents that adopt the high standardisation CVIS strategy. As far as "raising money" is concerned, the finding has been insignificant. This probably reflects that much of the money and capital is raised in the UK by both groups.

The corporate communications executive of a leading management consultancy emphasised the importance of perception and presence:

"We are a big international company. We have about 80 offices in 20 countries around the world. It is important that everybody presents the one company image. Previously we were so diversified, we have company name from . . . Technology to . . . Car Park. The market didn't see us, it had a very confused image of . . . Therefore, the switch to one company CVIS was critical to our marketing and selling and how our clients perceive us internationally."

On the issue of competition, the corporate affairs executive of an industrial-based company remarked:

"The main reason we have to reassess our corporate identity two years ago is because all of our international competitors in our major marketplace have employed the monolithic identity system."

The corporate communications executive of a leading consumer-based company mentioned one of the reasons that their CVIS was developed and implemented is because of employment:

"Our CVIS has been very important especially in recruiting and employing executives. We are seen as one of the major multinational corporations, we are able to attract brighter and better candidates."

As far as aiding sale of products and services is concerned, the public affairs executive of an industrial-based company remarked:

"We have been using the old corporate identity for the past ten years. Our new identity represents the core values and business ethos of a multinational operation. We believe that creating a strong identity has supported us in the business and marketing of our products and parts globally."

6.2.5 Behavioural Issues

Among the companies actively planning to enhance their global identities, interest was stimulated by three major factors namely, merger, global restructuring and acquisition (Lee, 1983; Olins, 1990; Mills, 1988; Simpson, 1988; Deyck and McDonald, 1988). Lippincott and Margulies (1987) concluded that global restructuring is the major reason for the companies interest in global corporate identity.

In this study both groups cited global restructuring, merger, acquisition and company policy as the main reasons. Therefore, the hypothesis associating between high standardisation and global restructuring is not supported.

Goldbaum and Hunter (1988), Croft (1990), and Rawsthorn (1991) emphasised that many multinational corporations worldwide have become more sensitive about the importance of their identity and image during the past five to ten years. It is evident in this study that only those companies that implement a high degree of CVIS standardisation have given increasing attention to CVIS in Malaysia over the past five years. This is primarily due to the recent influx of many Japanese companies into Malaysia which have invested heavily in making their CVIS more prominent. Therefore, to compete effectively, the British companies felt that they need to increase their presence in Malaysia. In the UK, it appears that both groups have increased the focus given to CVIS over the past five years.

As far as preparation of CVIS is concerned, the findings suggest that both the UK design agency and the in-house design department are used by firms that adopt the high standardisation strategy. This finding appears not to support claims made by Hite and Fraser (1988), Sorenson and Wiechmann (1975) and Lippincott and Margulies (1987) where the high standardisation strategy is associated with the usage of home country agency.

6.2.6 Visual Structure

The first part of this section highlighted that a high degree of CVIS standardisation is identical to Olin's monolithic visual structure (Olins, 1989). Essentially, the monolithic visual structure is the standardised structure in which the corporate name, symbol and/or logotype, typography and colour are developed and implemented identically worldwide.

Seventy-two percent of the respondents stated that symbol and/or logotype and colour components of their CVIS are highly standardised. Typography is found to be the next highly standardised element with 68% of the respondents implemented a highly standardised strategy. The name of the corporation is standardised between the UK and Malaysia by 63% of the companies interviewed. Slogan is the only element that is found to be primarily having a low degree of standardisation. Sixty four percent of the companies stated that there is a low degree of slogan standardisation implemented between the UK and Malaysia.

As far as the type of business the multinational corporations are involved in, it appears that the relationship with Olin's CVIS structure is insignificant. This finding correlates with the results of the relationship between the degree of CVIS standardisation and the type of main business discussed in Hypothesis 1A. Therefore, the works of Lippincott and Margulies (1987), and Hite and Fraser (1988) are not supported in relation to corporate visual identity. In general, this would appear to suggest that regardless of the type of business the companies are involved in, there is a high tendency for them to implement the monolithic visual identity.

Jefkins (1991), Pilditch (1970), Olins (1990) and Ind (1990) emphasised that companies which adopt the branded visual structure placed more importance on brand names rather than the corporate name. It appears among the companies that implement the monolithic structure, a large majority perceived that brand names are less important compared to the corporate name in Malaysia. This is normally the case where the brand name is similar or identical to the corporate name. Therefore, this hypothesis is supported.

Furthermore, a large majority of the monolithic companies indicate that their corporate name is more well-known than their brand name(s). This section also found that almost all of the multinational corporations that implement the monolithic visual structure perceive that their corporate name has a high degree of acceptance in Malaysia.

Therefore, it appears that a corporation with a well-known and accepted corporate name is more likely to use the monolithic visual structure than a firm without such acceptance and name recognition. These findings support the exhortations made by Smith (1990), DeMooij and Keegan (1991) and Yip (1988) where they cited several examples of companies that have adopted the monolithic structure in order to achieve global focus and recognition.

6.2.7 Promotional Applications of CVIS

The degree to which CVIS may be standardised is pivotal to the design and implementation of global CVIS. Several promotional tools have been taken into account in determining the degree of CVIS standardisation and its relationship with the effectiveness of these tools in projecting the corporate visual identity between the UK and Malaysia.

Overall the findings reveal strong evidence to suggest that a high CVIS standardisation provide greater effectiveness in projecting a uniform and consistent corporate visual identity between the UK and Malaysia. These findings supported the views forwarded by Gray and Smeltzer (1985), Kayal (1988), James (1990) and Olins (1990) where they emphasised the need to have

a consistent application of CVIS on the various promotional tools in order to project a single and unified corporate identity.

This research has identified several promotional tools and they are namely, product, packaging, interior and exterior, signs, clothing, stationery, forms, publications, vehicles, advertising and promotion and giveaways. The regional executive of an insurance company remarked on the consistency in the global application of the CVIS:

"The application of our CVIS does not vary at all throughout the world. We insist that all our operating companies use our CVIS consistently in their marketing, stationery, advertising, promotional items, recruitment, clothing (messenger, maintenance, engineer, staff) and so on. All of these items are monitored centrally in the UK."

The issue of the corporatisation of image and identity was highlighted by the corporate affairs executive of a major consultancy-based organisation:

"We have made a conscious effort to corporatise our image in literature (like this), visual aids, slides. We have a corporate video which incorporates everything. We have exhibition panels in the same design for all companies which can be mounted in an exhibition. We have letterhead throughout the group, which again is corporately identified. Every group advertisement carries a CVIS. We have company tie, cuff-links, bag labels, lapel pins, scarfs, badges, umbrella, calendars and pocket diaries. They are all being done internally."

The corporate communications executive of a leading construction firm emphasised the widespread applications of their CVIS:

"We do consider it is important that the CVIS should be applied in as many instances as possible. We got it on vans, sign boards, sites, stationery, compliment slips, flags, the lot."

