



**ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MARKETING MANAGEMENT**

**THE EFFECTS OF BRANDING FOR NON-PROFITABLE
ORGANIZATIONS**

A CASE STUDY OF 'DEBORAH FOUNDATION'

BY

RAHWA G/MESKEL

ADVISOR: ASFAW YILMA (PHD)

**THESIS SUBMITTED TO SCHOOLS OF GRADUATE STUDIES
OF ST. MARY'S UNIVERSITY IN PARTIAL FULFILLMENTS
OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS
OF ART IN MARKETING MANAGEMENT**

**DECEMBER 2020,
ADDIS ABABA – ETHIOPIA**

BOARD OF EXAMINERS APPROVAL SHEET

**ST.MARY'S UNIVERSITY
SCHOOL OF POST GRADUATE STUDIES**

**THE EFFECTS OF BRANDING FOR NON-PROFITABLE
ORGANIZATIONS**

By

APPROVED BY:

_____ Chair person, Department of Graduate Committee	_____ Signature	_____ Date
_____ Advisor	_____ Signature	_____ Date
_____ Examiner, Internal	_____ Signature	_____ Date
_____ Examiner, External	_____ Signature	_____ Date

Declaration

I, Rahwa Gebremeskel, the undersigned person declare that the thesis entitled “The effects of branding for non-profitable organizations – the case study of Deborah foundation” is my original and submitted for the award of Master Degree in Marketing, St Mary University at Addis Ababa and it hasn’t been presented for the award of any other degree. Under this study, fellowship of other similar titles of any other university or institution of all sources of material used for the study has been appropriately acknowledged and notice.

Rahwa Gebremeskel

Candidate

Signature

Date

Certification

This is to certify that Mrs Rahwa Gebremeskel has properly completed his research work entitled “The effects of branding for non-profitable organizations – the case study of Deborah foundation” with my guidance through the time. In my suggestion, his task is appropriate to be submitted as a partial fulfillment requirement for the award of Degree in Master of Marketing.

Research Advisor

Asfaw Yilma Demisse (PhD)

Signature and Date

Acknowledgements

Throughout the writing of this thesis I have received a great deal of support and assistance.

I would first like to thank my supervisor, Asfaw Yilma (PhD), whose expertise was invaluable in formulating the research scope and methodology. He consistently allowed this paper to be my own work, but steered me in the right the direction whenever he thought I needed it.

Secondly, I would like to acknowledge the management of Deborah foundation for their wonderful collaboration in providing access to in-house data and connection with families of youth with Down-syndrome in Addis Ababa. Without their passionate participation and input, the thesis could not have been successfully conducted.

Lastly I wish to extend my special thanks to my partner Dr Benedikt Kamski, my friend Yegzeru Samson and my sister Feven Gebremeskel. I am gratefully indebted for your valuable feedbacks, unfailing support and continuous encouragement throughout my years of study and the process of researching and writing this thesis.

TABLE OF CONTENTS

Certification	4
List of tables.....	8
List of figures.....	9
List of appendixes	10
List of abbreviation and acronyms.....	11
Abstract.....	12
CHAPTER 1: INTRODOCTION.....	13
1.1 Background of the Study	13
1.2 Statement of the Problem.....	15
1.3 Research Questions	16
1.4 Objective of the Study	16
1.4.1 General objective.....	16
1.4.2 Specific objective	16
1.5 Significance of the Study	17
1.6 Scope of Study	17
1.6.1 Geographical	17
1.6.2 Theoretical.....	17
1.6.3 Methodological.....	17
1.7 Limitations of the Study.....	18
1.8 Organization of the Study	18
CHAPTER 2: LITERATURE REVIEW	19
2.1 Theoretical Review	19
2.1.1 Concept of Brand and Branding.....	19
2.1.2 Key Attributes of Branding.....	20
2.1.3 Concept of Brand Positioning	21
2.1.4 Concept of Visual Identity	22
2.1.5 Concept of Brand Communication.....	23
2.1.6 Context of Branding in the Non-Profit Sector	24
2.2 Empirical Reviews	25
2.3 Conceptual Framework.....	27
CHAPTER 3: RESEARCH METHODOLOGY	29
3.1 Background of Deborah foundation.....	29
3.2 Research Design.....	31
3.3 Research Methods.....	31
3.4 Data Collection Methods and Instruments.....	32
3.5 Population and Sampling Methods	32

