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Preface

IIARP is a forum dedicated to advancing society through research. A primary goal and feature is to **convene scholars, professionals, and government agencies** to exchange and share their experiences and research findings on the challenges and solutions for societal development. More importantly, this conference will serve as a platform to **disseminate research findings and catalyze innovation.**

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The **International Institute of Academic Research & Publications (IIARP)** is an international academic association under **Glovento Conference Private Limited®**. Dedicated to promoting cooperation among scientists, defending scientific freedom, encouraging scientific responsibility and education, and advancing science outreach for the betterment of humanity, it is one of the world's largest and most prestigious general scientific societies.

Objective of IIARP:

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- ❖ To integrate the research findings from the conference into classroom instruction for the benefit of students.
- ❖ To encourage researchers to identify significant research challenges in the fields of science, engineering, technology, and management.
- ❖ To facilitate the dissemination of research findings through journal publications, conference proceedings, or books.
- ❖ To provide researchers with feedback on their work to enhance its relevance and impact through collaborative efforts.

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Chair's Welcome

On behalf of the **Glovento Conference Private Limited®**, I extend a warm welcome to all participants, delegates, and organizers of the International Conference.

It is a well-known fact that good teaching is derived from research. The passion for research and the research experience of a teacher play a crucial role in the growth and success of an institution. An institution's reputation is often determined by the quality and extent of its research output, which creates a cyclical process of excellence. Research experience leads to improved teaching and quality education nurtures further research. It is imperative for academic organizations to foster a research-teaching-research environment.

The academic excellence of institutions is closely tied to the level of their research. Research is an indispensable tool for enhancing education, teaching, and learning. Teachers, as the backbone of academic organizations, continuously enrich the existing knowledge base by introducing new paradigms through innovation. They bring a lot of research-based experience to the classroom, which leads to new ideas and improves the system as a whole. Recently, the lines between research and education have become less clear, leading to a universal approach. It is important to use technology to bridge these gaps, as advancements in technology help reach remote areas and bring the world closer together. This will foster a continuous progression of quality.

The world's greatest discoveries and innovations are the result of the creativity of visionary minds. There are three essential resources for promoting discoveries: great books, great individuals, and great teachers. Teachers play a vital role in nurturing inventive and visionary minds and inspiring their creativity, potential, and capacity.

The purpose of this conference is to provide a platform for young minds, including research scholars, academicians, and practitioners, to share their ideas and superior knowledge in the fields of education, language, management, and engineering. The conference has received a tremendous response from countries around the world and I am grateful to all the authors for their valuable contributions. I extend my heartfelt thanks to the reviewers and Board of Editors for their dedicated time, energy, and effort in support of the conference.

Dr. Bilal Khalid,
King Mongkut's Institute of Technology,
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Visible Brand, Fragmented System: A Gap Analysis of First-Round CI Implementation in a Chinese MCN

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Abstract- Rapid growth in China's live-streaming economy has pushed Multi-Channel Network (MCN) companies toward extreme administrative-to-host ratios, making it hard to keep the organization together and keep employees happy. This study looks at RT Media, a mid-sized MCN in Chengdu with an administrative-to-host ratio of 1:37.5, which grew quickly without a formal corporate identity (CI) or spatial design system before starting its first design optimization in 2025. Two goals guided this study: (1) to measure the gap between what administrative staff currently feel and what they want to feel about the company's Visual, Behavior, and Mind Identity (VI, BI, MI) using a 15-item Gap Analysis questionnaire, and (2) to analyze the four design materials made in 2025 (a VI manual, a gamified onboarding booklet, a mascot system, and a culture-wall proposal) to see what works well and what does not. This study used a mixed-methods design that combined a Gap Analysis survey (N = 50, 62.5% of all administrative staff) with direct review of the materials, supported by short quotes from sixteen interviews. Paired-samples t-tests showed large gaps between current and ideal scores across all three dimensions. Behavior Identity had the biggest gap (1.95) and Visual Identity had the smallest (1.48). The material review showed that each material works well in a small area, mostly print or ceremonial, but none covers the digital tools where staff spend most of their time. Also, the four materials were made as separate projects, not as one connected system. The results show that RT Media's first design round created a clear external identity but did not improve the daily digital and behavioral parts. This gives other fast-growing companies with limited resources a simple and cheap way to check their own first design work: a short Gap Analysis survey plus direct review of their materials.

