

A REPUTATION RESEARCH OF THE CINOP INTERNATIONAL AGENCY

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Preface

You are currently holding the graduation assignment report that I have conducted on behalf of the CINOP International Agency. Conducting this research and writing this report has been a challenge. But most of all, it has been a wonderful experience that has provided me with new insights and knowledge that will be of value to me in my upcoming profession.

This report marks the end of my studies International Communication and Media and the beginning of my professional career. Therefore, I would like to thank a couple of people that have supported me along the way and have helped me achieve this.

First of all, I would like to thank the team of the CINOP International Agency, especially Siegfried Willems and Franka van de Wijdeven, for their help and support. Secondly, I would like to thank my tutor from CINOP, Cuno de Haas, for his extensive guidance and inspiration. He has been of great assistance to me. Finally, I would like to thank my intervision coach from the Utrecht University of Applied Sciences, Harry Smals, for his guidance and advice.

I have enjoyed writing this graduation assignment report, now it is up to you to enjoy reading it.

Lotte ten Berge
's-Hertogenbosch, June 2012

Management summary

Since 1995, the CINOP International Agency has been responsible for distributing and managing the European subsidies on behalf of the European Commission, with great success. In the past 15 years, more than 40,000 Dutch participants have had learning experiences in different European countries and over 300 partnerships have been entered into.

Problem situation

The organisation is presently carrying out the European subsidy programme called Lifelong Learning, which will run until the end of 2013. In 2014 the new subsidy programme called 'Erasmus for All' will start, which will continue until 2020. Currently, the organisation is completely reliable on subsidy money that is being supplied by the European Commission. If the CINOP International Agency wants to continue working as they do now, they need to win this new programme. Chances are that the CINOP International Agency will win, however it is still possible that they do not. In this case it means that the continuity of the organisation is at risk.

Two development scenarios have been created to ensure the continuity of the organisation:

1. The CINOP International Agency wins Erasmus for All

The CINOP International Agency wins the new subsidy programme 'Erasmus for All'. As a result, it can continue working the way it does now. This means it does not only provide subsidies but it also provides extensive guidance to its users¹, with the same assets (money, people).

2. The CINOP International Agency goes commercial

The second scenario is that CINOP International agency does not win the subsidy programme 'Erasmus for All' which means that the organisation will look for alternative income sources on the commercial market.

Reputation

The managing director of the CINOP International Agency believes that with a good reputation the chances of winning, and of acquiring commercial projects when the programme is not won, are higher. However, he also believes that the CINOP International Agency has a reputation of being 'just a subsidy provider', while the aim of the organisation is to be much more than that. This would mean that there is a gap between the identity, the profile that the organisation projects and how it aims to be known, and the reputation, how the organisation is perceived by its users. He believes that this current reputation can negatively influence the organisations chances.

Research & results

Identity analysis

An identity analysis has been conducted by analysing the corporate culture, the history of the organisation and the corporate identity mix, which consists of the behaviour, the symbolism and the communications of the organisation.

Results

- The CINOP International Agency sends out a mixed message
- More than one brand name and logo are being used on communication materials
- The communication of the CINOP International Agency does not show consistency
- Hypothesis: Users do not know who the sender of the communication materials is

¹ The word 'users' is used to describe the people that make use of the subsidies provided by the CIA

Reputation analysis

In order to measure the reputation, a questionnaire has been developed and distributed to over 1300 users, of which 225 participated. In addition, interviews were held with 8 people that all share a long history of working with the CINOP International Agency.

Results

- Users are unfamiliar with the brand name 'CINOP International Agency'
- The historically grown brand name 'Leonardo da Vinci' is well-known
- Users have very positive images of the organisation, its employees and its services
- Users are well aware of the services that the CINOP International Agency supplies
- Users see subsidy provision as a core task of the organisation, but not as the only task
- Users are unsure or not willing to pay for the services of the CINOP International Agency
- Hypothesis is correct: Users do not know who the sender of the communication materials is

Advices

Advice scenario 1: The CINOP International Agency wins Erasmus for All

- Choose one brand name and logo
- Communicate consistently
- Use the comfortable position in your advantage to influence images of users

Advice scenario 2: The CINOP International Agency goes commercial

Two possible routes have been defined for this scenario.

Route 1: Independently commercial

- Conduct a market analysis
- Conduct a competitor analysis
- Define a new core business
- Develop a new identity
- Communicate the new identity
- Measure the effectiveness of the new identity

Route 2: Merge with CINOP Advice

- Conduct a market analysis
- Conduct a competitor analysis
- Define a new core business
- Become a theme of CINOP Advice

Advice on the present

- Choose one brand name and logo
- Keep the brand name 'Leonardo da Vinci' close
- Use consistent communication to avoid confusion amongst users
- Start communicating your unique selling points

1. Introduction

This chapter forms an introduction to the organisation, the CINOP International Agency, and its context. In addition, the organisational problem will be explained, as well as the advisory question and the objectives of the research.

1.1 The organisation

The CINOP International Agency is a department of the CINOP Foundation. Its task is to implement international projects, on the initiative of national and European government, focusing on senior secondary vocational education (MBO). The CINOP International Agency represents the Netherlands in the European context in areas such as lifelong learning, guidance, quality assurance and ECVET² (Internationaal Agentschap, 2011).

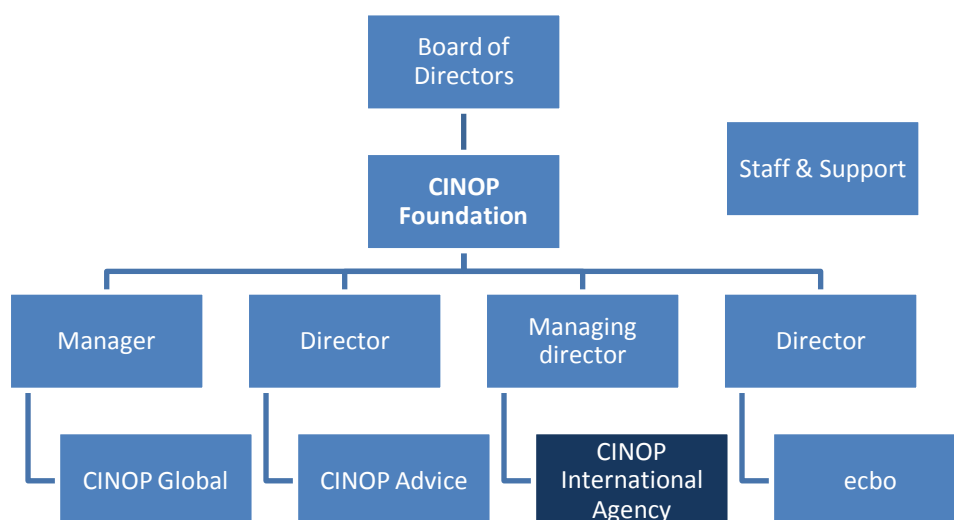


Figure 1: Organisational structure of the CINOP Foundation

Since 1995, the CINOP International Agency has been responsible for distributing and managing the European subsidies for projects that are carried out within the various programme components. In the past 15 years, more than 40,000 Dutch participants have had learning experiences, with the various programme components related to mobility, in different European countries. More than 300 partnerships have been entered into aimed at exploring new opportunities and developing concrete instruments. These instruments are developed to improve the quality and appeal of senior secondary vocational education and other vocational-related learning in Europe (Internationaal Agentschap, 2011).

1.2 Context

The CINOP International Agency is carrying out the European subsidy programme called Lifelong Learning, which will run until 2013. This is currently the main and only source of income of the CINOP International Agency. In 2014 the new subsidy programme called 'Erasmus for All' will start, which will continue until 2020. This programme, proposed by the European Commission on 23 November 2011, focuses on education, training, youth and sport (European Commission, 2012).

² European Credit System for Vocational Education and Training

Each European member state will have one agency that will carry out this programme. In order to get it, the CINOP International Agency needs to send in a proposal stating why they should be the ones to carry it out. The CINOP International Agency is not the only organisation that is trying to win this programme, therefore it is a competitive battle of which the outcomes are yet unknown.

1.2.1 Uncertain times

These are therefore uncertain times for the CINOP International Agency. They do not know if they will be chosen to carry out the programme. If they do win the programme this means that they can carry on working the way they do now. Nevertheless, if they lose, this means that they will need to find alternative income sources to ensure the survival of their department.

1.2.2 Development scenarios

The managing director of the CINOP International Agency defined two possible development scenarios that ensure the continuity of the organisation.

1. The CINOP International Agency wins Erasmus for All

The CINOP International Agency wins the new subsidy programme 'Erasmus for All'. As a result, it can continue working the way it does now. This means it does not only provide subsidies, but it also provides extensive guidance to its users³, with the same assets (money, people).

2. The CINOP International Agency goes commercial

The second scenario is that CINOP International agency does not win the subsidy programme 'Erasmus for All' which means they have to look for alternative income sources on the commercial market.

1.2.3 Reputation

In both of these situations, it is important that the CINOP International Agency has a good reputation⁴. The managing director believes that, with a good and solid reputation, the CINOP International Agency has a better chance of winning the new subsidy programme and, if they do not win it, a better chance of acquiring commercial projects. However, the managing director of the CINOP International Agency also believes that the organisation is currently seen as 'just a subsidy provider'. He thinks that the chances of winning the new programme are a lot smaller with this reputation.

Mission

The mission of the CINOP International Agency is to make Dutch organisations more aware of Europe regarding policy, thematic expertise, subsidies, networks or projects. In addition, the organisation aims to not only guide organisations, but also stimulate them to actively contribute to Europe to explore and expand this value to help them set their own agendas (Annual report, 2012).

Ideal situation

To the managing director, the ideal situation would be that users find the CINOP International Agency because of the subsidies. As a result, the contact increases and the users find out that the CINOP International Agency envisages where the market is heading the coming 10 years and that it provides the services necessary. Subsequently, the users will do the necessary things to modernise vocational education according to the European and national agenda.

³ The word 'users' is used to describe the people that make use of the subsidies provided by the CIA

⁴ This concept will be explained in the theoretical framework

Unique selling point

The *unique selling point*⁵ of the CINOP International Agency is that they provide extensive guidance and knowledge, in addition to the subsidies, to their users. Nevertheless, the managing director believes that the users do not see these qualities. This would mean that there is a gap between the identity⁶ and the reputation of the CINOP International Agency.

1.3 Problem definition

The managing director of the CINOP International Agency believes that there is a gap between the identity and reputation, if so, this could negatively affect the development scenarios and therefore influence the continuity of the CINOP International Agency.

1.4 Advisory question

From the context and the problem definition, this advisory question has been derived:

'How can the identity and the reputation of the CINOP International Agency be aligned in such a way that it will support the development scenarios which contribute to a continuity of the CINOP International Agency?'

1.5 Objectives of the research

- Providing insights to the CINOP International Agency by evaluating the reputation and the consequences the reputation might have on the development scenarios.
- If a gap has been found, an advice will be provided to align the reputation and the identity in order to support the development scenarios.

1.6 Conclusion

Within this chapter the organisation has been introduced and its context has been explained. As mentioned, the CINOP International Agency is facing uncertain times and its continuity is in danger. The managing director believes that there is a gap between the identity and the reputation of the CINOP International Agency. If this turns out to be the case, this may be a threat to the development scenarios. In the following chapter, the theoretical framework, terms such as identity and reputation and their relation will be thoroughly explained.

⁵ Unique selling point is what makes an organisation unique

⁶ This concept will also be explained in the theoretical framework

2. Theoretical framework

This chapter forms the theoretical foundation of this research, in which terms as identity and reputation are key. Therefore, these terms are thoroughly examined and explained in this chapter. At the end of this chapter the research and sub-questions are posed, as they are derived from the theories examined.

2.1 Corporate identity

According to Cornelissen (2008), the corporate identity is the basic profile that an organisation wants to project to all its important stakeholder groups and how it aims to be known by these various groups in terms of corporate images and reputations that they have of the organisation. Freeman (1984) defines a stakeholder as “any group or individual who can affect or is affected by the achievement of the organisation’s purpose and objectives” (Freeman in Cornelissen, 2008, p.10).

The stakeholders assessed in this research are employees and users. Within this report the word 'users' will be used to describe the people that make use of the subsidies provided by the CINOP International Agency. Normally the word clients would be used, however in this context this word is inappropriate because the users do not pay for the services like clients would.

Birkigt and Stadler (Cornelissen, 2008, p. 67) created a model called the 'Corporate identity model'. In their model they explain that there are four 'instruments' that together form the corporate identity. The three 'instruments' in the outer ring, which are corporate behaviour, corporate communication and corporate design, form the foundation for the fourth instrument: the corporate personality. According to Birkigt and Stadler, the corporate personality exists of the core values in the organisation’s culture, mission and vision (Birkigt and Stadler in Cornelissen, 2008, p. 67). The corporate image, which is showed on the right sight of the model, is a reflection of the corporate identity of an organisation. Corporate image is the way a company is perceived, based on a certain message and at a particular point in time (Cornelissen, 2008, p. 254).

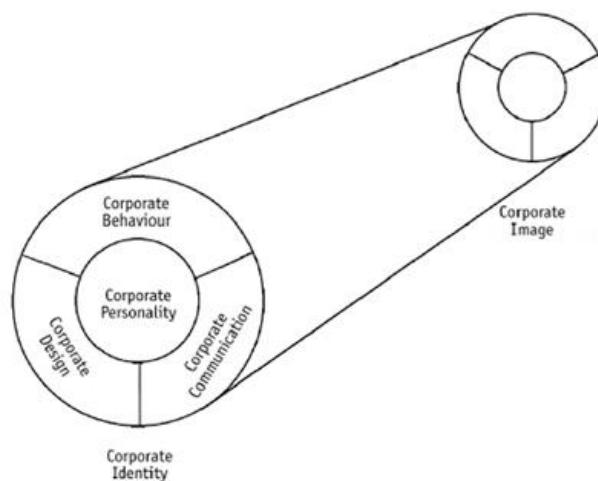


Figure 2: Corporate identity model (Birkigt & Stadler in Cornelissen, 2008, p. 67)

This model is a tool for managers to gain insight in how they can balance the identity and the current image of an organisation. When the image is more positive than the identity, an organisation can potentially be in danger when it comes to (negative) publicity that can affect the image. When the identity is more positive than the image, than the organisation is not optimally using its instruments for image building (EURIB, 2009).

2.2 Explaining the four instruments

2.2.1 Personality

Birkigt and Stadler labelled the notion of core values in the organisation's culture, mission and vision as the organisation's corporate personality (Birkigt and Stadler in Cornelissen, 2008, p. 67). Van Riel mentions that the organisational structure also belongs to the corporate personality. The organisational culture and organisational structure are focused on the way that the corporate identity is embedded in the organisation (EURIB, 2009).

2.2.2 Symbolism

This includes the 'images' the organisation uses to reinforce their communication. These are visual images like photos, illustrations, non-verbal graphical forms, house style, corporate logos, etc. Symbolism implicitly shows what the organisation stands for (or wants to stand for) and plays an important part in strengthening the relationship between an organisation and its stakeholders. It can create awareness under the target audience. In addition it can strengthen the feeling of togetherness and a sense of pride under employees (EURIB, 2009).

2.2.3 Communications

Birkigt and Stadler view communication as all the verbal and visual messages of an organisation. This is the most flexible 'corporate identity' instrument, because communication can send abstract signals directly to the target audience. For example an organisation can directly tell its target audience that it is being socially responsible. When this is only communicated through the behaviour this may take much longer. On the other hand it is very important that the same message is communicated through all the different instruments. It is inadequate to communicate something and not show this in your behaviour. To create consistent communication it is important to communicate the same message through all three instruments (EURIB, 2009).

2.2.4 Behaviour

This may be the most important instrument of an organisation, because this is the instrument that people judge the organisation on. It is possible to underline specific behavioural aspects, by using communication and symbolism, to tune the image in the right direction (EURIB, 2009).

2.3 AC²ID test

Balmer and Greyser (2002) identified five different types of the corporate identity. These are the actual identity, the conceived identity, the communicated identity, the ideal identity and the desired identity⁷. Together they form the AC²ID test, which is a tool that can assist senior company management in researching, analysing and managing corporate identities and realignment. This tool will be used in the gap analysis in chapter 6.

⁷ More information about the AC²ID Test can be found in appendix 9.7.

2.4 Reputation vs. Image

Cornelissen points out that there is a significant difference between corporate image and corporate reputation. Corporate image is the immediate set of associations of an individual in response to one or more signals or messages from or about a particular organisation at a single point in time (Cornelissen, 2008). Corporate reputation on the other hand, is an individual's collective representations of past images of an organisation (induced through either communication or past experiences) established over time (Cornelissen, 2008, p.9). Gray and Balmer (1998) state that corporate reputations typically evolve over time as a result of consistent performance, reinforced by effective communication, whereas corporate images can be fashioned more quickly through well-conceived communication programs (Gray and Balmer, 1998, in Cornelissen, 2008, p.76).

2.5 Favourable reputations

It is important for an organisation to develop a favourable reputation in the eyes of its stakeholders, because this can result into a propensity to buy that organisation's products and services, to work for that organisation, or to invest in it (organisational performance) (Cornelissen, 2008, p.69). A good reputation has a strategic value for the organisation that possesses it. It ensures acceptance and legitimacy from stakeholder groups, generates returns, and may offer competitive advantages as it forms an asset that is difficult to imitate. A good reputation, or rather a good identity on which it is based, is an intangible asset of the organisation because of its potential value for creation (Cornelissen, 2008, p.69).

Reputation can also serve as a useful function by gauging the overall estimation in which the organisation is held by its constituents and so measure the effectiveness of the organisation's communications with those stakeholders (Fombrun, 1996 in Van Riel and Fombrun, 2007, p. 40-41). In order to develop a favourable reputation, it is important that one examines the organisation's corporate history, the corporate personality, the corporate strategy and the three parts of the corporate identity mix (Van Riel and Balmer, 1997). These are the parts that, together, make up the corporate reputation because they all influence how stakeholders see the organisation. The reputation that stakeholders have influences the organisational performance.

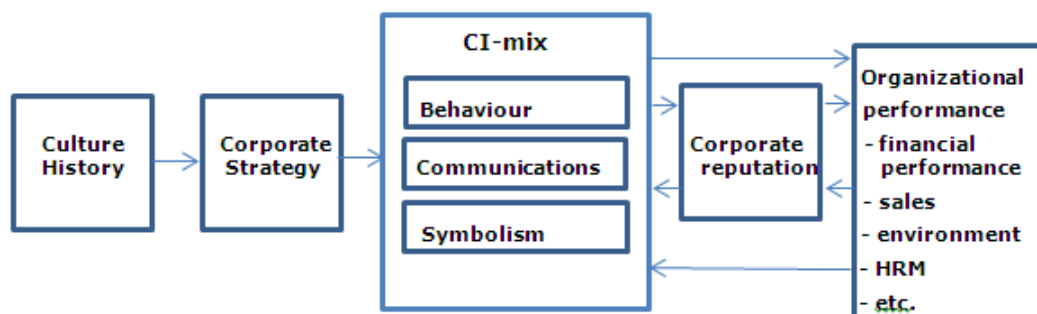


Figure 3: Corporate identity in relation to corporate reputation (Van Riel & Balmer, 1997)

2.6 Research and sub-questions

The following questions have been derived from the theoretical framework.

Research questions

In order to answer the advisory question an answer has to be given to the following research questions:

- What is the identity of the CINOP International Agency?
- What is the reputation of the CINOP International Agency?

Once these questions have been answered a gap analysis can be conducted, which forms the basis for the advice.

Sub-questions

In order to answer the research questions the following sub-questions need answering.

Identity analysis:

The identity consists of four different parts, the personality and the three parts of the CI-mix: behaviour, symbolism and communications. The following questions need to be answer in order to analyse the identity of the CINOP International Agency.

Personality

- What is the history of the CINOP International Agency?
- What is the mission of the CINOP International Agency?
- What is the vision of the CINOP International Agency?
- What are the objectives of the CINOP International Agency?
- What is the corporate strategy of the CINOP International Agency?
- What is the corporate culture of the CINOP International Agency?

CI-mix

- What symbolism does the CINOP International Agency use?
- What kind of messages does the CINOP International Agency use to communicate with its users?
- What kind of behaviour do employees have?

Reputation analysis:

- What is the conceived identity?
- What is the attitude of users towards the CINOP International Agency?

2.7 Conclusion

This chapter explained the relation between the identity - the basic profile that an organisation wants to project to all its important stakeholder groups and how it aims to be known by these various groups - and the reputation - an individual's collective representations of past images of an organisation established over time. In chapter 4 the identity of the CINOP International Agency will be analysed according to the model of Birkigt and Stadler and the model by Van Riel and Balmer. The elements of these models; culture, history, corporate strategy and the CI-mix are discussed in chapter 4, the identity analysis. The corporate reputation is discussed in chapter 5, the reputation analysis. After analysing the identity and the reputation, the AC²ID test is applied to conduct a gap analysis in chapter 6.

3. Methodology

This chapter discusses the different research methods, tools and approaches that have been used to analyse the identity and the reputation of the CINOP International Agency.

3.1 Mixed method

Within this research a mixed method approach has been used. This means that qualitative and quantitative approaches have been used to ensure the possibility of triangulation (Denscombe, 2007, p.108). Triangulation involves the practice of viewing things from more than one perspective. This means that different methods or different sources of data are being used (Denscombe, 2007, p. 134). This way the researcher gets a better understanding of what is being researched from different positions (Denscombe, 2007, p.201). The mixed method approach improves the confidence of the accuracy of findings, since different methods are used to research the same subject (Denscombe, 2007, p.109). It also provides a more complete picture of the thing being studied. The findings of the mixed methods approach can provide alternative perspectives that go further than a mono-method (Denscombe, 2007, p.110). It is, how Denscombe calls it, a practical and problem-driven approach.

The methods that will be used during this research are:

- User questionnaire
- Employee questionnaire
- Interviews with users

3.2 Sampling

Questionnaire:

The aim of the questionnaire was to obtain a full picture of the reputation that users have of the CINOP International Agency. Therefore, it was important to reach the largest sample size as possible. In the case of the CINOP International Agency this sample size was to be found in an Excel file, which contained e-mail addresses of everyone that has ever been in contact with the organisation. This file is used to disseminate the newsletter of the CINOP International Agency, called the Leonardo Newsflash. In addition, this sample size was also used when the organisation carried out a customer satisfaction survey. The file featured 1320 e-mail addresses. This way of sampling is an example of non-probability sampling, which means that the choice of people included in the sample was not a random selection (Denscombe, 2007, p.17). The questionnaire was a combination of two types of non-probability sampling: *convenience and purposive sampling*. First of all, the sample was selected because of its convenience; the addresses were first-at-hand. However, the people in the sample have had experiences with the CINOP International Agency and can therefore provide data that is valuable to the research and has relevance to the topic of investigation (Denscombe, 2007, p.17).

Interviews:

When selecting a sample for the interviews, non-probability sampling was used as well. The type of non-probability sampling used is *purposive sampling*, which means that specific people were selected because they are most likely to produce the most valuable data and because of their relevance to the topic of the investigation (Denscombe, 2007, p.17).

For this research it was necessary to only include people in the sample that really have knowledge about the CINOP International Agency. They are the ones that can provide the most valuable data when it comes to the reputation of the CINOP International Agency.

3.3 Analysing identity

The model 'corporate identity in relation to corporate reputation' by Van Riel and Balmer (1997) forms the basis of the identity analysis. In addition, the model of corporate identity by Birkigt and Stadler (Cornelissen, 2008, p. 67) is used to define the corporate identity mix.

3.3.1 History

To research the history organisational documents were used, such as the publication '15 years Leonardo da Vinci' and interviews with different employees have been conducted to obtain a full understanding of the organisation's complex history.

3.3.2 CI-mix

3.3.2.1 Behaviour

The behaviour is analysed by using participant observations. These observations were conducted both at the office and on the National Career Fair, which was held on 16 March 2012 at the Amsterdam RAI. In addition an analysis of the annual report 2012, written by the managing director, was conducted. The annual report discusses the values of the CINOP International Agency, which influence on the behaviour of employees.

3.3.2.2 Symbolism

Several communication materials, brochures and reports, have been analysed in order to research the symbolism of the CINOP International Agency. The logo, house style and name form the symbolism of the CINOP International Agency.

3.3.2.3 Communications

Different forms of communication have been analysed such as: the brochures and publications, the websites owned by the CINOP International Agency, the different forms of social media used, the newsletters and e-mail elements used by the CINOP International Agency.

3.3.2.4 Personality

The personality of the CINOP International Agency lies within the mission, vision, organisational structure and culture. The mission, vision and organisational structure are stated in the corporate brochure, on the corporate website and in the annual report.

3.4 Analysing reputation

The corporate reputation is something that lives in the minds of the stakeholders, in this case the users and employees. The models by Van Riel and Balmer, and Birkigt and Stadler, are a good basis for understanding how the image and reputation are created, nevertheless the reputation can only really be measured by asking the users. Therefore, a questionnaire and several interviews were conducted.

3.4.1.1 User questionnaire

A questionnaire was conducted to measure the overall reputation of the CINOP International Agency. This questionnaire was distributed to the 1320 e-mail addresses, that the staff keeps, of people who all have been in contact with the CINOP International Agency.

3.4.1.2 Sample group

The e-mail addresses file, used for distribution of the newsletter and the customer satisfaction survey, features people from different positions within schools, knowledge centres, governmental authorities, branch organisations, interest groups and ministries. They are users of the subsidies that the CINOP International Agency provides and are therefore involved with the organisation.

3.4.1.3 Questions

The questions asked in the questionnaire regarded identity, image and reputation. All factors that have an influence on the reputation, such as behaviour of employees, will be formulated into a question.

3.4.1.4 Response rate maximisation

To maximise the response rate the CINOP International Agency will offer ten DVD boxes 'Masters in changing vocational education' as a prize for participants.

3.4.2 Questionnaire employees

All employees of the CINOP International Agency received a questionnaire that was made up with similar questions to the questionnaire of the users.

3.4.3 Interviews

Six interviews have been conducted with eight people from six different organisations. All interviewees share a long history with the CINOP International Agency. These interviews form the qualitative part of this research. In order to conduct triangulation, more in-depth questions will be asked that are similar to questions that will be in the questionnaire. The reliability checks of Descombe (2007)⁸ have been used to ensure the reliability of the interview data.

3.5 Conclusion

This chapter described the meaning of the mix method approach and explained the selection of the different sample sizes. In addition, the tools that have been used to analyse the identity and the reputation, the questionnaires and interviews, were explained.

⁸ To be found in appendix 9.6.

4. Identity analysis

In this chapter, the identity of the CINOP International Agency will be analysed by making use of the attributes that together make up the *Model of corporate identity* by Birkigt and Stadler (in Cornelissen, 2008, p. 67), and the model *Corporate identity in relation to corporate reputation* by Van Riel and Balmer (Van Riel and Balmer, 1997). These models form the basis for the identity analysis. At the end of this chapter the model by Van Riel and Balmer is implemented, in order to provide an overview of the identity of the CINOP International Agency.

4.1 Personality

4.1.1 History

In 1995 the NCU, National Coordinating Unit, was founded. This was the ancestor of the CINOP International Agency. This unit consisted of CINOP, Nuffic (the Netherlands organisation for international cooperation in higher education) and Stichting Uitwisseling (exchange foundation). Between 1995 and 1999 they carried out the Leonardo da Vinci programme. They communicated with the Leonardo da Vinci logo (see illustration 1). From 2000-2006 CINOP and Nuffic formed the National Agency (NA) Leonardo da Vinci. This was the follow up programme of Leonardo da Vinci I. The programme carried the same name, nevertheless a new logo and house style were developed (illustration 2).

In 2007, the Leonardo da Vinci programme became part of the European subsidy programme called Lifelong Learning. All European educational subsidy programmes were grouped together under this name. The Leonardo da Vinci programme focused on vocational education and training, Grundtvig focused on adult education and Socrates on higher education. A new logo is developed (see illustration 3) and house style elements that come with the Lifelong Learning Programme were applied to all communication materials. Together with Nuffic and the European Platform, the CINOP Foundation forms the National Agency for the Lifelong Learning Programme (LLP). CINOP was responsible for the Leonardo da Vinci programme and therefore communicated as NA LLP LdV (Leonardo da Vinci).

This name lasted for three years. In 2010 they decided that they needed a new identity, because the Leonardo da Vinci programme was only part of their activities. They felt that their previous name, NA LLP Leonardo da Vinci, did not cover all activities and therefore was not suitable anymore. This is when the CINOP International Agency was born. A new logo was developed, which formed an umbrella for all activities (see illustration 4).



Illustration 1:
Logo Leonardo da Vinci I (1995-1999)



Illustration 2: Logo Leonardo da Vinci II (2000-2006)



Illustration 3: Logo Leonardo da Vinci as part of Lifelong Learning (2007)



Illustration 4: Logo CINOP International Agency (2010-now)

4.1.2 Mission

The CINOP International Agency aims to make Dutch organisations more aware of Europe regarding policy, thematic expertise, subsidies, networks or projects. In addition, they do not only guide organisations, but also stimulate them to actively contribute to Europe to explore and expand this value to help them set their own agendas (Annual report, 2012).

4.1.3 Vision

The CINOP International Agency approaches the field from recognisable themes and issues that are in line with what is currently happening in Europe and in the Netherlands. They translate the European educational policies into the Dutch educational policies.

The CINOP International Agency works within the circle of projects, policy and practice. Through the projects, the policy and practice are accomplished. The projects are the starting point when working on the different themes, nevertheless the ambition is to connect and to incorporate Europe in the Dutch vocational education. This ambition rises above project level. The focus is on combining strategic thinking and consciousness to achieve operational excellence (Annual report, 2012).

4.1.4 Objectives

The objectives of the CINOP International Agency are to enhance the attractiveness of vocational education and training and mobility for employers and individuals and to facilitate the mobility of working trainees. They want to support participants in training and further training activities in the acquisition and the use of knowledge, skills and qualifications to facilitate personal development. In addition they want to support improvements in quality and innovation in vocational education and training systems, institutions and practices (Annual report, 2012).

4.1.5 Corporate strategy

In order to achieve the vision and the objectives, the EU and the Netherlands formed several substantive themes:

- Career guidance
- Quality assurance
- Professionalization of Teachers
- Internationalisation and mobility
- Social Inclusion
- New skills and jobs
- ECVET and course credits

Within the approach a division is made between three roles: distributing, joined-up thinking and helping, setting the agenda. The word 'connecting' forms the basis for these roles and themes. The ultimate goal is that users create their own agenda's for 2020 and based on the themes create a plan of action (Annual Report, 2012).

Role	Intensity	Attitude	Task
Distributing	Light	Reacting	Informing people about what connecting to Europe can mean to them. After that it is up to them to do something with this information.
Joined-up thinking and helping	Slightly intensive	Following	Respond to things that become priorities in the work area. In order to do that it is necessary to bring parties together, e.g. in meetings or conferences. Giving suggestions and encouraging are key. Other parties should show the initiatives to discuss a particular subject. Initiating discussions is not part of the tasks of the CINOP International Agency. The CIA facilitates initiatives that are already happening and adds the European context to it.
Setting the agenda	Intensive	Initiating	The CIA approaches strategic stakeholder and provides practical contributions. The CIA provides guidance to organisations who were already involved with the European agenda, but not actively involved.

Table 1: Roles of the CINOP International Agency (Annual report, 2012)

4.1.6 Corporate culture

The corporate culture has been analysed according to the dimensions of Fons Trompenaars (2003). Two of the dimensions of Trompenaars have been selected, because they were clearly visible in the culture of the CINOP International Agency. These are the dimensions of individualism and particularism.

Individualism

Within the CINOP International Agency there is an individualistic culture, which means that the individual is seen as the end and improvements to collective arrangements as the means to achieve it (Trompenaars, 2003, p.47). The ideas and needs of the individual are considered as important. An example of this is that team members are encouraged to be actively involved with personal and professional development (Annual report, 2012). Another example of this individualistic culture is when decisions need to be made, then the whole team gets to have a say in it. Individualism finds its fulfilment in service to the group, while group goals are of demonstrable value to individuals, only if those individuals are consulted and participate in the process of developing these goals (Trompenaars, 2003, p.48).

Particularism

According to Trompenaars, particularist societies are those where "particular" circumstances are much more important than the rules. Bond of particular relationships are stronger than any abstract rule and the response may change according to circumstances and the people involved (Trompenaars, 2003, p.33). An example of this particularistic culture is that the CINOP International Agency sees teambuilding as an on-going process that needs to be paid attention to continuously. The employees see themselves as a learning team that builds on good internal relationships. Balance between the team and individual interest is considered very important (Annual report, 2012). The relationships that Trompenaar discusses are in this case the team relationship.

4.2 Corporate identity mix

Below the three parts of the corporate identity mix, based on the model of Birkigt and Stadler (in Cornelissen, 2008, p. 67), are analysed.

4.2.1 Behaviour

The findings below are based on participant observations⁹, both at the office and outside of the office. Participant observation is the attempt of the researcher to participate fully in the lives and activities of subjects and thus becomes a member of their group, organisation or community (Gill and Johnson 2002:144 in Saunders, Lewis and Thornhill, 2009, p.290). This enables researchers to share their experiences by not merely observing what is happening but also feeling it (Gill and Johnson 2002:144 in Saunders, Lewis and Thornhill, 2009, p.290). Participant observation is particularly useful for researchers working within their own organisations (Saunders, Lewis and Thornhill, 2009, p.299).

During a period of five months, of which the researcher spent at least one day each week at the office, several observations have been made. In addition, the researcher participated, together with a colleague, in the National Career Fair, which was held on 16 March 2012 at the Amsterdam RAI.

The CINOP International Agency participated in the National Career Fair in order to inform graduates and unemployed adults about the opportunity to take part in the 'People on the Labour Market' programme. This is a subsidised programme in which graduates of all levels and studies can participate. These participants can do an internship abroad in a European country. The subsidy covers for the living expenses of the participants.

The researcher wrote the observations down in the Graduation Assignment Report. During the time of observation the researcher was unaware of the fact that notes needed to be submitted separately when conducting participant observations. Therefore, no notes can be found in the appendix. However, the observations are still considered reliable and valid and are therefore discussed below. The findings have been categorised in order to make it more pleasant for the reader, these categories were not selected beforehand.

⁹ The researcher did an internship from February 1st, until June 1st, 2012.

Internal behaviour

The following observations, made during office hours and by an analysis of the Annual Report 2012, have been categorised in order to make it more pleasant for the reader. These subjects have not been selected beforehand.

Informal

Within the CINOP International Agency there is an informal atmosphere. As to be seen in figure 8, staff members are dressed informally; nevertheless the managing director (in the middle) is usually dressed formally.

Each team member is always being addressed by his or her first name. It is very normal for the managing director to have lunch with the rest of the staff. This can be considered as a ritual. These symbols - language, dress code and rituals - seem to refer to the value 'everyone is equal'.



Illustration 5: Team CIA (2011)

Transparency

You could say that there is an open door policy within the CINOP International Agency. Team members are always welcome to stop by and ask questions. In addition, e-mails are always sent towards the whole team to keep everyone included and up to date. In addition there are team meetings every week. These observations seem to refer to the value 'transparency' and cause a sense of belonging.