3.6 Data Analysis Techniques.....	33
3.7 Ethical Consideration.....	35
CHAPTER 4: DATA ANALYSIS AND DISCUSSION OF RESULTS	36
4.1 Reliability Test.....	36
4.2 Response rate	37
4.3 General information of respondents.....	37
4.4 Descriptive Analysis	38
4.5 Normality Test	41
4.6 Pearson correlation analysis.....	41
4.7 Multiple Regression Analysis	42
4.8 Qualitative analysis	43
CHAPTER 5: SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND	
RECOMMENDATIONS.....	45
5.1 Summary of major finding.....	45
5.2 Conclusion	47
5.3 Recommendations.....	47
5.4 Direction for Future Research.....	48
REFERENCES.....	49

List of tables

Table 1- Impact of brands on demand and supply.....	20
Table 2- Four principles of the Non-profit Brand IDEA.....	26
Table 3- Population size and Sampling.....	33
Table 4- Reliability of the Instrument.....	36
Table 5- Response rate.....	37
Table 6- General information of respondents.....	37
Table 7- Results for Brand Positioning.....	38
Table 8- Result for visual identity.....	39
Table 9- Results for Brand Communication.....	40
Table 10- Results for Effects of branding on families of youth with Down-syndrome.....	40
Table 11- Skewness and Kurtosis test for each variable.....	41
Table 12- Pearson correlation analysis.....	42
Table 13- ANOVA Result.....	43
Table 14- Qualitative analysis.....	43

List of figures

Figure 1- Conceptual frame work linking branding attributes effects on families of youth with Down-syndrome.....	28
--	----

List of appendixes

Appendix 1- Questionnaire for families of youth with Down-syndrome

Appendix 2- Semi-guided interview for Deborah foundation management

Appendix 3- Semi-guided interview for UNBOX Marketing & Consultancy plc

List of abbreviation and acronyms

ANOVA: Analysis of Variance

et.al: and others

n. d.: no date

p.: Page

PLC: Private Limited Company

Abstract

This study was driven to contribute to a greater understanding and knowledge in the non-profit branding field of Ethiopia. More specifically the study illustrates the effect of Deborah foundation's branding attributes namely; brand positioning, visual identity and communication on families of youth with Down-syndrome. Data was collected from a total of 30 randomly selected families of youth with Down-syndrome in Addis Ababa using quantitative questionnaires. Additionally, semi-guided interviews were used to collect qualitative data from a total of 5 team members of Deborah foundation's management and a creative agency engaged in the development of the brand of Deborah foundation. The research used quantitative analysis (descriptive, Pearson correlation, normality test, multiple regression) and qualitative analysis (semi-guided interviews, secondary resource review) to explore the relationship among the variables. The finding of the study indicates a strong relationship among the branding attributes and how the families of youth with Down-syndrome engage with Deborah foundation. Based on the research analysis, the study concludes that brands have the potential to provide significant long-run benefits to non-profit organizations in Ethiopia.

Key words: Branding, brand positioning, brand communication, visual identity, Down-syndrome.

Chapter 1: INTRODUCTION

1.1 Background of the Study

Brands defined as a name, term, design, symbol or other feature that identifies one organization from another, have long been recognized by scholars as one of the most important assets of Non-profit organizations (Hankinson, 2001). Over the past century, branding has evolved from humble beginnings as an extension of product packaging to its current status as a key component of organizational strategy (Ritchie et. al, 1998, p.26).