Interestingly, the results of discriminant analysis suggest that standardised applications of CVIS on stationery is the most effective tool in trying to project a uniform corporate visual identity. These include items such as letterhead, compliment slips, envelopes and visiting cards. The next effective promotional tool is promotion and giveaways include such items as flags, stickers and ties. Interiors and exteriors, publications, advertising and signs are also found to be effective promotional tools in projecting a unified identity.

Surprisingly, promotional items such as product, packaging, clothing, forms and vehicles do not possess any discriminating characteristics that are able to discriminate between the companies that implement a high or low degree of CVIS standardisation.

6.2.8 Perceived Impacts of CVIS

The benefits and impacts of implementing a high CVIS standardisation constituted another major area of investigation. It appears that companies which implement a high degree of CVIS standardisation have experienced a more favourable impact on several variables. Buzzell (1968) and Hovell and Walters (1972) stated that the standardisation of marketing presentations is a powerful means of increasing sales. This study clearly suggests that the impact on sales and market share in the UK, Malaysia and globally have been favourable. As far as consumers' goodwill and familiarity towards the company, consumers' awareness of the company's advertising and consumers' receptivity towards the company and its products are concerned, the results have been favourable for companies that implement the high standardisation strategy.

These findings supported previous studies conducted by Sorenson and Wiechmann (1975), Peebles et al (1977) and Lippincott and Margulies (1988) where they found that a positive relationship exist between the high CVIS standardisation strategy and the various impacts mentioned above.

Belt and Paolillo (1982), Gray and Smeltzer (1985, 1987) and Olins (1990) in their study highlighted the association between corporate identity and the ability to recruit high calibre executives. This research study clearly suggests that companies which adopted the standardisation strategy have experienced a more favourable result in their ability to recruit executives.

The variables such as value of shares and investment rating are found to be of no significance with regard to the degree of CVIS standardisation between the UK and Malaysia. These findings supported the results forwarded by Lippincott and Margulies (1988) where they found that financial parameters such as investment rating and value of the company stock are least likely to be affected by the implementation of CVIS.

One corporate communications executive of a service-based company stated:

"The impact I think has been tremendously positive. Our CVIS has been carried out properly and consistently. We have obtained positive feedback, acceptance and recognition amongst the community, shareholders, suppliers, employees and the market."

This view was also agreed by the corporate marketing executive of a consultancy-based company:

"We have experienced a fairly strong (favourable) visual impact. Being a public company, the shareholders, city analyst, bankers, employees and the customers have conveyed to us that our new CVIS have put us in the forefront in our industry."

The corporate communications executive of a consumer nondurable goods company emphasised:

"... again one of the things I've said specifically in Malaysia, the Kulim and Penang area of Malaysia, I think our corporate identity has had a strong impact in the region. I've been here for over 10 years, I understand we do have a good working relationship with the local community and the local and central Malaysian government."

She added that:

"Our corporate identity has also helped us in attracting and recruiting brighter and better candidates for our executive positions."

The results of discriminant analysis correlates with the cross tabulation findings except for one dimension that is market share. Six impacts are found to be discriminating variables in distinguishing between a company that uses a high or low degree of CVIS standardisation between the UK and Malaysia. In order of importance they are namely, consumer goodwill toward the company, advertising awareness, familiarity with company and products, receptivity of local inhabitants, sales and ability to recruit executives. The variables such as value of shares; investment rating and market share are found to be nondiscriminating.

6.2.9 Headquarter and Subsidiary Opinions of a Standardised CVIS

In the degree of importance to standardise the CVIS, the UK results were compared to the Malaysian results and the findings suggest that the opinions given by the majority of executives in both countries are similar. The executives from both countries regarded that it is of vital importance to standardise the corporate name, symbol and/or logotype, typography and colour between the UK and Malaysia. For slogan, both parties emphasised that it is not as important to standardise between the two countries. These findings are counter to the belief that local operators feel that they have global standardisation foisted upon them. Their similarity could reflect the indoctrination of the multinationals overseas staff or an understanding after decades of contact.

In addition, this finding clearly exhibit that the importance and acceptance of a standardised CVIS should not be underestimated. One can say that there is an international culture that permeates within the multinational corporations. This international culture is manifested prominently in the acceptance and importance attached by the head office and the subsidiary in a single and highly standardised CVIS globally. Therefore, ideas of Quelch and Hoff (1986) and Hovell and Walters (1972) and Wiechmann (1974) are not supported.

6.3 Conclusions

This chapter has discussed the significance and relationship of both the quantitative and qualitative data given by the respondents. The results of crosstabulation using the chi-square test, factor analysis and discriminant analysis are discussed and are linked together so as to highlight the significant findings. Furthermore, issues in the literature and research hypotheses are discussed simultaneously with the results so as to identify patterns of consistencies and conflicts in the arguments.

CHAPTER SEVEN
CONCLUSIONS

CHAPTER 7 CONCLUSIONS

7.1 Introduction

This study has examined empirically the internationalisation of corporate visual identity strategies of the UK multinational corporations with subsidiaries in Malaysia with an emphasis on the degree of standardisation issue. After synthesising both the theoretical and empirical works in marketing, international business and marketing, strategic planning and corporate identity, several areas were identified to affect corporate visual identity strategies. Several hypotheses were developed and tested. Crosstabulations using the chi-square test, factor analysis and discriminant analysis were performed on the data. On the basis of these results several major conclusions can be made.

This is the final chapter of this thesis. It consists of three major parts. The first part revolves around the main conclusions arrived at in this investigation. The second section presents the recommendations. The third section highlights the limitations and areas for further research.

7.2 Major Conclusions

There is a lack of significant demographic differences between companies that implement a high or low degree of CVIS standardisation between the UK and Malaysia. Only two demographic variables such as market entry form and equity held by the parent company which are clearly linked to the degree of CVIS standardisation. Variables such as primary business, number of years with subsidiaries overseas, number of subsidiaries abroad and total sales are unrelated to the degree of CVIS standardisation.

The standardisation of CVIS strategy takes place inspite of dissimilarities that exist between the UK and Malaysia. Product attributes, culture and nationalism do not play major roles in companies that implement the higher standardisation strategy and vice versa. Global variables such as trade laws and regulations, competition, design agency and language in Malaysia are regarded by both groups as having a low influence in their CVIS decisions.

The degree of control of CVIS decisions in the UK's head office is significantly related to the degree of CVIS standardisation. The higher the degree of control of the CVIS elements in the UK, the higher the degree of standardisation of these elements between the UK and Malaysia. Slogan is the only element that does not discriminate between companies that adopt a high or low degree of CVIS standardisation.

The Malaysian culture does not play a major role in the CVIS decisions for firms that implement a high degree of control of their CVIS in the head office. The issue of global CVIS has not overlooked the involvement of upper management. The CEO and/or Chairman is normally the key internal driving force and the active participant behind the development and implementation of a standardised CVIS.