Keywords: Corporate Identity, Gap Analysis, Design Artifact Evaluation, Employee Experience, MCN Enterprise, Environmental Graphic Design.

I. Introduction

1.1 Problem Statement and Significance

China's live-streaming industry has grown very fast: by the end of 2023, the number of live-streaming users in China had reached 750 million (CNNIC, 2024). This growth has changed how people spend their free time, and live-streaming has become a career choice that more young people now prefer over traditional office work (Zhang & Li, 2023). Because this growth happened so quickly, it also forced rapid changes in company structures and management practices within the live-streaming industry.

This pressure falls unevenly on employees. Creative workers in China's digital industries often work long hours with unclear career paths and feel insecure even when their companies are profitable (Sun, 2024). This matches broader research on platform labor by Chen and Qiu (2022), who found that Chinese digital content creators face job insecurity and burnout. When host numbers double in months while administrative headcount stays the same, existing staff are stretched thin.

RT Media, the mid-sized MCN examined in this study, shows this pressure in an extreme form: 80 administrative staff support more than 3,000 live-streaming hosts, an administrative-to-host ratio of 1:37.5. With this ratio, traditional face-to-face communication is hard to keep up, and the company must rely heavily on digital and visual tools. During its fastest growth period, RT Media had no formal visual identity system: there was no VI manual, no consistent brand colors, no mascot, and no standardized onboarding material. Administrative notices were plain text. Approval forms were copied across platforms without any design work. The two office sites, Tianfu Long Island (headquarters) and Mengxiang Planet (production hub), grew independently with no shared visual language.

In 2025, RT Media's management started its first systematic design optimization, producing four materials over twelve months: a formal VI manual with fixed brand colors (red, black, gold) and logo rules; a cartoon panda mascot; a gamified onboarding booklet that frames the company as a game world; and a culture-wall design proposal from an outside studio. This study, conducted in early 2026, about six months after that optimization was completed, evaluates how well it worked.

1.2 Case Background

The scale of the change is visible even before looking at survey data. At the Tianfu Long Island headquarters,

the reception area now shows a three-dimensional gold logo with landscaping that closely follows the new VI manual's rules (Figure 1). The exterior gate at Mengxiang Planet shows the same gold logo on black brick, with climbing ivy around it (Figure 2). Both entrances work well as environmental graphic design: they are easy to read from far away, use a simple color palette, and look consistent.



Figure 1. Tianfu Long Island reception area with curved white counter and wooden wall display. Source: photographed by the author (2026).



Figure 2. Mengxiang Planet exterior gate with gold logo on black brick, framed by climbing ivy. Source: photographed by the author (2026).

A few steps inside the building, however, the picture changes. At Mengxiang Planet, large host portraits lean against half-finished counters with no shared frames or matching caption styles, and unfinished construction materials remain visible nearby (Figure 3). Bitner's (1992) servicescape framework argues that a company's physical environment always sends signals about organizational quality, and that contradictory signals break down employee trust. Vischer (2008) similarly finds that inconsistent or unfinished physical settings make employees feel less stable and comfortable at work. The contrast between RT Media's two entrances and its unfinished interior is, in effect, a visual preview of the gap this study measures in Section 4.

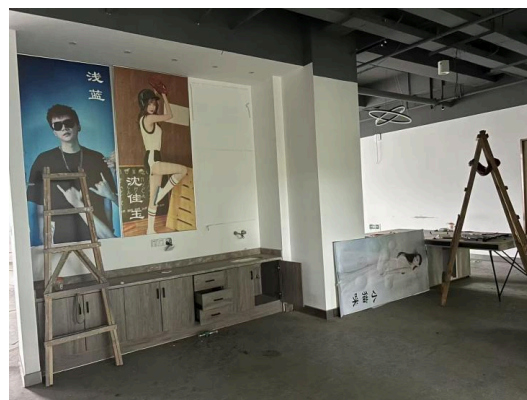


Figure 3. Host-portrait displays at Mengxiang Planet before renovation, showing inconsistent framing and caption styles. Source: photographed by the author (2024).