Customer friendly

Every day the secretaries receive a lot of calls. These calls are answered quickly and the secretaries use a friendly tone of voice. The questions usually regard the subsidy applications. If they do not know the answer themselves they always find someone who does, or call the person back later if they cannot answer the question right away. This behaviour can be translated to the value of being 'customer friendly'.

External behaviour

The CINOP International Agency attended the Career Fair held on 16 March. However, they attended as 'the Leonardo da Vinci programme', not as the CINOP International Agency. The attending employee wore a sweater with logos of the Lifelong Learning Programme and the website www.leonardodavinci.nl. The name CINOP International Agency was not mentioned once. The attending employee behaved interested, open and informal. She was very willing to help the visiting people, answer their every question and advise them. This behaviour is very similar to the behaviour that the secretaries show and is also related to the value of being 'customer friendly'.

4.2.2 Symbolism

Name

As mentioned in the history (section 4.1.1), the CINOP International Agency has had several different names during since the start of their existence.

With including the CINOP name, it is likely that the associations and images that come along are included as well. CINOP is the name that is being used for the commercial part of the organisation, named CINOP Advice. During a conversation with the managing director of the CINOP International Agency he mentioned that users often expect a bill, while the CINOP International Agency is subsidised and would therefore never give one. This mistake can easily be explained. The users of the CINOP International Agency often overlap with the clients of CINOP Advice. Therefore, these users have experiences with both parts of the organisation and may think that they are one and the same entity.

Logo

During the years the CINOP International Agency changed their symbolism, house style and logos, several times. Their latest logo shows stars in the shape of the Netherlands. These stars and the blue background colour are recognisable for the logo of the European Union. Therefore, this logo represents the connection between the Netherlands and the European Union. What is noticeable is that the name 'CINOP' is left out of the logo.



Illustration 6:
Logo CINOP
International
Agency

This is not the only logo that the CINOP International Agency communicates with. On many of their communication materials the logo of the Leonardo da Vinci programme can be found. All communication materials regarding the Lifelong Learning Programme carry this logo. It is compulsory¹⁰ for the CINOP International Agency to use the logos of the DG for Education and Culture and of the European Union. The amount of different logos in one makes it quite a complex logo. It is hard to tell who the sender really is since the logo exists of many different elements.



Illustration 7: Leonardo da Vinci as part of Lifelong Learning

This logo is a combination of the logo of the Directorate-general (DG) for Education and Culture, of the European Union, of the Leonardo da Vinci programme and of CINOP.

There is no visible connection between the corporate logo and the logo of the Leonardo da Vinci programme. Therefore it could be stated that it is very likely that the receiver does not know that both logos represent the same sender.

House style

As mentioned above it is compulsory to use to the logos of the DG for Education and Culture and of the European Union. In addition a house style was created for the Lifelong Learning programme, which the Leonardo da Vinci programme is part of. This house style is also compulsory when communication materials regarding the programme are produced.

¹⁰ See 'stageverslagen' in appendix 9.4 for an example of the Lifelong Learning house style



Illustration 8: Example of a compulsory house style element

4.2.3 Communications

This section discusses the different communication tools used by the CINOP International Agency.

Websites

Corporate websites

The CINOP International Agency has two corporate websites, www.internationaalagentschap.nl and www.leonardodavinci.nl. When looking at these websites they seem unrelated to one another. Different colours, fonts and logos are being used on both websites. It is likely that if one visits both websites he can do this without realising that it is the same organisation behind these websites.



Illustration 9: screenshot of www.leonardodavinci.nl

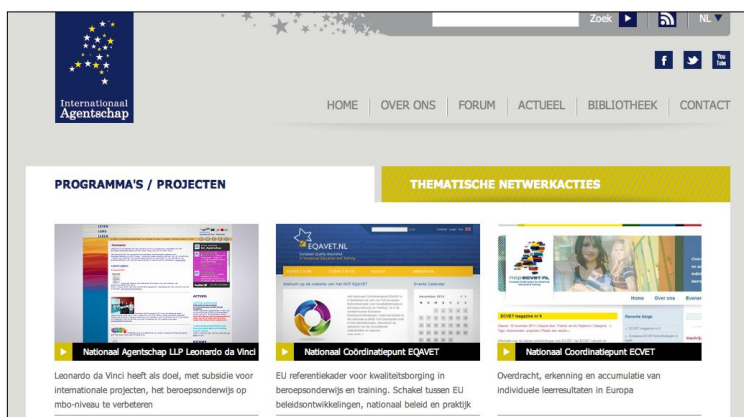


Illustration 10: screenshot of www.internationaalagentschap.nl

Project websites

In addition to the corporate websites, the CINOP International Agency also has project websites, such as www.ecvet.nl. At a first glance you would think this is an entirely different organisation. It has its own colour palette and logo. Nevertheless when you scroll down you do see the Twitter feeds of 'Internationaal Agentchap' and even more down there is the logo. On the 'About us' page it mentions that this project is being carried out by the CINOP International Agency. The connection has been made, but you need to look very carefully if you want to find it.

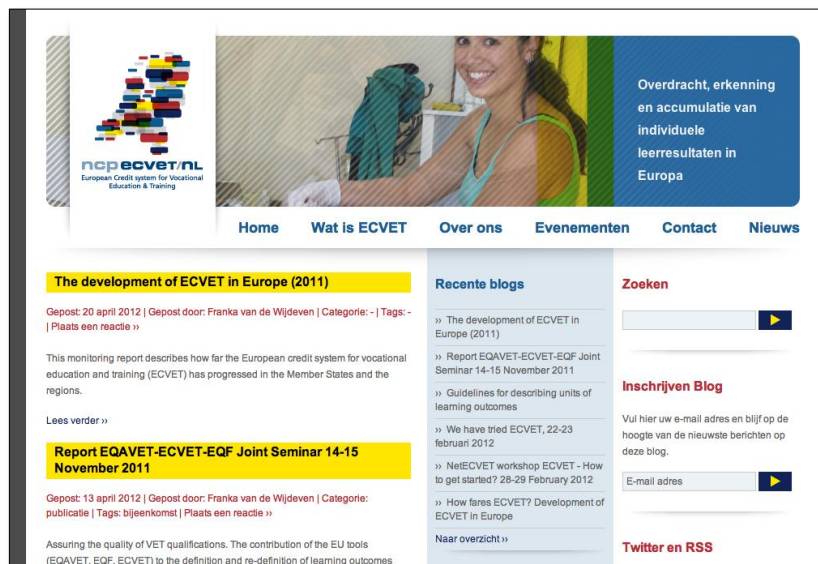


Illustration 11: screenshot of www.ecvet.nl

Another example is the website www.eqavet.nl. This is another project of the CINOP International Agency. This website also has its own colour palette and logo. On the 'who we are' page it mentions that this is a project of the 'Internationaal Agentschap', not CINOP International Agency. On the bottom of the homepage the 'Internationaal Agentschap' logo can be found, among six other logos. Therefore it is unclear who the main sender is.

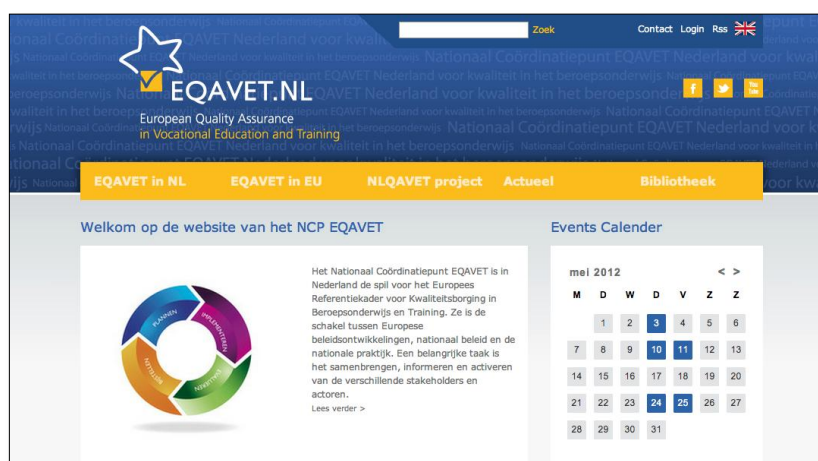


Illustration 12: screenshot of www.eqavet.nl

The CINOP International Agency has one more website called www.euroguidance.nl. This website also has its own colour palette and logo. The 'Internationaal Agentschap' logo is used on the bottom next to three other logos. Again on the 'who we are' page it says that this programme is being carried out by the 'Internationaal Agentschap'.



Illustration 13: screenshot of www.euroguidance.nl

Corporate brochure

The corporate brochure of the CINOP International Agency uses the Internationaal Agentschap logo, but on the bottom it says 'CINOP International Agency'. On the first page it also states this name: "CINOP International Agency, its new name as part of the CINOP Group since 2010,...". Here it is clear that the sender of this brochure is the CINOP International Agency.



Illustration 14: Corporate brochure

Publication example

The CINOP International Agency produces many brochures and folders about the different programmes of the Lifelong Learning programme (see illustration 13, p. 27). An example of such a brochure is this brochure about the mobility programme. It looks very different from the company brochure. On top there is the logo of the European Union and the DG of Education, Culture and Science. This seems to be the sender, because of its prominent place. On the left bottom corner

the logo of the Leonardo da Vinci programme is featured. The name or logo, of the CINOP International Agency, are nowhere to be found. If you compare this brochure to the company brochure it is hard to find similarities or links.



Illustration 15: Publication example Lifelong Learning house style

Newsletters

The CINOP International Agency creates digital newsletters for the programmes; Leonardo da Vinci (Leonardo Newsflash), NCP EQAVET, NCP ECVET and Euroguidance. (CINOP Internationaal Agentschap, 2012).

Leonardo Newsflash

One of the newsletters that the CINOP International Agency produces is called the Leonardo Newsflash. It features articles that discuss the different programmes within the Leonardo da Vinci programme, such as for example mobility and study visits. It uses the Leonardo da Vinci logo and house style. The name CINOP International Agency is not mentioned. In the introduction it mentions that if the reader wants to send in an article he or she can send it to info-ia@cinop.nl. On the bottom it uses the signature 'Nationaal Agentschap Leven Lang Leren Programma Leonardo da Vinci', accompanied by the e-mail address na@leonardodavinci.nl and the website www.leonardodavinci.nl. This would indicate that the sender of this newsletter is the Nationaal Agentschap Leven Lang Leren Programma Leonardo da Vinci. This was the name that was used by the CINOP International Agency before their name change. It can be said that it is likely that receivers of this newsletter probably do not know who sends them this newsletter due to the fact that different names and e-mail addresses are used and the name CINOP International Agency is not used.



Illustration 16: Thumbnail Leonardo Newsflash

EQAVET Newsletter

The CINOP International Agency also produces the EQAVET Newsletter. In the heading of this newsletter it is mentioned that the newsletter is being issued by the CINOP International Agency as the National Coordination Point EQAVET. Here a clear link has been made.

Euroguidance Newsletter

The Euroguidance Newsletter is also produced by the CINOP International Agency. The logo of the Leonardo da Vinci programme is used, but there is no clear link between the CINOP International Agency and Euroguidance.

Social media

Twitter

Through Twitter, the CINOP International Agency provides information to its users about developments, activities, results and deadlines. The Twitter account is called Internat. Agentschap and retweets are sent to @Int_Agentschap. The International Agency logo is used and the website www.internationaalagentschap.nl is mentioned. The name CINOP has been left out.

Facebook

The CINOP International Agency also has its own Facebook page on which news articles and Tweets are placed. It carries the name CINOP Internationaal Agentschap, the Internationaal Agentschap logo is used, accompanied by the e-mail address info-ia@cinop.nl.

Youtube

In addition, the CINOP International Agency has a Youtube channel on which people can watch videos of events from the programmes. Visitors can subscribe to the channel to get notifications when new videos are placed (CINOP Internationaal Agentschap, 2012). The channel is called 'Kanaal van Internationaal Agentschap' (channel of International Agency) and the admin is CINOPInternationaal. The name CINOP has been left out once more.

E-mail

E-mail addresses

The team members all use e-mail addresses that end with @cinop.nl. This communicates the message that CINOP is the sender of the e-mail, while this is not the case.

E-mail autograph

met vriendelijke groet,

Drs. Siegfried Willems
Directeur
Tel: +31(0)653749283

Internationaal Agentschap
Postbus 1585 | NL-5200 BP Den Bosch
Pettelaarpark 1 | NL-5216 PC Den Bosch
twitter.com/Int_Agentschap
Tel: +31(0)736800762 | www.internationaalagentschap.nl

National Agency Lifelong Learning Programme Leonardo da Vinci | Study Visits
Euroguidance | European Lifelong Guidance Policy Network | Europass consortium | National Reference Point EQAVET | National Coordination Point ECVET

Illustration 17: Screenshot e-mail autograph

This is the e-mail autograph of Siegfried Willems, managing director of the CINOP International Agency. Here the organisation seems to be named 'Internationaal Agentschap', which is confirmed by the website address www.internationaalagentschap.nl. Again the name CINOP has been left out.

4.3 Conclusions

The symbolism and communication used by the CINOP International Agency sends out a mixed message. The use of two different logos, two different corporate websites, two house styles and three different names makes it very complicated for the receiver to figure out who the sender of the messages is.

Including the CINOP name may affect the images that receivers have of the CINOP International Agency. However, the name CINOP International Agency is barely communicated. More often the names 'Internationaal Agentschap' and 'Leonardo da Vinci' are being used, for example on the websites, the logos and the e-mail autograph and on several project websites.

In addition, the link between the Leonardo da Vinci programme and the name CINOP International Agency is not expressed in several different forms of communication. Therefore, there might not be a link in the eyes of the receiver.

These conclusions have been applied to the model of 'Corporate identity in relation to corporate reputation' on the next page.

Hypotheses:

From these conclusions two hypotheses have been formed that will be tested during the questionnaire¹¹ and the interviews¹². Conclusions to these hypotheses can be read in chapter 6.

Hypothesis 1: The users do not know who the sender of the different communication materials is.

Hypothesis 2: Including the CINOP name affects the image that users have of the CINOP International Agency.

¹¹ See user questionnaire (English) section 9.2.3

¹² See interview questions section 9.5

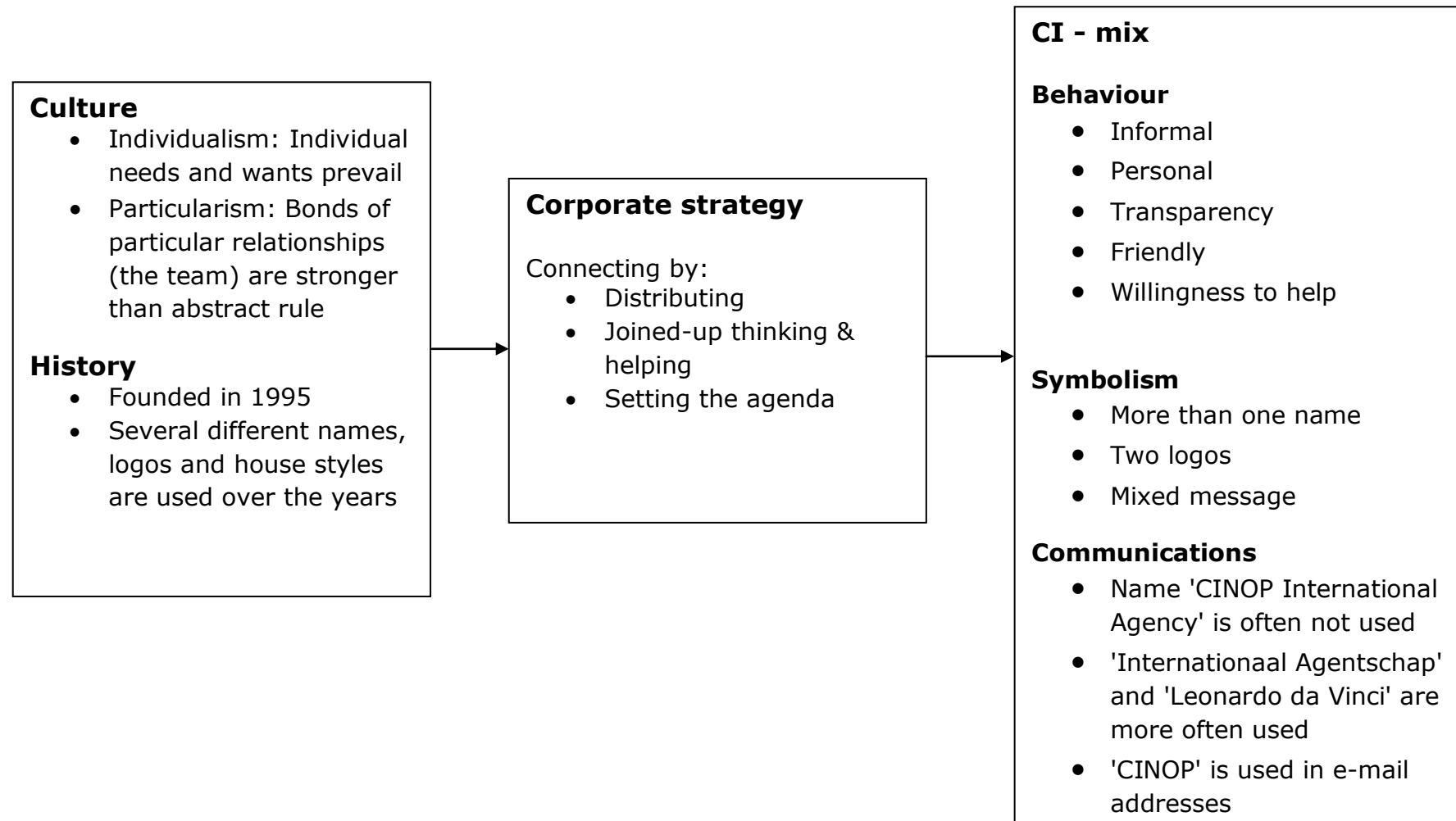


Figure 4: Model of 'Corporate identity in relation to corporate reputation' (Van Riel and Balmer, 1997) applied to the CINOP International Agency

5. Reputation analysis

In this chapter the reputation of the CINOP International Agency will be analysed from three different perspectives; the users perspective, the employee perspective and the perspective of the interviewees.

5.1 Questionnaire results: Users

5.1.1 Goal

Determining the reputation of the CINOP International Agency by asking the users.

5.1.2 Sample group

The sample group that was selected was the largest group that could possibly be reached. The questionnaire was send to 1320 e-mail addresses, of people that all had been in contact with the CINOP International Agency. This is the same sample group as the organisation uses for its customer satisfaction survey and the dissemination of its newsletter 'the Leonardo Newsflash'.

5.1.3 The questions

The following 16 questions were asked to the respondents of the users' questionnaire. The goal, or goals, of each question is described below the questions.

1. Who do you think is the sender of the Leonardo Newsflash?

a).....

b) I don't know

Goal:

- Testing hypothesis 1: the receivers do not know who the sender is.

2. Are you familiar with...?:

	VF	F	HH	BF	UF
Nationaal Agentschap Leonardo da Vinci (NA LdV)	☐	☐	☐	☐	☐
Nationaal Agentschap Leven Lang Leren Programma (NA LLP LdV)	☐	☐	☐	☐	☐
CINOP Internationaal Agentschap	☐	☐	☐	☐	☐
Internationaal Agentschap	☐	☐	☐	☐	☐
CINOP	☐	☐	☐	☐	☐

VF: Very familiar

F: Familiar

HH: Have heard of them

BF: Barely familiar

UF: Unfamiliar

Goals:

- Measuring the brand awareness: How familiar are respondents with entity names (brands)?
- How familiar are the respondents with CINOP (brand name used for the, commercial, sister department CINOP Advice)?

3. Which of the following statements best apply to you when you look at the senders mentioned in the previous question?
- a) I see these senders as separate entities
 - b) I see these senders as one and the same
 - c) I do not know how I should see these senders

Goal:

- Measuring if respondents know how these 5 entities relate.

4. Which words would you use to describe the CINOP International Agency? (Name 3 words)

1.....

2.....

3.....

Goal:

- Measuring the image by asking an associative question. Positive words would mean that people have a positive image of the CINOP International Agency.

5. Which words would you use to describe CINOP? (Name 3 words)

1.....

2.....

3.....

Goal:

- Measuring whether users know the difference between CINOP and the CINOP International Agency, or if they see it as one and the same. That would mean that the same associations would be mentioned here.

6. Do you see the CINOP International Agency as...?:
(If you don't know the CIA, than please fill in 'no impression')

	SA	A	DA	SDA	NI
Subsidy provider	☐	☐	☐	☐	☐
Consultancy agency	☐	☐	☐	☐	☐
Expertise centre	☐	☐	☐	☐	☐
Info.broker/intermediary	☐	☐	☐	☐	☐
European information desk	☐	☐	☐	☐	☐
Project manager	☐	☐	☐	☐	☐

SA: Strongly agree

A: Agree

DA: Don't agree

SDA: Strongly don't agree

NI: No impression

Goals:

- Finding out what words best relate to the CINOP International Agency, according to its users.
- Aims to test the fear of the managing director that the CIA is seen as just a subsidy provider.

7. Which services does the CINOP International Agency offer according to you? (Name 3)

a) 1.....2.....3.....

b) I cannot name any services.

Goal:

- This associative question also aims to test the fear of the managing director. If it is the case that the CINOP International Agency is only seen as a subsidy provider, users would not be able to recall any other services.

8. Would you be prepared to pay for the services of the CINOP International Agency?

a) Yes

b) No

c) I don't know

Goal:

- This question tests whether future scenario 2 'CIA goes commercial' is advisable. Meaning that if people are willing to pay it is advisable, but if people are not willing to pay than it may not be a very good idea to become a commercial agency.

9. How would you describe employees of the CINOP International Agency that you have met?

a).....

b) I do not know the CINOP International Agency or its employees.

Goal:

- Associative question testing the images people have of the employees of the CINOP International Agency.

10. Do you find working with the CINOP International Agency easy?

a) Yes, always

b) Usually

c) Usually not

d) No, hard

e) Does not apply

Goal:

- This question also tests the images people have of the employees of the CINOP International Agency.

11. Do you find the CINOP International Agency...?:

	SA	A	DA	SDA	NI
Flexible	☐	☐	☐	☐	☐
Customer friendly	☐	☐	☐	☐	☐
Market oriented	☐	☐	☐	☐	☐
Innovative	☐	☐	☐	☐	☐
Trustworthy	☐	☐	☐	☐	☐
Knowledgeable	☐	☐	☐	☐	☐
Supportive	☐	☐	☐	☐	☐
Efficient	☐	☐	☐	☐	☐
European oriented	☐	☐	☐	☐	☐
National oriented	☐	☐	☐	☐	☐

SA: Strongly agree

A: Agree

DA: Don't agree

SDA: Strongly don't agree

NI: No impression

Goal:

This is a structured question that measures the opinion of the respondents regarding the work of the CINOP International Agency.

12. Would you recommend the CINOP International Agency to people in your network?

- a) Yes
- b) No
- c) I don't know

Goal:

- This question measures the overall reputation: Are users willing to recommend the CIA?

13. What type of organisation do you work for?

- a) Educational institute
- b) Commercial trainings centre
- c) Governmental authority
- d) Commercial company
- e) Branch organisation
- f) Knowledge centre
- g) Interest group
- h) Other

Goal:

- Profiling question which aims to define who filled in the questionnaire. It has been placed at the end of the questionnaire on purpose, because people can get frustrated when a questionnaire starts with a question like this. As a result, they might not be willing to continue.

14. How long have you been working with the CINOP International Agency?

- a) < 1 year
- b) 2-4 years
- c) 5-7 years
- d) 8-9 years
- e) > 10 years
- f) Does not apply

Goal:

- Plausibility check of the data: Is the informant in possession of facts and knowledge about the topic being discussed?

15. How can the CINOP International Agency best reach you?

The CINOP International Agency can best reach me by:

- a) Leonardo Newsflash
- b) Personal contact
- c) Information meeting/congress/event
- d) Publications/brochures
- e) Website www.internationaalagentschap.nl
- f) Website www.leonardodavinci.nl
- g) Twitter
- h) Facebook
- i) LinkedIn
- j) Other, namely....

Goal:

- Tests: What communication tools are proven to be effective?

16. Would you like to win one of the ten DVD boxes of 'Masters in changing vocational education' with a value €35,-? Than please fill in your e-mail address (your e-mail address will not be used for other purposes). The winners will receive a notification by e-mail on May 7th.

Goal:

- Generating maximum response. This question was placed at the very end because, this way, it would assure that people would more likely fill in the whole questionnaire.

5.1.4 Response rate

The response rate was 17% out of 1320, which makes 225 respondents. The mail in which the link to the questionnaire was embedded was originally send to 1400 respondents, nevertheless 80 e-mails bounced due to the fact that the e-mail addresses where no longer in use or the person it was addressed to did not work for the organisation that was addressed anymore. These 225 respondents together make up a 90% confidence rate. This means that this research sample is considered as a valid group that represents the entire population in this sample. The sample can be seen as a representative of the total population and therefore, the results can be generalised¹³.

The formula for a sample in which the population is finite:

$$n \geq \frac{N \times z^2 \times p(1-p)}{z^2 \times p(1-p) + (N-1) \times F^2}$$

Explanation of variables:

n = number of respondents required.

z = the standard deviation at a given confidence%. 1.65 = 90% confidence

N = the size of the population

p = the chances that someone a particular response (in most cases, 50%)

F = the error margin is often used is hereby 3%, 5% or 7%

Variables used:

1.65

1320

50

5

$$225 \geq \frac{1320 \times 1.65^2 \times 50(1-50)}{1.65^2 \times 50(1-50) + (1320-1) \times 5^2}$$

5.1.5 Analysis of answers

Below the answers given to the questionnaire are summarised and categorised in different subheadings. The full analysis of the questionnaire, with conclusions per question, can be found in appendix 9.2.

The brand CINOP International Agency is barely known by users

This questionnaire has shown that a lot of respondents are unfamiliar with the name CINOP International Agency. Respondents are much more familiar with the brand name CINOP and the brand name Leonardo da Vinci (see figure 5, p. 37). These are therefore considered as strong brands.

Since there are a lot of people that are unfamiliar with the name CINOP International Agency, it is logical that in a lot of questions respondents answered 'no impression' or 'does not apply to me' (see figure 6, p. 37). This because they are under the impression that they do not know the CINOP International Agency. Nevertheless, these people do know the CINOP International Agency, because they have been put into an e-mail account by employees of the CINOP International Agency. In order to get into that account the respondents should have had contact with the CINOP International Agency.

Statement: It can be concluded that the name CINOP International Agency has not been consistently communicated towards the users. This statement will be tested during the interviews.

¹³ This formula is retrieved on May 1, 2012 from <http://www.allesovermarktonderzoek.nl/steekproef-algemeen/steekproef-berekenen>

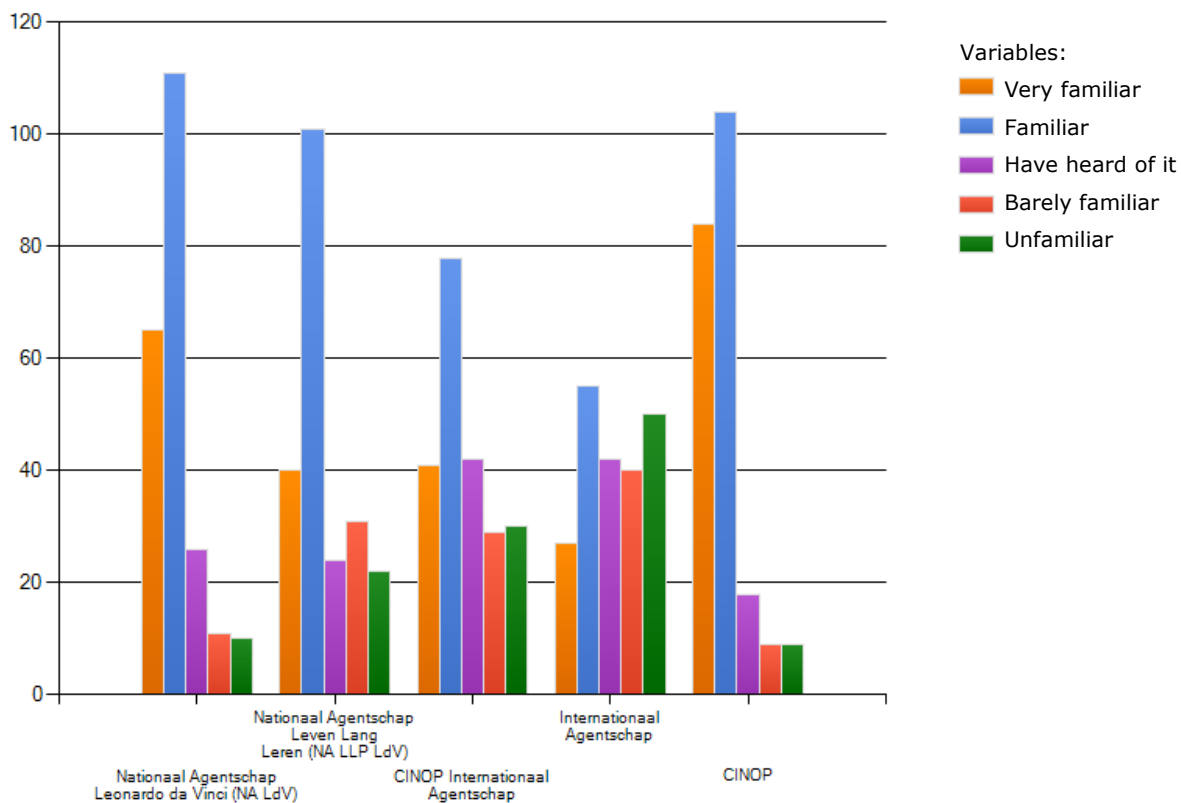


Figure 5: Familiarity of users with brand names

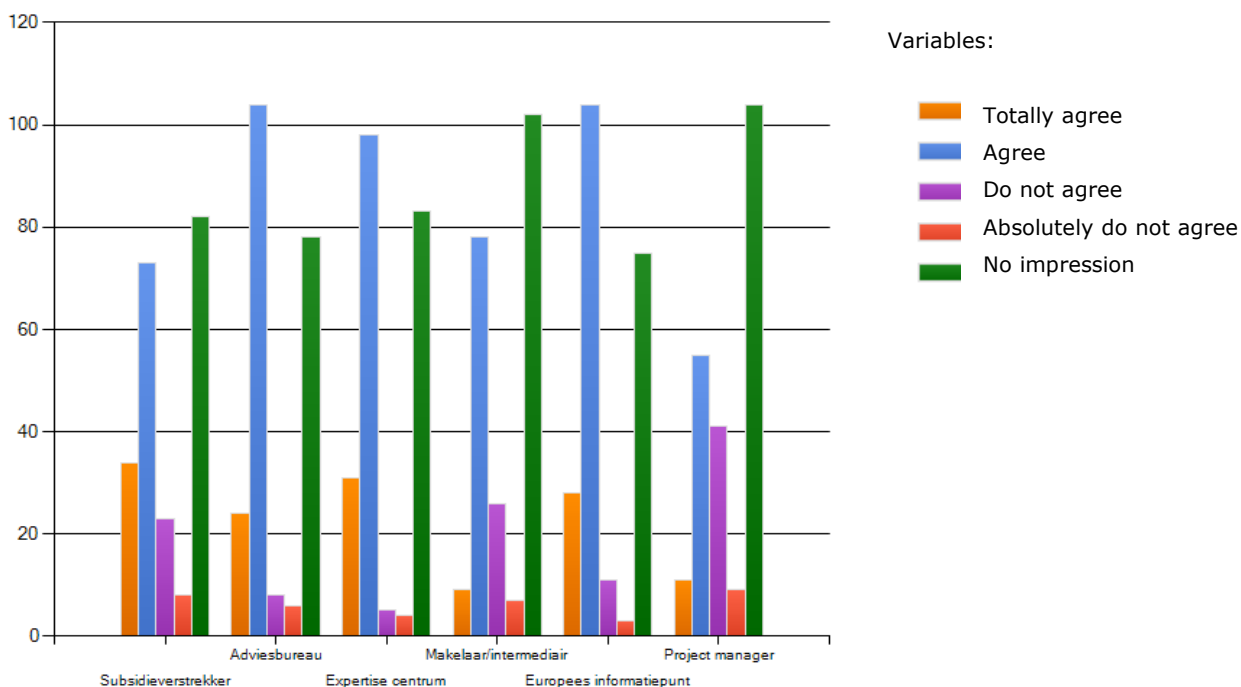


Figure 6: How users see the CINOP International Agency

In chapter 4.3 a hypothesis was made which stated that *'The users do not know who the sender of the different communication materials is'*. After this questionnaire this statement cannot fully be proven, but an argument has been found:

A word cloud on a dark blue background. The most prominent words are 'CINOP' in large yellow letters, 'Leonardo' in large yellow letters, and 'Agentschap' in large white letters. Other visible words include 'Nationaal', 'Vinci da', 'Internationaal', and 'agentschap' in smaller sizes and colors (black, white, yellow).

This hypothesis will be more thoroughly tested during the interviews.

A second hypothesis was made which stated '*Including the CINOP name affects the image that users have of the CINOP International Agency*'. After this research there is reason to believe that this hypothesis is correct. These reasons are:

- This hypothesis will be further tested in the interviews.



38

Users have positive images of employees

The respondents, who claimed to know the employees of the CINOP International Agency, have very positive images of these employees. They are called knowledgeable, trustworthy, helpful and friendly. In addition, most respondents said that they find working with the CINOP International Agency easy. Half of the respondents would also recommend the CINOP International Agency to people in their network.

Variables:

- Yes
- No
- I don't know

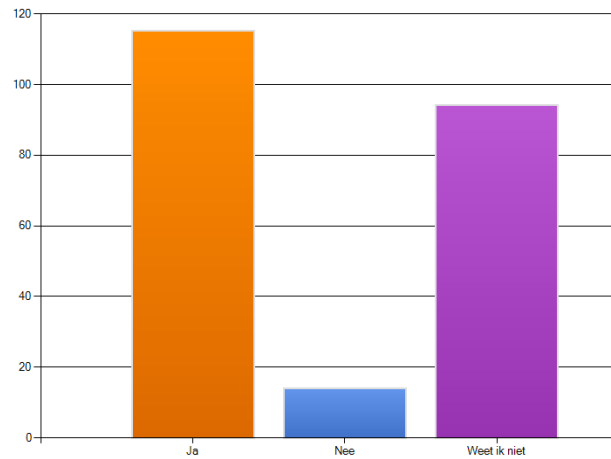


Figure 7: Willingness to recommend

Users are not willing to pay

What is very strange is that even though people seem to be very satisfied with the employees of the CINOP International Agency and their work, only 5% of the respondents mentioned that they would be willing to pay for their services.