Most of the senior executives surveyed cited,"responding to the competitive environment, aiding the sale of products and services, creating an attractive environment for hiring employees and increasing the company's stature and presence", as the most important reasons for the companies interest in a more standardised CVIS. "Raising money" is regarded by both groups as not important.

Among the companies planning to improve their worldwide identities, interest was stimulated by a number of factors. Global restructuring, merger, acquisition and company policy were highlighted by both groups as the main reasons. Thus, there are insignificant relationships between the degree of CVIS standardisation and the reason of interest in CVIS between the UK and Malaysia. In the UK both groups have increased the focus given to CVIS over the past five years. Those companies that implement a high degree of CVIS standardisation have given an increasing attention to CVIS in Malaysia over the past five years. Furthermore, these companies also tend to use both the UK design agency and the in-house design department in the development and preparation of the global CVIS.

On the visual structure issues, the degree of CVIS standardisation is significantly related to Olin's paradigm of visual identity structure. Among the companies that implement the monolithic visual structure, their corporate name is more well-known than their brand name(s) and have a high degree of acceptance in Malaysia. In addition, the corporate name is perceived to be more important than their brand name(s). The primary business of the companies participated in the study is not significantly related to Olin's CVIS structure.

For the promotional tools, the higher the degree of CVIS standardisation applied to the various promotional items, the higher the degree of effectiveness of these items in projecting the corporate visual identity between the UK and Malaysia. Among the promotional tools and items that have been taken into consideration are, product, packaging, interior and exterior, signs, clothing, stationery, forms, publications, vehicles, advertising, and promotion and giveaways.

In the opinions of UK executives, a high degree of CVIS standardisation have had a more favourable impact on the company's sales, recruitment of executives, general consumer goodwill towards the company, consumers familiarity with the company, advertising awareness, receptivity of the local inhabitants towards the company and market share. The implementation of a highly standardised CVIS have had no impact on the value of shares and investment rating.

In relation to the degree of importance to standardise the CVIS, the UK results were compared to the Malaysian results. The opinions given by the majority of the executives in both countries are similar. The respondents from both nations confirmed that it is of paramount importance to standardise the corporate name, symbol and/or logotype, typography and colour. Both parties emphasised that slogan is not as important to standardise between the UK and Malaysia.

7.3 Recommendations

Indigenous UK multinational corporations that implement the high CVIS standardisation strategy have found that this strategy provide far greater effectiveness in projecting a uniform and consistent identity between the UK and Malaysia. This strategy is most effective if it is applied on the promotional tools that are used and distributed by the organisation on a regular basis. Identical company name, similar symbol, consistent typography and standardised colours should appear on these items so as to enable the audience to view the organisation as one single and unified entity. Therefore, in order to project and present a more consistent and uniform corporate visual identity globally, a high degree of CVIS standardisation applied on the promotional tools is highly recommended.

Companies that utilise the high standardisation CVIS strategy claimed that they have experienced a more favourable impact on the company's sales and market share. They have managed to recruit better and brighter executives. Consumers goodwill, familiarity and receptivity with the company and advertising awareness have also been favourable among companies that follow this strategy. In the light of the above advantages, it is therefore advisable for firms to consider the high standardisation CVIS decisions in their international strategies.

In order to implement the high standardisation CVIS strategy global factors such as law, culture, nationalism, competition, design agency, language and product attributes, are often ignored by the companies. Therefore, to successfully implement identical applications of CVIS globally, companies are advised not to take into consideration the global factors, peculiarities and idiosyncracies that exist in the host countries.

The high CVIS standardisation strategy is associated with the centralisation of the CVIS decisions. The UK head office controls the decision regarding how the corporate name is presented, how the symbol is designed, how the typography is styled, what colours and slogan to use. Thus, it is recommended that in order to effectively implement a high degree of CVIS standardisation, the parent company should impose a high degree of centralisation of CVIS decisions in the head office.

Top management especially the CEO and/or Chairman are the key figures in the development of the highly standardised strategy. They seemed keen to adhere to this strategy because of the size, strength and power associated with a single and unified identity.

Companies that implement the high standardisation strategy found that they can compete more effectively in the global environment. They also realise that this strategy assist them in marketing their products and services. In addition, they are able to recruit better and brighter executives worldwide. A majority of the firms feel that the standardised strategy has enhanced and increased the company's stature and presence in the international arena. This suggests that the direction to follow as far as the CVIS strategy is concerned, is towards the highly standardised end of the continuum.

The high degree of CVIS standardisation is identical to Olin's monolithic visual structure. Essentially, the monolithic visual structure is the standardised structure in which the corporate name, symbol and/or logotype, typography and colour are developed and implemented identically worldwide. To operate successfully on a global basis, companies ought to adhere to the proposed monolithic structure.

Both, the UK and Malaysian executives emphasised the need for a standardised CVIS elements. This clearly demonstrates that the importance and acceptance of a standardised CVIS should not be overlooked. Moreover, in making global CVIS decisions the views of the subsidiaries must be taken into account. In this instance it is fortunate that the two countries have similar views about the CVIS strategies.

7.4 Limitations and Future Research Directions

The global CVIS standardisation construct reflects executive opinions and perceptions and was tested for intrafirm consistency. It is therefore expected that because of the the executives' key position, their responses reflect the strategic choice of their respective companies and hence are reliable and valid. However, what the firms actually do globally cannot typically be observed by a researcher without utilising considerable resources to take multiple measures of the same companies across several markets.

This research project has used a multiple-industry sample to enhance the external validity of the findings. An industry-level analysis is also desirable but depending on how global industry is defined, it may yield a sample that is too small for meaningful analysis.

Operational definition of the CVIS standardisation construct remains a challenge. The issue is likely to become the subject of debate if measurements are to be based on firm activities as opposed to executive opinions.

While this study provides a good and comprehensive picture of the current state of affairs between the UK and Malaysia, additional countries should be included and analysed, both to determine their individual standings and also to determine if clear grouping of countries can be identified.

Furthermore, another fruitful area of research activity would be to investigate and compare CVIS practices between the major European, Japanese and American multinational corporations emphasising the role and strategic implications of CVIS as a corporate image building and competitive tool.

A further research should examine the longitudinal approach whereby databases would be established to ascertain the trends in global CVIS. As mentioned earlier, one of the key weaknesses in the ongoing global corporate identity debate is the inability to prove any point due to the proliferation of anecdotal literature. Furthermore, there is a lack of systematically generated data about corporate practice and performance. Future research activities should be directed towards further clarifying present and future situations and providing guidance to management on the payoffs of alternative CVIS policies.

This research project primarily examines the visual aspect of corporate identity. A much broader area, that is corporate identity should be an interesting future research endeavour. Before this research activity can be carried out, a clearer and accepted definition of corporate identity needs to be discussed and established.