1.3 Research Questions and Objectives

This article addresses the first two research questions and objectives of a larger evaluation of RT Media's 2025 design optimization. The remaining two, concerning interview findings across four employee tenure groups and the resulting prioritized intervention framework, are covered in a separate companion analysis and are not reported in full here.

RQ1: How do RT Media's administrative staff rate the current state of the company's newly implemented Visual Identity (VI), Behavior Identity (BI), and Mind Identity (MI), compared with what they would like to see after further optimization?

RQ2: What do RT Media's newly created design materials (the VI manual, onboarding booklet, culture-wall proposal, and mascot) already do well, and where do they fall short in supporting daily work?

Objective 1: To measure the gap between current and ideal employee experience at RT Media after its first design optimization.

Objective 2: To analyze RT Media's newly created design materials as primary case data, identifying what works, what does not, and what was missed in the first optimization round.

1.4 Scope of the Study

This study covers RT Media's internal design environment after its 2025 optimization: two office sites, the VI manual, onboarding materials, the culture-wall proposal, the mascot system, and digital administrative tools. It does not cover on-camera host content. Quantitative Gap Analysis data come from 50 of RT Media's 80 administrative staff (62.5%). To support and add context to the quantitative and material findings, short quotes are taken from sixteen staff interviewed across four tenure groups (under 1 year; 1–3 years; 3–5 years; 5 years or more); the full thematic analysis of that interview data, and the design framework it informs, goes beyond Objectives 1 and 2 and is reported in the complete study.

II. Literature Review

To understand RT Media's change from informal visual practices to a structured corporate identity system, this section reviews the theories that support workplace communication and design implementation.

2.1 Environmental Graphic Design and Place Identity

Environmental graphic design (EGD) deals with signs, wayfinding, and visual cues in physical spaces. Lynch's (1960) foundational work on how people build mental maps from landmarks, paths, and edges is still widely cited. Calori (2007) extends this into practical guidance for creating coherent signage systems across multiple sites, directly relevant to RT Media's two separate campuses, where confusing interiors without clear signs create disorientation similar to confusing streets. Klein et al. (2022) argue further that workplaces are not just containers for work but actively shape how employees see themselves within organizations, called 'place identity,' building on Scannell and Gifford's (2010) person-place-process framework. For RT Media, the pre-optimization state, two sites with no visual connection, meant staff could not build a coherent place identity.

2.2 Information Design and Everyday Digital Tools

Staff spend much of their day using digital forms and chat tools, where information design matters. Tufte's (2001) Data-Ink Ratio is still the basic principle: good charts or forms should only use visual elements that carry real information. Before RT Media's 2025 optimization, administrative notices were plain text with no visual hierarchy, and approval forms were copied between platforms without redesign. Ware (2004) extends Tufte's principles to screens, noting that reading on screens creates more cognitive load than print because of scrolling, notifications, and competing windows. When approval forms lack a clear visual hierarchy, employees spend too much mental effort trying to understand the layout rather than doing the actual task (Norman, 2013).

2.3 Corporate Identity: The VI-BI-MI Framework

Scholars commonly divide corporate identity into three linked parts: Mind Identity (MI), Behavior Identity (BI), and Visual Identity (VI) (Tourky et al., 2021; Olins, 1989), summarized for RT Media in Table 1.

Table 1. The Visual-Behavior-Mind Identity (VI-BI-MI) framework applied to RT Media.