Variables:

- Yes
- No
- I don't know

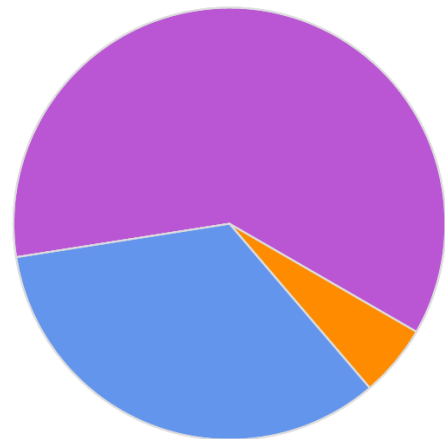


Figure 8: Willingness to pay

The reasons for this will be further researched during the interviews.

5.2 Questionnaire results: employees

5.2.1 Goal

Determining how employees think about the organisation, what it resembles and what services it offers. In addition, this questionnaire is needed to create comparisons between users and employees.

5.2.2 Sample group

All employees, besides the managing director, of the CINOP International Agency were asked to fill out the questionnaire.

In order to compare the results of the user questionnaire and the employee questionnaire¹⁵ the same or similar sub headers have been used in order to categorise the data.

CINOP International Agency is barely known by users

The results of the questionnaire showed that employees think that users are most familiar with the National Agency Leonardo da Vinci and CINOP. In addition, none of the employees answered that they believe that people are very familiar with the CINOP International Agency. 62% of the employees also think that users do not know how the five senders¹⁶ relate to one another. This means that the employees believe that users do not know that the CINOP International Agency is the same as Nationaal Agentschap Leonardo da Vinci, Nationaal Agentschap Leven Lang Leren and Internationaal Agentschap. These results show that most employees believe that people are unfamiliar with the CINOP Internationaal Agentschap.

Users do not know who the sender of the different communication materials is

As mentioned in section 6.2.1 a hypothesis was made in chapter 5.3 which stated that *'The users do not know who the sender of the different communication materials is'*. In order to test this hypothesis, the employees were asked who they thought that users think is the sender of the Leonardo Newsflash. These are the results:

40% of the employees answered that they think that users think that the International Agency sends the Leonardo Newsflash¹⁷. To them, International Agency means the same thing as CINOP International Agency. The term International Agency is used internationally instead of CINOP International Agency. Therefore, 40% of the employees do believe that the users know who the sender of the Leonardo Newsflash is. However, the other 60% answered differently. Therefore, it can be said that the employees do not have a clear shared opinion on who they believe that users see as the sender of the Leonardo Newsflash.

These results can be seen as arguments for the correctness of the hypothesis; however the hypothesis needs to be further tested during the interviews.

¹⁵ The results of the employees questionnaire can be found in appendix 9.3.

¹⁶ Nationaal Agentschap Leonardo da Vinci, Nationaal Agentschap Leven Lang Leren, CINOP Internationaal Agentschap, Internationaal Agentschap and CINOP.

¹⁷ Question 1, employees questionnaire.

CINOP influences images of CINOP International Agency

As mentioned in section 6.2.1 a second hypothesis was made in chapter 5.3 which stated that *'Including the CINOP name affects the image that users have of the CINOP International Agency'*.

There is one argument to be found that is coherent with the hypothesis, which is that 39% of the employees think that users see the senders as one and the same. This means that 39% of the employees believe that users see CINOP and the CINOP International Agency, together with the other three sender-names, as one and the same.

The CINOP International Agency is seen as a subsidy provider

In section 6.2.1 a statement of the managing director is repeated which shows his fear that the CINOP International Agency is only seen as a subsidy provider. In order to test whether the employees agree with this statement several associative questions were asked that regarded the name 'CINOP International Agency', its services and its core business¹⁸.

The results show that employees see 'subsidy provision' as the core business of CINOP International Agency. All employees answered 'strongly agree' or 'agree' to the question 'Do you see the CINOP International Agency as a subsidy provider?'. This is the only result, in this particular question, that all employees agree on. In addition, employees mostly used the word 'subsidy' to describe the CINOP International Agency. Other words used to describe the CINOP International Agency are: vocational education and training, advising and innovation. These words are mentioned often as well, however not as often as subsidy.

When employees were asked which services the CINOP International Agency provided according to them, most employees (in order of most mentioned) answered: advising, subsidy, subsidy management, subsidy applications, information, support and connecting people. All these services, besides 'connecting people', are closely related to the task of the CINOP International Agency as executor of the Lifelong Learning programme. When looking at development scenario 2, *'The CINOP International Agency goes commercial'*, this means that if the CINOP International Agency loses the programme a new core business would have to be defined.



Illustration 21: Word cloud 'Core business of CIA'

¹⁸ See illustrations 21 and 22.

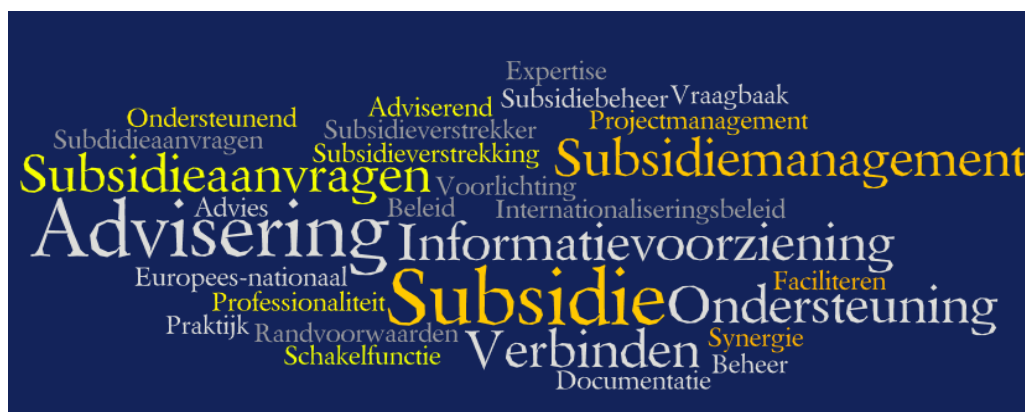


Illustration 22: Word cloud 'Services of CIA' according to employees

How employees see the CINOP International Agency

In an answer to question 9 'Do you find the CINOP International Agency...?' employees agreed the most with the statements: 'supportive, European oriented, trustworthy and customer friendly' and the least with the statement 'market oriented'.

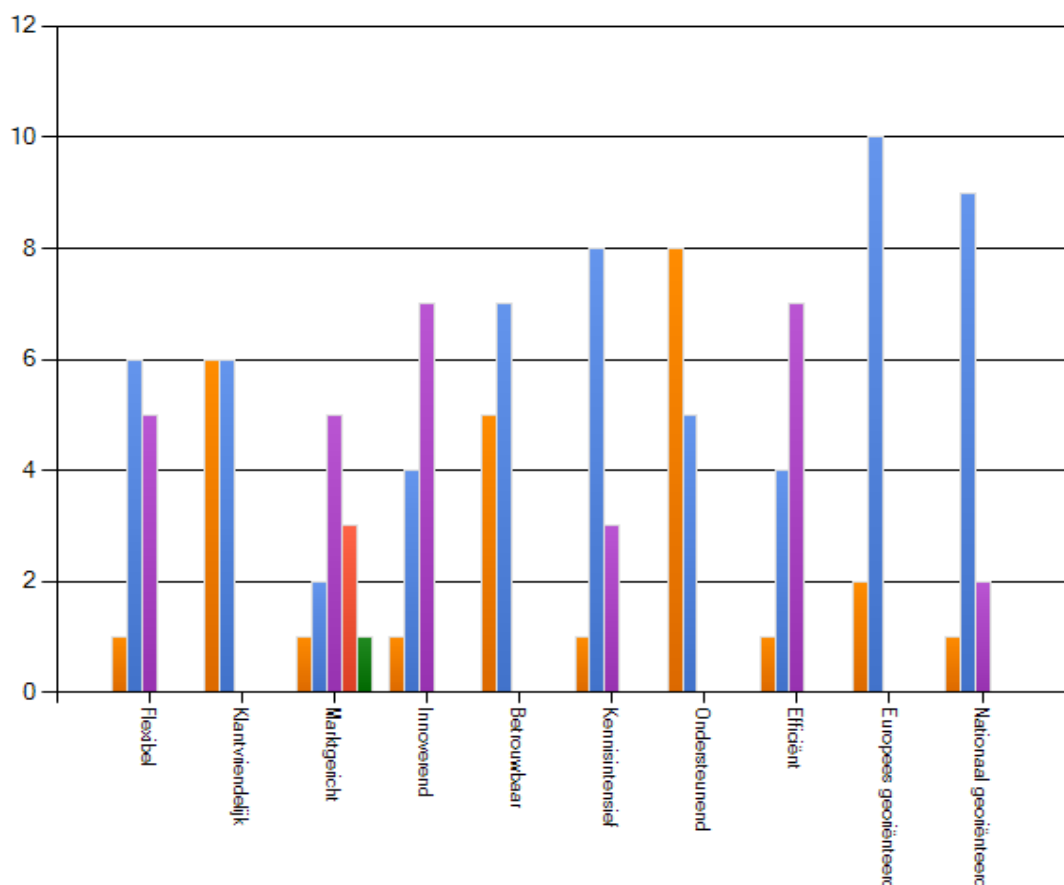


Figure 9: How employees see the CIA

- Variables:
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree

Employees think that users are not willing to pay

Only 3 out of 13 employees believe that users are willing to pay for their services. The other employees either think that users are not willing to pay or do not know.

Variables:

- Yes
- No
- I don't know

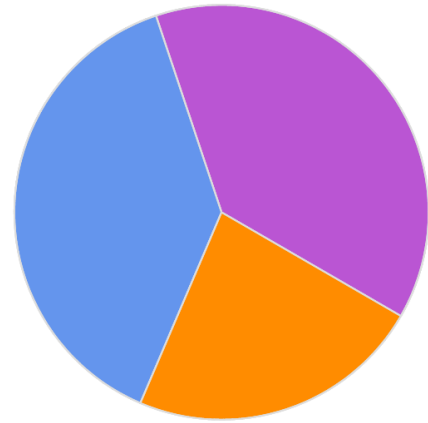


Figure 10: Willingness to pay according to employees

5.3 Interviews

5.3.1 Goal

Creating a fuller picture of the reputation, by going more in-depth on the questions that were asked in the user questionnaire. In addition, the two hypotheses were tested.

5.3.2 Sample group

The eight interviewees have been working at least 8, to a maximum of 22, years with the CINOP International Agency. As a result, they share a long history of experiences. These interviewees were selected by the managing director of the CINOP International Agency, because they could most likely to produce the most valuable data and because of their relevance to the topic of the investigation (purposive sampling).

About the interviewees

Four of the interviewees work for vocational education and training institutes, two interviewees work for a knowledge centre, one interviewee works at an municipality and one interviewee works for the MBO council¹⁹. These are four important stakeholder groups of the CINOP International Agency. All interviewees are involved with the CINOP International Agency because they make use of the subsidies that the CINOP International Agency provides.

5.3.3 Results

The interviews have been analysed and compared to one another. An overview of the results is provided below²⁰.

Identity

1. CINOP International Agency is unknown

During the interviews none of the interviewees talked about the CINOP International Agency when they were answering the questions posed. They would either talk about 'CINOP' or about 'het Leonardo da Vinci' or 'het Agentschap'. When asked, the interviewees mention that they are unfamiliar with the name CINOP International Agency.

"The people say a whole lot to me, but the name CINOP International Agency does not ring a bell."

- Ton Stok, Wellantcollege

"I have no idea who the CINOP International Agency is."

- Theo van de Veerdonk, Gemeente 's-Hertogenbosch

"We always talk about CINOP, we never talk about the CINOP International Agency."

- Yvonne van den Dungen, Koning Willem 1 College

"If you mean Siegfried's people, they are the Leonardo da Vinci to me."

- Manfred Polzin, MBO Raad

¹⁹ The 'MBO Council' is the Netherlands Association of VET Colleges. The association represents all government-funded colleges for secondary vocational education and training and adult education in the Netherlands. Retrieved 30 May 2012 from <http://www.mboraad.nl/?page/530112/About+us.aspx> .

²⁰ The complete interview transcript can be found in appendix 9.6

2. Leonardo da Vinci is well known

The name Leonardo da Vinci is most familiar to the interviewees when they are asked which one of the five entities is most familiar to them. This is also confirmed in the communication materials test. Interviewees often replied that they thought that the three different communication materials²¹ came from the 'Leonardo da Vinci', as they call it.

"I am most familiar with the National Agency Leonardo da Vinci and the least familiar with the CINOP International Agency"

- Theo van de Veerdonk, Gemeente 's-Hertogenbosch

"Their brand is much more Leonardo da Vinci and Lifelong Learning, than the CINOP International Agency"

- Ton Stok, Wellantcollege

"To me, the working term has always been Leonardo van Vinci"

- Theo van de Veerdonk, Gemeente 's-Hertogenbosch

3. Name is not important

Nevertheless, it has turned out that the name of the organisation is irrelevant to the interviewees. As long as they have a name and telephone number, they are more than satisfied. However, the interviewees do mention that it is necessary that the CINOP International Agency consistently communicates with one name, one logo and one house style to avoid confusion.

"The name is not really important to me, I care more about the people and the product."

- Theo van de Veerdonk, Gemeente 's-Hertogenbosch

"As long as I know that I can go with questions to Joop, it does not matter to me where he works."

- Yvonne van den Dungen, Koning Willem 1 College

"You can have a great name, but if your personnel is lousy the name is worthless"

- Peter van Amelsfoort, Koning Willem 1 College

Reputation

4. CINOP International Agency is more than a subsidy provider

When the interviewees were asked to describe the core business of the CINOP International Agency none of them answered only 'subsidy provision'. Subsidy provision is seen one of the main tasks of the CINOP International Agency, but it is certainly not seen as their only task.

"With the budget that they get they have to inspire as many people as possible in order to improve the educational sector and the chances of young people on the labour market"

- Theo van de Veerdonk, Gemeente 's-Hertogenbosch

²¹ To be found in appendix 9.6.1

"Their task is promoting the mobility of students and teaching staff, informing about Europe and guiding project applications."

- Ton Stok, Wellantcollege

"Their task has during the years moved from only subsidy provision towards supporting and advising. It has become more service oriented. They act as service advisors, facilitators and subsidy managers towards the ROCs in order to acquire the largest successes. "

- Peter van Amelsfoort, Koning Willem 1 College

"Managing of funds from Brussels and, as they have formed their job, they also have an advisory task."

- Manfred Polzin, MBO Raad

"The provision of funding for European projects and also some advising and arranging conferences"

- Udo Lut, ROC Landstede

"The agency has two roles: one is monitoring the quality of the projects and the other is supporting, co-creating, informing and advising."

- Rob van Wezel, KCH International

5. Images on employees

All interviewees know the employees of the CINOP International Agency by name and most say that they have a very personal relationship. In addition, the interviewees are very satisfied about the contact and the cooperation with the employees.

"Do we have to grade them? I give them an 8,5!"

- Peter van Amelsfoort, Koning Willem 1 College

"The advisors that I work with are very passionate and it is really pleasant to work with them."

- Udo Lut, ROC Landstede

"I am very satisfied of the way that we work with the Agency."

- Rob van Wezel, KCH International

"They are always willing to help. You could, for example, call them in the middle of the night if you would want to. I really like that about them."

- Theo van de Veerdonk, Gemeente 's-Hertogenbosch

"The contact is very well, even though I do not always agree with their decisions."

- Ton Stok, Wellantcollege

"Usually the contact is very well. Sometimes I have to wait a while on an answer to a question. But that is normal in every organisation."

- Manfred Polzin, MBO Raad

6. Satisfaction

The interviewees are very satisfied with the CINOP International Agency, the average grade that they give to the CINOP International Agency is an 8.1 (on a 1-10 scale).

"I would be in favour that everyone would be on the same level performance as the Agency."

- Rob van Wezel, KCH International

7. Improvements

When the interviewees were asked if the CINOP International Agency needed to improve things, some replied that they could not think of something. Others did have an idea of what can be done better, these ideas are portrayed below:

"Sometimes changes are not being communicated very well."

- Udo Lut, ROC Landstede

"Actually nothing has to be improved. We have a direct line and know who to contact, however they could be more coherent in their communication."

- Jeanette Jansen, Koning Willem 1 College

"They could try to be a bit more creative and reach out to more municipalities. But I realize that that is a hell of a job."

- Theo van de Veerdonk, Gemeente 's-Hertogenbosch

"During or after the project they do not look at the results, as long as it looks good on paper. They do not look at what the project has really brought."

- Ton Stok, Wellantcollege

"What I miss sometimes is a connection with national priorities. If this link would be made there would be a bigger chance that the results that are accomplished have a life after the end of the project."

- Manfred Polzin, MBO Raad

8. CINOP International Agency is recommended

The interviewees mention that they currently do not have an option to go somewhere else for the same services, because the CINOP International Agency has a monopoly position. Nevertheless, all interviewees would recommend the CINOP International Agency to people in their network.

"On one hand there is no way around them, but on the other hand when people are working on projects they can definitely be helped by the Agency."

- Jeanette Jansen, KCH International

"I would absolutely recommend them! They are good people with a lot of qualities. They inspire and motivate, are decent and trustworthy."

- Theo van de Veerdonk, Gemeente 's-Hertogenbosch

"There is no way around them. They have a monopoly position, so you have to work with them."

- Peter van Amelsfoort, Koning Willem 1 College

"Yes I do recommend them. They are unique, you cannot go anywhere else. But I have very good experiences with them."

- Ton Stok, Wellantcollege

Development scenarios:

9. Interviewees are not immediately willing to pay

The first reaction of the interviewees was that they would not be willing to pay for the services of the CINOP International Agency. Mostly, because they do not immediately know what the CINOP International Agency could offer that they need, or because they believe that they can do it themselves. The interviewees mentioned that if the CINOP International Agency decides to become a commercial agency, they should define a new core business that makes them distinct from competitors. Several interviewees also mentioned that if the CINOP International Agency would come with a product or service that they need, for a good price and which is not available for a cheaper price elsewhere, they would consider hiring people of the CINOP International Agency.

"It depends of course on what they would offer."

- Udo Lut, ROC Landstede

"I don't think I would hire them, however I could think of a partnership."

- Jeanette Jansen, KCH International

"If they come with a new product, that perfectly aligns with the educational innovations in this city, that I cannot get anywhere else with the same quality, than every party is interesting to talk with."

- Theo van de Veerdonk, Gemeente 's-Hertogenbosch

"I can't think of something that they could do for me. Information from Brussels is easily accessed. Now they decide whether you get a project or not. If that's not their job anymore they should focus on another core business."

- Ton Stok, Wellantcollege

"If have a project in which I could you them, I would maybe ask them. Because it is a group of people that has know-how."

- Manfred Polzin, MBO Raad

"We will go for Erasmus for All. However, if they offer something that we need, for a price that we would be willing to pay, than we would consider shopping there. Nevertheless, if there is another party that offers it for a better price, we would go there because it is a free market then."

- Peter van Amelsfoort, Koning Willem 1 College

10. New services

Possible services that the CINOP International Agency could offer according to the interviewees are:

"I can imagine that I would invite them to provide a training or presentation, or organise a seminar. Another option is that they can focus on obtaining subsidies for organisations. They are also good at connecting people, so they could also do something with their network."

- Udo Lut, ROC Landstede

"The Agency could have a good advisory function, because it is one of the few groups that can oversee all elements. From there they can create additional value."

- Rob van Wezel, KCH International

11. Advice from interviewees

Since the interviewees were all unfamiliar with the CINOP International Agency, they were asked what their advice to the CINOP International Agency would be regarding their name and brand. Their advice is:

"Choose one name and drop the others."

- Udo Lut, ROC Landstede

"They should use coherent colours, logos and use one name."

- Jeanette Jansen, KCH International

"I would almost say: keep your old name. But this name will die because a new programme is coming up. So don't waste time on the name anymore. It is useless because the expiry date is approaching."

- Theo van de Veerdonk, Gemeente 's-Hertogenbosch

"Keep using the name CINOP with the programme name as sub header."

- Ton Stok, Wellantcollege

"I would advise them to use one logo and one name; one face. It does not bother me that it's not like that now, because I know where to find them. But it can cause confusion to others."

- Manfred Polzin, MBO Raad

"If it turns out that a lot of people think like us, than it would be advisable to write a feature about it in the newsletter as a reminder."

- Yvonne van den Dungen, Koning Willem 1 College.

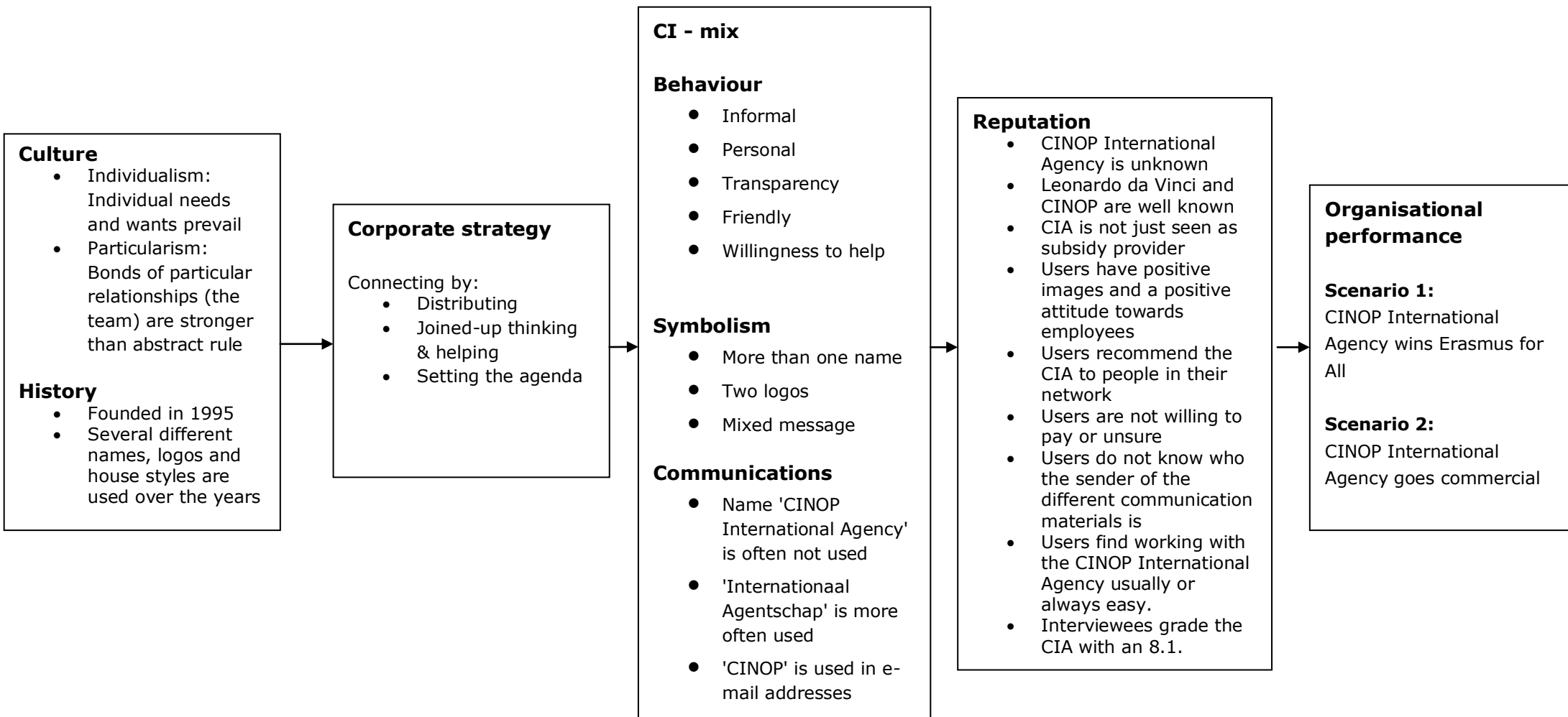


Figure 11: Model of 'Corporate identity in relation to corporate reputation' (Van Riel and Balmer, 1997) applied to the CINOP International Agency

6. Gap analysis

6.1 Introduction

This chapter has been divided into two parts: 1) the identity, and 2) the reputation. In order to answer the advisory question *'How can the identity and the reputation of the CINOP International Agency be aligned in such a way that it will support the development scenarios which contribute to a continuity of the CINOP International Agency?'*, the gap between the identity and the reputation needs to be defined.

6.2 Identity

6.2.1 CINOP International Agency is unknown

User questionnaire:

- Half of the respondents are barely or unfamiliar name CINOP International Agency²².
- The respondents are most familiar with CINOP and National Agency (NA) Leonardo da Vinci.

Employees questionnaire:

- Employees think that users are most familiar with the National Agency Leonardo da Vinci and CINOP²³.
- None of the employees answered that they believe that people are very familiar with the CINOP International Agency.

Interviews

- During the interviews none of the interviewees talked about 'CINOP' or about 'het Leonardo da Vinci'. When asked, the interviewees mention that they are unfamiliar with the name CINOP International Agency.
- The name Leonardo da Vinci is most familiar to the interviewees when they are asked which one of the five entities is most familiar to them.

Conclusion:

When comparing these results it can be concluded that users are unfamiliar with the name CINOP International Agency. This statement is being confirmed by the employees, who do not have a clear-cut opinion on how familiar users are with the CINOP International Agency. In addition, none of them mentioned that they believe that users are very familiar with the CINOP International Agency.

Employees guessed rightly that respondents are most familiar with the National Agency Leonardo da Vinci and CINOP. During the interviews it also became clear that the interviewees, who also belong to the user group, were all unfamiliar with the name CINOP International Agency. The interviewees either talked about CINOP or Leonardo da Vinci. This confirms with figure 11, which shows that the users are most familiar with CINOP and the NA Leonardo da Vinci. Apparently these two names are strong brands within this user group.

²² Figure 12: User questionnaire 'Familiarity with brand names'

²³ Figure 13: Employee questionnaire 'How familiar are users with brand names'

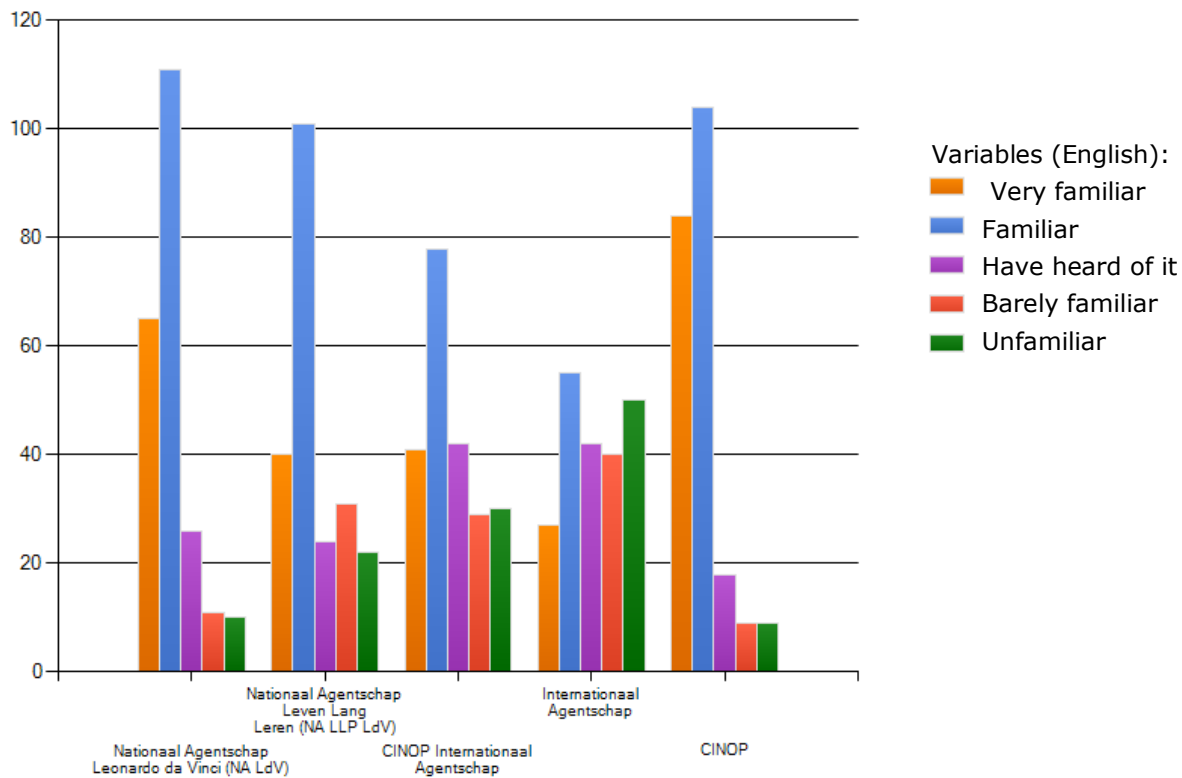


Figure 12: User questionnaire 'Familiarity with brand names'

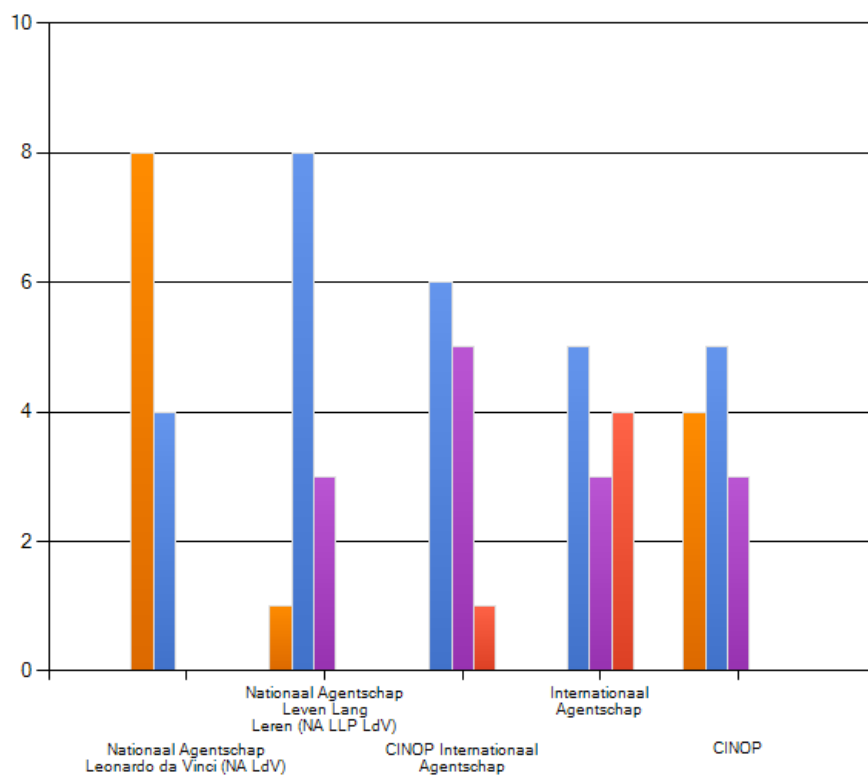


Figure 13: Employee questionnaire 'How familiar are users with brand names'

6.2.2 *Users do not know who the sender of the different communication materials is*

In chapter 4.3, hypothesis 1 '*The users do not know who the sender of the different communication materials is*', was stated. Below arguments are discussed in order to accept or reject this hypothesis.

Argument 1: Respondents think CINOP is the sender of the Leonardo Newsflash.

This is incorrect, because the CINOP International Agency is the sender of the Leonardo Newsflash, not CINOP. Therefore, respondents did not know who the sender of the Leonardo Newsflash is.

Argument 2: Employees do not have a clear shared opinion on who they believe that users see as the sender of the Leonardo Newsflash

40% of the employees answered that they thought that the respondents saw the International Agency as the sender of the Leonardo Newsflash. To them 'International Agency' is the same as 'CINOP International Agency'. Therefore, this means that 40% of the employees believe that users do know who the sender is. However, this means that the other 60% of the employees answered differently, which indicates that they think that users do not know who the sender is. Therefore, the largest group of employees thinks that the users do not know who the sender of the Leonardo Newsflash is.

Argument 3: Interviewees think that the NA Leonardo da Vinci is the sender of the communication materials.

A communication materials test was held during the interviews in order to find out who the interviewees thought was the sender of the three different materials. This test showed that the interviewees most often answered that 'NA Leonardo da Vinci' was the sender of the communication materials. This is incorrect, because all materials are from the CINOP International Agency. Therefore, the interviewees did not know who the sender of the communication materials is.

Conclusion: This hypothesis is proven to be correct. The users indeed do not know who the sender of the different communication materials is.

6.2.3 CINOP influences images of CINOP International Agency

In chapter 4.3, hypothesis 2 '*Including the CINOP name affects the image that users have of the CINOP International Agency*', was stated as well. Below arguments are discussed in order to accept or reject this hypothesis.

Argument 1: Respondents see CINOP and the CINOP International Agency as one and the same.

36,3 % of the respondents of the user questionnaire answered that they see CINOP and the CINOP International Agency, as well as the three other entities, as one and the same. This means that these users do not see that there is a difference between CINOP, the commercial consultancy bureau, and the CINOP International Agency.

Argument 2: The CINOP International Agency is seen as a consultancy bureau.

When the users were asked how they saw the CINOP International Agency, one option was that they saw them as a consultancy bureau. This variable scored the highest amount of agreeing users. You may wonder if this is because they really think of the CINOP International Agency as a consultancy bureau, or if people are influenced by the name CINOP. Unfortunately, an answer to this question cannot be found in the other answers to the questionnaire.

Argument 3: Respondents associate the CINOP International Agency with the word 'advice'.

Associative questions were posted in the user questionnaire, which aimed to test how users see the CINOP International Agency. One of the most often mentioned responses was that people associated the CINOP International Agency with the word 'advice'. There is no proof to believe that the word CINOP has influence the image of the respondents and therefore the answers. Therefore, the reasons for these answers remain uncertain. Nevertheless, during the interviews respondents often mentioned that they see advising as one of the tasks of the CINOP International Agency. Therefore, the name CINOP might not have had an influence on the answers of the respondents.

Argument 4: Respondents associate CINOP with the word 'subsidy'.

One of the associative questions was 'What words would you use to describe CINOP?'. One of the most often responses given was 'subsidy', which is not a task of CINOP but of the CINOP International Agency. This can be a cause of the fact that a part of the respondents see CINOP and the CINOP International Agency as one and the same. However, the other responses such as education, advice and commercial showed that there are also people that do have a good image of the difference between CINOP and the CINOP International Agency. Therefore it could be stated that some users do not see the difference between the CINOP International Agency and CINOP, which might be a result of the word CINOP in the name CINOP International Agency.

Argument 5: Interviewees talked about 'CINOP'

Interviewees used the name CINOP when they were talking about the CINOP International Agency. They were not aware of the fact that this name is incorrect. To some of them, CINOP is the CINOP International Agency. To others, the word CINOP is most likely a lot easier to use in conversations than the longer entities names that the CINOP International Agency has gone by.

Conclusion: The hypothesis cannot fully be accepted or rejected. There is no concrete evidence to be found that accepts or rejects this hypothesis. This is due to the fact that the researcher cannot define the reasons why people answered certain things. In order to accept or reject this hypothesis further research would be needed.

6.3 Reputation

6.3.1 The CINOP International Agency is not only seen as a subsidy provider

In section 1.2.3, this was stated: *"The managing director of the CINOP International Agency believes that the CINOP International Agency is currently seen as just a subsidy provider."*

Argument 1: Users associate the CINOP International Agency with subsidy and subsidy provision.