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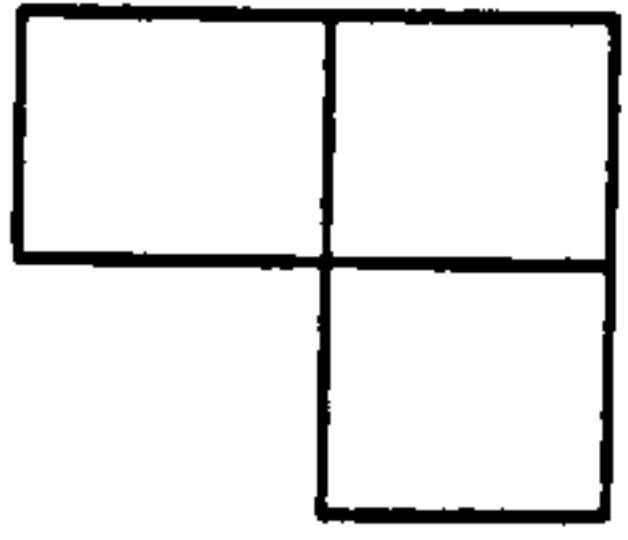
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APPENDICES

APPENDIX ONE



LOUGHBOROUGH UNIVERSITY BUSINESS SCHOOL

**INTERNATIONAL CORPORATE VISUAL IDENTITY STRATEGY
OF U.K. MULTINATIONAL CORPORATIONS SURVEY**

AUGUST 1992

HEADQUARTERS SPECIFIC QUESTIONNAIRE

1. INTRODUCTION

Company Name: _____

Interviewee: _____

Title: _____

2. DEMOGRAPHICS INFORMATION

2.1 What is the company's main business? [Please tick]

Industrial	<input type="checkbox"/>
Consumer Durable	<input type="checkbox"/>
Consumer Nondurable	<input type="checkbox"/>
Services	<input type="checkbox"/>

2.2 For how many years has the company had established subsidiaries overseas?

2.3 In how many different countries does the company currently have subsidiaries?

2.4 What is the company's current total sales? [in £ millions]

125 What percent of the company's overall sales are subsidiary-based?

--	--	--

126 What is the company's main business in Malaysia? [Please tick]

Industrial	<input type="checkbox"/>
Consumer Durable	<input type="checkbox"/>
Consumer Nondurable	<input type="checkbox"/>
Services	<input type="checkbox"/>

127 For how many years has the Malaysian subsidiary been established?

--	--	--

128 What percent of the company's overall sales are Malaysian based?

--	--	--

129 Which of the following best describes the market entry into Malaysia?
[Please tick]

Exporting	<input type="checkbox"/>
Licensing/Franchising	<input type="checkbox"/>
Joint Venture	<input type="checkbox"/>
Direct Investment	<input type="checkbox"/>

210 Describe the main activities of the Malaysian subsidiary.

--	--

211 What percentage of the Malaysian subsidiary is owned by the company?

--	--	--

3. **VISUAL STRUCTURE**

3.1 Which of the following statements best describes the company's corporate visual identification structure? [Please tick]

Monolithic - the organisation uses one name and visual style throughout the organisation

Endorsed - the organisation has a group of activities or companies which it endorses with the group name and identity

Branded - the organisation operates through a series of brands which may be unrelated either to each other or to the corporation

3.2 List the five major brand names that are marketed internationally.

- 1.
- 2.
- 3.
- 4.
- 5.

3.3 How important are these brand names compared to the corporate name internationally?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

Brands	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5
Importance					

3.4 List the five major brand names that are marketed in Malaysia.

- 1.
- 2.
- 3.
- 4.
- 5.

Q5 How important are these brand names compared to the corporate name in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

Brands	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5
Importance					

Q6 To what extent are these brand names ...

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Known 10 = Very Well-Known DK = Don't Know NA = Not Applicable]

Brands	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5
well-known in Msia?					

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Accepted 10 = Very Accepted DK = Don't Know NA = Not Applicable]

Brands	Brand 1	Brand 2	Brand 3	Brand 4	Brand 5
accepted in Msia?					

IMPORTANCE OF CORPORATE VISUAL IDENTIFICATION SYSTEM (CVIS)

The elements of CVIS are:

- A. Name
- B. Graphics:
 - Symbol/Logotype
 - Typography
 - Colour
- C. Slogan

Q1 Does the company currently have a CVIS?

[Please answer Yes/No/DK/NA]

Name	Symbol/Logo	Typography	Colour	Slogan

12 What is the relative importance of the following components of CVIS ...

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

	Name	Symbol/Logo	Typography	Colour	Slogan
in the U.K.?					
in Malaysia?					
internationally?					

5. DEGREE OF STANDARDISATION OF CVIS

5.1 How do the following components of CVIS compare ...

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Completely Different 10 = Identical DK = Don't Know NA = Not Applicable]

	Name	Symbol/Logo	Typography	Colour	Slogan
between U.K & Msia?					
internationally?					

5.2 Are the following components of CVIS regarded as important elements to be standardised ...

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

	Name	Symbol/Logo	Typography	Colour	Slogan
between U.K & Msia?					
internationally?					

6. How important are the following reasons in describing the decision to develop and implement CVIS . . .

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

	in the U.K?	in Malaysia?	internationally?
Responding to competitive environment			
Aiding the sales of products/services			
Raising money			
Creating an attractive environment for hiring employees			
Increasing company's stature and presence			

7. Has interest in CVIS . . . [Please tick]

	Merger	Acquisition	Global Restructuring	Other(Specify)	DK	NA
in the U.K. been the result of						
in Malaysia been the result of						
internationally been the result of						

8. How has the attention given to CVIS changed over the past five years . . . [Please tick]

	Increased	Decreased	Same	DK
in the U.K?				
in Malaysia?				
internationally?				

9. PREPARATION OF CVIS

9.1 Who is usually responsible for the preparation of the company's CVIS . . . [Please tick]

	in the U.K?	in Malaysia?	internationally?
U.K. Design Agency			
In-House U.K. Parent			
Malaysian Design Agency			
International Design Agency (Other than U.K.)			
Other(Specify)			
Don't Know			

10. DECISION MAKING OF CVIS

10.1 Which of the following individual or groups is the key internal driving force behind the development of CVIS . . . [Please tick]

	Chairman/CEO	Senior Mgmt	Mktg/Sales/Comm Execs	Other(Specify)	DK
in the U.K.?					
in Malaysia?					
between U.K & Msia?					
internationally?					

10.2 What is the relative importance of the following groups in motivating the development of CVIS . . .

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

	Stockholders	Customers	Competitors	Employees	Other(Specify)
in the U.K.?					
in Malaysia?					
between U.K & Msia?					
internationally?					

10.3 To what extent has the chief executive officer been involved in the development of CVIS ...

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Involved 10 = Very Involved DK = Don't Know NA = Not Applicable]

in the U.K.?	
in Malaysia?	
between U.K & Msia?	
internationally?	

11. CONTROL OF CVIS

11.1 How much control does the U.K. parent company have on the decisions of the following components of CVIS ...

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = No Control At All 10 = Absolute Control DK = Don't Know NA = Not Applicable]

	Name	Symbol/Logo	Typography	Colour	Slogan
in Malaysia?					
internationally?					