CI Dimension	Core Theoretical Focus	Primary Theorists	RT Media Application Focus
Visual Identity (VI)	Logos, colors, typography, spatial branding	Olins (1989)	VI manual; logo on black brick; reception desk
Behavior Identity (BI)	Clarity and usability of everyday processes	Tourky et al. (2021)	Lark digital forms; notice boards; traffic flow
Mind Identity (MI)	Internalization of core values and belonging	Balmer & Gray (2003)	Employee pride; culture wall; mascot symbolism

Many small creative firms only complete the VI component when first developing a brand design plan (Melewar, 2003), assuming logo and color choices are simple and can quickly show results to management. However, He and Balmer's (2007) research on Asian local enterprises found that attractive visuals alone cannot make employees truly internalize company culture: if daily office processes remain disorganized, staff will not trust the brand image shown to the outside world. This is especially important during onboarding: Wanous et al. (1992) show that new employees whose early expectations are not met by daily reality are more likely to disengage, showing why a gamified onboarding booklet must be matched by consistent day-to-day practice

rather than treated as a stand-alone item.

2.4 Evaluating a First Design System

Research through Design (RtD) treats designing as a form of knowledge production rather than just problem-solving (Frayling, 1993; Zimmerman et al., 2007). Because RT Media has just completed its first design system, this study does not need to create new materials; it evaluates the existing ones and examines how staff respond to them, an evaluation-through-design approach in which design critique and structured data collection serve as methods for understanding whether a first system is working (Fallman, 2008).

A closely related methodological precedent comes from Liu and Mankhatitham (2025), who evaluated an institutional interior environment in China using the same combination adopted here: a quantitative satisfaction survey paired with semi-structured interviews with staff who use the space daily. Their study likewise found that isolated design elements (in their case, lighting and accessibility) predicted user satisfaction more strongly than the presence of any single feature considered alone, supporting this study's approach of pairing dimension-level survey scores with direct, artifact-by-artifact review rather than relying on either method alone.

III. Methodology

3.1 Research Design

Following Research through Design (Frayling, 1993; Zimmerman et al., 2007), this study uses a concurrent mixed-methods design (Creswell & Plano Clark, 2017) organized around the Discover phase of the Double Diamond process model (Design Council, 2019): a Gap Analysis survey and direct material review that together establish the current post-optimization state. The following Define, Develop, and Deliver phases, which turn these findings into a prioritized intervention framework, go beyond Objectives 1 and 2 and are addressed in the complete study.

A key methodological issue comes from the author's dual role as both a postgraduate researcher and the head of RT Media's Administrative and Human Resources Department. To protect research objectivity, the Gap Analysis survey was given anonymously through a digital platform, and the interview quotes used for support were taken from transcripts checked through independent coding (Kvale & Brinkmann, 2015).

3.2 Population and Sampling

The population included all 80 administrative employees of RT Media across its two office locations. Fifty administrators (62.5%) completed the Gap Analysis questionnaire. Following Yin's (2018) observation that case studies aim for analytical rather than statistical generalization, this response rate supports within-case interpretation rather than population-level inference beyond RT Media. To support the survey and material findings, brief quotes are taken from sixteen staff interviewed across four tenure groups (under 1 year; 1–3 years; 3–5 years; 5 years or more; $n = 4$ per group) (Patton, 2015); interview data were analyzed thematically following the general logic of Braun and Clarke's (2006) six-phase model, applied with the rigor appropriate to a single-researcher thesis.

3.3 Instrumentation

The 15-item Gap Analysis scale was adapted from Parasuraman et al.'s (1988) SERVQUAL framework and customized for internal corporate identity measurement, with five items each for Visual Identity, Behavior Identity, and Mind Identity. Three professional reviewers checked content validity through the Index of Item Objective Congruence (IOC) before distribution, giving an average IOC of 0.82. Pilot testing showed Cronbach's alpha subscale reliabilities above 0.70 for all three dimensions (Field, 2013). Each item was rated on a 5-point Likert scale for both Current State (CS) and Ideal State (IS); the gap for each item and dimension is defined as IS minus CS.

3.4 Artifact Review Procedure

The four materials produced during the 2025 optimization (the VI manual, the onboarding booklet, the mascot, and the culture-wall proposal) were reviewed using a consistent set of questions: which CI dimension the material addresses, what it does well, where it falls short, and how it connects to the other three materials. This review drew on direct inspection of the materials themselves and, where relevant, on supporting interview quotes.

IV. Findings

4.1 Gap Analysis Results (Objective 1)

Table 2 reports the mean Current State (CS) and Ideal State (IS) ratings for each CI dimension, the resulting gap (IS minus CS), and paired-samples t-test results.