As to be seen in illustrations 21 and 23 (p.56), users associate the CINOP International Agency often with the words 'subsidy' and 'subsidy provision'. However, also with the words information, advice, international and projects have been mentioned often. Illustration 21 is a more broad associative question, while illustration 23 is really focusing on the services of the CINOP International Agency. This last image shows that 'information' and 'advice' are also seen as core tasks of the CINOP International Agency.

Argument 2: Employees use the word 'subsidy' to describe the CINOP International Agency.

Illustration 22 (p.56) shows that the employees most often mentioned the word 'subsidy' to describe the CINOP International Agency. Nevertheless, they also mentioned advice, innovation and vocational education and training.

Argument 3: Employees see 'subsidy provision' as core business of CINOP International Agency.

In response to the question 'What is the core business of the CINOP International Agency?', the three things that were most mentioned by the employees were (in order of most mentioned): subsidy provision and two different words for subsidy management (see illustration 25, p.56).

Argument 4: Interviewees see CINOP International Agency as more than subsidy provider.

As to be read in the results of the interviews, none of the interviewees would only answer 'subsidy provision' when they were asked what the core business of the CINOP International Agency is. Almost all interviewees mentioned that advising was also one of the main tasks of the CINOP International Agency. It can be said that the interviewees have a very good idea of what the services of the CINOP International Agency entail.

Conclusion: Subsidy provision is seen one of the main tasks of the CINOP International Agency by the users, but it is not seen as their only task. Therefore, this statement is incorrect. However, employees see subsidy provision and subsidy management as the core task of the CINOP International Agency (see illustration 26 and illustration 27). This statement is therefore acknowledged internally. Apparently the fear of the manager that the CINOP International Agency is only seen as a subsidy provider comes from inside the organisation and it not caused by the images that users have.



Illustration 23: Word cloud 'How users describe CIA'



Illustration 24: Word cloud 'How employees describe CIA'



Illustration 25: Word cloud user questionnaire 'Services of CIA'

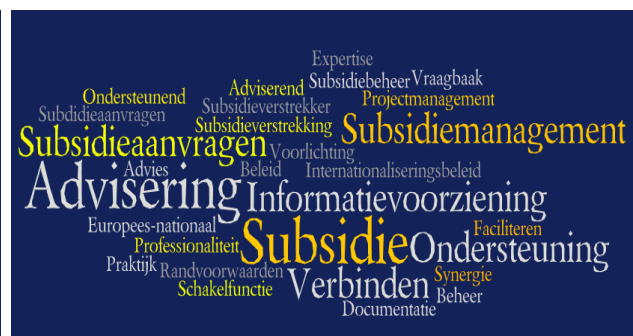


Illustration 26: Word cloud employee questionnaire 'Services of CIA'



Illustration 27: Word cloud employees questionnaire 'Core business of CIA'

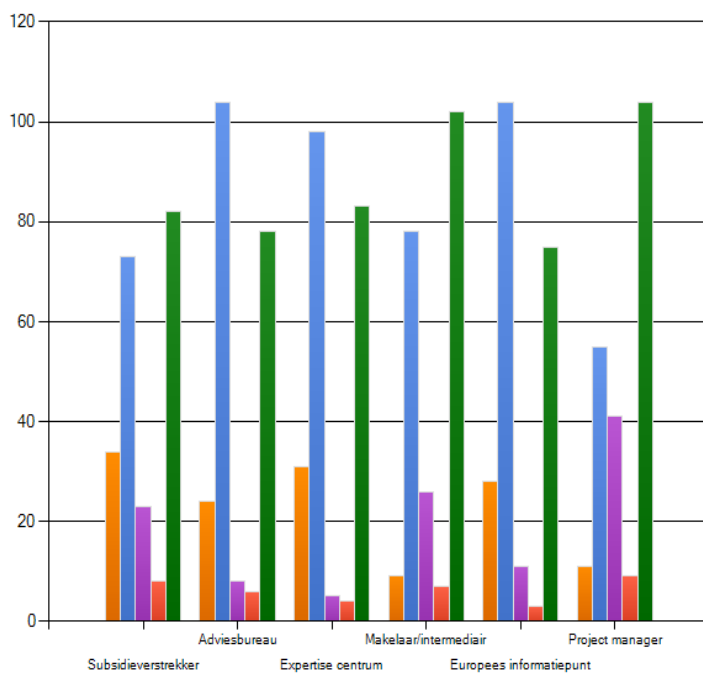


Figure 14: How users see the CIA

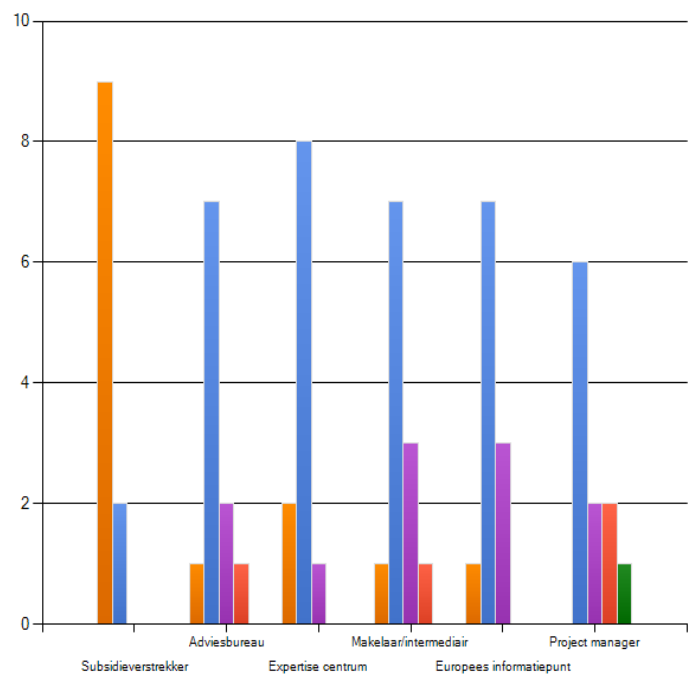
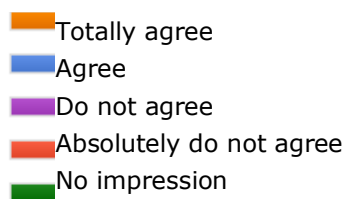
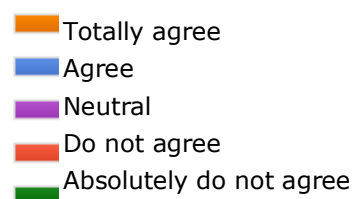


Figure 15: How employees see CIA



6.3.2 Respondents have positive images of employees

Argument 1: Respondents user questionnaire have a positive attitude towards employees

The respondents of the user questionnaire called the employees of the CINOP International Agency: knowledgeable, trustworthy, helpful and friendly. These words were most often mentioned and are therefore portrayed the largest in the word cloud. In addition, none of the other associations was negative. Therefore, it can be stated that the users have a very positive attitude towards the employees.

Argument 2: Respondents find working with the CINOP International Agency easy

Most of the respondents, who did claim to know the CINOP International Agency, said that they find working with the CINOP International Agency usually or always easy.

Argument 3: Interviewees have personal relationships with employees

All interviewees knew the employees of the CINOP International Agency by name. In addition, most mention that they have a very personal relationship, which they value highly.

Argument 4: Interviewees are very satisfied about the contact with employees

During the interviews every interviewee was asked how the contact with the employees went. Each and every interviewee answered that they were very satisfied about the contact. Even people who sometimes disagree or argue with the employees still have a positive attitude towards the employees.

Conclusion: It can be concluded that users have positive images and a positive attitude towards employees, which positively influences the reputation.



Illustration 28: Word cloud user questionnaire 'Employees of CIA'

6.3.3 CINOP International Agency is recommended

Argument 1: Respondents would recommend the CINOP International Agency to others

89% of the respondents of the user questionnaire, who did know the CINOP International Agency, answered that they would recommend them to people in their network.

Argument 2: All interviewees recommend the CINOP International Agency

The interviewees often mentioned that they had no other option but to work with the CINOP International Agency, because it currently has a monopoly position. However, they would all recommend the CINOP International Agency to others because they have good experiences and a positive attitude towards them.

Conclusion: Users recommend the CINOP International Agency to people in their network, which means that they have a positive image of the organisation.

6.3.4 Respondents are not willing to pay or are unsure

Argument 1: 5% of respondents is willing to pay

From the user questionnaire it can be concluded that the respondents either do not know or are not willing to pay. Only 5% of the respondents answered that they certainly are willing to pay for the services of the CINOP International Agency. The largest group of respondents answered that they did not know whether they are willing to pay, which may be due to the fact that they do not know the CINOP International Agency. It is fairly positive that these respondents do not know whether they are willing to pay, because this means that the CINOP International Agency has a good chance of persuading them in order to make them willing to pay. People that immediately say 'no' are much harder to convince and persuade to change their attitude and behaviour.

Argument 2: Interviewees are not immediately willing to pay

The first immediate response of the interviewees was often 'What will they offer?'. The interviewees mentioned that if the CINOP International Agency decides to become a commercial agency, they should define a new core business that makes them distinct from competitors. Several interviewees also mentioned that if the CINOP International Agency would come with a product or service that they need, for a good price and which is not available for a cheaper price elsewhere, they would consider hiring people of the CINOP International Agency. As to be read in the previous sentence people use very vague terms as 'if' and 'consider'. This means that there is no guarantee for work provided by the interviewees.

Argument 3: 23% of the employees thinks that respondents are willing to pay

The employees were asked whether they thought that the users would be willing to pay for the services of the CINOP International Agency. Only 23% of the employees replied that they thought that the users would be willing to pay. Half of the other employees believes that users are unwilling to pay and the other half does not know.

Conclusion: Users are either unwilling to pay or unsure, due to the fact that they do not know what the CINOP International Agency has to offer to them. A new core business would have to be defined in order to persuade the unsure and the unwilling users.

6.4 AC²ID Test applied

The results for the identity and the reputation analysis have been analysed by making use of the AC²ID Test of Balmer and Greyser (2002)²⁴.

6.4.1 Actual identity

The CINOP International Agency is an historically grown organisation, which was founded in 1995. They aim to make Dutch organisations more aware of Europe as well as guiding and stimulating organisations to let them to actively contribute to Europe. By combining strategic thinking and consciousness, operational excellence is hoped to be achieved.

During the years the organisation has experienced several name and identity changes. These have resulted in a complex corporate identity mix in which more than one logo, name and house style are being used.

Within the organisational culture, there is a strong sense of togetherness and things as transparency, informal relationships, teambuilding and personal development are valued.

6.4.2 Communicated identity

As mentioned in the actual identity, the CINOP International Agency uses a very complex corporate identity mix. They make use of more than one logo, name and house style, which causes that they send out a mixed message to the receivers.

Their organisational name 'CINOP International Agency' is barely communicated. More often the names 'Internationaal Agentschap' or 'Nationaal Agentschap Leonardo da Vinci' are used for example in the logos or on websites, social media and newsletters.

6.4.3 Conceived identity

The users are unfamiliar with the name 'CINOP International Agency'. They are most familiar with the names CINOP and National Agency Leonardo da Vinci. In addition, it has been proved that the users do not know who the sender of the different communication materials is.

Respondents have a clear idea of the services that the CINOP International Agency offers and do not see the organisation as just a subsidy provider. Almost all interviewees mentioned that advising was also one of the main tasks of the CINOP International Agency.

The respondents and interviewees both have very positive images of employees. The respondents of the user questionnaire called the employees of the CINOP International Agency: knowledgeable, trustworthy, helpful and friendly. Most of the respondents, who did claim to know the CINOP International Agency, said that they find working with the CINOP International Agency usually or always easy.

²⁴ To be found in appendix 8.8

Respondents and interviewees both would recommend the CINOP International Agency to people in their network. In addition, the interviewees give the CINOP International Agency an average grade of an 8.1.

However, users are either unwilling to pay or unsure, due to the fact that they do not know what the CINOP International Agency has to offer to them.

6.4.4 *Ideal identity*

The CINOP International Agency wants to enhance the attractiveness of vocational education and training and mobility for employers and individuals and facilitate the mobility of working trainees. They want to support participants in training and further training activities in the acquisition and the use of knowledge, skills and qualifications to facilitate personal development. In addition they want to support improvements in quality and innovation in vocational education and training systems, institutions and practices.

6.4.5 *Desired identity*

The managing director wants that the CINOP International Agency is seen than more than just a subsidy provider. To the manager, the ideal scenario would be that users find the CINOP International Agency because of the subsidies. Then users find out that the CINOP International Agency envisages where the market is heading the coming 10 years and provides the services necessary. As a result, the users will do the necessary things to modernise vocational education according to the European and national agenda.

6.5 Gaps

6.5.1 *Actual & Communicated misalignment*

The organisation is called CINOP International Agency, however this name is often not used in the communication tools. More often the names International Agency and Leonardo da Vinci are being used which can create confusion amongst receivers (users). It is clear that there is a misalignment between the actual and the communicated identity.

6.5.2 *Actual & Conceived misalignment*

During the interviews and the user questionnaire it has turned out that users do not know the real organisational name. They either use the historically grown name Leonardo da Vinci or the name of the sister organisation CINOP, which is a well known name in the Dutch vocational education and training world. It can therefore be concluded that there is a misalignment between the actual and the conceived identity.

6.5.3 *Desired & Conceived non-misalignment*

In section 1.2.3 the fear of the managing director that the CINOP International Agency was only seen as a subsidy provider was expressed. However, research has proven that this is not the case. Subsidy provision is seen by the users as one of the core tasks of the CINOP International Agency, but not as their only task. Users seem to have a pretty good idea of the services that the CINOP International offers and in addition, value them highly as well.

Nevertheless, the reasons for this fear can be translated back to the internal attitude of the employees. The employee survey has shown that the employees see subsidy provision as their core task. However, it is surrounded by other tasks such as advising, informing, helping and connecting people.

7. SWOT & TOWS

This chapter is an analysis of development scenario 2: '*CINOP International Agency goes commercial*'. This development scenario has been divided into two different commercial scenarios: 1) New services, same market and 2) New services, new market. These two commercial scenarios will be explained and analysed by a SWOT and a TOWS matrix.

7.1 SWOT analysis & TOWS matrix

'TOWS' is, just as the more commonly known word 'SWOT', an acronym for the words Strengths, Weaknesses, Opportunities and Threats. The difference between TOWS and SWOT is that TOWS emphasizes the external environment by analysing the *external environment* (threats and opportunities), and the *internal environment* (weaknesses and strengths). The SWOT goes the other way around. Nevertheless, both techniques can be used to think about the strategy of the whole organisation, a department or a team (MindTools, 2012).

First the strengths, weaknesses, opportunities and threats have been defined and placed in a SWOT. Thereafter, a TOWS matrix is created in order to create an outside-in analysis the TOWS matrix is used to match external opportunities and threats with the internal strengths and weaknesses of the CINOP International Agency (CIA). Two different SWOTs and two different TOWS Matrixes have been created for the two different commercial scenarios: new services, same market and new services, new market.

7.1.1 Commercial Scenario 1: New services, same market

The CINOP International Agency does not win the new subsidy programme Erasmus for All. They decide to go commercial. They believe that the best way to do this is by providing new services to the same market. With new services, services are meant that might already exist but were not fully communicated, therefore they are new in the eyes of the receiver. The same market means that the CINOP International Agency is still targeting the vocational education and training sector. This sector involves schools and other organisations or institutes, like knowledge centres or training centres that are involved with vocational education on way or the other.

SWOT of commercial scenario 1: New services, same market

Strengths ²⁵	Opportunities
• People value the services of the CINOP International Agency • Interviewees score the CINOP International Agency with a 8.1 • People know the employees of the CINOP International Agency personally • The CINOP International Agency has developed in extensive network within the Netherlands and within Europe • There is a will to be more than an administrator/subsidy provider • Knowledge of Lifelong Learning (LLL) & available subsidies to implement LLL • Skilled employees	The market is in need of: • Subsidy scan for schools • Advising on implementation of LLL • Advising on educational innovation • Network function (connecting people) • Writing subsidy applications • Organising seminars
Weaknesses	Threats
• New core business and unique selling point need to be defined and communicated • Resources are needed for marketing and communication purposes, market research and identity development	• Competitors • No clear additional value • People say they can do it themselves • People are not used to paying for the services of the CIA and take them for granted

Table 2: SWOT of commercial scenario 1: New services, same market

These SWOT-variables have been placed in a TOWS matrix in order to define strategies to overcome the threats and weaknesses by making use of the strengths and opportunities mentioned above.

²⁵ These strengths, opportunities, weaknesses and threats are based on the outcomes of the interviews and questionnaire, to be found in appendix 9.2 and 9.4.

TOWS Matrix of commercial scenario 1: New services, same market

	External Opportunities(O) The market is in need of: 1. Subsidy scan for schools 2. Advising on implementation of Lifelong Learning 3. Advising on educational innovation 4. Network function (connecting people) 5. Writing subsidy applications 6. Organising seminars	External Threats (T) 1. Competitors 2. No clear additional value 3. People think they can do it themselves 4. People aren't used to paying for the services
Internal Strengths (S) 1. People value the services of CIA 2. CIA is graded an 8.1 3. People know employees personally 4. Extensive network within the Netherlands & Europe 5. Will to be more than an administrator 6. Extensive knowledge of Lifelong Learning & available subsidies 7. Skilled employees	SO "Maxi-Maxi" Strategy²⁶ 1. The good reputation (high grade and valued services) can influence the opportunities in such a way that people have a positive attitude towards the CIA, which can result in work offers; such as the subsidy scan (O.1) and advisory jobs such as O.2 & O.3. 2. The extensive network (S.4) and the personal relationships (S.3) are extremely useful to fulfill the network function (O.4). 3. The knowledge of LLL and the available subsidies (S.6) are important to achieve O.5 (writing subsidy applications) 4. In order to organize a seminar (O.6) you need skilled employees (S.7) that have the drive to be more than an administrator (S.5) and knowledge of the topic (S.6).	ST "Maxi-Mini" Strategy²⁷ 1. People value the services of the CIA (S.1), grade them highly (S.2) and have a personal relationship with the employees (S.3), these are all advantages that will provide them a more favourable position in comparison with competitors (T.1) in the minds of users. 2. The additional value might not be clear yet (T.2), nevertheless there are many additional values to be found: personal relationships (S.3), a large network in NL & EU (S.4), extensive knowledge of the subject (S.6) and most importantly: skilled employees (S.7). These values only need to be communicated well. 3. T.1 (people think they can do it themselves) is a bit harder to overcome, but for example S.4 is something that is unique and that people do not have. In addition the CIA might have more knowledge (S.6) than the people have themselves. Again these qualities need to be emphasized in the communication in order for the users to become convinced that they really need the CIA. 4. Since the CIA has been a subsidy provider during the time of its existence, people have gotten used to the idea that they do not have to pay

²⁶ Strategies that use strengths to maximize opportunities (MindTools, 2012).

²⁷ Strategies that use strengths to minimize threats (MindTools, 2012).

		for the services of the CIA (T.4). This threat cannot directly be overcome by the strengths, nevertheless if the strengths are emphasized more intensively people would realise the additional value that the CIA offers and could then be willing to pay for these services. Because most likely other similar agencies do not offer these services.
Internal Weaknesses (W) 1. Core business & USP need to be defined and communicated 2. Resources are needed	WO "Mini-Maxi" Strategy²⁸ 1. The core business and USP (W.1) can be derived from the services mentioned in the opportunities. These are all specialties that the CIA could develop or reinforce in their USP. 2. Resources are needed (W.2) for communication, marketing, payment of staff etc. This may be the hardest weakness to overcome. The only way to get resources, if they are not available already, is to acquire work. This work can be acquired by responding to the opportunities mentioned.	WT "Mini-Mini" Strategy²⁹ 1. If there is no clear core business and USP (W.1) than users will see no advantages or added value (T.2) that the CIA has to offer in comparison with competitors (T.1). In addition people are not used to having to pay for the services (T.4), which may result in the idea that if they have to pay, they rather do it themselves (T.3). Therefore, the internal weaknesses need to be solved in order to influence or even erase the threats.

Table 3: TOWS of commercial scenario 1: New services, same market

Conclusion:

The strengths of the CINOP International Agency form a good basis for a start as a commercial agency. Staying within the same market would mean that the reputation that they have build for themselves during the years will endure. On one hand this is good, because the images that people have of the CINOP International Agency are very positive. On the other hand it can also negatively affect the organisation because people are familiar with the CINOP International Agency as being a subsidy provider, which means: no bill.

The questionnaire and interviews have shown that currently people are not willing to pay for the services that they know that the CINOP International Agency offers. Nevertheless there are also several strengths and opportunities to be found which the CINOP International Agency could respond to. But they need to be aware of competitors on the market. Therefore a *competitor analysis* is needed in order to define a new core business, which is different from competitors and which people are willing to pay for. The opportunities are examples of services that interviewees have mentioned that they would be willing to pay for. Nevertheless, it needs to be considered that these opportunities only represent the needs of eight people. Therefore, it is advisable to do further *market research* in order to research the needs of the larger target audience.

²⁸ Strategies that minimize weaknesses by taking advantage of opportunities (MindTools, 2012).

²⁹ Strategies that minimize weaknesses and avoid threats (MindTools, 2012).

7.1.2 Commercial scenario 2: New services, new market

The CINOP International Agency does not win the new subsidy programme Erasmus for All and decides to go commercial. They believe that the best way to do this is by providing new services to a new market. The old market was unwilling to pay for the services and the old reputation of 'subsidy provider' was getting in the way of new opportunities. Therefore, a new market has to be defined.

SWOT of scenario 2: New services, new market

Strengths ³⁰	Opportunities
• Enthusiasm and passion to be more than a subsidy provider • Knowledge of Lifelong Learning and subsidies • Skilled employees • Extensive network within the Netherlands & Europe	• People in this market do not know the CINOP International Agency • A new identity can be developed • A new reputation can be developed • A new network can be created
Weaknesses	Threats
• Expensive • Too little resources • In order to develop a new identity, business strategy, positioning, communication and marketing resources are needed. • A new network has to be created, which takes time and money • A brand has to be developed, which takes time and money as well • The specialty of the CIA is their knowledge of VET. A new market would mean getting out of their specialty and comfort zone. A new specialty will be needed to developed	• Competition • CINOP International Agency is unknown

Table 4: SWOT of commercial scenario 2: New services, new market

³⁰ These strengths, opportunities, weaknesses and threats are based on the outcomes of the interviews and questionnaire which can be found in appendix 9.2 and 9.4.

TOWS Matrix of scenario 2: New services, new market

	External Opportunities(O)	External Threats (T)
	1. Clean slate 2. New identity can be developed from scratch 3. The old reputation and identity do not have influence on new market 4. New network can be created 5. New work opportunities	1. Competition 2. CINOP International Agency is unknown
Internal Strengths (S)	SO "Maxi-Maxi" Strategy	ST "Maxi-Mini" Strategy
1. Enthusiasm and passion to be more than a subsidy provider 2. Knowledge of Lifelong Learning (LLL) and subsidies 3. Skilled employees 4. Extensive network within the Netherlands & Europe	1. Within a new market the CIA will have a clean slate (O.1) to develop a new identity (O.2) and reputation (O.3). The old reputation does not affect the CIA (O.4), because the new market does not know the CIA yet. With their enthusiasm, passion (S.1), knowledge of LLL (S.2), skilled employees (S.3) and a well establish network that they bring along (S.4) they have all the qualities to develop a strong reputation in the new market and obtain new work opportunities (O.5).	1. With their strengths of enthusiasm, passion (S.1), knowledge (S.2) and skills (S.3), they are able to become a new and fresh competitor (T.1). 2. The CINOP International Agency may be unknown in this new market (T.2), but they are well known within their network (S.4). They could therefore use this network for promotion purposes to the new market.
Internal Weaknesses (W)	WO "Mini-Maxi" Strategy	WT "Mini-Mini" Strategy
1. Expensive 2. Too little resources 3. In order to develop a new identity, business strategy, positioning, communication and marketing resources are needed. 4. A new network has to be created, which takes time and money 5. A brand has to be developed, which takes time and money as well 6. The specialty of the CIA is their knowledge of VET. A new market would mean getting out of their specialty and comfort zone. A new specialty will be needed to developed	1. On one hand, entering a new market is expensive (W.1) and requires resources which are currently unavailable (W.2). A new market has to be created (W.4), a brand (W.5) and identity need to be developed (W.3), which takes time and money. On the other hand, it is also a positive thing that a new identity has to be created (O.2), because this means that they do not have to deal with their reputation as subsidy provider anymore (O.3). A new network (O.4) also guarantees new work opportunities (O.5), which can result in new resources. Before	1. The threat that the CIA is unknown (T.2) results in the weaknesses that resources are needed to develop a new identity (W.3), brand (W.5) and network (W.4). These resources are currently unavailable (W.2). An external funder needs to be found, because the mother organisation does not have resources for development of a new CIA either. 2. In addition, a new business strategies needs to be created (W.3) to become distinct from competitors (T.1). To define

	these new work opportunities are found a market analysis needs to be carried out in order to find out the needs of the new clients. 2. Every new organisation first has to invest in order to make returns. That is also what the CINOP International Agency will have to do. The only problem that needs to be considered is: Where to get the money? Unfortunately this problem cannot easily be resolved.	the new business strategy a competitor analysis needs to be carried out.
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Table 5: TOWS of commercial scenario 1: New services, same market

Conclusion:

Since the CINOP International Agency is unknown in this new market, recourses are needed to develop a new identity, business strategy, positioning and marketing. These resources are also needed for all the other expenses of the organisation, such as the payment of employees. The biggest problem is that resources are unavailable. The mother organisation, CINOP, can currently not cover these costs either. Therefore, other investors need to be found.

The TOWS matrix shows that entering a new market brings more weaknesses and threats along than opportunities. Without the resources it is impossible to start up a new organisation. Therefore, this scenario is not recommended if the resources are not found.

8. Advice

8.1 Introduction

The aim of this research was to provide the CINOP International Agency with insights on their reputation. In addition an advice needed to be provided that would give an answer to the advisory question. This chapter starts with a quick refresher of the problem definition and advisory question, followed by the advice which is based on the present and the two development scenarios.

Problem definition and advisory question

The managing director of the CINOP International Agency believes that the CINOP International Agency is currently seen as just a subsidy provider, while he aims for his department to be much more than that. He believes that the chances of winning the new programme are a lot smaller with their current reputation.

The *unique selling point* of the CINOP International Agency is that they provide extensive guidance and knowledge, in addition to the subsidies, to their users. Nevertheless, the managing director believes that the users do not see these qualities. This would mean that there is a gap between the identity and the reputation of the CINOP International Agency.

From these statements the following problem definition was derived:

The managing director of the CINOP International Agency believes that there is a gap between the identity and reputation, if so, this could negatively affect the development scenarios and therefore influence the continuity of the CINOP International Agency.

From this problem definition, the advisory question was defined as follows:

'How can the identity and the reputation of the CINOP International Agency be aligned in such a way that it will support the development scenarios which contribute to a continuity of the CINOP International Agency?'

8.2 The present

8.2.1 Misalignments

There is a misalignment to be found between the actual and the communicated identity. The identity mix is complex and the name CINOP International Agency is not properly being communicated.

This has caused that users do not know who the sender of the communication materials is, which is an example of the second misalignment between the actual and the conceived identity. However, it has turned out that this is not a real problem. Users know what the services of the CINOP International Agency entail. In addition, they know the employees well and have a positive image and attitude towards both. The interviewees all shared the opinion that, to them, it does not matter what the organisation is called. As long as they know who to reach they are more than satisfied. Therefore, investing in communicating the current identity would be an unnecessary and costly matter.

8.2.2 Advice

The brand CINOP International Agency is unknown, therefore a new identity would normally be advisable. However, it could be argued that in the eyes of the receivers CINOP International Agency already is a new brand. In addition, since the end of the programme is approaching quickly, developing a new identity would be a very costly measure to take.

Keep the name 'Leonardo da Vinci' close

My advice is to keep the name Leonardo da Vinci name and identity close and to abandon the unknown name CINOP International Agency. The name 'Leonardo da Vinci' is what most people know the CINOP International Agency and its people by. This is also the name that creates positive images among users and currently has a strong reputation among users.

However, if you do decide to keep the name CINOP International Agency, it is advisable to do further research on the affects of the name 'CINOP' to find out if it has influences on the brand name CINOP International Agency. If so, is this a positive or a negative influence?

Align the identity

The second step is, once the brand name has been chosen, to align the identity. Currently different names and logos are being used which is confusing for receivers. Therefore, it is important that you communicate consistently. The alignment will create this consistency.

Social media = expensive

Even though social media might seem as an inexpensive communication tool, because of its free nature, it still costs you money. The time invested in social media by the communications officer is not free. The results of the questionnaire have shown that Twitter, LinkedIn and Facebook are not tools that people use very often. Therefore, the time invested in social media is too costly for the awareness that it creates. This time could better be invested in communicating the adjusted and aligned identity via the Leonardo Newsflash, the website www.leonardodavinci.nl. Both these tools have proven to be effective³¹.

³¹ See results user questionnaire, question 15 in the appendix.

8.3 The future

8.3.1 Development scenario 1: CINOP International Agency wins Erasmus for All

For the CINOP International Agency, this would be the best scenario. It would mean that they can continue to working as they currently do, without having to worry about issues such as money. Nevertheless, there are some changes as well. With the end of the Lifelong Learning programme the name Lifelong Learning and Leonardo da Vinci will vanish. Therefore, a new identity will be needed.

8.3.2 Advice

Step 1: Consistent communication by adjusting CI-mix

The user questionnaire and interviews showed that people are unfamiliar with the name CINOP International Agency and as a result they do not know who the sender of the different communication materials is. As Birkigt and Stadler (quoted in EURIB, 2009) mention; in order to create a consistent message, it is very important that the same message is communicated through all the different instruments. In order to create consistency, the CI-mix has to be adjusted.

Symbolism

The current CI-mix is highly confusing for users, therefore the CINOP International Agency has to choose one name, one logo and one house style, which are recognisable for the users. If possible the name Leonardo da Vinci should be kept close or included in the new identity, because this is the name that people are most familiar with and that carries a strong and solid reputation.

Communications

The messages of the CINOP International Agency, including the symbolism, have to be consistently communicated through all different forms of communication.

Behaviour:

Employees also have to consistently communicate this message to the users. This begins by picking up the phone with the new chosen name and continues to using coherent e-mail addresses and e-mail autographs.

Step 2: Communicating the adjusted CI-mix & USPs

The adjusted CI-mix has to be communicated to the users. In addition, the CINOP International Agency should communicate its unique selling points (USPs) to its users.

Communicate USPs

It can be said that the subsidies will end some day. The Netherlands is currently trying to recover from an economic crisis, of which no one knows when it will end. A lot of cuts in several budgets have already been made. It would not be surprising if the government decides to cut the subsidy budget as well. Therefore, it is important that the CINOP International Agency communicated its unique selling points, which makes them unique against competitors, to their users now. The comfortable monopoly position can be used to communicate these messages to users already. Now the resources are available to really distinguish from competitors. This would be a 'win-win situation' for the CINOP International Agency, because a) users will get to know more about their services, and b) if the subsidies end the users will have gained the knowledge needed to become potential clients.

Use current tools to communicate CI-mix and USPs

Instead of focusing on project communication and communicating changes that have been made in Brussels, an emphasis may be laid on the additional services that the CINOP International Agency offers. The newsletters can be used to communicate about these services. The Leonardo Newsflash has proven to be an effective tool and can therefore be used to communicate the new CI-mix to the users.

Step 3: Measuring the effectiveness

After half a year the CINOP International Agency should measure the effectiveness of the new CI-mix and the communication of the USPs. This can be done through questionnaires and interviews. The questionnaires and interviews carried out for this research can be considered as the zero measurement. These measurements, in questionnaire and interviews, together form an audit that can be performed each half year or yearly. The same questions that were asked in this research have to be asked again in order to measure the effectiveness of the new identity.

8.3.3 Development scenario 2: CINOP International Agency goes commercial

CINOP International agency did not win the subsidy programme 'Erasmus for All' which means they have to look for alternative income sources on the commercial market. As the TOWS matrixes have shown, this is a more uncertain scenario. However, it asks for similar measures as scenario 1. This scenario has been divided into two routes. The first possible route is that the CINOP International Agency will operate as an independent and commercial organisation. The second route is that the CINOP International Agency merges into the sister organisation CINOP Advice and becomes a theme.

Route 1: Independently commercial

Step 1: Market analysis

In order to find out the needs of the users a market analysis has to be conducted. This is the basis for defining a new core business. The following questions need to be answered: What is the size of the market? Who make up this market? How can I reach this market? What types of services does the market need? What are potential customers willing to pay for these services?

Step 2: Competitor analysis

In order for the CINOP International Agency to distinguish themselves from competitors a competitor analysis has to be conducted. Questions such as 'What do competitors offer?' and 'What makes us unique?' should be answered in this analysis.

Step 3: Co- create a new core business

In discussion with the employees a new core business has to be defined, since the old core business 'subsidy provision' has now vanished. It is important to do this in dialogue with the employees in order to get full cooperation instead of resistance that is normal in a change. The employees really need to believe that they are more than subsidy providers, therefore teambuilding sessions, which are not uncommon to the CIA, might be necessary as well to create a new sense of pride and togetherness.

Step 4: Adjust the identity

The identity and the CI-mix have to be adjusted towards the new core business. The old identity carries the images of 'subsidy providers'. A decision has to be made whether the old identity of Leonardo da Vinci should be incorporated in the new identity. There are arguments for and against that matter. With this name the image 'subsidy provider' comes along. However, it has also proven

to have a good reputation within the current target audience. My advice would be to start fresh, with a new face and a new identity that suits the organisation and its new core business. Nevertheless, the old identity should not be forgotten and it should be clearly communicated that the National Agency Leonardo da Vinci was the ancestor of the new organisation. A corporate story could help clarify that to the target audience.

Step 5: Communicate new identity

In order to communicate the new target audience, the old tools could be used as well. Tools such as the Leonardo Newsflash could be given a new identity as well. It could be called "*new name*" Newsflash. However, it has to be clearly explained to the reader that this used to be the Leonardo Newsflash and who the sender of the newsletter is.

Step 6: Measuring its effects

After half a year the effects of the new identity need to be measured. The question that needs to be answered is: Did the message reach its users? It is likely that if the message reached its users this is noticeable in the returns. In order to measure the effects similar tools as discussed in scenario 1 can be used.

Route 2: Merge with CINOP Advice

The first three steps of route 1 will be applied as well for route two. However, after that this route goes into a different direction.

Step 4: Becoming a theme

The sister organisation CINOP Advice is the commercial consultancy part of the CINOP Foundation. They offer several services within specific themes. The CINOP International Agency could decide to become one of these themes.

Pros:

- CINOP Advice has a well established name and network within their market, therefore the CINOP International Agency does not have to prove themselves anymore to the market once they are a theme of CINOP Advice.
- This route is a lot less costly because there is no need to develop and communicate a new identity.
- There are no expenses for marketing, because CINOP Advice already is a well established brand.
- Clients are used to pay for the services of CINOP Advice. The old reputation will therefore not have an effect on the CINOP International Agency anymore.