11.2 How much control does the subsidiary have on the decisions of the following components of CVIS in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = No Control At All 10 = Absolute Control DK = Don't Know NA = Not Applicable]

Name	Symbol/Logo	Typography	Colour	Slogan

12. GLOBAL DRIVERS

12.1 To what extent do the following factors in Malaysia affect the degree of standardisation of CVIS between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

	Name	Symbol/Logo	Typography	Colour	Slogan
Law and Regulations					
Culture					
Nationalism					
Competition					
Design Agency					
Language					
Products					

Culture

12.2 To what extent do you agree or disagree on the need to change the CVIS in order to accommodate the Malaysian culture?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Strongly Disagree 10 = Strongly Agree DK = Don't Know NA = Not Applicable]

Nationalism

12.3 How would you rate the degree of nationalism currently in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Very Low 10 = Very High DK = Don't Know NA = Not Applicable]

Competition

12.4 To what extent does the subsidiary face competition from local Malaysian companies?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

12.5 Which five local Malaysian companies do you see as the closest rivals in Malaysia?

- 1.
- 2.
- 3.
- 4.
- 5.

12.6 For each of these local Malaysian companies how strong is their corporate visual identity strategy?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Very Weak 10 = Very Strong DK = Don't Know NA = Not Applicable]

Companies	Company 1	Company 2	Company 3	Company 4	Company 5
Strength of CVIS					

12.7 To what extent does the subsidiary face competition from other multinational corporations operating in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

<input type="text"/>	<input type="text"/>
----------------------	----------------------

12.8 Which five multinational corporations do you see as the closest rivals in Malaysia?

- 1.
- 2.
- 3.
- 4.
- 5.

12.9 What is their country of origin?

- 1.
- 2.
- 3.
- 4.
- 5.

12.10 For each of these multinational corporations, how do their CVIS vary between their parent company and their subsidiary in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Completely Different 10 = Identical DK = Don't Know NA = Not Applicable]

Companies	Company 1	Company 2	Company 3	Company 4	Company 5
Variations in CVIS					

12.11 To what extent does the company face competition from other multinational corporations internationally?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

12.12 Which five multinational corporations do you see as the closest rivals to the company internationally?

- 1.
- 2.
- 3.
- 4.
- 5.

12.13 What is their country of origin?

- 1.
- 2.
- 3.
- 4.
- 5.

12.14 For each of these multinational corporations, how do their CVIS vary internationally?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Completely Different 10 = Identical DK = Don't Know NA = Not Applicable]

Companies	Company 1	Company 2	Company 3	Company 4	Company 5
Variations in CVIS					

Design Agency

12.15 To what extent does the availability of design agencies in Malaysia affect the degree of standardisation of CVIS?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

12.16 To what extent does the availability of the same design agency in Malaysia and in the U.K affect the degree of standardisation of CVIS?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

Components of CVIS

12.17 To what extent is the ...

... parent's CVIS ...

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Known 10 = Very Well-Known DK = Don't Know NA = Not Applicable]

	Name	Symbol/Logo	Typography	Colour	Slogan
well-known in Msia?					
well-known globally?					

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Accepted 10 = Very Accepted DK = Don't Know NA = Not Applicable]

	Name	Symbol/Logo	Typography	Colour	Slogan
accepted in Msia?					
accepted globally?					

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Versatile 10 = Very Versatile DK = Don't Know NA = Not Applicable]

	Name	Symbol/Logo	Typography	Colour	Slogan
versatile?					

b. subsidiary's CVIS . . .

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Known 10 = Very Well-Known DK = Don't Know NA = Not Applicable]

	Name	Symbol/Logo	Typography	Colour	Slogan
well-known in Msia?					

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Accepted 10 = Very Accepted DK = Don't Know NA = Not Applicable]

	Name	Symbol/Logo	Typography	Colour	Slogan
accepted in Msia?					

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Versatile 10 = Very Versatile DK = Don't Know NA = Not Applicable]

	Name	Symbol/Logo	Typography	Colour	Slogan
versatile?					

Name

12.18 To what extent is the company concerned with how the corporate name is . . .

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Concerned 10 = Very Concerned DK = Don't Know NA = Not Applicable]

- a. translated in the languages present in Malaysia?
- b. pronounced in the languages present in Malaysia?

12.19 What is the relative importance of the following languages in influencing the subsidiary's name?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

Languages	English	Malay	Chinese	Indian
Relative Importance				

Symbol/Logotype

12.20 To what extent does the interpretation of symbol/logotype by the Malaysian public affect the degree of standardisation of the corporate symbol/logotype?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

<input type="text"/>	<input type="text"/>
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12.21 What is the relative importance of the following cultures in influencing the symbol/logotype used in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

Cultures	Malay	Chinese	Indian	Other(Specify)
Relative Importance				

Typography

12.22 To what extent does the availability of the same typography in Malaysia and the U.K. affect the degree of standardisation of the corporate typography?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

<input type="text"/>	<input type="text"/>
----------------------	----------------------

12.23 Is the corporate typography used in the U.K. available in Malaysia? [Please tick]

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
DK	<input type="checkbox"/>

Colour

12.24 To what extent does the interpretation of colours by the Malaysian public affect the degree of standardisation of the corporate colours?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

<input type="text"/>	<input type="text"/>
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12.25 What is the relative importance of the following cultures in influencing the corporate colours used in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

Cultures	Malay	Chinese	Indian	Other(Specify)
Relative Importance				

Slogan

12.26 What is the relative importance of the following languages in influencing the corporate slogan used in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

Languages	English	Malay	Chinese	Indian
Relative Importance				

12.27 To what extent is the company concerned with how the corporate slogan is translated in the languages in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Concerned 10 = Very Concerned DK = Don't Know NA = Not Applicable]

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13. APPLICATION OF CVIS

13.1 In relation to the following items:

a. How important are they in shaping the corporate visual identity between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

b. How effective are they in projecting the corporate visual identity between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Effective 10 = Very Effective DK = Don't Know NA = Not Applicable]

c. How does the application of CVIS vary between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Completely Different 10 = Identical DK = Don't Know NA = Not Applicable]

PRODUCTS/SERVICES

Products

	Importance ^a	Effectiveness ^b	Variation of CVIS ^c
• product design			
• product identification			
• rating plates			
• operating instructions			
• calibration instructions			
• other (specify)			

Packaging

	Importance	Effectiveness	Variation of CVIS
• inners			
• outer cartons			
• labelling			
• delivery instructions			
• installation instruction			
• other (specify)			

ENVIRONMENTS

Interiors/Exteriors

	Importance	Effectiveness	Variation of CVIS
• buildings			
• reception areas			
• sales areas			
• offices			
• shops			
• showrooms			
• other (specify)			

Signs

	Importance	Effectiveness	Variation of CVIS
• main identification			
• general sign system (int/ext)			
• other (specify)			

EXHIBITIONS

Clothing

	Importance	Effectiveness	Variation of CVIS
• badges			
• safety hats			
• overalls			
• lab coats			
• smocks			
• other (specify)			