Table 2. Dimension-level Gap Analysis results (N = 50). *** $p < .001$.

Dimension	CS Mean (SD)	IS Mean (SD)	Gap	t (df = 49)	Cohen's d
Visual Identity (VI)	2.90 (0.24)	4.38 (0.22)	1.48	32.12***	4.54
Behavior Identity (BI)	2.31 (0.25)	4.26 (0.23)	1.95	43.01***	6.08
Mind Identity (MI)	2.95 (0.25)	4.60 (0.26)	1.65	33.63***	4.76

All three dimensions show a statistically significant current-to-ideal gap ($p < .001$), with very large effect sizes (Cohen's $d > 4.5$ throughout), a scale of effect that should be read carefully, since rating a single organization at a single time point tends to reduce within-condition variance and inflate standardized effect sizes. Even allowing for this, the ordering across dimensions is informative: Behavior Identity has both the lowest Current State mean (2.31) and the largest gap (1.95); Visual Identity has the highest Current State mean (2.90) and the smallest gap (1.48); Mind Identity sits between the two (CS = 2.95, Gap = 1.65). Standard deviations are small and similar across dimensions (0.22–0.26), showing that the fifty respondents broadly agreed on the relative severity of each gap rather than splitting into subgroups with different views. Table 3 reports the full fifteen-item breakdown, in the order the items were given.

Table 3. Item-level Gap Analysis results (N = 50, 5-point Likert scale).

Item	Statement	CS	IS	Gap
VI1	The office visual style reflects professional media industry aesthetics.	3.08	4.54	1.46
VI2	The visual identity across online systems and offline spaces is consistent.	2.92	4.30	1.38
VI3	The sense of visual order in the workplace reduces my stress.	2.48	4.12	1.64
VI4	Visual materials (e.g., ID cards/swag) give me professional pride.	3.36	4.66	1.30
VI5	The office colors and layout inspire my work creativity.	2.68	4.30	1.62
BI1	The hierarchy of notices is clear; I can grasp key points in 3 seconds.	2.36	4.14	1.78
BI2	The approval interface is intuitive, requiring no extra inquiry.	2.18	4.08	1.90
BI3	Digital workplace tools significantly reduce administrative costs.	2.08	4.28	2.20
BI4	The office traffic flow and zoning align with my work habits.	2.56	4.50	1.94
BI5	Visual guidance systems help me quickly locate resources.	2.36	4.28	1.92
MI1	I can clearly sense the core values from the environment design.	3.00	4.62	1.62
MI2	Visual updates make me feel the company's vitality.	2.88	4.50	1.62
MI3	The current atmosphere and visual identity enhance my belonging.	3.10	4.60	1.50
MI4	This design-driven management style boosts my motivation.	2.58	4.50	1.92
MI5	An excellent CI system is a key factor in my decision to stay long-term.	3.18	4.76	1.58

Three patterns in the item-level data sharpen the diagnosis. First, the single largest gap in the entire instrument is BI3 ('digital workplace tools significantly reduce administrative costs'), with the lowest Current State score anywhere in the survey (2.08) and a gap of 2.20; BI2 ('the approval interface is intuitive') is the second-lowest Current State item (2.18). Both concern the Lark-based digital workspace rather than the physical office or printed VI materials. Second, within Visual Identity, VI4 ('visual materials such as ID cards and swag give me professional pride') has the highest Current State score of any item (3.36) and the smallest gap (1.30), consistent with ID cards and merchandise being the most literal, finished application of the VI manual, while VI3 ('the

sense of visual order in the workplace reduces my stress') scores much lower (2.48), showing that the VI dimension is not uniformly strong. Third, within Mind Identity, MI4 ('this design-driven management style boosts my motivation') is the weakest item in its dimension (CS = 2.58, Gap = 1.92), conceptually closer to Behavior Identity than to the rest of the MI scale, suggesting that whatever weakens Behavior Identity also weakens adjacent, management-related items in Mind Identity.