Con:

- The CINOP International Agency loses its own identity.

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9. Appendix

9.1 Questionnaires

9.1.1 *E-mail with link to the questionnaire (English version)*

Dear reader of the Leonardo Newsflash,

My name is Lotte ten Berge and I am a fourth year student of the studies International Communication and Media of the Utrecht University of Applied Sciences.

I am currently working on my thesis that I am carrying out for the CINOP International Agency. It regards the fields of identity and reputation management.

This questionnaire is part of the field research and aims to provide insights on the reputation.

You can help me by answering 15 questions.

This questionnaire costs you only 10 minutes.

You will find the questionnaire on:

<http://www.surveymonkey.com/s/VH2RMPS>

The participants have a chance of winning one of the 10 DVD boxes of 'Masters in changing vocational education', which has a value of 35 Euros.

Because of the duration of my research I would appreciate it if you could answer the questionnaire before April 23rd.

Thanks in advance for your participation!

Kind regards,
Lotte ten Berge

9.1.2 E-mail with link to the questionnaire (Dutch version)

Beste lezer van de Leonardo Newsflash,

Mijn naam is Lotte ten Berge en ik ben vierdejaars student aan de opleiding International Communication and Media van de Hogeschool Utrecht.

Ik ben momenteel in opdracht van het CINOP Internationaal Agentschap bezig met mijn afstudeeronderzoek op het gebied van identiteit en reputatiemanagement.

Deze enquête is onderdeel van het veldonderzoek en heeft als doel om inzicht te bieden in de reputatie.

Door middel van het beantwoorden van 15 vragen kunt u mij hierbij helpen.

De enquête kost u maximaal 10 minuten.

U vindt de enquête op:

<http://www.surveymonkey.com/s/VH2RMPS>

Onder de deelnemers worden 10 DVD boxen 'Masters in changing vocational education' ter waarde van €35,- verloot.

Vanwege de doorlooptijd van mijn onderzoek zou het erg fijn zijn als u voor maandag 23 april de enquête zou kunnen invullen.

Alvast hartelijk dank voor uw deelname!

Met vriendelijke groet,
Lotte ten Berge

9.1.4 User questionnaire (English version)

- The red comments describe why the questions were asked. These comments were not part of the questionnaire that the users received.

Thank you for participating in this questionnaire! You will be asked to answer a few identity and image questions. This questionnaire has been distributed to all members of the Leonardo Newsflash.

Your answers will be anonymous and serve as input for my thesis that I am carrying out for the studies International Communication and Media, faculty of Communication and Journalism at the Utrecht University of Applied Sciences.

This questionnaire will take about 10 minutes of your time.

17. Who do you think is the sender of the Leonardo Newsflash?

- a).....
- b) I don't know

- Testing hypothesis 1: the receivers do not know who the sender is.

18. Are you familiar with...?:

	VF	F	HH	BF	UF
Nationaal Agentschap Leonardo da Vinci (NA LdV)	☐	☐	☐	☐	☐
Nationaal Agentschap Leven Lang Leren Programma (NA LLP LdV)	☐	☐	☐	☐	☐
CINOP Internationaal Agentschap	☐	☐	☐	☐	☐
Internationaal Agentschap	☐	☐	☐	☐	☐
CINOP	☐	☐	☐	☐	☐

VF: Very familiar

F: Familiar

HH: Have heard of them

BF: Barely familiar

UF: Unfamiliar

- Brand awareness check. How familiar are the respondents with the different entity names. If all names are communicated well the respondents should be equally familiar with the first three names, because they are all one and the same group of people.
- This question also tests how familiar the respondents are with CINOP, because the researcher believes that people might not know the difference between CINOP and the CINOP International Agency.
- Internationaal Agentschap is the name used in the logo of the CIA and used on several communication tools (such as websites and newsletters) , see CI-mix section 5.3.

19. Which of the following statements best apply to you when you look at the senders mentioned in the previous question?

- d) I see these senders as separate entities
- e) I see these senders as one and the same
- f) I do not know how I should see these senders

➤ Do the respondents know how the 5 entities relate to one another?

20. Which words would you use to describe the CINOP International Agency? (Name 3 words)

- 1.....
- 2.....
- 3.....

➤ Associative question. These words define the image that people have of the CINOP International Agency. Positive words would mean that people have a positive image of the CINOP International Agency.

21. Which words would you use to describe CINOP? (Name 3 words)

- 1.....
- 2.....
- 3.....

➤ Another associated question. This question is asked to find out whether people think CINOP and the CINOP International Agency are one and the same thing. If similar words are associated that would mean that this is true, if different words are associated that would mean that people do know the difference.

22. Do you see the CINOP International Agency as...?:
(If you don't know the CIA, than please fill in 'no impression')

	SA	A	DA	SDA	NI
Subsidy provider	☐	☐	☐	☐	☐
Consultancy agency	☐	☐	☐	☐	☐
Expertise centre	☐	☐	☐	☐	☐
Info.broker/intermediary	☐	☐	☐	☐	☐
European information desk	☐	☐	☐	☐	☐
Project manager	☐	☐	☐	☐	☐

SA: Strongly agree

A: Agree

DA: Don't agree

SDA: Strongly don't agree

NI: No impression

➤ These words are all mentioned by the managing director in the first meeting as words that describe the work of the CINOP International Agency or its aims. This question merely tests the fear of the managing director that people see the CIA as only a subsidy provider.

23. Which services does the CINOP International Agency offer according to you? (Name 3)

a) 1.....2.....3.....

b) I cannot name any services.

- Associative question aimed to test the fear of the managing director that the CIA is only seen as a subsidy provider. That would mean that the service 'Subsidy provider' or related services would only be mentioned.

24. Would you be prepared to pay for the services of the CINOP International Agency?

d) Yes

e) No

f) I don't know

- This question tests whether future scenario 2 'CIA goes commercial' is advisable. Meaning that if people are willing to pay it is advisable, but if people are not willing to pay than it may not be a very good idea to become a commercial agency. Though there are still options when people say that they 'do not know ', because that means that they only have to be convinced to say 'yes I am willing to pay'.

25. How would you describe employees of the CINOP International Agency that you have met?

a).....

b) I do not know the CINOP International Agency or its employees.

- Associative question testing the images people have of the employees of the CIA.

26. Do you find working with the CINOP International Agency easy?

f) Yes, always

g) Usually

h) Usually not

i) No, hard

j) Does not apply

- Also an associative question testing the images people have of the employees of the CIA.

27. Do you find the CINOP International Agency...?:

	SA	A	DA	SDA	NI
Flexible	☐	☐	☐	☐	☐
Customer friendly	☐	☐	☐	☐	☐
Market oriented	☐	☐	☐	☐	☐
Innovative	☐	☐	☐	☐	☐
Trustworthy	☐	☐	☐	☐	☐
Knowledgeable	☐	☐	☐	☐	☐
Supportive	☐	☐	☐	☐	☐
Efficient	☐	☐	☐	☐	☐
European oriented	☐	☐	☐	☐	☐
National oriented	☐	☐	☐	☐	☐

SA: Strongly agree
A: Agree
DA: Don't agree
SDA: Strongly don't agree
NI: No impression

- Structured question that also measures the opinion of the respondents regarding the work of the CINOP International Agency.

28. Would you recommend the CINOP International Agency to people in your network?

- d) Yes
- e) No
- f) I don't know

- Measures the image of respondents.

29. What type of organisation do you work for?

- i) Educational institute
- j) Commercial trainings centre
- k) Governmental authority
- l) Commercial company
- m) Branch organisation
- n) Knowledge centre
- o) Interest group
- p) Other

- Profiling question to define who filled in the questionnaire. Has been placed at the end of the questionnaire on purpose because people can get frustrated when a questionnaire starts with these question and then they might not be willing to continue.

30. How long have you been working with the CINOP International Agency?

- g) < 1 year
- h) 2-4 years
- i) 5-7 years
- j) 8-9 years
- k) > 10 years
- l) Does not apply

- Tests the plausibility check of the data: Is the informant in possession of facts and knowledge about the topic being discussed? The more years they are involved the more relevant information they can give.

31. How can the CINOP International Agency best reach you?

The CINOP International Agency can best reach me by:

- k) Leonardo Newsflash
- l) Personal contact
- m) Information meeting/congress/event
- n) Publications/brochures
- o) Website www.internationalagentschap.nl
- p) Website www.leonardodavinci.nl
- q) Twitter

- r) Facebook
- s) LinkedIn
- t) Other, namely....

➤ Tests: What communication tools are proven to be effective?

32. Would you like to win one of the ten DVD boxes of 'Masters in changing vocational education' with a value €35,-? Than please fill in your e-mail address (your e-mail address will not be used for other purposes). The winners will receive a notification by e-mail on May 7th.

➤ In order to get more participants the CINOP International Agency provided 10 DVD boxes of 'Masters in changing vocational education' as a prize. This question was placed at the very end because then it would assure that people would more likely fill in the whole questionnaire.

You have reached the end of this questionnaire. I would like to thank you once again for participating.

Have a nice day!

Kind regards,
Lotte ten Berge
LBerge@cinop.nl

9.1.5 User questionnaire (Dutch version)

Hartelijk dank voor uw deelname aan deze enquête! U wordt hierin gevraagd om enkele identiteits- en imagovragen te beantwoorden. Deze enquête is verspreid onder alle abonnees van de Leonardo Newsflash.

Uw antwoorden worden anoniem verwerkt en dienen als input voor mijn afstudeerscriptie dat ik uitvoer voor de opleiding International Communication and Media, faculteit Communicatie en Journalistiek, aan de Hogeschool Utrecht.

Deze enquête duurt circa 10 minuten.

1. Wie is volgens u de afzender van de Leonardo Newsflash?

- a).....
b) Weet ik niet

2. Bent u bekend met:

	ZB	B	VG	NB	O
Nationaal Agentschap Leonardo da Vinci (NA LdV)	☐	☐	☐	☐	☐
Nationaal Agentschap Leven Lang Leren Programma (NA LLP LdV)	☐	☐	☐	☐	☐
CINOP Internationaal Agentschap	☐	☐	☐	☐	☐
Internationaal Agentschap	☐	☐	☐	☐	☐
CINOP	☐	☐	☐	☐	☐

ZB: Zeer bekend

B: Bekend

VG: wel eens van gehoord

NB: Nauwelijks bekend

O: Onbekend

3. Welke van de onderstaande uitspraken ten aanzien van de bovengenoemde afzenders is het meest op u van toepassing?

- a) Ik zie deze afzenders als afzonderlijke entiteiten
b) Ik zie deze afzenders als één geheel
c) Ik weet niet hoe ik deze afzenders ten opzichte van elkaar moet zien

4. Welke trefwoorden zijn volgens u typerend voor het 'CINOP Internationaal Agentschap'? (noem 3 woorden)

- 1.....
2.....
3.....

5. Welke trefwoorden zijn volgens u typerend voor 'CINOP'? (noem 3 woorden)

- 1.....
2.....
3.....

6. Ziet u het CINOP Internationaal Agentschap als:
(Kent u het CIA niet? Vul dan overal "geen indruk" in)

	zeer mee eens	mee eens	mee oneens	zeer mee oneens	geen indruk
Subsidieverstrekker	☐		☐	☐	☐
Adviesbureau	☐		☐	☐	☐
Expertise centrum	☐		☐	☐	☐
Makelaar/intermediair	☐		☐	☐	☐
Europees informatiepunt	☐		☐	☐	☐
Project manager	☐		☐	☐	☐
Anders, namelijk...					

7. Welke diensten biedt het CINOP Internationaal Agentschap volgens u aan? (Noem maximaal drie diensten)

a) 1.....2.....3.....

b) Ik zou geen diensten kunnen noemen

8. Zou u bereid zijn om te betalen voor de diensten van het CINOP Internationaal Agentschap?

a) Ja

b) Nee

c) Weet ik niet

9. Hoe zou u de medewerkers die u hebt gesproken/ontmoet in één woord omschrijven?

a).....

b) Ik ken het CINOP Internationaal Agentschap en haar medewerkers niet.

10. Vindt u het (samen)werken met het CINOP Internationaal Agentschap gemakkelijk?

a) Ja, altijd

b) Meestal wel

c) Meestal niet

d) Nee, lastig

e) N.v.t.

11. Vindt u het CINOP Internationaal Agentschap:

	zeer mee eens	mee eens	mee oneens	zeer mee oneens	geen indruk
Flexibel	☐	☐	☐	☐	☐
Klantvriendelijk	☐	☐	☐	☐	☐
Marktgericht	☐	☐	☐	☐	☐
Innoverend	☐	☐	☐	☐	☐
Betrouwbaar	☐	☐	☐	☐	☐
Kennisintensief	☐	☐	☐	☐	☐
Ondersteunend	☐	☐	☐	☐	☐
Efficiënt	☐	☐	☐	☐	☐
Europees georiënteerd	☐	☐	☐	☐	☐
Nationaal georiënteerd	☐	☐	☐	☐	☐

12. Zou u het CINOP Internationaal Agentschap aanbevelen in uw netwerk?

a) Ja

b) Nee

c) Weet ik niet

13. Bij welk type organisatie werkt u?

- a) Onderwijsinstelling
- b) Particulier opleidings- of trainingsinstituut
- c) Overheid
- d) Commercieel bedrijf
- e) Branche organisatie
- f) Kenniscentrum
- g) Koepel- of belangenorganisatie
- h) Overig

14. Hoe lang werkt u al (samen) met het CINOP Internationaal Agentschap?

- a) < 1 jaar
- b) 2-4 jaar
- c) 5-7 jaar
- d) 8-9 jaar
- e) > 10 jaar
- f) N.v.t.

15. Hoe kan het CINOP Internationaal Agentschap u het beste bereiken?

U kunt mij het beste bereiken via:

- a) Leonardo Newsflash
- b) Persoonlijk contact
- c) Voorlichtingsbijeenkomst/congres/evenement
- d) Publicatie/foldermateriaal
- e) Website www.internationaalagentschap.nl
- f) Website www.leonardodavinci.nl
- g) Twitter
- h) Facebook
- i) LinkedIn
- j) Overig...

16. Wilt u kans maken op één van de tien DVD boxen 'Masters in changing vocational education' ter waarde van €35,-? Vul dan hieronder uw e-mail adres in (uw e-mailadres wordt niet voor andere doeleinden gebruikt). De winnaars krijgen op 7 mei a.s. per e-mail een bericht.

.....

U bent aan het einde gekomen van deze enquête. Ik wil u nogmaals hartelijk danken voor uw deelname.

Nog een prettige dag toegewenst!

Met vriendelijke groet,
Lotte ten Berge
LBerge@cinop.nl

9.1.6 Questionnaire employees (Dutch version)

Hoi collega,

Bedankt voor je deelname aan deze enquête! De enquête bestaat uit 10 imago- en identiteitsvragen en duurt maximaal 10 minuten.

Veel succes!

Groetjes,
Lotte

1. Wie is, denk jij, volgens onze relaties de afzender is van de Leonardo Newsflash?

.....

2. Hoe bekend denk je dat onze relaties zijn met:

	ZB	B	VG	NB	O
Nationaal Agentschap Leonardo da Vinci (NA LdV)	☐	☐	☐	☐	☐
Nationaal Agentschap Leven Lang Leren Programma (NA LLP LdV)	☐	☐	☐	☐	☐
CINOP Internationaal Agentschap	☐	☐	☐	☐	☐
Internationaal Agentschap	☐	☐	☐	☐	☐
CINOP	☐	☐	☐	☐	☐

ZB: Zeer bekend

B: Bekend

VG: wel eens van gehoord

NB: Nauwelijks bekend

O: Onbekend

3. Hoe denk jij dat onze relaties de bovengenoemde afzenders zien?

- a) De klant ziet deze afzenders als afzonderlijke entiteiten
- b) De klant ziet deze afzenders als één geheel
- c) De klant weet niet hoe hij deze afzenders ten opzichte van elkaar moet zien

4. Welke trefwoorden zijn volgens jou typerend voor het 'CINOP Internationaal Agentschap'? (noem 3 woorden)

1.....

2.....

3.....

5. Welke trefwoorden zijn volgens jou typerend voor 'CINOP'? (noem 3 woorden)

1.....

2.....

3.....

6. Welke diensten biedt het CINOP Internationaal Agentschap volgens u aan? (Noem maximaal drie diensten)

1.....

2.....

3.....

7. Wat is volgens jou de hoofdtak van het CINOP Internationaal Agentschap?

.....

8. Zie je het CINOP Internationaal Agentschap als:

	zeer mee eens	mee eens	neutraal	mee oneens	zeer mee oneens
Subsidieverstrekker	☐	☐	☐	☐	☐
Adviesbureau	☐	☐	☐	☐	☐
Expertise centrum	☐	☐	☐	☐	☐
Makelaar/intermediair	☐	☐	☐	☐	☐
Europees informatiepunt	☐	☐	☐	☐	☐
Project manager	☐	☐	☐	☐	☐
Anders, namelijk...					

9. Denk je dat onze relaties bereid zijn om te betalen voor de diensten van het CINOP Internationaal Agentschap?

a) Ja

b) Nee

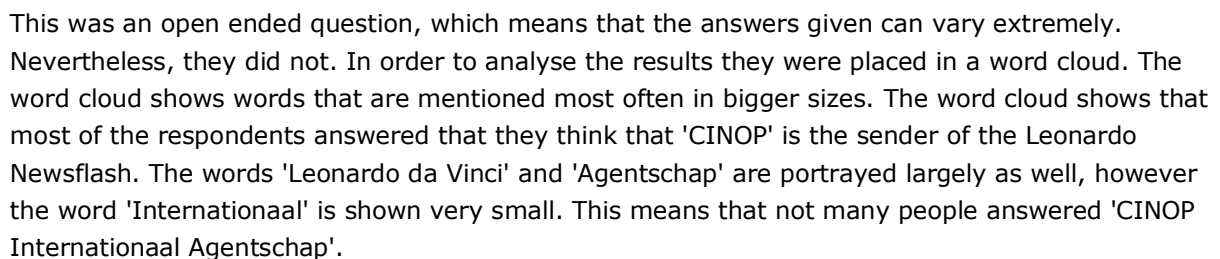
c) Weet ik niet

10. Vind je het CINOP Internationaal Agentschap:

	zeer mee eens	mee eens	neutraal	mee oneens	zeer mee oneens
Flexibel	☐	☐	☐	☐	☐
Klantvriendelijk	☐	☐	☐	☐	☐
Marktgericht	☐	☐	☐	☐	☐
Innoverend	☐	☐	☐	☐	☐
Betrouwbaar	☐	☐	☐	☐	☐
Kennisintensief	☐	☐	☐	☐	☐
Ondersteunend	☐	☐	☐	☐	☐
Efficiënt	☐	☐	☐	☐	☐
Europees georiënteerd	☐	☐	☐	☐	☐
Nationaal georiënteerd	☐	☐	☐	☐	☐

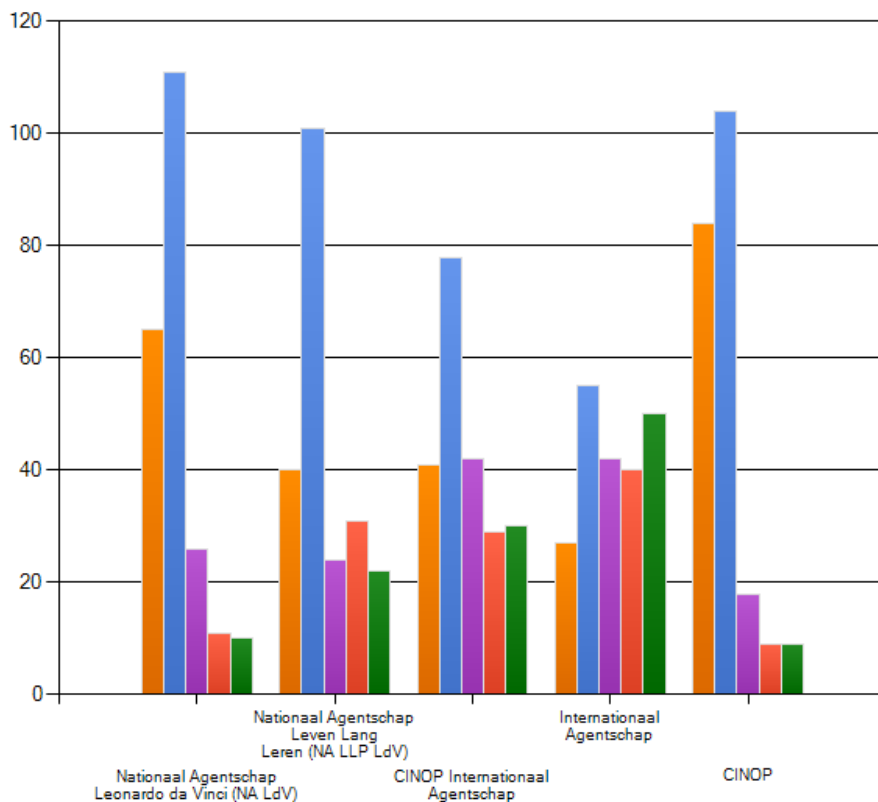
Je bent aan het einde gekomen van deze enquête! Hartelijk bedankt voor je input!

Who is the sender of the Leonardo Newsflash?



- Not many respondents know that the CINOP International Agency is the sender of the Leonardo Newsflash.
- Most respondents think that CINOP sends out the Leonardo Newsflash.

2. Are you familiar with...?



Variables (English):

- Very familiar
- Familiar
- Have heard of it
- Barely familiar
- Unfamiliar

Out of the five entities³², respondents are most familiar with CINOP. 84% of the respondents claimed to be familiar or very familiar with CINOP. In second place the National Agency Leonardo da Vinci can be found with 176 respondents (78%) that are familiar or very familiar with this name. The name 'CINOP International Agency' was familiar or very familiar to only 119 respondents. The name 'International Agency' scores the lowest. Only 53% of the respondents mentioned that they were familiar with this name.

Conclusions:

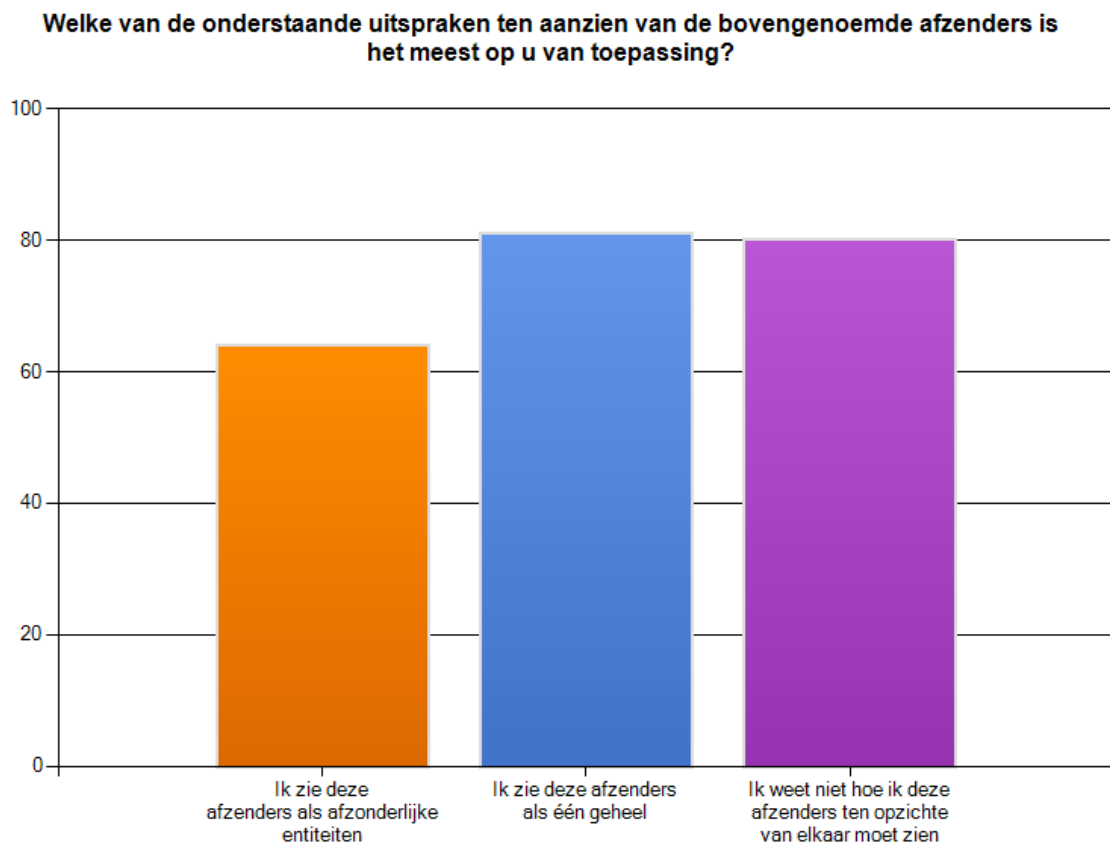
- The name 'CINOP' is a strong brand within this target audience, as well as the name 'Nationaal Agentschap Leonardo da Vinci'.
- The name CINOP International Agency scores very low when it is considered that this is the formal name that the department goes by.

³² Nationaal Agentschap (NA) Leonardo da Vinci, NA Leven Lang Leren, CINOP Internationaal Agentschap and CINOP

3. Which of the following statements related to the five sender-names applies best to you?

Variables (English):

- I see these senders as separate entities
- I see these senders as one and the same
- I do not know how I should see these senders



	Response Percent	Response Count
I see these senders as separate entities	28.7%	64
I see these senders as one and the same	36.3%	81
I do not know how I should see these senders	35.9%	80

Conclusion:

- 4. Which words would you use to describe the CINOP International Agency?**



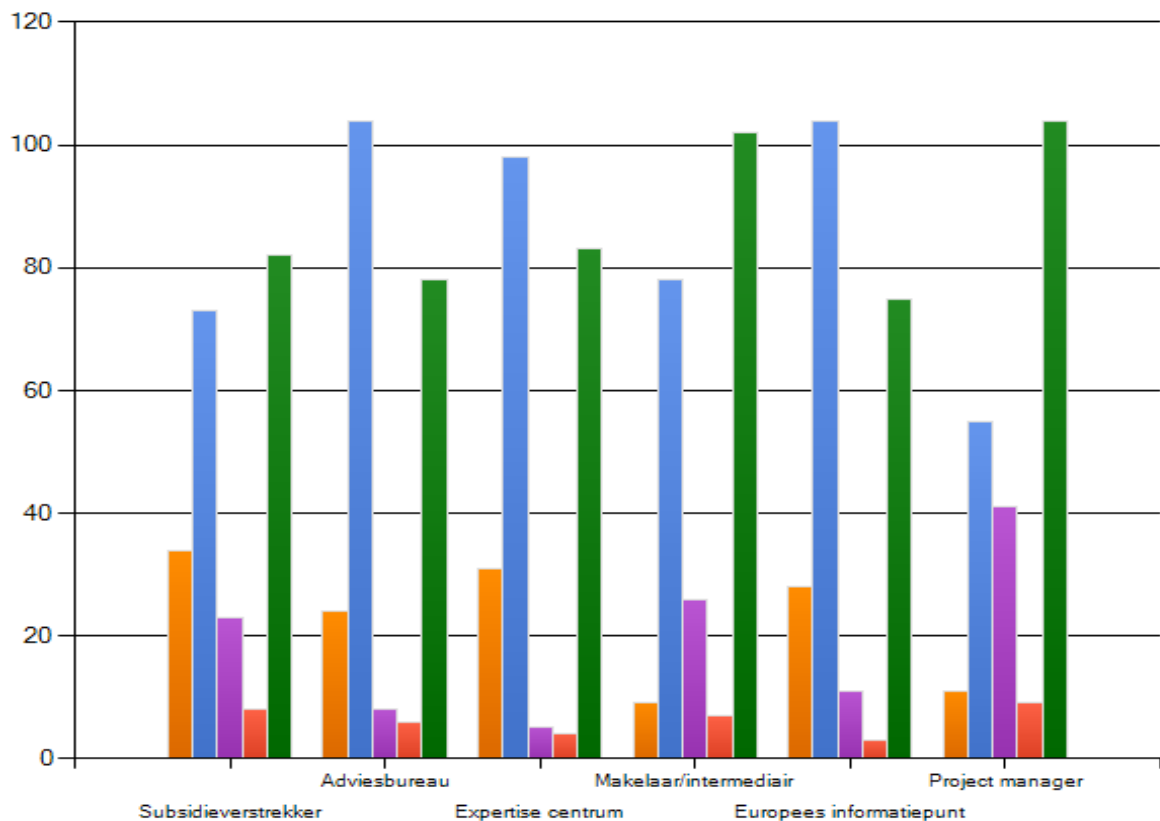
Conclusions:

- 91

Conclusions:

- 92

6. Do you see the CINOP International Agency as...?



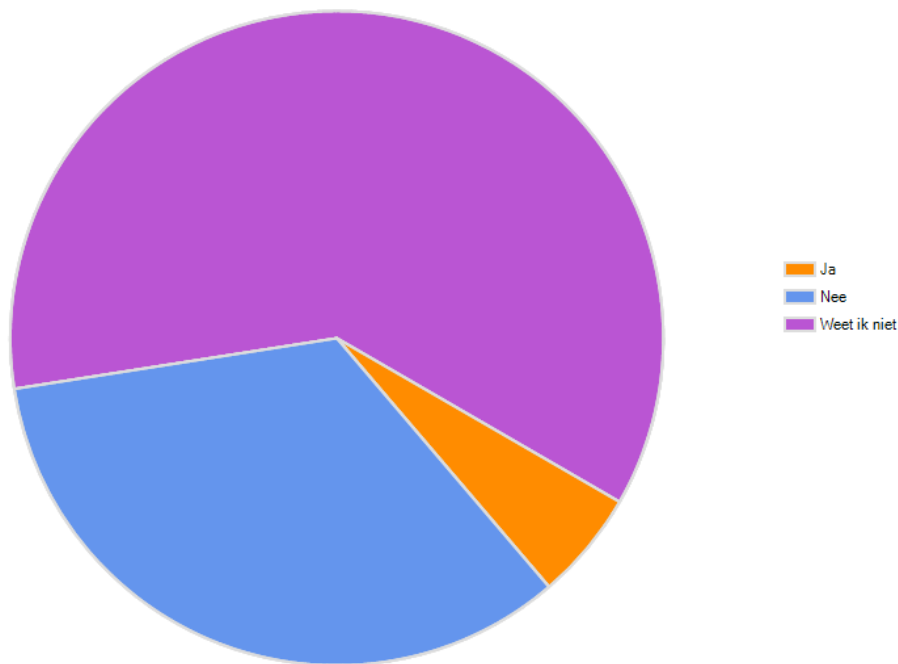
Variables (English):

- Totally agree
- Agree
- Do not agree
- Absolutely do not agree
- No impression

This graph is very interesting because it shows that the respondents see the CINOP International Agency mostly as a consultancy agency and as a European information point. Nevertheless, it may be doubted if these results would have been the same if the question would have been: 'Do you see the National Agency Leonardo da Vinci as...?'. European information point is suitable for the CINOP International Agency, but consultancy agency is a lot more related to (sister organisation) CINOP. Questions 3 and 5 also showed that several respondents see the CINOP International Agency and CINOP as one and the same. Therefore, it could be that the respondents answered this question while thinking of CINOP too.

Even more interesting is that 'subsidy provider' scores the second least amount of 'agrees' and 'strongly agrees', while this is one of the core tasks of the CINOP International Agency. In comparison to question 4 it is also strange since the word subsidy is most mentioned there. It is very likely that the name 'CINOP' within the name 'CINOP International Agency' influenced the images of the respondents.

8. Would you be willing to pay for the services of the CINOP International Agency?



This graph is very confronting. It shows that only 5 % of the respondents is willing to pay for the services of the CINOP International Agency. 33% is not willing to pay, and 60 % does not know if they are willing to pay. This means that together, 93% of the respondents are not willing to pay for the services of the CINOP International Agency. The other 2% did not answer the question. The 60 % could be a result of the confusion around the name, why would respondents be willing to pay for something that they do not know?

Conclusion:

- People are not willing to pay for the services of the CINOP International Agency.

9. How would you describe the employees of the CINOP International Agency?

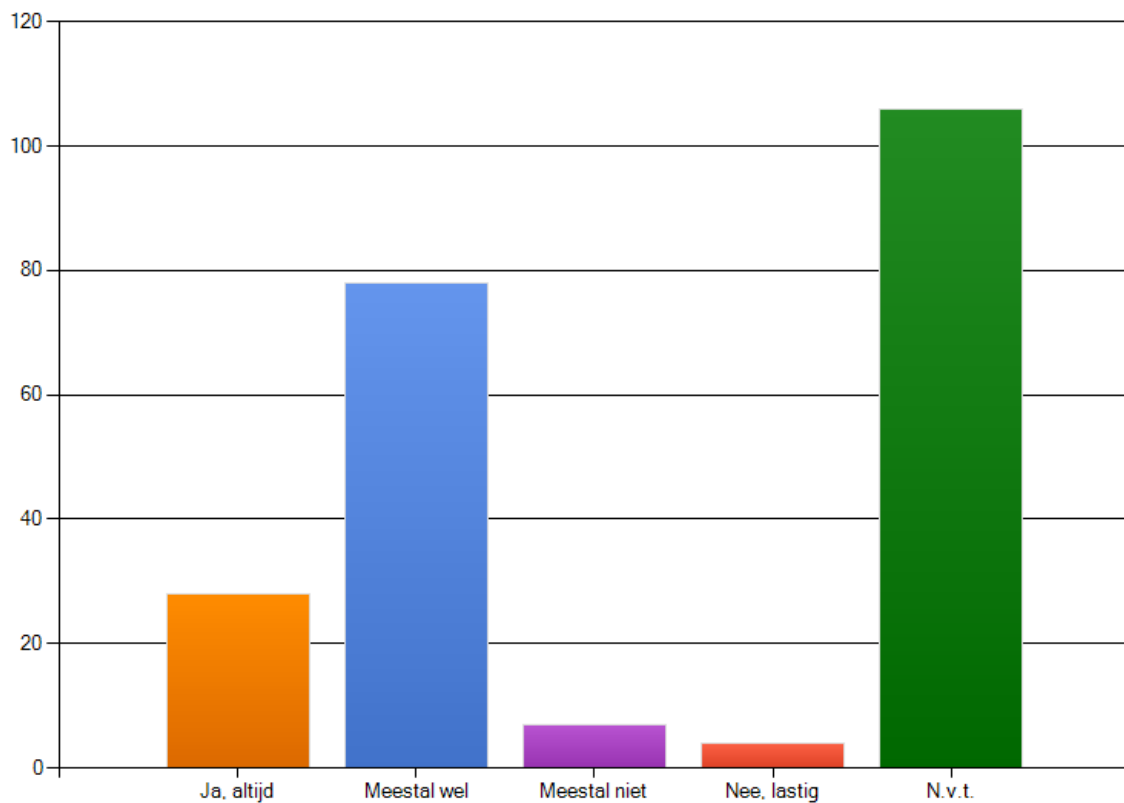


This word cloud shows that the respondents are very positive about the employees of the CINOP International Agency. The largest word portrayed is 'knowledgeable', which is something the CINOP International Agency should be very proud of. Helpful, friendly, reachable and service were also mentioned often. These words show that the respondents have a very positive image of the employees. Nevertheless, 39% of the respondents claimed they did not know the CINOP International Agency and therefore they did not answer the question.