Reminder

In relation to the following items:

a. How important are they in shaping the corporate visual identity between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

b. How effective are they in projecting the corporate visual identity between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Effective 10 = Very Effective DK = Don't Know NA = Not Applicable]

c. How does the application of CVIS vary between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Completely Different 10 = Identical DK = Don't Know NA = Not Applicable]

COMMUNICATION MATERIALS

Stationery

	Importance ^a	Effectiveness ^b	Variation of CVIS ^c
• letterheads			
• continuation sheets			
• memos			
• compliment slips			
• visiting cards			
• envelopes			
• postal labels			
• other (specify)			

Forms

	Importance	Effectiveness	Variation of CVIS
• accounting			
• purchasing			
• sales			
• production			
• personnel			
• other (specify)			

Publications

	Importance	Effectiveness	Variation of CVIS
• corporate			
• personnel/training			
• industry packages			
• product			
• other (specify)			

Vehicles

	Importance	Effectiveness	Variation of CVIS
• road transport			
• factory transport			
• other (specify)			

Advertising

	Importance	Effectiveness	Variation of CVIS
• corporate			
• recruitment			
• product/services			
• other (specify)			

Promotion/Giveaways

	Importance	Effectiveness	Variation of CVIS
• flags			
• stickers			
• ties			
• promotional and point-of-sale			
• other (specify)			

14. How does the final price of the product marketed vary between the UK and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Similar 10 = Very Similar DK = Don't Know NA = Not Applicable]

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15. How do the distribution approaches employed vary between the UK and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Similar 10 = Very Similar DK = Don't Know NA = Not Applicable]

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16. **IMPACT OF CVIS**

16.1 How has the implementation of the corporate visual identification programme influenced the following ...

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Unfavourable 10 = Very Favourable DK = Don't Know NA = Not Applicable]

	in the U.K.?	in Malaysia?	internationally?
Sales			
Ability to recruit executives			
Value of shares			
Investment rating			
General consumer goodwill toward company			
Familiarity with company or its products			
Advertising awareness			
Receptivity of local inhabitants toward company's facility in the area			
Market share			

e. Global Drivers

f. Application of CVIS

g. Impact of CVIS

h. Other

APPENDIX TWO

LOUGHBOROUGH UNIVERSITY BUSINESS SCHOOL

INTERNATIONAL CORPORATE VISUAL IDENTITY STRATEGY OF U.K. MULTINATIONAL CORPORATIONS SURVEY

DECEMBER 1992

SUBSIDIARY SPECIFIC QUESTIONNAIRE

1 INTRODUCTION

Company Name: _____

Subsidiary Name: _____

Interviewee: _____

Title: _____

2 DEMOGRAPHICS INFORMATION

2.1 What is the company's main business in Malaysia?

- Industrial
- Consumer Durable
- Consumer Nondurable
- Services

2.2 For how many years has the Malaysian subsidiary been established?

--	--	--

2.3 What percent of the company's overall sales are Malaysian based?

--	--	--

2.4 Which of the following best describes the market entry into Malaysia?

- Exporting
- Licensing/Franchising
- Joint Venture
- Direct Investment

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

2.5 Describe the main activities of the Malaysian subsidiary.

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

2.6 What percentage of the Malaysian subsidiary is owned by the company?

<input type="text"/>	<input type="text"/>	<input type="text"/>
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3. VISUAL STRUCTURE

3.1 Which of the following statements best describes the company's corporate visual identification structure? [Please tick one only]

Monolithic - the organisation uses one name and visual style throughout the organisation

Endorsed - the organisation has a group of activities or companies which it endorses with the group name and identity

Branded - the organisation operates through a series of brands which may be unrelated either to each other or to the corporation

3.2 List the five major brand names that are marketed in Malaysia.

- 1.
- 2.
- 3.
- 4.
- 5.

3.3 How important are these brand names compared to the corporate name in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

Brand 1	Brand 2	Brand 3	Brand 4	Brand 5

3.4 To what extent are these brand names ...

a. well-known in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Known 10 = Very Well-Known DK = Don't Know NA = Not Applicable]

Brand 1	Brand 2	Brand 3	Brand 4	Brand 5

b. accepted in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Accepted 10 = Very Accepted DK = Don't Know NA = Not Applicable]

Brand 1	Brand 2	Brand 3	Brand 4	Brand 5

4. IMPORTANCE OF CORPORATE VISUAL IDENTIFICATION SYSTEM (CVIS)

The elements of CVIS are:

A. Name

B. Graphics:

- Symbol/Logotype
- Typography
- Colour

C. Slogan

4.1 Does the subsidiary currently have a CVIS?

[Please answer Yes/No/DK/NA]

Name	Symbol/Logo	Typography	Colour	Slogan

1.2 What is the relative importance of the following components of CVIS in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

Name	Symbol/Logo	Typography	Colour	Slogan

5.1 **DEGREE OF STANDARDISATION OF CVIS**

How do the following components of CVIS compare between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Completely Different 10 = Identical DK = Don't Know NA = Not Applicable]

Name	Symbol/Logo	Typography	Colour	Slogan

5.2 Are the following components of CVIS regarded as important elements to be standardised between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

Name	Symbol/Logo	Typography	Colour	Slogan

6. How important are the following reasons in describing the company's decision to develop and implement CVIS in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

- Responding to competitive environment
- Aiding the sales of products/services
- Raising money in foreign markets
- Creating an attractive environment for hiring employees
- Awareness of the company's international stature and presence

7. Has interest in CVIS in Malaysia been the result of a . . . [Please tick one only]

Merger	Acquisition	Global Restructuring	Other(Specify)	DK	NA

10. How has the attention given to CVIS in Malaysia changed over the past five years?
[Please tick one only]

Increased	Decreased	Same	DK

10. How is the CVIS usually prepared in Malaysia? [Please tick one only]

Malaysian Design Agency

U.K Design Agency

Other

(Specify)

Don't Know

10. DECISION MAKING OF CVIS

10.1 Which of the following individual or groups is the key internal driving force behind the development of CVIS . . . [Please tick one only]

	Chairman or CEO	Senior Mgmt	Mktg/Sales/Comm Execs	Other(Specify)
in Malaysia?				
between U.K. & Malaysia?				

10.2 What is the relative importance of the following groups in motivating the development of CVIS . . .

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

	Stockholders	Customers	Competitors	Employees	Other(Specify)
in Malaysia?					
between U.K. & Malaysia?					

10.3 To what extent has the chief executive officer been involved in the development of CVIS . . .

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Involved 10 = Very Involved DK = Don't Know NA = Not Applicable]

a. in Malaysia?

b. between the U.K and Malaysia?