Taken together, the Objective 1 results narrow the diagnosis from 'Behavior Identity is weaker than Visual Identity' in the abstract to a specific finding: digital administrative tools and interfaces are the weakest single element of the post-optimization system, while finished, physical, print-based objects are the strongest.

4.2 Design Artifact Analysis (Objective 2)

Table 4 summarizes the review of the four materials produced during the 2025 optimization, showing the CI dimension each addresses, what each does well, and where each falls short.

Table 4. Summary of the artifact review of the four design materials produced during the 2025 optimization.

Material	CI Dimension Addressed	What It Does Well	Where It Falls Short
VI Manual	Visual Identity	Unifies logo usage, primary/secondary color palettes, and print templates (name cards, envelopes, letterhead); staff credit it with reducing cross-department design disputes.	Does not extend to the Lark-based digital workspace; its 80-page length limits its usefulness as a quick daily reference.
Onboarding Booklet	Visual Identity / Mind Identity	Pairs the mascot with a game-world narrative; well received aesthetically; covers company basics, office maps, and a new-hire checklist.	Read once and set aside; does not resolve digital-tool confusion; lacks a visual staff directory or staff-voice content.
Mascot System	Mind Identity	Praised without qualification across the organization; appears on the booklet, ritual objects, merchandise, and in 3-D form at events; the clearest current carrier of Mind Identity.	Not yet formally specified within the VI manual or extended into the digital interface.
Culture-Wall Proposal	Behavior Identity / Mind Identity	Targets the specific, most-criticized interior space (Mengxiang Planet host-portrait area); conceived by an outside design studio.	Remains an external proposal rather than an implemented installation; the space it targets is still in a disorganized, unfinished state.

The VI manual works as intended within its scope: staff said it unified business cards and email signatures and reduced cross-department design disputes. Its documented limitations are twofold: it does not extend to the Lark-based digital workspace where staff said they spend most of their working time, and its length (80 pages) limits its usefulness as a daily reference. The onboarding booklet is well received visually but has a narrow behavioral effect: it is read once and set aside, and does not resolve the digital-tool confusion new hires face within days of using it. The mascot is the only material praised without qualification; it appears on the onboarding booklet, on ritual objects, on merchandise, and in a 3-D form at company events, functioning as the clearest current carrier of Mind Identity in the system. The culture-wall proposal is the least developed of the four materials: at the time of data collection it remained an external proposal rather than a built installation, and the host-portrait area it is meant to replace remained in the disorganized state documented in Figure 3.

Across all four materials, a consistent structural pattern emerges: each was developed independently, by a different designer, on a different timeline, addressing a single touchpoint, with no shared coordinating brief connecting them. This is not evidence of poor individual craftsmanship; each material performs reasonably well against its own narrow brief, but it shows that RT Media has, to date, produced four separate design projects rather than one integrated design system. **These findings directly address Objective 2 by showing that each material works well within its own narrow scope but fails to connect into a coordinated system, and none addresses the digital administrative workspace where staff spend most of their time.**

4.3 Convergence Between the Gap Analysis and the Artifact Review

The two evidence sources reach the same conclusion through independent routes, summarized in Table 5.

Table 5. Convergence between Gap Analysis (Objective 1) and artifact review (Objective 2) evidence.

Convergent Pattern	Gap Analysis Evidence (Objective 1)	Artifact Review Evidence (Objective 2)
Digital workspace is the weakest touchpoint	BI gap = 1.95; BI3 lowest Current State score of any item (2.08)	VI manual covers print materials only; never extended to the Lark digital workspace

“Entrance strong, interior weak”	VI3 (visual order / stress) Current State = 2.48, well below VI4 (3.36)	Culture-wall proposal remains unbuilt; host-portrait area (Fig. 3) still disorganized
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Where available, staff interview quotes support both patterns, without participants having been asked to compare dimensions directly. One administrator described the Lark approval interface's unexplained failure states as 'not design; that is punishment,' while another summarized the split plainly: 'externally, yes [the branding is consistent]. Internally, no. Forms, notices, and digital tools are where we spend ninety percent of our time, and they are still ugly.' Such quotes are reported here only to the extent that they support the Objective 1 and Objective 2 findings; the full thematic analysis of the sixteen interviews, organized by tenure group, is reported in the complete study.