Brands provide a number of benefits that can make them a powerful tool for the non-profit sector¹. While non-profits aren't selling a product or a service in the transactional sense, they are "selling"—their ideas, their goals and their vision of a better future—persuading to attract funding, board members, volunteers, public attention or political impact.

Dedicating charitable funds to brand building can mean decreasing funds available for the delivery of programmes and services. Despite these concerns, many non-profit organizations conclude that, on balance, it is to their advantage to execute branding in full fledge. Although reasons vary from situation to situation, empirical evidence suggests six major reasons (Ritchie, et. al, 1998, p. 28-29).

First, unlike their commercial brethren, non-profit organizations must appeal to several different publics, not merely consumers. Development of a consistent brand is an efficient means of communicating organizational values to each of these publics.

Non-profit organizations often provide services for which quality and discretion are essential, but difficult to verify. Brands, combined with an organization's non-profit status, provide assurances that the provider is worthy of trust, reducing the uncertainties that can drive away both clients and donors.

¹ *An organization traditionally dedicated to furthering a particular social cause or advocating for a shared point of view. "Definition of 'not-for-profit organization'". www.collinsdictionary.com.*

The long-term perspective that describes most non-profit agencies mirror the lengthy process of building brands. Thus, the goals and planning cycles of non-profits are conducive to the development of a strong brand.

Due to their status as charities, non-profits typically receive much greater public scrutiny than private firms. The establishment of a strong brand contributes to the development of goodwill that can insulate the non-profit against the day-to-day vagaries of public opinion.

Recent proliferation in the number of non-profit organizations has created a situation of heightened competition for financial and human resources. A strong brand helps to maintain top-of-mind awareness of the organization in the minds of potential donors and volunteers, thus increasing the likelihood of attracting scarce resources. Moreover, strong brand franchises make non-profit organizations more desirable as businesses seek to develop their own goodwill through partnerships with nonprofits.

Non-profits commonly suffer from the phenomenon of ‘image spillover’, in which public perception of an individual non-profit is determined by the average image of all similar organizations. Branding helps non-profit agencies to carve out a unique position for themselves in the public mindset, preventing negative images of other organizations from spilling over to their own cause.

Many non-profits continue to use their brands primarily as a fundraising tool, but a growing number of non-profits are developing a broader and more strategic approach, managing their brands to create greater social impact and tighter organizational cohesion (Kylander, Stone, 2012, p. 38).

In this increasingly competitive and resource scarce environment, non-profit organizations must develop a strong brand that builds operational capacity, maintain focus on the social mission and galvanize support. This study explores how the intangible (brand positioning and strategy) and tangible (visual identity and communication) brand building efforts of ‘Deborah foundation’ are supporting the foundation’s resource mobilization efforts.

1.2 Statement of the Problem

A brand is who you are, what you do, and why you matter (Neumeier, 2004, p. 10). The branding practice for non-profits translates into a combination of values, mission, relationships, impact, strategy and their value to the world.

According to Hankinson (2001) branding has received little direct attention in non-profit organizations. Recently it is acknowledged that the non-profit sector has built strong brands many of which are even global brands such as The Peace Corps², Red Cross³, Feeding America⁴ and World Wildlife Fund (Stride 2006).⁵

As the non-profit environment becomes increasingly over-crowded, one of the ways in which non-profits are responding to this increase in competition is by adopting branding techniques developed in the for-profit organizational context (Helen Stride, Stephen Lee, 2007). Nonetheless, academics and practitioners have expressed concern that the unquestioned adoption of techniques developed in the for-profit context has contributed to the non-profit sector becoming over-commercialized (Sternberg 1998; Salamon 1999).

Sternberg (1998) argues that the commercialization of the sector may have resulted in non-profit organizations losing something of their unique nature, having failed to design and implement their brand identity as values based organization. To date, whilst research has shown that branding can enhance a wide range of non-profit sector activities, there continues to be little understanding of the conceptualization and management of tangible and intangible brand assets by ensuring focus on the organizational value or social mission.