11. CONTROL OF CVIS

11.1 How much control does the U.K. parent company have on the decisions of the following components of CVIS in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = No Control At All 10 = Absolute Control DK = Don't Know NA = Not Applicable]

Name	Symbol/Logo	Typography	Colour	Slogan

11.2 How much control does the subsidiary have on the decisions of the following components of CVIS?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = No Control At All 10 = Absolute Control DK = Don't Know NA = Not Applicable]

Name	Symbol/Logo	Typography	Colour	Slogan

12. GLOBAL DRIVERS

Law and Regulations

12.1 To what extent do the following factors in Malaysia affect the degree of standardisation of CVIS between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

	Name	Symbol/Logo	Typography	Colour	Slogan
Law and Regulations					
Culture					
Nationalism					
Competition					
Design Agency					
Language					
Products					

Culture

12.2 To what extent do you agree or disagree on the need to change the CVIS in order to accommodate the Malaysian culture?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Strongly Disagree 10 = Strongly Agree DK = Don't Know NA = Not Applicable]

Name	Symbol/Logo	Typography	Colour	Slogan

Nationalism

12.3 How would you rate the degree of nationalism currently in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Very Low 10 = Very High DK = Don't Know NA = Not Applicable]

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Competition

12.4 To what extent does the subsidiary face competition from local Malaysian companies?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

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12.5 Which five local Malaysian companies do you see as the closest rivals in Malaysia?

- 1.
- 2.
- 3.
- 4.
- 5.

12.6 For each of these local Malaysian companies how strong is their corporate visual identity strategy?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Very Weak 10 = Very Strong DK = Don't Know NA = Not Applicable]

Company 1	Company 2	Company 3	Company 4	Company 5

12.7 To what extent does the subsidiary face competition from other multinational corporations operating in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

--	--

12.8 Which five multinational corporations do you see as the closest rivals in Malaysia?

- 1.
- 2.
- 3.
- 4.
- 5.

12.9 What is their country of origin?

- 1.
- 2.
- 3.
- 4.
- 5.

12.10 For each of these multinational corporations, how do their CVIS vary between their parent company and their subsidiary in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Completely Different 10 = Identical DK = Don't Know NA = Not Applicable]

Company 1	Company 2	Company 3	Company 4	Company 5

Design Agency

12.11 To what extent does the availability of design agencies in Malaysia affect the degree of standardisation of CVIS?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

--	--

12.12 To what extent does the availability of the same design agency in Malaysia and the U.K affect the degree of standardisation of CVIS?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

--	--

Components of CVIS

12.13 To what extent is the parent's CVIS ...

a. well-known in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Known 10 = Very Well-Known DK = Don't Know NA = Not Applicable]

Name	Symbol/Logo	Typography	Colour	Slogan

b. accepted in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Accepted 10 = Very Accepted DK = Don't Know NA = Not Applicable]

Name	Symbol/Logo	Typography	Colour	Slogan

c. versatile

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Versatile 10 = Very Versatile DK = Don't Know NA = Not Applicable]

Name	Symbol/Logo	Typography	Colour	Slogan

12.14 To what extent is the subsidiary's CVIS ...

a. well-known in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Known 10 = Very Well-Known DK = Don't Know NA = Not Applicable]

Name	Symbol/Logo	Typography	Colour	Slogan

b. accepted in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Accepted 10 = Very Accepted DK = Don't Know NA = Not Applicable]

Name	Symbol/Logo	Typography	Colour	Slogan

1c versatile

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Versatile 10 = Very Versatile DK = Don't Know NA = Not Applicable]

Name	Symbol/Logo	Typography	Colour	Slogan

Name

12.15 To what extent is the company concerned with how the corporate name is . . .

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Concerned 10 = Very Concerned DK = Don't Know NA = Not Applicable]

a. translated in the languages present in Malaysia?

b. pronounced in the languages present in Malaysia?

12.16 What is the relative importance of the following languages in influencing the subsidiary's name?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

English	Malay	Chinese	Indian

Symbol/Logotype

12.17 To what extent does the interpretation of symbol/logotype by the Malaysian public affect the degree of standardisation of the corporate symbol/logotype?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

--	--

12.18 What is the relative importance of the following cultures in influencing the symbol/logotype used in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

Malay	Chinese	Indian	Other(Specify)

Typography

12.19 To what extent does the availability of the same typography in Malaysia and the U.K. affect the degree of standardisation of the corporate typography?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

<input type="text"/>	<input type="text"/>
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12.20 Is the corporate typography used in the U.K. available in Malaysia? [Please tick]

Yes
 No
 DK

Colour

12.21 To what extent does the interpretation of colours by the Malaysian public affect the degree of standardisation of the corporate colours?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All 10 = Very Much So DK = Don't Know NA = Not Applicable]

<input type="text"/>	<input type="text"/>
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12.22 What is the relative importance of the following cultures in influencing the corporate colours used in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

Malay	Chinese	Indian	Other(Specify)
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Slogan

12.23 What is the relative importance of the following languages in influencing the corporate slogan used in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

English	Malay	Chinese	Indian
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

12.24 To what extent is the company concerned with how the corporate slogan is translated in the languages in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Concerned 10 = Very Concerned DK = Don't Know NA = Not Applicable]

<input type="text"/>	<input type="text"/>
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13. APPLICATION OF CVIS

13.1 In relation to the following items:

a. How important are they in shaping the corporate visual identity between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

b. How effective are they in projecting the corporate visual identity between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Effective 10 = Very Effective DK = Don't Know NA = Not Applicable]

c. How does the application of CVIS vary between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Completely Different 10 = Identical DK = Don't Know NA = Not Applicable]

PRODUCTS/SERVICES

Products

	Importance ^a	Effectiveness ^b	Variation of CVIS ^c
• product design			
• product identification			
• rating plates			
• operating instructions			
• calibration instructions			
• other (specify)			

Packaging

	Importance	Effectiveness	Variation of CVIS
• inners			
• outer cartons			
• labelling			
• delivery instructions			
• installation instruction			
• other (specify)			

ENVIRONMENTS

Interiors/Exteriors

	Importance	Effectiveness	Variation of CVIS
• buildings			
• reception areas			
• sales areas			
• offices			
• shops			
• showrooms			
• other (specify)			

Signs

	Importance	Effectiveness	Variation of CVIS
• main identification			
• general sign system (int/ext)			
• other (specify)			

EXHIBITIONS

Clothing

	Importance	Effectiveness	Variation of CVIS
• badges			
• safety hats			
• overalls			
• lab coats			
• smocks			
• other (specify)			

Reminder

In relation to the following items:

- a. How important are they in shaping the corporate visual identity between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Important 10 = Very Important DK = Don't Know NA = Not Applicable]

- b. How effective are they in projecting the corporate visual identity between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Effective 10 = Very Effective DK = Don't Know NA = Not Applicable]

- c. How does the application of CVIS vary between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Completely Different 10 = Identical DK = Don't Know NA = Not Applicable]

COMMUNICATION MATERIALS

Stationery

	Importance ^a	Effectiveness ^b	Variation of CVIS ^c
• letterheads			
• continuation sheets			
• memos			
• compliment slips			
• visiting cards			
• envelopes			
• postal labels			
• other (specify)			