V. Discussion

RQ1 asked how administrative staff rate the gap between the current and ideal state of RT Media's VI, BI, and MI. The answer is that all three dimensions show a large, statistically significant gap, but the gaps are not equal: Behavior Identity (1.95) is substantially larger than Visual Identity (1.48), with Mind Identity in between (1.65). This is not evidence that the 2025 optimization failed: Current State scores for all three dimensions represent a marked improvement over the pre-optimization baseline that veteran staff describe from before 2025, but it shows an uneven first round: the dimension most tied to visible, print-based, visitor-facing materials (VI) improved the most, while the dimension most tied to daily, digital, staff-facing tools (BI) improved the least, a pattern confirmed down to the individual item level.

RQ2 asked what the four design materials already do well and where they fall short. Each material is individually competent within a narrow scope (the VI manual for print, the onboarding booklet for first-day impression, the mascot for emotional warmth, the culture-wall proposal for a still-unbuilt interior renovation), but none of them, individually or collectively, addresses the Lark-based digital workspace where administrative staff spend most of their working day. A second finding under RQ2 is structural rather than evaluative: the four materials were produced as four separate projects rather than one coordinated system, which helps explain why staff experience the current identity as partial rather than integrated.

Read together, these findings can be summarized in one sentence: RT Media's first design optimization strengthened what visitors and new hires see in their first minutes, but did less for what employees use for eight hours a day. This matches He and Balmer's (2007) finding that attractive external visuals do not, on their own, produce internal cultural alignment when daily operational processes remain disorganized, and Tourky et al.'s (2021) argument that a corporate identity system requires its behavioral and psychological dimensions to develop in parallel with the visual one rather than behind it. It also has a straightforward organizational explanation that does not require blaming RT Media's management: entrances, recruitment posters, and print manuals are naturally prioritized in a first design round because they are visible to external stakeholders and bounded enough that a designer can complete them and call the project done, whereas digital forms and interior production spaces are less externally visible, harder to scope as a single deliverable, and were still being built out while the host base multiplied rapidly. The unevenness documented here is therefore better read, consistent with Bitner's (1992) observation that organizations frequently attend first to the servicescape elements most visible to outsiders, as a predictable first-round pattern rather than a design failure specific to RT Media.

VI. Conclusion, Implications, and Limitations

This study measured the gap between RT Media administrative staff's current and ideal experience of the company's Visual, Behavior, and Mind Identity six months after its first systematic design optimization, and analyzed the four materials that optimization produced. Both evidence sources reach the same diagnosis: a genuinely improved, visible external identity that has not yet reached the digital tools and interior spaces where staff spend most of their working day, produced as four independent projects rather than one coordinated system.

For RT Media, the practical implication is that a second design phase should prioritize the Behavior Identity dimension specifically, the Lark-based digital workspace, rather than distributing further investment evenly across all three dimensions. For other resource-constrained, fast-growing organizations undertaking a first systematic design intervention, this study offers a transferable diagnostic: a short Gap Analysis survey paired with a direct review of whatever design materials already exist can, relatively cheaply, reveal whether a first design round has concentrated on visible, bounded, external deliverables at the expense of less visible, harder-to-scope internal ones, before further resources are committed to a second round.

This study has several limitations. The Gap Analysis instrument relies on self-report, and Current State and Ideal State ratings may both be affected by common-method bias, though the gap score itself offers some protection against this (Podsakoff et al., 2003). The researcher's dual role as both investigator and the company's

Administrative and Human Resources Department head introduces a risk of social-desirability effects in participant responses, reduced but not eliminated through anonymization (Kvale & Brinkmann, 2015). The study is a single-case design, so findings are analytically rather than statistically generalizable to other MCN companies, and the unusually large effect sizes reported in Section 4.1 should be interpreted carefully, as they may partly reflect the within-organization, single-timepoint nature of the survey rather than an effect size that would replicate in a between-organization comparison.

The staged interview findings across four tenure groups, and the resulting prioritized design-intervention framework combining all three data sources, go beyond the two objectives addressed in this article and are reported in the complete study.

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