²*The Peace Corps is a service opportunity for motivated change makers to immerse themselves in a community abroad, working side by side with local leaders to tackle the most pressing challenges of our generation. See, <https://www.peacecorps.gov>*

³*Delivering International Aid Powered by the generosity of volunteers and donors. See, <https://www.redcross.org>*

⁴*The Feeding America network is the nation's largest domestic hunger-relief organization, working to connect people with food and end hunger. See, <https://www.feedingamerica.org/>*

⁵*The leading organization in wildlife conservation and endangered species with a mission is to conserve nature and reduce the most pressing threats to the diversity of life on Earth. See, <https://www.worldwildlife.org/>*

In Ethiopia the practice of brand development is at its infant stage. Notably the for-profit sector takes the lion share of this brand development practice. Broadly the limited attention branding has received from non-profit organizations in Ethiopia has propelled this study. Specifically the purpose of the research is to assess how branding attributes such as brand strategy, visual identity and communication affect the resource mobilization from key stakeholders such as families of youth with Down-syndrome and Donors.

1.3 Research Questions

The study attempts to answer the following research questions relating to non-profit organizations

- Does Deborah foundation's brand positioning affects families of youth with Down-syndrome?
- Does Deborah foundation's visual identity affects families of youth with Down-syndrome?
- Does Deborah foundation's brand communication affects families of youth with Down-syndrome?
- Does Deborah foundation's branding attribute affects families of youth with Down-syndrome?

1.4 Objective of the Study

1.4.1 General objective

Explore the tangible and intangible branding practices of the case example – 'Deborah foundation' in Addis Ababa – to assess the effect of branding for Non-profitable organization.

1.4.2 Specific objective

The specific objective of the study is:

- Determine if the brand positioning of Deborah foundation has effect on families of youth with Down-syndrome.
- Examine if the visual identity of Deborah foundation has effect on families of youth with Down-syndrome.

- Detect if the communication of Deborah foundation has effect on families of youth with Down-syndrome
- Determine if organizational branding has effect on families of youth with Down-syndrome?

1.5 Significance of the Study

Whilst brand management as a specific sub-field of marketing management is well developed in business research, it is still an emerging area in non-profit organizations. Within the Ethiopian context limited practice and knowledge exists in the area of non-profitable organizations brand management. Therefore, the study seeks to contribute to a greater understanding and knowledge in the non-profit branding field of Ethiopia.

This study seeks to provide findings of significance for both practitioners and academicians by assembling useful information about the effects of branding for non-profitable organization by exploring branding practices of the case study – Deborah foundation. Lastly, the study will serve as a stepping stone for those researchers who want to make further study on the area.

1.6 Scope of Study

1.6.1 Geographical

The goal of the study is to assess how selected variables namely brand positioning; communication and visual identity affect the resource mobilization effort of the case study Debora foundation. The data collection and analysis will take place in Addis Ababa, Ethiopia.

1.6.2 Theoretical

In assessing the effect on resource mobilization the variables under this study are limited to brand positioning, communication and visual identity.

1.6.3 Methodological

This research applied qualitative data collection and evaluation methods and follows a

single case-study design. It uses ‘Deborah foundation’ as a single case for analyzing how brand building efforts are supported by the foundation’s resource mobilization strategies.

1.7 Limitations of the Study

Although this research was prepared carefully, the period is not sufficient for the *study* to observe large number of respondents that engage with the case study, Deborah foundation. Limited literature or locally relevant reviews on non-profit branding practices is a notable limitation of the study. It’s important to recognize that due to the case study approach of study, the results are unable to encompass the entire context of Non-profitable organizations in Ethiopia.