Forms

	Importance	Effectiveness	Variation of CVIS
• accounting			
• purchasing			
• sales			
• production			
• personnel			
• other (specify)			

Publications

	Importance	Effectiveness	Variation of CVIS
• corporate			
• personnel/training			
• industry packages			
• product			
• other (specify)			

Vehicles

	Importance	Effectiveness	Variation of CVIS
• road transport			
• factory transport			
• other (specify)			

Advertising

	Importance	Effectiveness	Variation of CVIS
• corporate			
• recruitment			
• product/services			
• other (specify)			

Promotion/Giveaways

	Importance	Effectiveness	Variation of CVIS
• flags			
• stickers			
• ties			
• promotional and point-of-sale			
• other (specify)			

14. How does the final price of the product marketed vary between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Similar 10 = Very Similar DK = Don't Know NA = Not Applicable]

--	--

15. How do the distribution approaches employed vary between the U.K. and Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Not At All Similar 10 = Very Similar DK = Don't Know NA = Not Applicable]

--	--

16. **IMPACT OF CVIS**

16.1 How has the implementation of the corporate visual identification programme influenced the following in Malaysia?

[Please answer by using the scale 0 1 2 3 4 5 6 7 8 9 10 or DK & NA where 0 = Unfavourable 10 = Very Favourable DK = Don't Know NA = Not Applicable]

Sales	
Ability to recruit executives	
Value of shares	
Investment rating	
General consumer goodwill toward company	
Familiarity with company or its products	
Advertising awareness	
Receptivity of local inhabitants toward company's facility in the area	
Market share	

APPENDIX THREE



*Loughborough University
Business School*

Ashby Road, Loughborough
Leicestershire. LE11 3TU
Telephone: 0509 263171
Facsimile: 0509 269332/210232

Name
Address

10th August 1991

Dear Sir
Re: Request for Annual Report

I would like to request for a copy of your latest annual report and other related information about your company.

Currently, I am pursuing the Ph.D degree at Loughborough University Business School, U.K., under the supervision of Professor John Saunders. The main area of my Ph.D research is " Internationalisation of Corporate/Visual Identity" and I am particularly interested in exploring the corporate/ visual identity practices of British multinationals operating in Malaysia.

The information given to me will be used for academic purposes only. Your assistance and cooperation would be highly appreciated.

Thank you.

Sincerely

T.C.Melewar

APPENDIX FOUR



*Loughborough University
Business School*

Ashby Road, Loughborough
Leicestershire. LE11 3TU
Telephone: 0509 263171
Facsimile: 0509 269332/210232

22nd July 1992

Contact Name
Title
Address

Dear

I am currently reading for a Doctor of Philosophy degree by research at Loughborough University Business School. The research under study is:

Internationalisation of corporate visual identification system of the UK multinational corporations operating in Malaysia with an emphasis on the standardisation and localisation issue.

The objective of this research is to investigate the current policies and practices related to the international corporate visual identity and its impact on the marketing strategies of the UK multinational corporations. In addition, this study will highlight the organisational and visual structure components and the global issues that must be taken into consideration in the management of the international corporate visual identity programmes. Furthermore, this research will examine the degree of standardisation of the corporate visual identification system of the UK multinational corporations in Malaysia and internationally. It is an area which has received minimal research attention, yet represents a significant sector of corporate marketing today and in the future.

I would be grateful for the opportunity to speak to you regarding the above topic in the form of a structured interview questionnaire. I will be contacting you in the next few days to discuss this further.

Yours sincerely

T.C. Melewar
T.C. Melewar

APPENDIX FIVE



*Loughborough University
Business School*

Ashby Road, Loughborough
Leicestershire. LE11 3TU
Telephone: 0509 263171
Facsimile: 0509 269332/210232

4th January 1993

Name
Address

Dear

I am currently reading for a Doctor of Philosophy degree by research at Loughborough University Business School. The research under study is :

Internationalisation of corporate visual identification system of the U.K. multinational corporations operating in Malaysia with an emphasis on the standardisation and localisation issue.

The objective of this research is to investigate the current policies and practices related to the international corporate visual identity and its impact on the marketing strategies of the U.K. multinational corporations. In addition, this study will highlight the organisational and visual structure components and the global issues that must be taken into consideration in the management of the international corporate visual identity programmes. Furthermore, this research will examine the degree of standardisation of the corporate visual identification system of the U.K. multinational corporations in Malaysia, and internationally. It is an area which has received minimal research attention, yet represents a significant sector of corporate marketing today and in the future.

I have had an interview with your counterpart, Mr . . . in London in relation to the above research project. Since part of my study involves the strategy in Malaysia, I hope you could complete the enclosed questionnaire. I realise the questionnaire is rather long but I really hope you find it possible to answer all the questions, as this is very critical to the success of this research.

Enclosed are the introductory letters from my supervisor, Professor John Saunders and from Mr. Once you have completed the questionnaire please mail it back to me at the above address. I will send you a copy of the summary of findings as soon as I have completed the analysis of the results.

Thank you for your cooperation.

Yours faithfully

T.C.Melewar

APPENDIX SIX

LETTERHEAD

Contact Name
Full Title
Malaysian Address

Date

Dear Sir/Mdm/Etc.

Mr T.C.Melewar is a full time postgraduate research student, studying for a Doctor of Philosophy (Ph.D) degree in marketing. He came to see me for an interview session on the _____ , in relation to his research area which is on international corporate visual identity strategy.

On the part of the head office in _____, we have given Mr. Melewar full cooperation and time on his research project. I would be very grateful if you could give him any possible help when he conducts his research about the company in Malaysia.

Yours faithfully

Name
Full Title
U.K. Address

APPENDIX SEVEN

The four methods are:

1. Weighted Average

First, the average value was computed for each element of the CVIS with regard to the question of "relative importance", for example the relative importance of the CVIS element, colour, in the UK=10, in Malaysia=10, internationally=10. Then the average value was computed for each element of the CVIS with regard to the question of "comparison" for example the comparison of the CVIS element, colour, between the UK and Malaysia=10, internationally=10. Subsequently, the "relative importance" average value for each element of the CVIS was multiplied by the "comparison" average value for each element of the CVIS, for example for the CVIS element, colour, it was 10×10 with a result of 100. The result of the multiplication exercise for all elements of the CVIS were then added together. The next step was, to add together the average values with regard to the question of "relative importance" of all the elements of the CVIS. Finally, the sum of the multiplication exercise was then divided by the sum of the average value of "relative importance" which then gave an index of the degree of standardisation of CVIS.

2. The same computation exercise was carried out as (1) above, but for the question of "relative importance" and "comparison" only the ratings for UK and Malaysia were considered.
3. The same computation exercise was carried out as (1) and (2) above, but for the question of "relative importance" and "comparison" only the ratings for "internationally" were considered.
4. The rating of each element of the CVIS with regard to the question of "comparison" both "between the UK and Malaysia" and "internationally" were added and then divided by ten. The result was an index between 0 and 10 which was the index of the degree of standardisation of CVIS.