Conclusion:

- The 61% of the respondents that do know the employees of the CINOP International Agency all have a very positive image about them.

10. Do you find working with the CINOP International Agency easy?



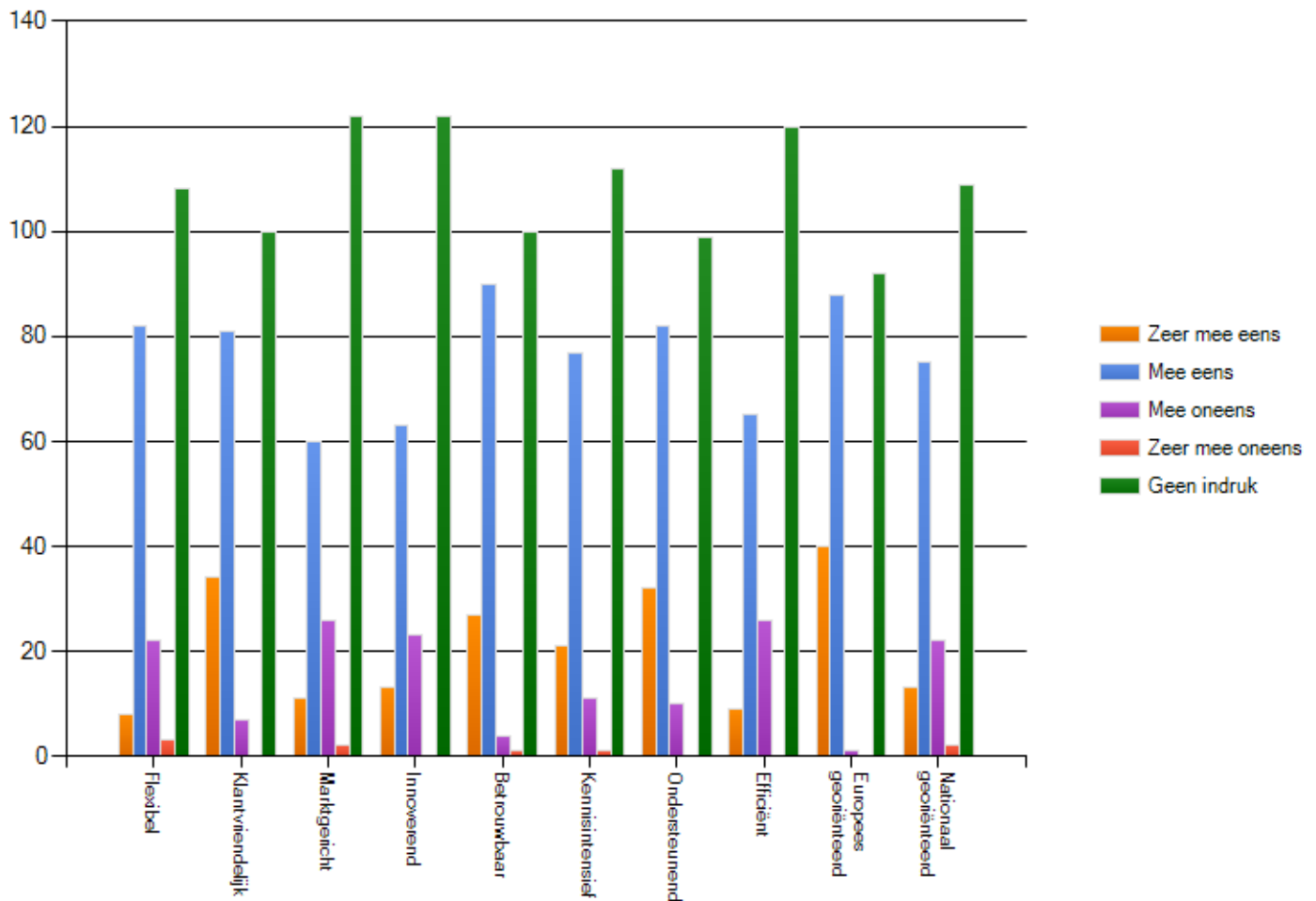
Noticeable of this graph is that most respondents, 106 people (47%), answer that this question does not apply to them. This would mean that they think that they do not work with the CINOP International Agency. Another 47% of the respondents mentioned that working with CIA is usually or always easy. The other 5% mentions that working with the CIA is usually or always hard.

These results relate very well to the results of question 9; from the respondents that do know the CINOP International Agency, most of them find working with the CINOP International Agency easy and they also have very positive images of the employees.

Conclusions:

- Almost half of the respondents claim that they do not know the CINOP International Agency.
- From the other half almost everyone says that they find working with the CINOP International Agency easy or very easy.

11. Do you find the CINOP International Agency...?

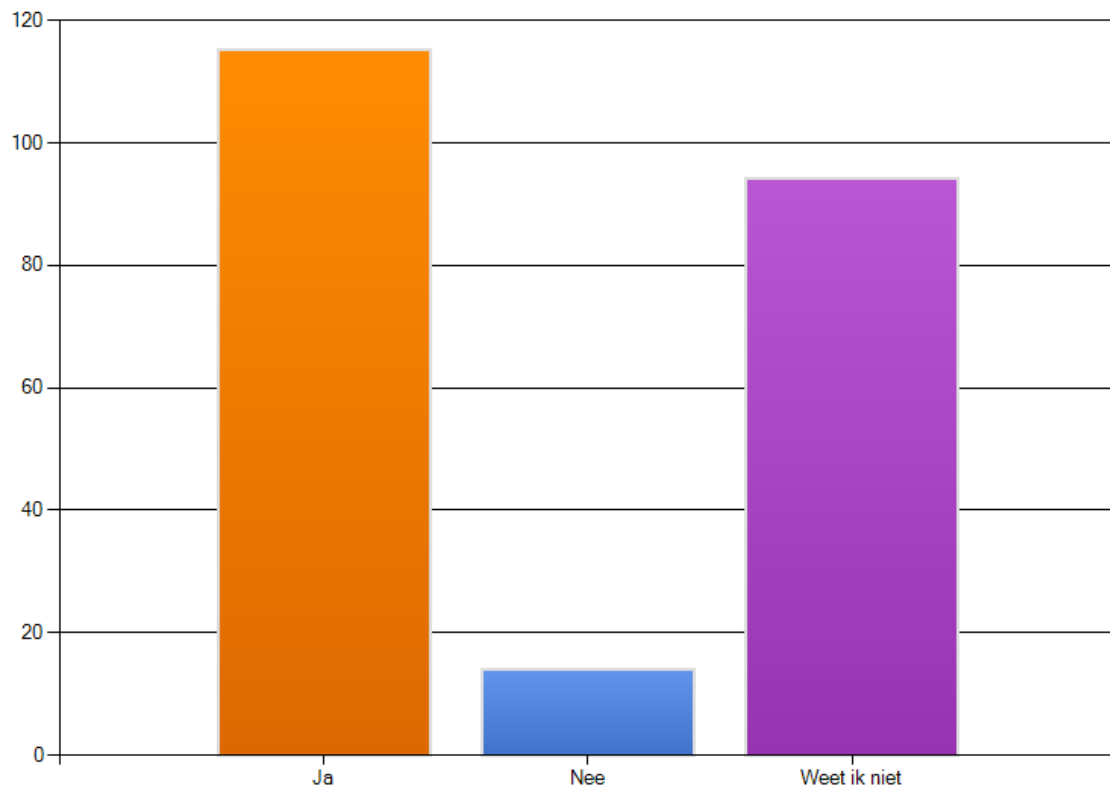


What is immediately visible in this graph is the amount of high green bars. The bars show that most respondents do not have an impression of the CINOP International Agency. On the other hand the blue bars are a lot higher than the purple or red bars. This means that, of the people that do know the CINOP International Agency, most of them agree with the positively stated words. Nevertheless, there are not many people that strongly agree with the statements either. The one that the respondents agree most with is that the CINOP International Agency is European oriented. However, the results are so divers that it can be stated that the respondents do not have a clear image of the CINOP International Agency.

Conclusion:

- The respondents do not have a clear image of the CINOP International Agency

12. Would you recommend the CINOP International Agency to people in your network?



52% answered 'Yes'

6 % answered 'No'

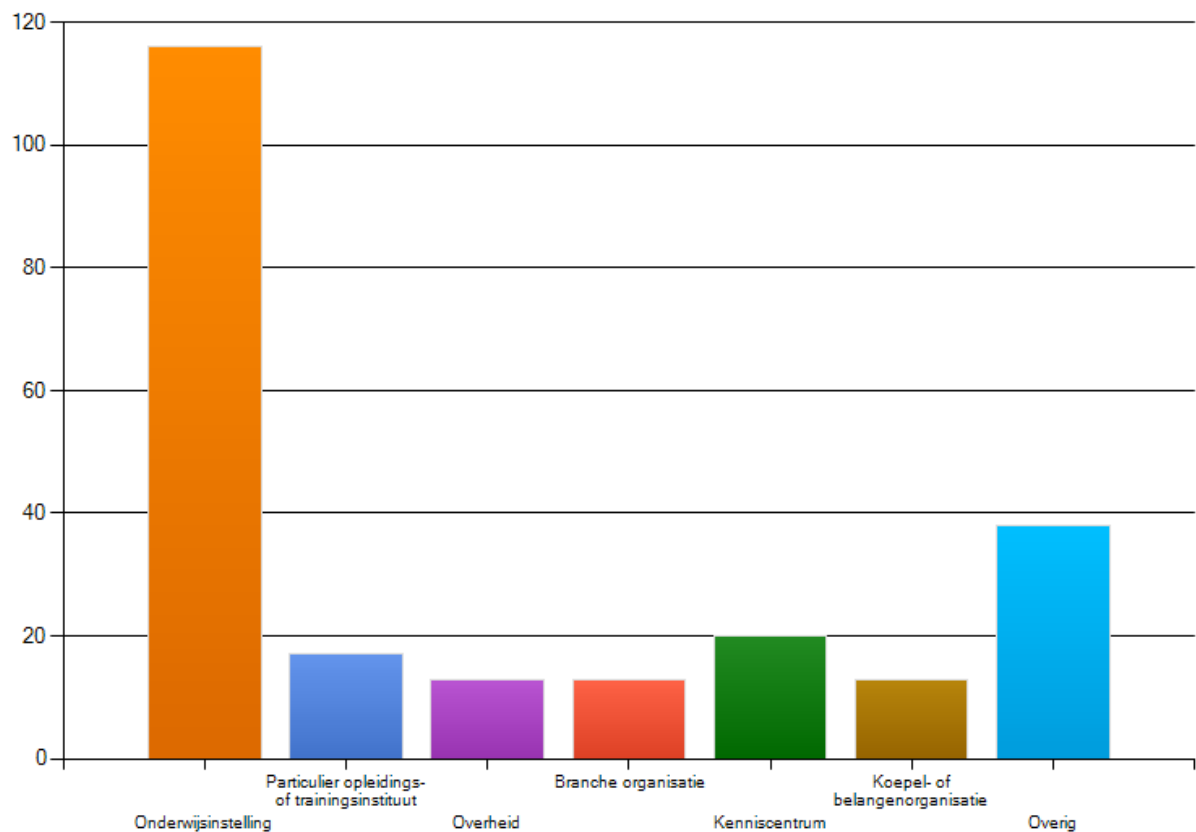
42 % answered 'I don't know'

A bit more than half of the respondents would recommend the CINOP International Agency to people in their network. The 42 % that answered 'I don't know' can be a result of the confusion around the name.

Conclusion:

- Slightly over half of the respondents would recommend the CINOP International Agency to people in their network.

13. What type of organisation do you work for?

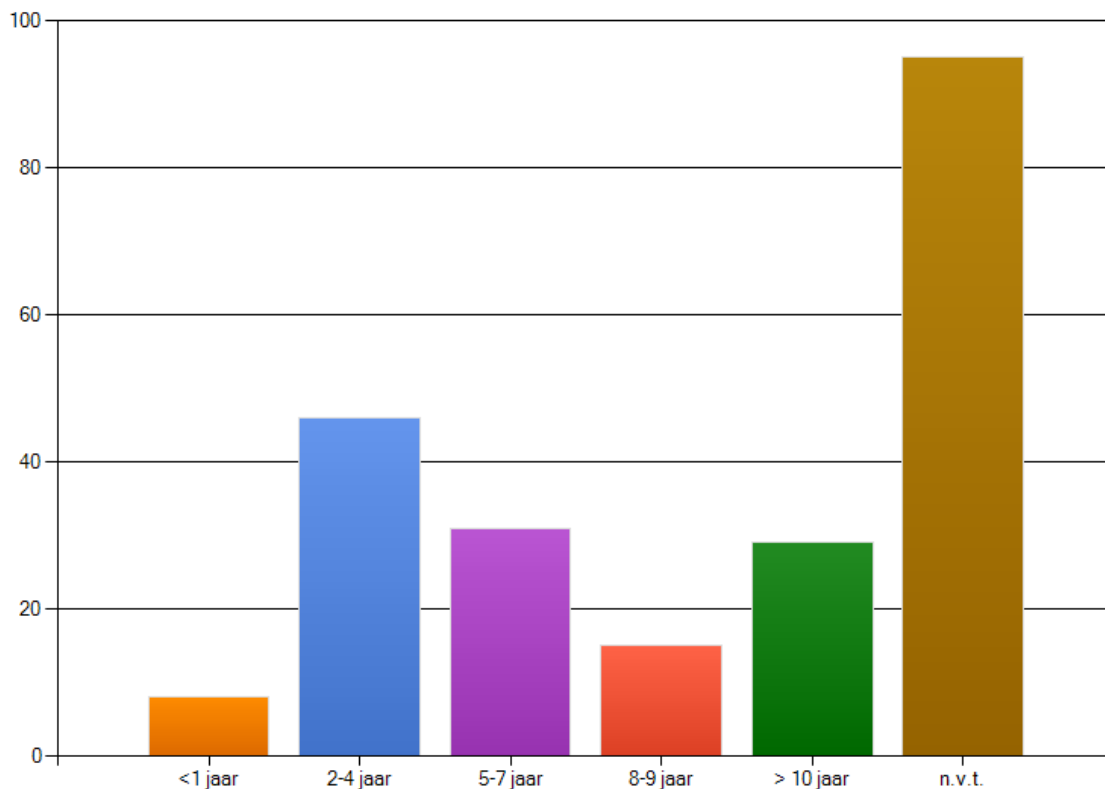


Most of the respondents (52%) that were willing to give their opinion on CINOP International Agency, by participating in this questionnaire, work at educational institutes. This means that this group is most interested in the CINOP International Agency of all target groups.

Conclusion:

- People of educational institutes are interested in the CINOP International Agency.

14. How long have you been working with the CINOP International Agency?

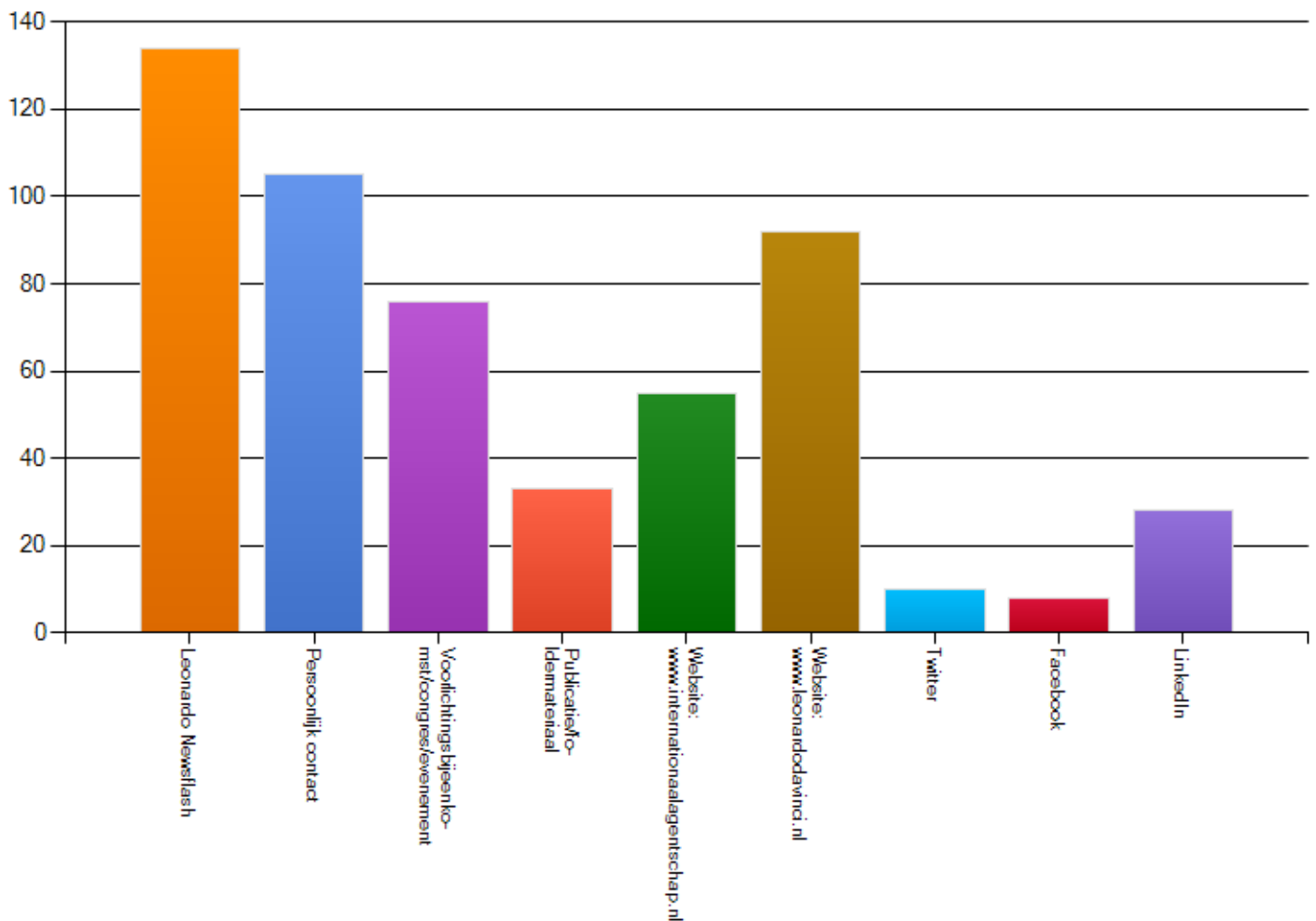


42% of the respondents state that this question does not apply to them. This means that they think that they do not work with the CINOP International Agency. 4% of the respondents claim that they are working with the CINOP International Agency for one year or less. 34% of the respondents have been working with the CINOP International Agency for 2-7 years. 20% of the respondents have been working with the CINOP International agency for 8-10 years or more. Most of the 58% that do know the CINOP International Agency have been working with them for at least a year and can therefore say something valid about the reputation of the CINOP International Agency.

Conclusions:

- 42 % of the respondents do not know the CINOP International Agency
- 54% of the respondents have been working with the CINOP International Agency for at least two years.

15. How can the CINOP International Agency best reach you?



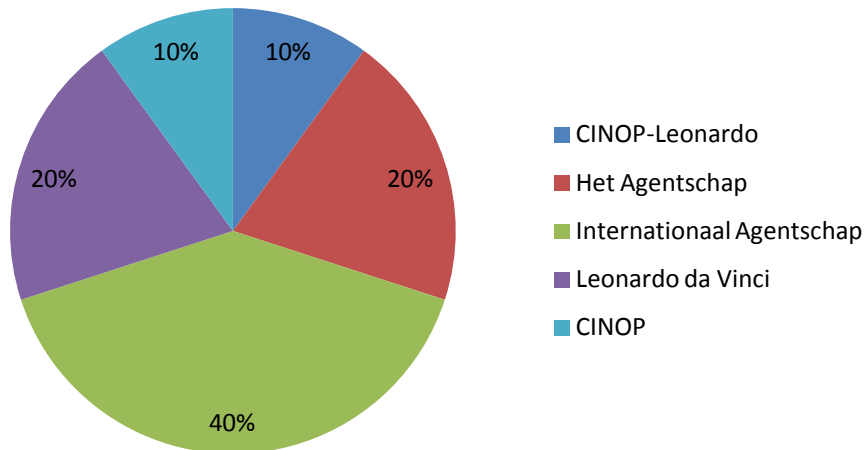
Most of the respondents answered that they are best reached by the 'Leonardo Newsflash' and by having personal contact.

Conclusions:

- The Leonardo Newsflash is a useful communication tool to reach this target audience.
- Personal contact is also preferred.

9.3 Results questionnaire: Employees

1. Who do you think that users see as the sender of the Leonardo Newsflash?

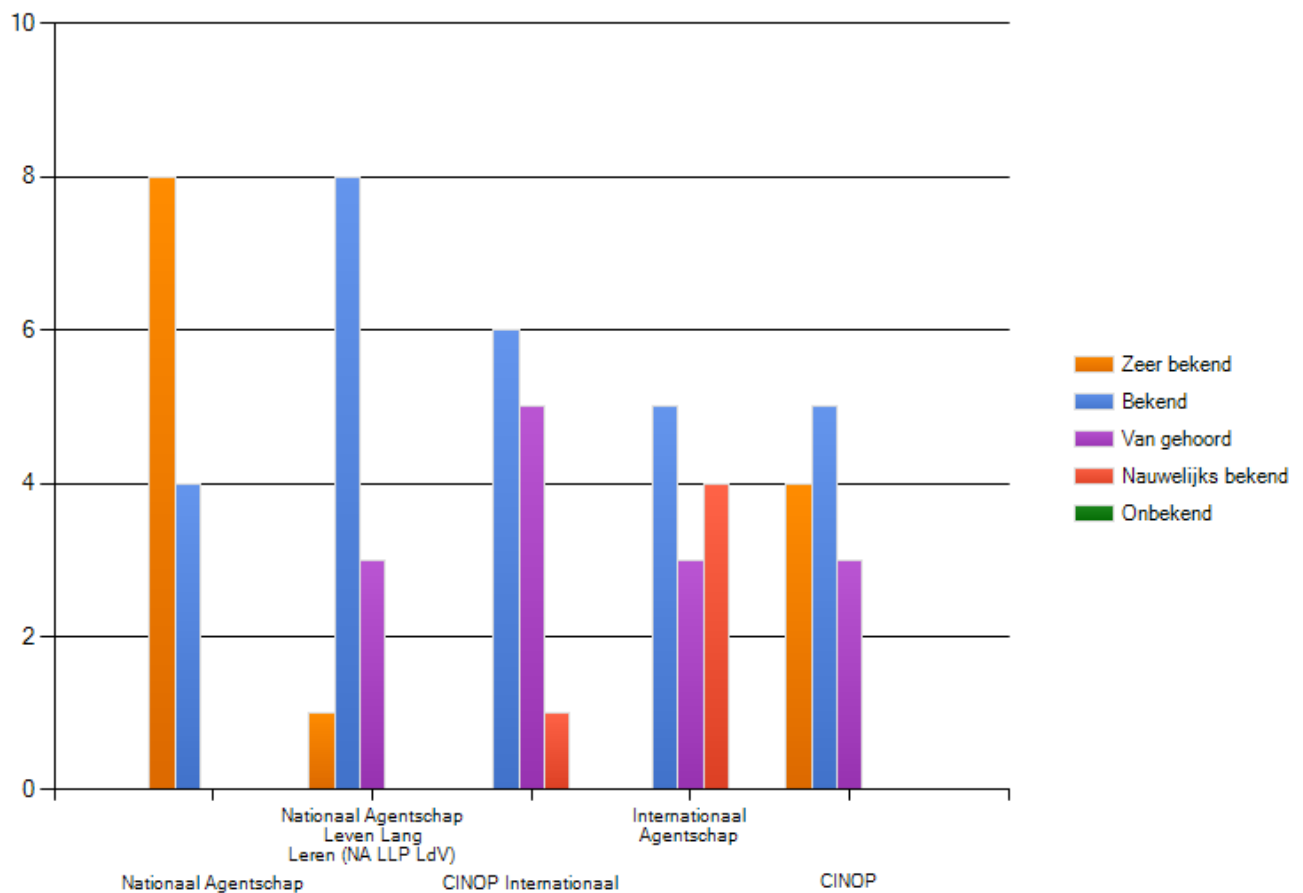


This graph clearly shows that the employees also do not know who the users should see as the sender of the Leonardo Newsflash, since the opinions are so differentiated. However, the largest group of the employees (40%) thinks that the users think that the 'International Agency' sends out the Leonardo Newsflash. None of the employees mentions 'CINOP International Agency'. This can be explained because internally the employees have been given the task not use the name 'CINOP' anymore within the name 'CINOP International agency'.

Conclusion:

- Internationally employees do not have a clear opinion on who they believe that users see as the sender of the Leonardo Newsflash.

2. How familiar do you think that the users are with....:

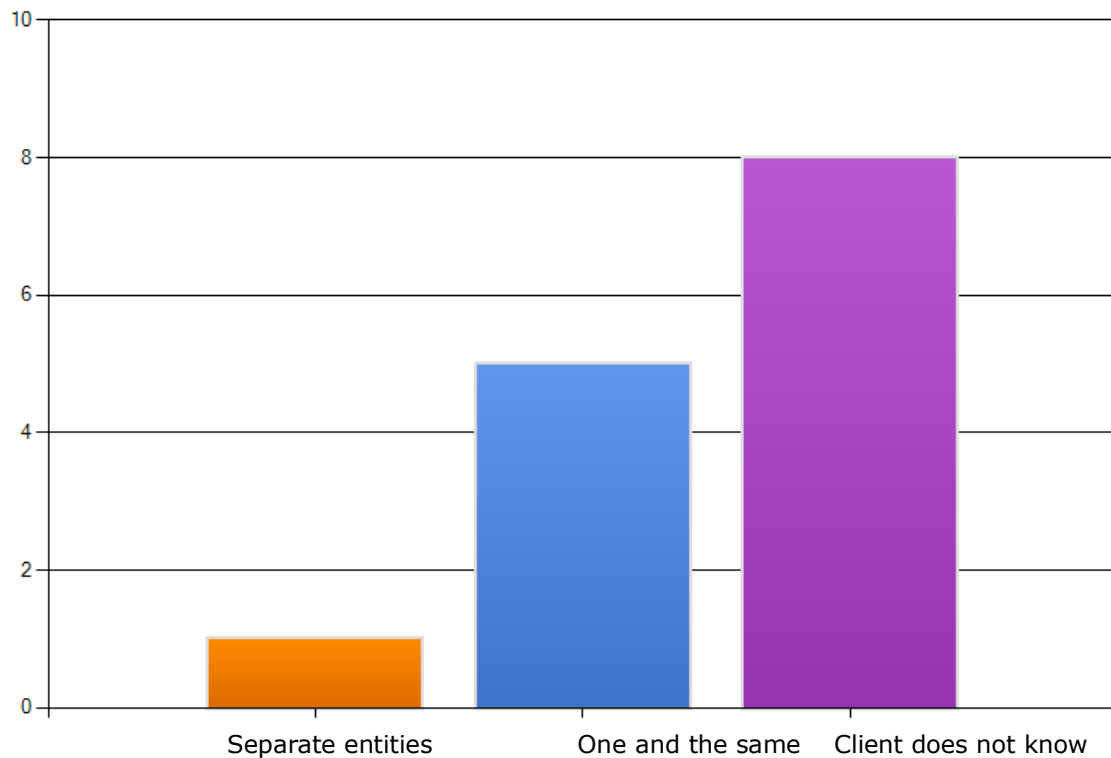


According to the employees, the users are most familiar with the National Agency Leonardo da Vinci, followed by CINOP and the National Agency Lifelong Learning. None of the employees think that users are very familiar with the CINOP International Agency; they rather believe that they are familiar or have heard of it. The employees think that users are most unfamiliar with the International Agency.

Conclusions:

- Employees think that users are most familiar with the National Agency Leonardo da Vinci, followed by CINOP.
- None of the employees mentioned that they believe that people are very familiar with the CINOP International Agency.
- Employees think that users are the least familiar with the International Agency.

3. How do you think that the users see the senders named above?



4. Which words describe the 'CINOP International Agency' according to you?



Conclusions:

- The word that describes the CINOP International Agency best according to the employees is word 'subsidy'.
- Followed by vocational education and training (VET), advising and innovation.
- **Fear manager**

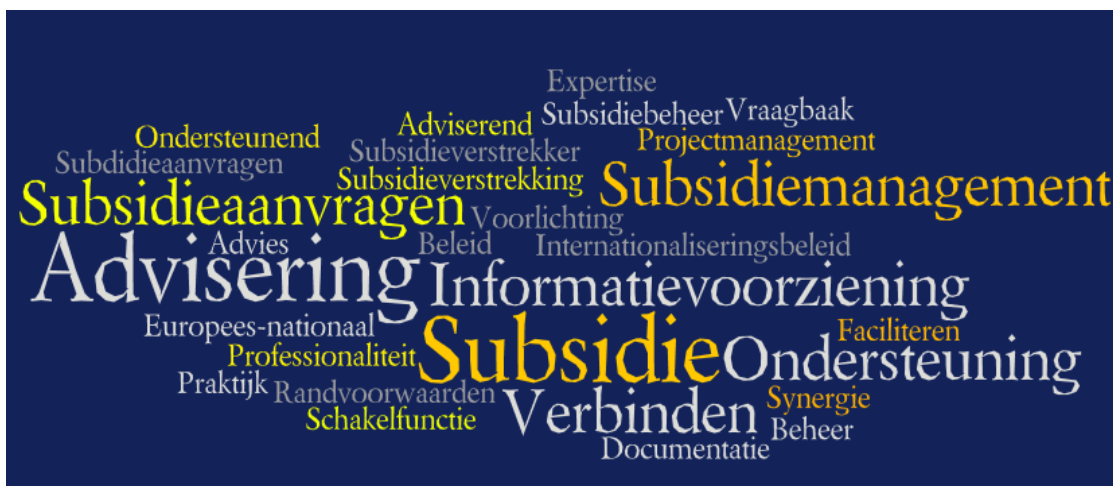
5. Which words describe 'CINOP' according to you?



Conclusion:

- The words VET, education and advice best describe CINOP according to the employees.

6. Which services does the CINOP International Agency offer according to you?



The words advising and subsidy are most often mentioned as services that the CINOP International Agency offers. As well as subsidy management, subsidy applications, information, support and connecting people. Since these services are most often mentioned they can be seen as the main services that the CINOP International Agency offers according to the employees.

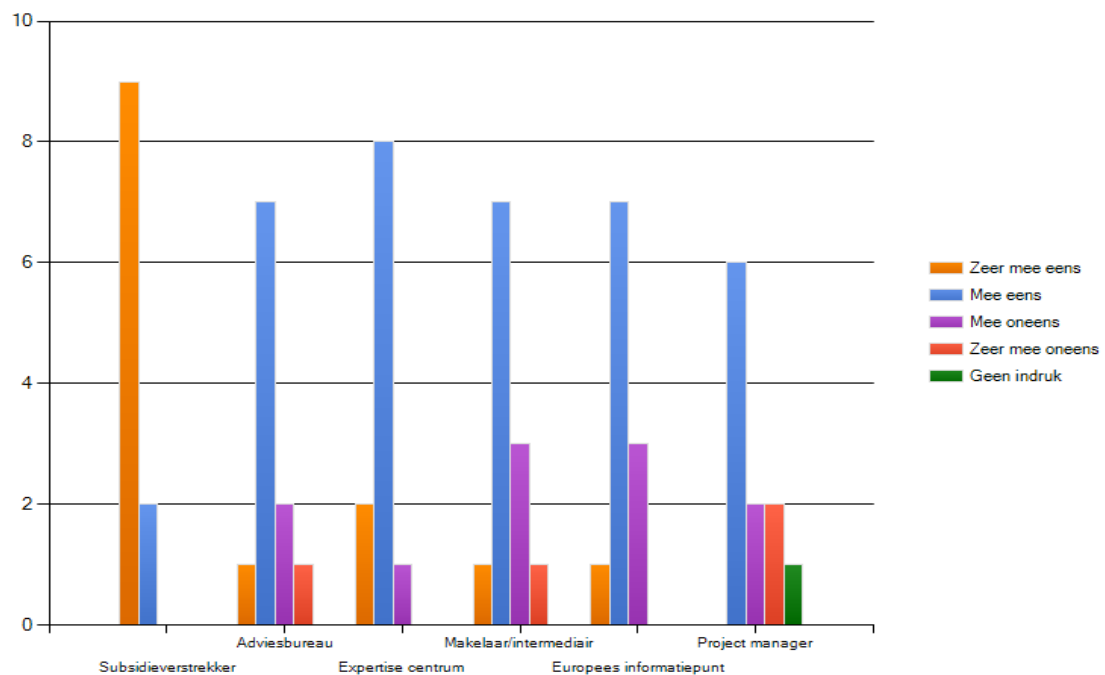
Conclusion:

- Main services that the CINOP International Agency offers according to its employees (in order of most mentioned) are: advising, subsidy, subsidy management, subsidy applications, information, support and connecting people.

7. What is the core business of the CINOP International Agency according to you?**Conclusions:**

- Employees see 'subsidy provision' the core business of the CINOP International Agency.
- All tasks mentioned, besides 'connecting people', regard tasks that are connected to the Lifelong Learning programme. This means that if the CINOP International Agency would lose the programme, they would have to define a new core business.

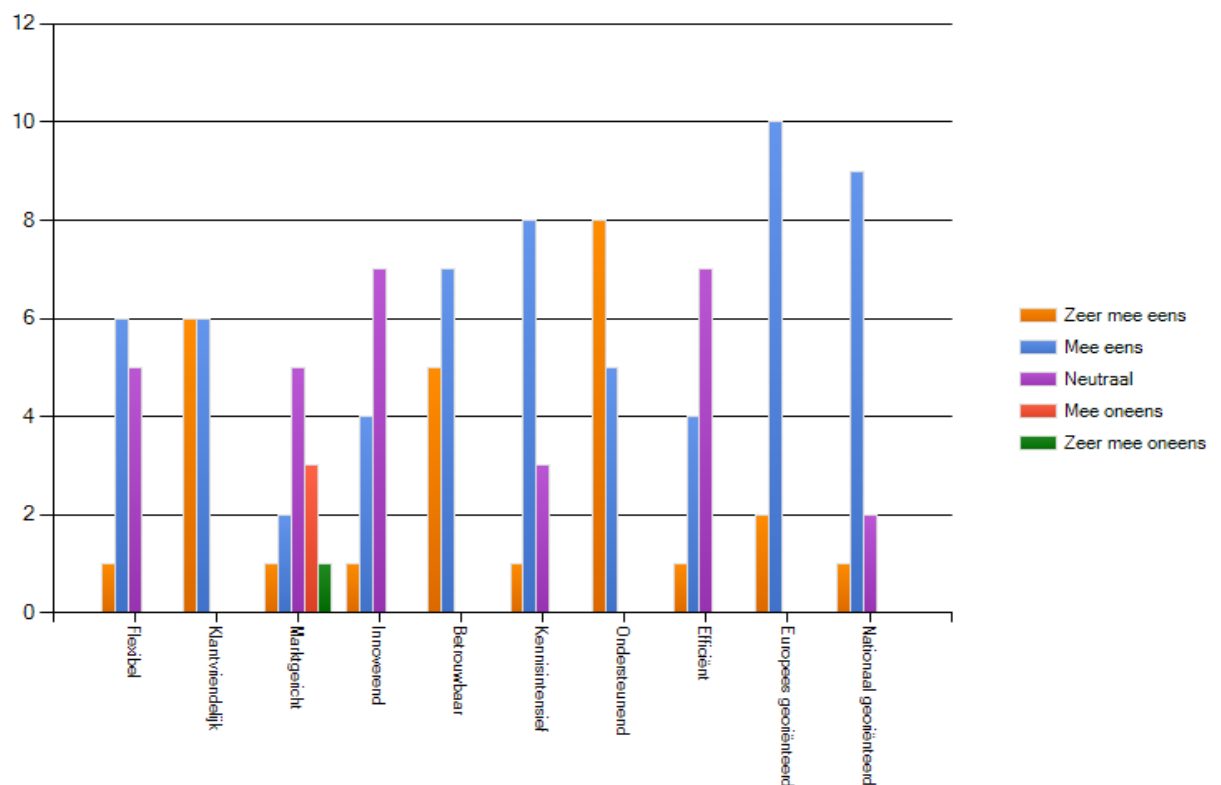
8. Do you see the CINOP International Agency as...?



Conclusions:

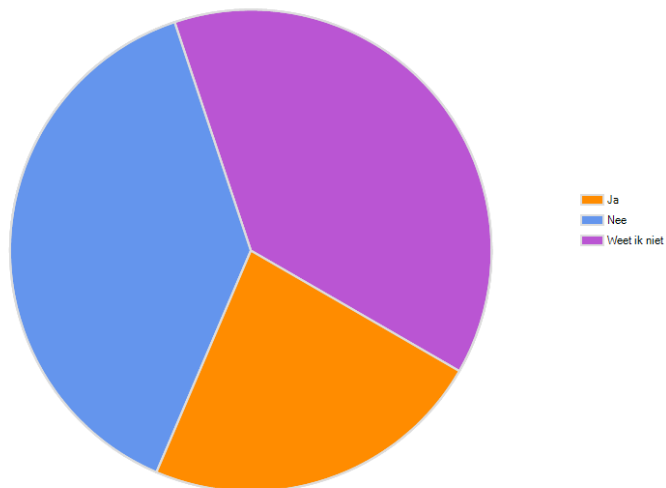
- Employees see the CINOP International Agency as a subsidy provider.
- Besides the subsidy provider employees do not have an unambiguous opinion on the other business types.

9. Do you find the CINOP International Agency...?



Conclusions:

- Employees see the CINOP International Agency as supportive, European oriented, trustworthy and customer friendly.

10. Do you think that the users would be willing to pay for the services?**Conclusions:**

- Only 3 out of 13 employees believe that users are willing to pay for their services.
- The other employees either think that users are not willing to pay or do not know.

9.4 Interview questions

- The red comments explain why these particular questions were asked during the interviews, they are not part of the interview question.

How long have you been working with the CINOP International Agency?

- Plausibility check of the data: Is the informant in possession of facts and knowledge about the topic being discussed?

How did the contact with the CINOP International Agency start?

- How has the CINOP International Agency initially been found? Could say something about communication tools or marketing that might have been effective in the past.

What is the core business of the CINOP International Agency according to you?

- Measures whether the managing directors' statement is right: Are they really seen as just a subsidy provider?

How do you find working with the employees of the CINOP International Agency?

- What image do they have of the employees?

How is the contact with the employees?

- Follow up question on the previous question

What does the CINOP International Agency do well?

- Could be useful information for advising on the development scenarios because USP's could be defined here.

What could they improve?

- What is needed to be improved in order to obtain an even more favourable reputation?

Would you recommend the CINOP International Agency to people in your network?

- Says something about if people are satisfied with the CINOP International Agency. If they are not satisfied they would not recommend the CIA to others.

Do you see a future for the CINOP International Agency as a commercial agency?

- Relates to development scenario 2: Is it possible for the CINOP International Agency to become a commercial agency?

Would you make use of the services if they would be a commercial agency?

- Follow up question of the previous question.

With which of the following entities are you most familiar and with which are you least familiar?

- Brand awareness check. With which name are people most familiar? Do people know that the first 4 names are all one and the same group of people and that these group of people are currently called the CINOP International Agency?

1. Nationaal Agentschap Leonardo da Vinci (NA LdV)
2. Nationaal Agentschap Leven Lang Leren (NA LLP LdV)
3. CINOP Internationaal Agentschap
4. Internationaal Agentschap
5. CINOP

How do you think these entities relate to one another?

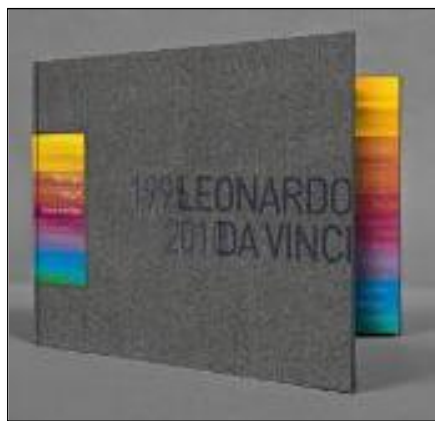
- Finding out if people know the relationship between CINOP and the other four entities that all stand for the same group of people.

Could you tell me who the sender is of each of these three communication materials?

- Testing hypothesis 1: The receivers do not know who the sender is
- Three different communication materials are showed to the interviewees that all look different, but all are from the same sender: the CINOP International Agency. Do people see that these materials are from the same sender or not?

The materials:

You see different usage of colour, logos and names. Do receivers see that these are from one and the same sender?



What should I advice the CINOP International Agency to make clear to you that these are all from the same sender?

- Letting the receivers decide how they can best be reached and how the CIA can best explain to them (the target audience) that they are both the CINOP International Agency and National Agency Leonardo da Vinci.

Is a name important to you?

- Is the brand important to the interviewees or is something else more important?

How would you grade the CINOP International Agency?

- What is the reputation of the CINOP International Agency (expressed in a grade)? A high grade means a good reputation and a low grade means a bad one.

9.5 Interview transcripts



Naam: Udo Lut

Functie: Coördinator internationalisering en examinering

Bedrijf: ROC Landstede

Datum interview: 27 april 2012

Hoe lang werkt u al (samen) met het CINOP Internationaal Agentschap?

"Vanaf januari 2004. Ik kwam al vrij snel in contact met hen. Ik was net twee manden coördinator internationalisering. Ik wist toen nog helemaal niets. Dan is het gewoon fijn dat je iemand hebt die je ondersteuning biedt om subsidieaanvragen te doen want dat was voor mij allemaal totaal nieuw. Dus dat was voor mij heel plezierig."

Hoe bent u met het CINOP Internationaal Agentschap in contact gekomen?

"Ik heb het initiatief genomen. Ik heb het agentschap gebeld. Toen ben ik er in begin januari naar toe gegaan een in gesprek heeft een adviseur mij uitgelegd hoe het proces van subsidie aanvraag verloopt. Wat moet je doen, hoe zit het in elkaar. Daarna dacht ik nou oké, dan ga ik het maar eens proberen!"

Wat is volgens u de hoofdtak van het CINOP Internationaal Agentschap?

"Het verstrekken van subsidie voor Europese projecten. Enerzijds mobiliteiten, transfer of innovation projecten en partnerships. Daarna een stukje advisering en het organiseren van bijeenkomsten, dat vloeit daaruit voort."

Hoe verloopt de omgang met de medewerkers?

"Heel goed, het contact met de adviseurs verloopt heel goed. Ik kom ze ook regelmatig op andere manieren tegen, op bijeenkomsten en bij projecten. Ze zijn toegankelijk, bereikbaar, je krijgt goed antwoord."

Wat vindt u goed aan het CINOP Internationaal Agentschap?

"De manier van samenwerking is heel plezierig, bereikbaarheid en toegankelijkheid is goed. Deskundige adviseurs. De adviseurs waar ik mee te maken heb zijn heel erg gepassioneerd, die gaan er echt voor. Het is gewoon heel plezierig om met hun samen te werken."

Wat kan er beter?

"Soms merk ik wel dat de informatie over de afwikkeling niet altijd direct bij mij binnen komt. Soms veranderen er wel eens dingen. De veranderingen in de subsidieregelingen dat komt niet altijd over. Veranderingen worden niet duidelijk gecommuniceerd. Per mail of via de Leonardo Newsflash zouden ze dat kunnen communiceren."

Zou u het CINOP Internationaal Agentschap aanbevelen? Waarom wel/niet?

"Ja zeker, en dat doe ik ook regelmatig."

Zou u voor de diensten van het CINOP Internationaal Agentschap willen betalen?

Waarom wel/niet?

"Nee, in eerste instantie niet. Wat zouden ze gaan aanbieden dan? Daar hangt het natuurlijk van af. Voor de subsidies zou ik dan naar een andere aanbieder gaan, maar ik kan me wel voorstellen dat ik ze bijvoorbeeld uitnodig om een presentatie of training te geven of om een seminar te

organiseren. Een andere optie is dat ze zich gaan richten op het binnenhalen van subsidies voor bedrijven. Ze zijn ook goed in het verbinden van mensen, met hun netwerk zouden ze ook wat kunnen doen. Als ze commercieel gaan dan wil ik wel voor ze komen werken!"

Met welke van onderstaande entiteiten bent u het meest bekend? En met welke het minst?

- Nationaal Agentschap Leonardo da Vinci (NA LdV)
- Nationaal Agentschap Leven Lang Leren (NA LLP LdV)
- CINOP Internationaal Agentschap
- Internationaal Agentschap
- CINOP

"Ik ken ze eigenlijk allemaal wel. Het NA LdV komt het eerst bij mij op en ik ben het minst bekend met het Internationaal Agentschap."

Hoe verhouden deze entiteiten zich volgens u tot elkaar?

"Het is allemaal één pot nat. CINOP is de commerciële tak."

Kunt u mij van deze 3 verschillende communicatie materialen vertellen wie u denkt dat de afzender is?

Jaarboek:

"Dit is een voorbeeld van alle verwarring bij elkaar. Het logo zegt Internationaal Agentschap, dan staat er als naam CINOP Internationaal Agentschap maar als ik het doorblader zie ik meteen dat het van het Nationaal Agentschap Leonardo da Vinci is."

Stageverslagen:

"Deze uitgave ken ik wel, die is van het NA Leonardo da Vinci."

15 Jaar Leonardo:

"Deze heb ik zelf ook in de kast staan en die is ook van het NA Leonardo da Vinci."

"Voor mij zijn alle uitgaven van dezelfde afzender."

Wat vindt u ervan als ik u vertel dat dit allemaal inderdaad van een en dezelfde afzender komt, namelijk het CINOP Internationaal Agentschap, dat voorheen inderdaad het NA Leonardo da Vinci heette?

"Het CINOP Internationaal Agentschap profileert zich niet goed. Ze zijn niet eenduidig in hun communicatie. Ze hanteren verschillende logo's en namen. Het lijkt er op dat ze zelf nog zoekende zijn. Mijn advies is: kies voor één naam en laat de rest vallen."

"De namen NA LdV en NA LLP vervallen met het einde van dit programma. De naam CINOP Internationaal Agentschap suggereert dat ze onderdeel zijn van CINOP, terwijl CINOP veel meer doet dan alleen subsidieverstrekking. En CINOP is een commercieel adviesbureau. Zelf zou ik gaan voor de naam Internationaal Agentschap. Een nieuwe naam is ook goed. Als er maar duidelijk en eenduidig wordt gecommuniceerd."



Naam: Rob van Wezel
 Functie: Manager KCH International
 Bedrijf: KCH International
 Datum interview: 27 april 2012



Naam: Jeannette Jansen
 Functie: Onderwijskundig medewerkster
 Bedrijf: KCH International
 Datum interview: 27 april 2012

Hoe lang werkt u al (samen) met het CINOP Internationaal Agentschap?

Rob & Jeanette: "Sinds 2004/2005 ongeveer."

Wat is volgens u de hoofdtak van het CINOP Internationaal Agentschap?

Jeanette: "Uitvoering van het Leven Lang Leren programma."

Rob: "Het Agentschap heeft een dubbelrol: toezicht houden op kwaliteit van projecten en daarnaast ondersteuning en mede ontwikkelen van gedachten en advies geven. Informatieverstrekking via mail en bijeenkomsten horen daar ook bij."

Hoe verloopt de omgang met de medewerkers?

Rob: "We hebben een vrij korte lijn met de medewerkers. Er is geen weerstand om even het Agentschap te bellen om een vraag te stellen. Dat wordt heel accuraat en keurig beantwoord. We hebben een hele directe lijn. Het loopt niet alleen soepel maar ook inhoudelijk goed. Met het Agentschap hebben we echt meerwaarde. De kennis en expertise die wij hebben die benutten zij ook weer. Het is een wederkerige werking. Er is een grote mate van bereidheid om te ondersteunen. Ik ben heel tevreden met de manier waarop we werken met het Agentschap."

Jeanette: "In vergelijking met andere landen is het Agentschap denk ik vrij coulant. Ze zijn in ieder geval gericht op samen werken en ik denk dat agentschappen in andere landen ook veel meer een controlerende functie hebben."

Rob: "Het Italiaanse Agentschap bijvoorbeeld, die is als de dood dat we een deadline overschrijven."

Zou u het CINOP Internationaal Agentschap aanbevelen? Waarom wel/niet?

Jeanette: "Als zij de autoriserende instantie zijn van het leven lang leren programme in ieder geval van het gedeelde Leonardo da Vinci, waar wij dan mee te maken hebben, dan kom je daar toch niet onderuit. Je hebt geen andere optie. Maar ik zou wel tegen iedereen zeggen ga eens bij het Agentschap informeren of ze je kunnen helpen. Enerzijds kun je niet om ze heen, maar als mensen bezig zijn met projecten dan denk ik zeker dat ze geholpen kunnen worden door het Agentschap."

Ziet u een toekomst voor het CINOP Internationaal Agentschap als commercieel Agentschap?

Jeanette: "Het Internationaal Agentschap is een onderdeel van CINOP en dat is natuurlijk al commercieel. Dus ik denk zeker dat ze daar op de goede plek zitten om daar iets mee te doen."

Rob: "Het agentschap zou een hele aardige adviesfunctie kunnen hebben. Het is een van de weinige clubs die al die elementen kan overzien en van daar uit dus een meerwaarde zouden kunnen creëren."

Zou u gebruik van hun diensten willen maken als ze commercieel verder zouden gaan?

Jeanette: "Dat denk ik bijna niet. Ik zou wel kunnen denken aan een samenwerkingsverband. Omtrent de Europese instrumenten denk ik dat we dat zelf ook wel zouden kunnen. Ik zou niet een opdracht uitzetten bij het Internationaal Agentschap."

Rob: "Ik denk dat het dan persoonsgebonden wordt. Dan ga je je richten op expertises van mensen. Ik denk dat ik op die manier dan ook de organisatie zou benaderen."

Met welke van onderstaande entiteiten bent u het meest bekend? En met welke het minst?

- Nationaal Agentschap Leonardo da Vinci (NA LdV)
- Nationaal Agentschap Leven Lang Leren (NA LLP LdV)
- CINOP Internationaal Agentschap
- Internationaal Agentschap
- CINOP

Jeanette: "Met het Nationaal Agentschap Leonardo da Vinci zijn wij natuurlijk het meest bekend. Ik denk dat wij met CINOP het minst bekend zijn."

Rob: "Ik ben met Siegfried bekend."

Jeanette: "Is Siegfried de directeur van het Nationaal Agentschap Leonardo da Vinci of van het Nationaal Agentschap Leven Lang Leren?"

Hoe verhouden deze entiteiten zich volgens u tot elkaar?

Rob: "Ik weet niet precies hoe het allemaal in elkaar zit. Ik kan niet plaatsen wie wat nou is."

Jeanette: "Ik weet niet in hoeverre ze allemaal onafhankelijk van elkaar werken."

Rob: "CINOP staat er voor mij een beetje los van."

Jeanette: "Het Nationaal Agentschap Leonardo da Vinci waar wij vooral mee te maken hebben omdat dat gaat over de uitvoering van Leonardo da Vinci projecten in Nederland, het Nationaal Agentschap Leven Lang Leren zal daar overkoepelend aan zijn. En het CINOP Internationaal Agentschap speelt denk ik in op de Internationale ontwikkelingen zoals ECVET."

Kunt u mij van deze 3 verschillende communicatie materialen vertellen wie u denkt dat de afzender is?

Jaarboek:

Rob & Jeanette: "CINOP Internationaal Agentschap"

Stageverslagen:

Rob: "Nationaal Agentschap Leven Lang Leren"

Jeanette: "Nationaal Agentschap Leonardo da Vinci"

15 Jaar Leonardo: Nationaal Agentschap Leonardo da Vinci

Rob & Jeanette: "Nationaal Agentschap Leonardo da Vinci"

Wat zouden zij kunnen doen om dit duidelijk te krijgen?

Jeanette: "Dan moeten ze met eenduidige kleuren en logo's naar buiten treden en in ieder geval steeds dezelfde naam gebruiken."

Adviesbureau?

Jeanette: "Binnen hun eigen expertise vind ik ze wel een adviesbureau."

Wat voor cijfer zou u ze geven?

Jeanette: "Een 8."

Rob: "Een 9, ik ben uiterst tevreden."

Wat zou er beter kunnen?

Jeanette: "Eigenlijk niets, de lijntjes zijn erg kort en de aanspreekpunten zijn duidelijk. Qua communicatie kunnen ze eenduidiger naar buiten treden."

Rob: "Ik zou er een voorstander van zijn dat iedereen op het zelfde niveau als het Agentschap zat qua prestaties."



Naam: Theo van de Veerdonk

Functie: Projectmanager Education, Labourmarket and European Cooperation

Bedrijf: Gemeente Den Bosch

Datum interview: 1 mei 2012

Hoe lang werkt u al (samen) met het CINOP Internationaal Agentschap?

"Ik werk vanaf al 1990 in Europese programma's en met het Agentschap. Ik werk nu 11 jaar met het Agentschap vanuit de Gemeente Den Bosch."

Hoe bent u met het CINOP Internationaal Agentschap in contact gekomen?

"Ik werkte in een instituut (CBB) waar we met werkzoekende jongeren en ouderen werkten, die kregen specifieke scholingsprogramma's. CINOP is echt een kwaliteitsinstituut, dat nieuwe methodieken ontwikkelt. Ze halen ook methodieken uit andere landen, en zetten deze weer in Nederland neer. Daar waren ook een paar methodieken bij die pasten bij het instituut waar ik toen werkte. Vanuit onze behoefte om expertise van nieuwe onderwijsmethodieken bij ons in te voeren zijn wij met CINOP in contact gekomen. Wij huurden ook wel eens experts in van CINOP om ons te leren om met jongeren op een systematische manier hun talenten in beeld te brengen. Zo ontstond dat eigenlijk. Meer vanuit een behoefte van ons om de expertise van nieuwe onderwijsmethodieken om die binnen te krijgen in ons instituut. Het was daarom voornamelijk vooral CINOP waar het mee begon."

"Met het Leonardo Agentschap heb ik al heel lang contact, al sinds begin 1990. Ik weet alleen niet meer precies hoe het toen heette."

Hoe heet het Agentschap volgens u nu?

"Het is het Leven Lang Leren programma en het is het Agentschap Leonardo da Vinci. Je gaat me toch niet verrassen door te zeggen "dat klopt niet he"?"

Wat is volgens u de hoofdtak van het CINOP Internationaal Agentschap?

"Het Agentschap beheert fondsen binnen het Leonardo programma en wat zij moeten doen is met het budget wat zij krijgen zoveel mogelijk partijen in Nederland enthousiasmeren en inspireren om er gebruik van te maken in het belang van beter onderwijs en betere voorbereiding van jongeren op de arbeidsmarkt. Dus voorlichting geven over het fonds en begeleiden van projecten en aanvragen. En als het dan goedgekeurd is het adviseren en begeleiden van de projecten die draaien, het monitoren. Misschien nog een beetje nazorg voor de afgeronde projecten."

Hoe zou u de hoofdtak in één woord omschrijven?

"Dan blijft bij mij toch het woord 'enthousiasmeren' hangen. Mensen zeggen vaak dat het ook een boel gedoe is, administratieve rompslomp ("ben ik het niet mee eens"). Dus daarom is enthousiasme heel belangrijk."

Hoe verloopt de omgang met de medewerkers?

"Ik had twintig jaar geleden al wel bij het CINOP willen werken. Ik vind het werk wat zij doen geweldig. Als ik bij hun ben, of zij bij mij, dan merk ik dat we gelijk gestemd zijn. Zij gaan voor dezelfde dingen als ik. Dat schept een band. Je begrijpt elkaar."

"Ik kan ze allemaal bij naam opnoemen. Want je krijgt eigenlijk wel met alle mensen contact."

Hoe verloopt dat contact?

"Het contact verloopt prettig, gezellig, vakbekwaam. Als ik een vraag heb krijg ik een antwoord, of als ze het niet weten word ik altijd snel teruggebeld. Zorgvuldigheid in afhandeling van vragen. Deskundig."

Wat doet het CINOP Internationaal Agentschap goed?

"Ze zijn altijd bereid je te helpen. Je kunt ze bij wijze van spreken midden in de nacht bellen. Dat vind ik echt geweldig."

Wat zou er beter kunnen?

"CINOP zou meer inspanningen moeten doen, misschien nog creatiever moeten zijn, om meer gemeenten te benaderen. Maar dat is ook wel een hell of a job. Hoe zorg je ervoor dat mensen die klik krijgen met Europa? Dat is bijna missiewerk. Ik wil het CINOP daar wel bij helpen. "We zouden de gemeente Den Bosch als een good practice kunnen promoten. Waarin ik samen met het Agentschap een stukje promotie ga doen voor Europese programma's."

"Er zijn mensen die het beeld hebben dat het werken in Europa alleen maar snoepreisjes zijn, mensen zien het soms als een soort hobby. Maar het is hard werken, natuurlijk zit er ook een leuke kant aan!"

"Vaak zie je dat scholen het leuk vinden om een keer een project te doen in Portugal, maar wat niet past in het langere termijn beleid. En dat is bij ons wel wat wij kritisch bekijken en misschien kunnen met die boodschap naar andere gemeentes om te laten zien; kijk, daar is over na gedacht. Het is een strategie en een langere termijn beleid. Maar het is heel moeilijk om anderen te overtuigen."

"Ik denk dat andere gemeentes weinig of geen idee hebben wat de meerwaarde is van dit soort programma's in de samenwerking tussen scholen en gemeente."

"Je moet scholen betrekken, de projecten laten ervaren. 'Learning by doing'. Zo zou je dat ook eigenlijk moeten doen bij gemeentes."

Zou u het CINOP Internationaal Agentschap aanbevelen? Waarom wel/niet?

"Zeker! Het is een goede club, met veel kwaliteit. Ze zorgen voor inspiratie, motivatie en enthousiasme en zijn gedegen en betrouwbaar en spelen een belangrijke rol in het kader van onderwijsinnovatie."

Ziet u een toekomst voor het CINOP Internationaal Agentschap als commercieel Agentschap?

"Maar wat is dan het product? Want dat is dan niet meer het Leonardo Agentschap product met de bijbehorende budgetten."

"Ze zullen dan wat dichterbij hun leest moeten blijven, maar dan kom je weer dichtbij wat CINOP doet. Dus ik zie eerder dat ze in de grote organisatie CINOP worden opgenomen, dan dat ze zich als commercieel bureau moeten gaan neerzetten."

Dus u zegt, 'geen commercieel agentschap'?

"Dat ligt eraan wat hun product is, maar dan kom je volgens mij toch wel heel dicht bij de producten van het CINOP zelf. Dus ik zou met het CINOP in gesprek gaan om te kijken hoe zij hun

competenties en kwaliteiten op een goede manier binnen het CINOP kunnen doorontwikkelen. Want CINOP staat natuurlijk als organisatie, en het agentschap is eigenlijk een deelfacet. Ik verwacht dat daar meer kansen zitten voor de individuele mens, dan om dit bureau commercieel te gaan vermarkten. Ik ben bereid om daarover eens een keer met het Leonardo Agentschap om tafel te gaan. Om mijn ideeën en verwachtingen met hun te delen in een open gesprek, om te kijken hoe dat eruit ziet; waar zitten de kansen? Ik heb wel eerder aan dit type gesprekken deelgenomen.”

“Je moet zo’n uniek product hebben omdat de scholen een beperkt budget hebben, want het is een krimpende markt. Maar als er ergens kansen liggen zit het vooral in de Europese dimensie, niet op het nationale niveau. Het verbinden van landen. Het moet dan natuurlijk wel iets anders zijn dan het nieuwe agentschap. Willen ze dat dan gaan beconcurreren? Dat wordt een lastige opgave.”

Zou u gebruik van hun diensten willen maken als ze commercieel verder zouden gaan?

“Dan zou ik moeten weten wat hun product is, en het product wat er nu is ligt vast binnen het Leonardo project. Maar als zij komen met een nieuw product dat perfect aansluit op onderwijsvernieuwing in deze stad, dat ik nergens anders kan vinden met die kwaliteit, dan is voor mij elke partij interessant om mee te praten. Maar ik moet er bij zeggen dat ook de gemeentelijke budgetten aan het slinken zijn. Als gemeente hebben wij ook te maken met de bezuinigingen.”

Met welke van onderstaande entiteiten bent u het meest bekend? En met welke het minst?

- Nationaal Agentschap Leonardo da Vinci (NA LdV)
- Nationaal Agentschap Leven Lang Leren (NA LLP LdV)
- CINOP Internationaal Agentschap
- Internationaal Agentschap
- CINOP

“Ik ben het meest bekend met het Nationaal Agentschap Leonardo da Vinci, en het minst bekend met het CINOP Internationaal Agentschap. Het Internationaal Agentschap zegt me ook niks. Als ik aan CINOP denk dan denk ik aan het gebouw en aan Henny Morshuis en Herman van Holt.”

Hoe verhouden deze entiteiten zich volgens u tot elkaar?

“Het Nationaal Agentschap Leven Lang Leren is het hoofd programma en het Leonardo da Vinci Agentschap is onderdeel hiervan. Het Leonardo Agentschap is onderdeel van CINOP.”

Kunt u mij van deze 3 verschillende communicatie materialen vertellen wie u denkt dat de afzender is?

“Allemaal dezelfde afzender, het Nationaal Agentschap Leonardo da Vinci.”

Wie is het CINOP Internationaal Agentschap?

“Geen idee...”

Wat zou u zeggen als ik u vertel dat dit hun formele naam is sinds 2010?

“Dat meen je?”

Dat is dus niet overgekomen?

“Nee, als je het aan mij vraagt en ik krijg er geen beeld bij... Nee voor mij is het echt Nationaal Agentschap Leonardo da Vinci.”

"Ik gebruik dit logo (internationaal agentschap logo) ook nooit. Ik gebruik altijd het Leonardo da Vinci logo."

Wat voor advies moet ik het CINOP Internationaal Agentschap hierover geven?

"Als deze naam hun officiële naam is, hun identiteit en alles wat er achter zit is dan zou je bijna zeggen: houd je oude naam. Maar die oude naam gaat eraan want er komt een nieuw programma. Maar ik zou hier geen aandacht meer aan besteden. Het heeft geen zin, want de houdbaarheid van deze naam houdt op."

Vindt u de naam belangrijk?

"Niet zozeer, het gaat mij meer om de mensen en het product. Voor mij is de werk-term altijd Leonardo da Vinci geweest."

Wat voor cijfer zou u ze geven?

"Een 9. De wijze waarop we samen werken, de ondersteuning en hoe ze het product vertegenwoordigen is heel goed. Maar er moet altijd ruimte voor verbetering blijven."



Naam: Ton Stok
Functie: International Projects Manager
Bedrijf: Wellantcollege
Datum interview: 3 mei 2012

Hoe lang werkt u al (samen) met het CINOP Internationaal Agentschap?

"Sinds 1999, toen heb ik mijn eerste projectaanvraag gedaan. Dat was voornamelijk mobiliteit."

Hoe bent u met het CINOP Internationaal Agentschap in contact gekomen?

"Via een collega uit het agrarisch onderwijs, die was al langer bezig met het aanvragen van subsidies."

Wat is volgens u de hoofdtak van het CINOP Internationaal Agentschap?

"Het bevorderen van mobiliteit van studenten en onderwijsgevende medewerkers. Daarnaast is informeren over wat er in Europa speelt ook een belangrijke taak. Ze geven dus informatie en bevorderen de mobiliteit. Daarnaast begeleiden zij de projectaanvragen."

Hoe verloopt de omgang met de medewerkers?

"Wij hebben een contact persoon, dat is mevrouw Spronk. Als er vragen zijn van onze kant uit dan stel ik die eerst aan mevrouw Spronk. Als die mij niet kan helpen dan stuurt ze mij door. Maar voor financiën hebben we contacten met mevrouw van Dongen, de heer van Putten en de heer Nafzger. Met die vier mensen hebben we het meeste contact. Themagericht hebben we ook wel met mevrouw Potters contact."

Hoe verloopt dat contact?

"Heel goed, prima. Al ben ik het niet altijd eens met het beoordelen en de beslissingen. De toekenning van de subsidies is niet altijd niet zo is als ik zou willen. Dat zeg ik dan ook, maar dat gaat dan wel in goede harmonie. Ik vind het ook wel belangrijk dat je een persoonlijke relatie met die mensen hebt. Als mevrouw Spronk er niet is dan probeert altijd iemand anders het op te lossen. Als je een vraag hebt die ze niet direct kunnen beantwoorden dan krijg je wel binnen een week antwoord. Dus ik heb daar goede ervaringen mee."

Wat vindt u goed aan het CINOP Internationaal Agentschap?

"Informatievoorziening, hulp bij problemen, het meedenken in de beginfase. De persoonlijke contacten, dat vind ik belangrijk. Ze kunt alles opzoeken, maar de precieze uitwerking ervan daar hebben zij toch meer kijk op."

Wat kan er beter?

"Gedurende en na afloop van de projecten kijken zij niet naar het resultaat. Als het op papier maar goed is. Wat het nou echt opgeleverd heeft, daar wordt niet naar gekeken. Tussentijds zouden ze moeten controleren,; je hebt dat doel gesteld, wordt dat ook gehaald? En waar kunnen wij jullie daarbij helpen? Dat mis ik. Dan blijven ze dus echt alleen maar subsidieverstrekker en dat vind ik jammer. Ze moeten zich veel meer inspannen bij lopende projecten waar kunnen we helpen. Als het klopt op papier is het goed."

"Ik zou er voor pleiten om tussendoor een soort audit te houden met als doel om te vragen 'wat heb je gedaan, waar ben je mee bezig, waar gaat er fout en waar loopt het goed en waar kunnen we je helpen?'."

Zou u het CINOP Internationaal Agentschap aanbevelen? Waarom wel/niet?

"Ja, dat doe ik ook. Als er nieuwe collega's zijn die iets met mobiliteit willen. Zij zijn wel uniek, je kunt niet naar iemand anders. En ik heb er prettige ervaringen mee. Ik krijg vaak vragen van docenten van 'Ik wil graag met mijn leerlingen daar en daar naartoe willen gaan'. Dan hangt het er van af wat ze willen, dan stuur ik ze door naar het Europees platform of Leonardo da Vinci. Maar die vragen krijg ik regelmatig. Je kunt dus wel zeggen dat ik ambassadeur van het CINOP ben."

Ziet u een toekomst voor het CINOP Internationaal Agentschap als een commercieel agentschap?

"Nou eigenlijk wil ik dat alle subsidies op een gegeven ogenblik zullen verdwijnen. Als er altijd maar geld te halen is. Elk jaar wordt er geld aangevraagd en elk jaar wordt er geld toegekend maar het onderwijs zou eigenlijk zo ingericht moeten zijn dat het gewoon opgenomen is het onderwijs curriculum en de bekostiging vanuit het ministerie. Dus het zou toch mooi zijn als op een gegeven ogenblik het agentschap opgeheven wordt, want dan zijn er geen subsidies meer."

Naast subsidies verstrekken hebben ze ook nog andere taken..?

"Ja, de adviserende rol. Maar als zij daar geld voor gaan vragen, dan moeten ze dergelijk informatie verschaffen dat een andere partij daar wat aan heeft. Daar bedoel ik mee, iets wat je zelf kunt onderzoeken, hoeft je niet te laten onderzoeken. Informatie vanuit Brussel is vrij toegankelijk. Nu bepalen ze of iets goedgekeurd wordt. Als ze dat niet meer hoeven te doen, dan moeten ze zich op een andere core business gaan richten."

"In andere bijeenkomsten die wij bijwonen, horen wij steeds meer dat het afhankelijk zijn van subsidies niet goed is. De studenten, docenten en scholen moeten veel ondernemender laten zijn om hun wensen wat betreft internationale activiteiten zelf te bekostigen. In samenwerking met het bedrijfsleven en de lokale overheid."

Dus u zou zelf niet voor de diensten van het CINOP Internationaal Agentschap willen betalen?

"Ik zou geen dienst kunnen verzinnen die zij voor mij zouden kunnen doen. Je ziet nu ook steeds meer dat adviesbureautjes de taak van het CINOP overnemen. Die schrijven de aanvragen, worden daarvoor betaald en mensen die weten de weg binnen Europa. Daar zijn er al heel veel van. Het gebeurt nu al in veel projecten dat scholen gebruik maken van andere mensen die de aanvragen voor hun schrijven. Ik denk dat het CINOP op dit moment van belang is wie wat krijgt en hoeveel, en als dat dadelijk niet meer hoeft, dan zie ik geen toegevoegde waarde meer. Dat moeten ze hun core business gaan verplaatsen."

Met welke van onderstaande entiteiten bent u het meest bekend? En met welke het minst?

Dit is voor mij de volgorde van bekendheid:

1. Nationaal Agentschap Leonardo da Vinci (NA LdV)
2. Nationaal Agentschap Leven Lang Leren (NA LLP LdV)

3. CINOP
4. Internationaal Agentschap
5. CINOP Internationaal Agentschap

"Volgens mij zijn NA LdV, LA LLP, IA en CIA, vier namen voor een geheel. Het is wel raar dat ze vier namen hebben."

"CINOP is de overkoepelende organisatie. Als ik onderwijskundige workshops organiseer vraag ik CINOP."

De naam CINOP Internationaal Agentschap zegt u weinig?

"Als je mij de namen zegt, zegt het me misschien wel wat. Als de mensen van Siegfried bedoeld worden met het CINOP Internationaal Agentschap...die zijn voor mij gewoon van het Leonardo da Vinci."

"De mensen zeggen mij een heleboel, maar de naam CINOP Internationaal Agentschap gaat bij mij gen belletje rinkelen. Hun brand is veel meer Leonardo da Vinci Leven Lang Leren dan CINOP Internationaal Agentschap."

De naam CIA is sinds 2010 de formele naam van het Leonardo da Vinci sinds 2010, dit is dus niet goed overgekomen?

"Nee bij mij in ieder geval niet."

Wat moet ik het CINOP Internationaal Agentschap als advies meegeven?

"Blijf de naam voeren als CINOP met als ondertitel het programma dat ze uitvoeren. Dat is nu het Leven Lang Leren en binnenkort Erasmus for All. Dan wordt het CINOP Erasmus for All."

Kunt u mij van deze 3 verschillende communicatie materialen vertellen wie u denkt dat de afzender is?

Jaarboek: CINOP

Stageverslagen: Leonardo da Vinci

15 Jaar LdV: Leonardo da Vinci



Naam: Manfred Polzin
Functie: Senior Advisor International Affairs at MBO Raad
Bedrijf: MBO Raad
Datum interview: 4 Mei 2012

Hoe lang werkt u al (samen) met het CINOP Internationaal Agentschap?

"Ik werk hier bij de MBO Raad nu 9 jaar. Maar met internationalisering heb ik al sinds 1995 te maken."

Hoe bent u met het CINOP Internationaal Agentschap in contact gekomen?

"Daar kom je vanzelf mee in aanraking. Op een gegeven moment werd er informatie verstrekt met de mogelijkheid om aan Europese projecten deel te nemen. Ik deed altijd allerlei projecten en toen zag ik dat. Dan doe je een aanvraag voor een project en dan kom je vanzelf met het CINOP in aanraking."

Wat is volgens u de hoofdtaak van het CINOP Internationaal Agentschap?

"Het beheren van de middelen die zij uit Brussel krijgen. En zoals het CINOP het nu invult hebben ze er ook wel een adviserende taak bij. Adviseren voor de start en tijdens de verdere loop van een project. En wellicht instellingen erop wijzen als ze met een idee komen dat als er ook een andere instelling is die met een zelfde idee komt, dat ze samen kunnen gaan werken. Zodat ze niet op verschillende plaatsen het wiel uitvinden."

"Voor een deel is het dus gewoon technisch beheer van financiën en zorgen dat de contracten er zijn en dat het geld uitgekeerd wordt. En voor een deel is het ook controle houden. En aan de andere kant ook instellingen een beetje helpen en verbindingen leggen."

Hoe verloopt het contact met medewerkers?

"Over het algemeen verloopt het goed. Het loopt soms wat minder, er blijven wel eens wat vragen liggen of een antwoord laat even op zich wachten, dat gebeurt wel eens. Maar dat is bij iedere instelling wel eens zo."

"Onlangs hebben we hier een bezoek gehad, dat heet een 'on the spot check'. Dan komen ze halverwege het project een on the spot check doen. Maar dat was allemaal heel vriendelijk en heel behulpzaam. Over het algemeen ben ik goed tevreden."

Wat vindt u goed aan het CINOP Internationaal Agentschap?

"Ze denken wel met je mee."

"In mijn internationale werk praat ik natuurlijk ook vaak met deelnemers uit andere landen en dan blijkt dat er ook wel nationale agentschappen die vrij star zijn. Ik heb wel de indruk dat ons Nationaal Agentschap over het algemeen probeert om daar waar wat ruimte is ook wel wat ruimte te geven."

Wat kan er beter?

"Ik praat ook een beetje namens de leden die ik vertegenwoordig. Wat ik hoor is dat men zegt 'Er zijn al zoveel Brusselse regels, maar het Nederlandse Agentschap voegt daar nog een paar aan toe'. Maar voor heel veel dingen valt natuurlijk ook wel wat te zeggen."

"Ik heb laatst een keer een aanvaring met ze gehad. Om voor een aantal kleine instellingen de koudwatervrees weg te nemen hadden wij voor deze instellingen, in overleg met het Agentschap, een bundelaanvraag in gediend. Uiteindelijk kreeg ik minder dan de helft van het bedrag dat ik zou krijgen, omdat de aanvraag niet duidelijk genoeg was omschreven. Maar van tevoren had ik overlegd dat ik een aantal vragen niet in kon vullen omdat ik de precieze invulling nog niet kon weten. Dat was de eerste keer dat ik een aanvaring had met ze. Dus daar was ik niet zo blij mee, maar je moet niet van een incident iets algemeen maken."

"Het agentschap is ook wel een beetje zoekend, hoe kunnen we het zo goed mogelijk organiseren dat er zo veel mogelijk instellingen en jongeren de kans krijgen om hieraan mee te doen. Misschien moet het zo zijn dat er een paar instellingen zijn die algemene aanvragen doen en die daarmee zorg dragen voor kleine instellingen die niet in staat zijn om het op eigen houtje te doen."

"Wat ik misschien een beetje mis is een duidelijke verbinding met de nationale prioriteiten. Je hebt in Nederland een paar top sectoren, de sectoren waar Nederland goed in is en daar moeten we voornamelijk mee naar het buitenland. Je zou misschien een link moeten maken met die nationale prioriteiten en hetgene wat je met buitenlandse partners doet. Dan krijg een grotere kans dat de resultaten die je bereikt uiteindelijk ook een leven na het project krijgen. En dat het dus uiteindelijk een meerwaarde krijgt voor je dagelijkse werk. Heel vaak is het zo dat als het project afgelopen is het idee afgelopen is."

"Als je een sterke link zou maken met de prioriteiten en de uitdagingen waar we in Nederland voor staan, bijvoorbeeld voortijdig schoolverlaten, en dan gaat kijken hoe ze dat in het buitenland doen en daardoor tot bepaalde concepten kunt komen, zodat het een betere terug vertaling krijgt in de breedte in Nederland. Daardoor zijn de zaken die je internationaal ontwikkeld van betere waarde. Maar dat is heel lastig om dat te realiseren. Het zou misschien kunnen in samenwerking met anderen zoals ons, de MBO Raad, het ministerie, werkgeversorganisaties, dat soort actoren. Daarmee zouden ze kunnen werken aan projecten die stroken met nationale prioriteiten."

Zou u het CINOP Internationaal Agentschap aanbevelen?

"Voor een deel is het geen kwestie van aanbevelen. Als we het over het gebruik van Europese middelen hebben dan kom je er niet onderuit. Maar ik ben over het algemeen heel tevreden, dus ik zou ze wel aanbevelen."

Ziet u een toekomst voor het CINOP Internationaal Agentschap als een commercieel agentschap?

"Nee ik denk het eigenlijk niet. Je zou je misschien een constructie kunnen voorstellen dat ze een aantal taken die horen bij het nationaal agentschap, de technische afwikkeling van die programma's, waarvoor zij het geld van Brussel krijgen uitvoeren. En de overige taken, zoals de advisering dat ze daar een rekening voor gaan vragen. Maar dat wordt wel erg lastig, maar het kan. Er zijn nu ook al consultancy bureaus die voor zichzelf een plaats reserveren in projecten. Die schrijven dan scholen aan en die leven van de aanvragen. Maar als het Nationaal Agentschap alleen puur commercieel zou gaan dan worden ze de zoveelste in de rij. Dat is jammer, want daar hebben we er al een heleboel van."

"Ik denk dat de vraag 'Kunnen ze ook commerciële activiteiten doen?' gebaseerd is op het feit, hoeveel geld krijgen ze uit Brussel om het programma te beheren. Als dat veel is, dan kunnen ze intensieve begeleiding en advies geven. Is dat weinig, dan kunnen ze alleen de uitgeklede versie ervan doen, het technische beheer. Ik weet ook wel dat het bij CINOP de vrees is dat ze slechts genoeg geld krijgen om het technische deel te doen. Maar als ze aan de ene kant de neutrale

verdelers van de middelen zijn, maar aan de andere kant een organisatie zijn die je commercieel kunt inhuren. Dan denk ik dat het lastig is om vermenging van belangen te voorkomen, want dan hebben ze er belang bij dat bepaalde projecten wel door gaan. Ik denk niet dat het gebeurt, maar je moet het wel zuiver houden.”

Stel het CINOP Internationaal Agentschap wint het programma niet, zouden ze dan toch dit werk kunnen blijven doen als commercieel agentschap?

“Ja dat kunnen ze doen. Tenslotte, als een bepaalde inkomstenbron weg valt ben je verplicht om te zoeken naar nieuwe wegen. Maar dan wordt het voor mij een hele andere partij. Misschien heb ik dan op een gegeven moment een bepaald project waarin ik ze zou kunnen gebruiken, dan zou ik ze misschien vragen. Want het is wel een club die knowhow heeft.”

Zou u voor de diensten van het CINOP Internationaal Agentschap willen betalen?

“Misschien, het is heel erg afhankelijk wat ik zoek. Maar ik zou het wel jammer vinden. Ik denk dat ze in de loop van de jaren veel expertise hebben opgedaan en ze hebben verstand van het beroepsonderwijs. Het hoeft niet bij het Nuffic of het Europese platform te komen, want die hebben niks met beroepsonderwijs. Natuurlijk kunnen die dat technische stuk ook, maar die hebben geen affiniteit met het beroepsonderwijs. Wat mij betreft mogen ze het blijven.”

Met welke van onderstaande entiteiten bent u het meest bekend? En met welke het minst?

Nationaal Agentschap Leonardo da Vinci (NA LdV)
Nationaal Agentschap Leven Lang Leren (NA LLP LdV)
CINOP
Internationaal Agentschap
CINOP Internationaal Agentschap

“Met Nationaal Leonardo da Vinci werk ik veel. Voor mij is Nationaal Agentschap Leonardo da Vinci en Nationaal Agentschap Leven Lang Leren hetzelfde. CINOP Internationaal Agentschap ik denk dat dat CINOP International is van Tom. En het Internationaal Agentschap is hetzelfde. En CINOP is het geheel. Het Nationaal Agentschap is daar onderdeel van het CINOP Internationaal ook.”

Kunt u mij van deze 3 verschillende communicatie materialen vertellen wie u denkt dat de afzender is?

Jaarboek: “Wie doet het voorwoord? Dat is Siegfried, dan is dat het Nationaal Agentschap.”

Stageverslagen: Leonardo da Vinci

15 Jaar LdV: Leonardo da Vinci

“Volgens mij is het dezelfde club die drie keer met een andere vlag komt.”

“Het is natuurlijk wel een beetje raar dat ze de ene keer met dit komen en de andere keer met dat. Ik weet niet of dat een goed signaal is. Eigenlijk is het gewoon hetzelfde, maar iedere keer komen ze met een ander jasje naar buiten.”

De naam CINOP Internationaal Agentschap komt u niet bekend voor?

“Natuurlijk komt het wel bekend voor, maar voor mij is het gewoon het Nationaal Agentschap.”

“Het gebeurt dat instellingen een andere naam krijgen, maar dan moet je ook zo veel mogelijk consequent blijven en één naam kiezen.”

Wat zou u ze adviseren?

“Ik zou ze in ieder geval adviseren om met één logo naar buiten te treden en met één naam. Met één gezicht naar buiten treden. Ik lijd er niet onder hoor dat het niet zo is, want ik weet ze wel te vinden. Maar het kan zijn dat het voor anderen voor onduidelijkheid zorgt. De verschillende namen en boekjes die er allemaal verschillend uit zien betekent toch wel dat het enigszins chaotisch is. Je moet voorkomen dat mensen zeggen: ‘Wat zijn ze daar aan het rommelen?’. Dat krijg je als je met allerlei verschillende namen en logo’s naar buiten treedt. Ik zeg niet dat het gebeurt, maar dat moet je wel zien te voorkomen.”



Naam: Peter van Amelsfoort
Functie: Directeur bureau (inter)nationale projecten
Bedrijf: Koning Willem 1 College
Datum interview: 7 mei 2012



Naam: Yvonne van den Dungen
Functie: Functionaris bureau (inter)nationale projecten
Bedrijf: Koning Willem 1 College
Datum interview: 7 mei 2012

Hoe lang werkt u al (samen) met het CINOP Internationaal Agentschap?

Yvonne: "Wij zijn samen begonnen met het bureau internationalisering in september 1993. Maar als college zijn we iets eerder begonnen, rond 1990."

Peter: "Toen heette het nog geen CINOP, maar CIBB."

Hoe is die interesse ontstaan?

Peter: "In de jaren 90 ontstonden de fusies waaruit de grote ROCs zijn ontstaan. Toen zag je langzaam maar zeker coördinatoren internationalisering opkomen. Hier op het college is er toen meteen voor gekozen om hier een project bureau van te maken met een fulltime medewerker en fulltime ondersteuning om het college optimaal te kunnen bedienen om het curriculum te internationaliseren."

Yvonne: "Internationalisering wilden ze ook heel graag centraliseren binnen het ROC. Zo is het ontstaan."

Peter: "Wij streven ernaar dat elke student op het college in ieder geval één internationale ervaring krijgt, dat kan een stage zijn, een internationaal project of bijvoorbeeld een gastles van een buitenlandse docent."

Hoe bent u in die tijd met het CINOP Internationaal Agentschap in contact gekomen?

Peter: "Daar konden we subsidie halen. Het was afgesproken dat zij het agentschap waren voor subsidie voor het beroepsonderwijs. Het CIBB was toen subsidiegever."

Yvonne: "We zijn toen heel sterk begonnen met curriculum vergelijking met buitenlandse partners. Daar zijn we toen heel fanatiek mee aan de slag gegaan."

Wat is volgens u de hoofdtak van het CINOP Internationaal Agentschap?

Peter: "Die is een beetje verschoven. In het begin ging je daar naartoe, dan schreef je een plan, bijvoorbeeld curriculum vergelijking, en dan kon je naar Frankrijk of een ander Europees land. Dan vergeleek je een stukje van het curriculum van bijvoorbeeld gezondheidszorg, dat leverde je dan in, en dan kreeg je daar subsidie voor. Je kon subsidie krijgen voor mobiliteit van studenten en docenten. Of je had een project met een groepje scholen, dat was eigenlijk meer subsidie geven en dan moest je naderhand de verantwoording doen. Maar, langzamerhand is die taak aan het verschuiven, richting meer ondersteunen en advies geven. Het is servicegericht geworden."

Yvonne: "Ik denk ook wel dat subsidie heel belangrijk is."

Peter: "Ja, subsidie verschaffen ook. Maar het gaat mij niet alleen maar om het geld, het gaat mij er ook om dat die organisatie werk wegneemt en niet erbij doet."

Peter: "Meedenken vind ik ook wel heel belangrijk. Dat als Joop hier is, dat Joop ook meedenkt. Gerry Spronk denkt ook mee. Paul Wijers, die dacht ook mee. Dat was heel prettig. Die werkt er inmiddels al niet meer. Dat is al heel lang geleden maar dat onthoud je wel."

Hoe komt dat?

Peter: "Omdat hij mee dacht. Wij zitten niet ook ver van het kantoor van CINOP af, dus we gingen er regelmatig naar toe. Wij stuurden dingen ook niet op maar gingen het brengen. Dan zie je elkaar en dan kom je aan de praat."

Yvonne: "Ik denk dat daar ook wel de netwerken zijn ontstaan op het gebied van internationalisering. Doordat zij met ideeën kwamen. Dat moest toch nog allemaal opgezet worden, want dat was allemaal nog vrij nieuw voor ROCs."

Peter: "Je kwam elkaar ook vaak tegen daar. De bijeenkomsten in het begin zijn heel erg instrumenteel geweest."

Hoe zou u de hoofdtak in 1 woord omschrijven?

Peter: "Dienend naar de ROCs. Daar bedoel ik mee dat zij als adviseur, als facilitator en subsidiebeheerder zich dienend opstellen naar het ROC om daar het succes zo groot mogelijk te maken."

Yvonne: "Dienstverlenende subsidieverstrekker."

Hoe verloopt het contact met de medewerkers?

Yvonne: "Goed. In het begin moesten het zelf ook allemaal nog een beetje uitvinden, maar als je dan met het CINOP contact op nam dan was daar altijd wel iemand beschikbaar waar we langs konden. Dat we toch gebruik konden maken van de kennis van het CINOP."

Yvonne: "Gerry is ook heel lang onze contactpersoon geweest. We hebben nu meer contact met Joop en Anita. Dat verloopt eigenlijk altijd voorspoedig."

Peter: "Ik heb er niks over te klagen."

Yvonne: "En als er iets te klagen is, dan is het dat er altijd regeltjes zijn waar het CINOP zich aan moet houden. Maar daar kunnen ze niks aan veranderen. Ze tonen wel begrip als wij een keer mopperen. Ze proberen ook wel om het zo gemakkelijk mogelijk te maken. Het kan ook niet anders het moet gewoon zo. Dus ook geen extreme dingen of zo."

Peter: "Moeten we ze een punt geven? Ik vind het wel een 8,5."

Wat doet het CINOP Internationaal Agentschap goed?

Peter: "De nieuwsbrief die ze hebben."

Yvonne: "Het advies dat je krijgt."

Peter: "Als je advies vraagt, krijg je goed advies."

Waar vraag je dan advies over?

Yvonne: "Bijvoorbeeld met die nieuwe mobility tool. Daar zijn dan natuurlijk veel vragen over. Ik ben ook tegen dingen aangelopen. Als je daar het CINOP over benaderd krijg je altijd antwoord. Ze hebben bijvoorbeeld ook een bijeenkomst erover gehouden om te laten zien hoe het werkt. Dat soort dingen zijn eigenlijk altijd goed. Dan weet ik hoe het werkt, wat ik moet doen en wat ze van mij verwachtten. Dat vind ik eigenlijk heel positief."

Dus u zegt vooral informatievoorziening?

Yvonne: "Ja"

Peter: "Die vind ik goed ja, ze houden je echt op de hoogte. Dat was vroeger ook anders, daar zijn ze naartoe gegroeid."

Wat zouden ze beter kunnen doen?

Yvonne: "Ja dat ligt eigenlijk niet zozeer bij het CINOP. Er zijn gewoon dingen uit Brussel waar ze regelmatig te laat mee zijn, waar dan wel een deadline voor staat. Dan hebben we bijvoorbeeld niet de juiste formulieren. Maar dat ligt eigenlijk niet bij het CINOP, maar met Brussel. Dan krijgt CINOP het te laat, maar daar zitten wij dan wel een beetje tegen aan te hikken. Want je moet je wel houden aan de deadline. Dan kunnen ze misschien bij Brussel aankloppen, maar volgens mij doen ze dat al."

Peter: "Verder komen ze de afspraken goed na, maar het is net wat Yvonne zeg, die deadlines daar zouden alle agentschappen de rug misschien een keer recht moeten houden dat ze de mensen niet zo voor het blok moeten zetten."

Peter: "Ze proberen dat wat er aan strubbelingen uit Brussel komen, proberen ze op een goede manier te vertalen naar de afnemers."

Yvonne: "Mijn enige ergernis is eigenlijk dat sommige dingen gewoon heel laat komen, maar dat is echt Brussel."

De dingen die jullie noemen, daar kunnen ze niks aan doen zeggen jullie..

Yvonne: "Nee dat klopt, natuurlijk op het moment denk ik...he verdorie CINOP. Maar dan weet ik ook wel dat het daar niet vandaan komt."

Peter: "Wat ze misschien beter zouden kunnen doen is de invloed nemen om dat te verdedigen. Maar wat ze moeten doen, dat doen ze goed."

Yvonne: "Ik kan zo ook niks opnoemen eigenlijk wat echt bij het CINOP ligt. Want je wordt netjes ingelicht over dit soort dingen."

Zou u het CINOP Internationaal Agentschap aanbevelen? Waarom wel/niet?

Peter: "We kunnen er niet omheen he. Ze hebben een monopoly positie, dus je moet wel met ze samenwerken."

Yvonne: "Ja maar ik heb wel regelmatig contact met andere ondersteuners binnen Nederland die ook met internationalisering bezig zijn en soms denken ze wel eens dat wij alles weten. Dan krijgen wij een telefoontje maar dan verwijs ik ze regelmatig door naar het CINOP. Zij hebben de kennis en kunnen precies vertellen hoe af wat. Voor hetzelfde geld geef ik de verkeerde informatie."

Peter: "Het is zoals Yvonne zegt, ze hebben de kennis en je moet van die kennis gebruik maken."

Ziet u een toekomst voor het CINOP Internationaal Agentschap als commercieel Agentschap?

Peter: "Als zij mensen hebben werken die een commerciële instelling hebben dan kunnen ze dat doen, maar dan moeten ze zich wel realiseren dat ze met non-profit organisaties werken."

Yvonne: "ik denk dat er dan wel het een en 't ander moet veranderen."

Peter: "Wij gaan voor Erasmus for All. Anders krijg je er weer een KPC bij. Maar als ze leveren wat wij nodig hebben tegen een prijs die wij er voor over hebben, dan willen we best bij ze komen shoppen. Maar de relatie wordt dan wel heel anders."

Yvonne: "Dat denk ik ook wel."

Hoe ziet u die relatie dan?

Peter: "Dan is het gewoon een markt. Stel dat zij een bepaalde expertise hebben die wij nodig hebben, dan zullen wij deze expertise voor een bepaalde prijs inkopen. Anders gaan we naar een ander, het is een concurrerende markt. Ze moeten wel denken waar ze aan beginnen, ze moeten wel heel goed zijn."

Yvonne: "Ik vind het lastig in te schatten. Net zoals met KPC, daar werk je wel mee maar toch niet echt heel grootschalig. Ik denk dat er dan wel het een en 't ander moet veranderen als dat gaat gebeuren. Ik weet niet in hoeverre je dat in een korte termijn van de grond krijgt."

Zou u gebruik van hun diensten willen maken als ze commercieel verder zouden gaan?

Peter: "Als zij aanbieden wat wij nodig hebben en ze doen dat beter dan een ander, dan zouden we dat met hun samen doen. Maar als we beter bij een ander terecht kunnen, dan zullen we daar naartoe gaan want het wordt een vrije markt dan."

Yvonne: "Nu ben je afhankelijk, maar als er dan concurrenten bijkomen dan kun je daar gaan shoppen."

Met welke van onderstaande entiteiten bent u het meest bekend? En met welke het minst?

- Nationaal Agentschap Leonardo da Vinci (NA LdV)
- Nationaal Agentschap Leven Lang Leren (NA LLP LdV)
- CINOP Internationaal Agentschap
- Internationaal Agentschap
- CINOP

Yvonne: "Ik zeg meteen 1"

Peter: "Niet CINOP Internationaal Agentschap, Internationaal Agentschap ook niet."

Yvonne: "Ik zou zeggen het meest bekend met 1 en 5"

Peter: "Voor mij het Nationaal Agentschap Leven Lang Leren. In mijn computer staat Leven Lang Leren. En CINOP ook"

En de mensen die jullie noemen; Joop en Gerrie, waar zitten die?

Peter: "Bij CINOP. Nee bij Leonardo Agentschap. Maar tegenwoordig heet dat allemaal CINOP he? Joop en Gerry werkten volgens mij vroeger bij het Leonardo da Vinci, maar nu is het allemaal CINOP."

Wat komt u het minst bekend voor?

Peter: "CINOP Internationaal Agentschap en Internationaal Agentschap."

CINOP Internationaal Agentschap zegt u niks?

Peter: "Nee"

Yvonne: "Nee, dat gebruik ik echt nooit."

Peter: "Ik ken het CINOP"

Yvonne: "En het Leonardo."

Dus als jullie naar Gerrie en Joop gaan dan gaan jullie naar CINOP?

Peter: "Ja dan gaan we naar het CINOP."

Hoe verhouden deze entiteiten zich volgens u tot elkaar?

Peter: "Het zou wel eens kunnen zijn dat ze zich CINOP Internationaal Agentschap willen gaan noemen. Ik denk dat ze daar naartoe willen, dat dat de naam wordt. Leonardo bestaat straks niet meer want dat wordt Erasmus. En het Leven Lang Leren is ook een beetje een mode term die er straks niet meer is."

Yvonne: "Ik zou zeggen dan CINOP het overkoepelende orgaan is en de rest valt daar onder. Zo zie ik het meer?"

Kunt u mij van deze 3 verschillende communicatie materialen vertellen wie u denkt dat de afzender is?

Jaarboek:

Peter: "Deze komt van CINOP Internationaal Agentschap"

Yvonne: "Ik gebruik het woord CINOP Internationaal Agentschap echt nooit."

Peter: "Maar dat staat er op."

Yvonne: "Ik zou zeggen het komt van CINOP."

Stageverslagen:

Peter: "Deze komt ook van Leonardo af."

15 Jaar Leonardo:

Peter: "Dit is van Leonardo da Vinci."

CINOP Internationaal Agentschap is de formele naam van het Nationaal Agentschap Leonardo da Vinci en Nationaal Agentschap Leven Lang Leren, sinds 2010

Peter: "Kijk zo zit een woord dus ingesloten. Dat zit niet in je referentiekader."

Yvonne: "Ik weet niet hoe dat gecommuniceerd is dan. Maar het zit ook zo ingebakken inderdaad. Het heeft ook heel lang geduurd voordat we zeiden we gaan naar het CINOP, dat was ook heel lang CIBB. Het heeft ook vrij lang geduurd voordat dat er uit ging. Omdat er verder natuurlijk niet zo heel veel veranderde, alleen de naam. En nu hebben we het altijd over CINOP, we hebben het nooit over CINOP Internationaal Agentschap."

Yvonne: "Ik zit ook even na te denken of ik het ook voorbij heb zien komen, maar misschien dat ik er overheen gelezen heb omdat het zo ingebakken zit."

Peter: "Ja ik denk dat het gewoon selectieve perceptie is."

Wat voor advies zou ik aan hen moeten geven om dit duidelijk te maken aan u?

Peter: "Hun uitingen zijn gewoon goed, want als je een mapje uitdeelt waar het op staat dan is dat gewoon goed."

Yvonne: "Je zou er een keer wat aandacht aan kunnen besteden in de nieuwsbrief. Als er blijkt dat er heel veel mensen denken zoals wij, dan zou het verstandig zijn om het te herhalen."

Peter: Ja, want het vervangen van een oud begrip voor een nieuw begrip kost eventjes tijd."

Yvonne: "Dat komt natuurlijk omdat heel veel werkzaamheden hetzelfde zijn gebleven."

Maar wat is CINOP voor jullie?

Peter: "CINOP is een begrip."

Yvonne: "Dan kom je weer terug op dat eerste, die dienstverlenende subsidieverstrekker"

Peter: "Ja, voor subsidie ga je naar het CINOP. En het is ook een gevoel. Als ik later terugdenk aan het arbeid samenleven dan heb ik met het CINOP veel van doen gehad. CINOP is dan gewoon een containerwoord. Dat zijn alle dingen die je dan meegemaakt hebt, mensen die je gekend hebt en de succesjes die je gehad hebt en natuurlijk de wat fellere gesprekken."

Yvonne: "Je hebt het dan over de subsidieaanvragen, maar ook over de studiebezoeken."

"Als mensen vragen hebben over het Leonardo programma dan zeg ik ook heel snel bel maar even naar het CINOP. En je weet wel dat het Leonardo daar onder valt, maar ik zal het niet snel over het Nationaal Agentschap hebben."

Is een naam eigenlijk belangrijk?

Yvonne: "Je weet waar je terecht kunt."

Peter: "Het is je brand he, CINOP is een begrip in het land."

Yvonne: "Maar als ik weet dat Joop mijn contactpersoon is, en of ik dan zeg Joop werkt bij het CINOP of Joop werkt bij het Nationaal Agentschap, op dat moment is dat niet belangrijk. Als ik maar weet dat ik bij Joop moet zijn."

Peter: "Maar je kunt een mooie naam hebben, maar als je lousy personeel hebt dan heb je daar ook niets aan."

Yvonne: "Maar, dat wordt binnen CINOP wel duidelijk gecommuniceerd, wie de contactpersoon is. En voor mij is dat belangrijk. Ik vind het belangrijk dat ik een naam, telefoonnummer en e-mailadres heb."

Wat voor cijfer zou u ze geven?

Yvonne: "een 7,5"

Peter: "Een 8"

9.6 Reliability checks of Descombe (2007)

The following reliability checks (provided by Descombe, 2007) will be used to ensure the reliability of the interview data.

- Check the data with other sources
Triangulation can be used to view things from different perspectives. This way the researcher gets a better understanding of what is being researched from different positions. Interviews can be checked against other interviews to see if there is some level of consistency. Triangulation can improve the accuracy of the interview and provide a fuller picture (Denscombe, 2007, p.201).
- Checking the transcript with the informant
If possible, the researcher should go back with the transcript to let the interviewee check if the statements written are correct (Denscombe, 2007, p.201).
- Check the plausibility of the data
The researcher needs to measure whether an informant might be expected to be in possession of the facts and know about the topic being discussed. In other words, check if the interviewee has enough knowledge of the topic (Denscombe, 2007, p.201-202).
- Look for themes in the transcript(s)
Themes in interviews indicate that the issue is something which is shared among a wider group, and therefore the researcher can refer to it with rather more confidence than any issue or idea which stems from the words of one individual. (Denscombe, 2007, p.202)

9.7 AC²ID test (Balmer and Greyser, 2002)

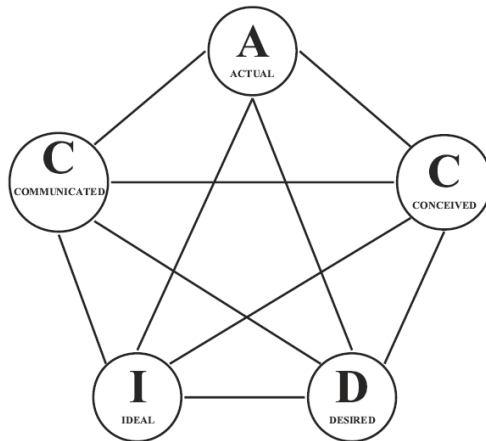


Figure 4: AC²ID test (Balmer and Greyser, 2002)

Actual Identity—The actual identity constitutes the current attributes of the corporation. It is shaped by a number of elements, including corporate ownership, the leadership style of management, organizational structure, business activities and markets covered, the range and quality of products and services offered, and overall business performance. Also encompassed is the set of values held by management and employees (Balmer and Greyser, 2002, p. 74).

Communicated Identity—The communicated identity is most clearly revealed through “controllable” corporate communication. This typically encompasses advertising, sponsorship, and public relations. In addition, it derives from “non-controllable” communication, e.g., word-of-mouth, media commentary, and the like (Balmer and Greyser, 2002, p. 74).

Conceived Identity—The conceived identity refers to perceptual concepts —corporate image, corporate reputation, and corporate branding. These are the perceptions of the company—its multi-attribute and overall corporate image and corporate reputation—held by relevant stakeholders. Management must make a judgment as to which groups’ perceptions are most important (Balmer and Greyser, 2002, p. 74).

Ideal Identity—The ideal identity is the optimum positioning of the organization in its market (or markets) in a given time frame. This is normally based on current knowledge from the strategic planners and others about the organization’s capabilities and prospects in the context of the general business and competitive environment. The specifics of a given entity’s ideal identity are subject to fluctuation based on external factors—e.g., the nuclear power industry after Chernobyl; and industries (such as travel, transport equipment, and security systems) affected negatively and positively by the September 11 World Trade Centre catastrophe (Balmer and Greyser, 2002, p. 74).

Desired Identity—The desired identity lives in the hearts and minds of corporate leaders; it is their vision for the organization. Although this identity type is often misguidedly assumed to be virtually identical to the ideal identity, they typically come from different sources. Whereas the ideal identity normally emerges after a period of research and analysis, the desired identity may have more to do with a vision informed by a CEO’s personality and ego than with a rational assessment of the organization’s actual identity in a particular time frame (Balmer and Greyser, 2002, p. 74).

9.8 Disciplinary Sources of the AC²ID Test (part 1)

TABLE 1. Disciplinary Sources of the AC²ID Test

Concept	Management Roots/ Disciplinary Origins	Our Brief Explanation	Links to One or More of the Five Identity Types
Corporate Identity	• Marketing • Communications • Graphic Design	The mix of attributes which makes any entity distinct. ^a	• Actual • Communicated • Conceived • Ideal • Desired
Corporate Branding	• Marketing • Economics • Strategy	Derived from an organization's identity and encapsulated in a branding position statement which delineates the tangible and intangible attributes of the brand. Brand reputation serves as a company's covenant with key stakeholders. ^b	• Actual • Communicated • Conceived • Ideal • Desired
Corporate Image and Corporate Reputation	• Marketing • Economics • Social Psychology • Strategy	The perception of the organization by an individual, group, or groups at one point in time (image), over time (reputation), and the added value accrued from a positive reputation (esteem). ^c	• Conceived
Total Corporate Communications	• Marketing & Communications	The multi-faceted way by which organizations communicate. <i>Primary</i> (Product Performance, Organizational and leadership behavior); <i>Secondary</i> (Advertising, PR, Graphic Design, Sponsorship and other controlled forms); <i>Tertiary</i> (word of mouth, third party communications, and "spin").^d	• Communicated

9.9 Disciplinary Sources of the AC²ID Test (part 2)

TABLE 1. Disciplinary Sources of the AC²ID Test

Concept	Management Roots/ Disciplinary Origins	Our Brief Explanation	Links to One or More of the Five Identity Types
Corporate Personality	• Marketing • Psychology • Organizational Behavior	Very similar to the organizational identification concept but also includes the role of the founder's personality in identity formation. ^e	• Actual • Desired
Organizational Identity/Identification	• Organizational Behavior	Traditionally focuses on an organization's culture(s), with the emphasis on personnel's commitment to the organization. ^f	• Actual
Corporate Culture	• Organizational Behavior	The mix of values and sub-cultural groups which is a major element of an organization's actual identity. ^g	• Actual
Organizational Leadership	• Organizational Behavior	The role of an organization's founders and leaders in shaping an identity. ^h	• Actual • Desired
Organizational History	• Business History • Reputation Studies	The salience and ongoing influence of an organization's historical roots. ⁱ	• Actual • Conceived • Communicated
Corporate Strategy	• Strategy	The organization's game plan. ^j	• Ideal
Organizational Structure and Architecture	• Strategy	The relationship/s between the corporate entity/holding company and its subsidiaries in business units. ^k	• Actual • Ideal

9.10 Disciplinary Sources of the AC²ID Test (part 3)

TABLE 1. Disciplinary Sources of the AC²ID Test (*continued*)

Concept	Management Roots/ Disciplinary Origins	Our Brief Explanation	Links to One or More of the Five Identity Types
Visual Identification	• Graphic Design	The system of visual identification used by the organization incorporated on products, staff uniforms, buildings, vehicles, and so on. ^l	• Actual • Communicated • Ideal • Desired
Other Related Concepts and Constructs			
Corporate Identity Interface	• Marketing/ Multidisciplinary	Usually refers to the identity/ image interface (the degree of congruence between organizational reality and external perception). Other "key" interfaces have been identified. ^m	• Actual • Conceived
Corporate Identity Mix(es)	• Marketing/ Multidisciplinary	The elements which make up an organization's identity. ⁿ	• Actual
Schools of Thought Relating to Corporate Identity	• Marketing/ Multidisciplinary	Articulates the various approaches to corporate identity: strategic, behavioral, communications schools, and the four graphic design schools. ^o	• Actual • Communicated • Ideal • Desired