Another potential problem is logistical limitations posed in connection with the development of the corona virus pandemic. Some of these logistical limitations include travel restrictions, limited personal meetings and economic hardships. Keeping up with safety requirements to limit the spread of the virus, the *study* will conduct data collection in person and remotely via digital tools.

1.8 Organization of the Study

The thesis is divided into six chapters. Chapter one introduces the research topic, discusses the motivation behind the research, and presents the aim of the research as well as its limitations. Chapter two presents prior researches on effects of branding for non-profitable organizations. Chapter three discusses the methodological choices behind the study, clarifies the process of data acquisition and presents a framework for data analysis. Chapter four presents the results of the study using both qualitative and quantitative measures. Chapter five concludes the thesis by summarizing the main findings of the study. It also provides recommendations and ideas for further research.

Chapter 2: LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Concept of Brand and Branding

In response to the growing importance of branding, in 1960 the American Marketing Association (AMA) defined brand as: ‘a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors’ (Stride and Lee, 2007, p. 108).

Differentiation remains the key objective of branding (Kapferer 1992). In recent years the focus of branding has shifted from the tangible aspects such as name and logo to intangible elements such as brand personality and emotional benefits (Aaker 1996; Keller 1998).

With advances in technology that made it possible for companies to replicate high quality products of their competitors it was no longer sufficient just to promote a product, it had to be enhanced in some way (Kotler 1997). Brands therefore acquired an emotional dimension that reflected buyers’ moods, personalities and the messages they wish to convey to others (de Chernatony and Dall’Olmo Riley 1998). De Chernatony and Dall’Olmo Riley (1998) argue that values lie at the heart of the branding concept and define it as “a complex multidimensional construct whereby managers augment products and services with values and this facilitates the process by which consumers confidently recognize and appreciate these values.

Within this more sophisticated conceptualization of the brand, it is the knowledge that consumers’ have about a brand that provides them with brand value. Brand Knowledge consists of brand awareness and brand image, the latter being formed from the associations made by the consumer with the brand (Aaker 1996). Today brand equity has become one of the most important marketing concepts, according to Martensen and Gronholdt (2004), both in business

practice as well as in academic research because marketers can gain competitive advantage through successful brands (Kim et al. 2003).

Strong brands with high brand equity possess the ability to persuade people to make economic decisions based on emotional rather than rational criteria. They consequently have a profound economic impact and value (Haigh and Gilbert, 2005).

Brand valuation is a function of three primary variables—profitability, growth and risk. Investors care about the level of free cash flow of a company (profitability), the prospects for increasing cash flow (growth) and the volatility of these cash flows or risk. As figure 1 illustrates, it is important to understand the impact of a ‘brand’ on four major audiences in order to quantify the scale of its financial significance. These four audiences are consumers, suppliers, staff and investors/ financiers (Haigh and Gilbert, 2005).

Consumer	Trade	Staff	Suppliers	Investors
<ul style="list-style-type: none"> •Higher prices •Higher share of requirements •Higher purchase repeats 	<ul style="list-style-type: none"> •Lower trade discounts •Wider distribution at lower costs 	<ul style="list-style-type: none"> •Lower recruitment costs •Lower retention costs 	<ul style="list-style-type: none"> •Lower prices & better terms •Lower borrowing costs 	<ul style="list-style-type: none"> •Higher price earnings •Lower volatility

Table 2.1- Impact of brands on demand and supply

Source- Haigh and Gilbert, 2005, p. 109

2.1.2 Key Attributes of Branding

Brands create value on two levels, intangible and tangible, which are both integral to creating and managing them. Most brands start by introducing an innovative product or service: in the beginning the company is simply a name. Over time, intangible values and associations are more tightly linked to the name which eventually becomes a brand that can influence buyers. Conversely, some brands start as a concept, selling a meaning and symbolic status. The examples

of non-profitable organizations such as Cancer Research UK ⁶and Oxfam Canada⁷ have practically combined intangible values with tangible symbolic status. Over time, this approach requires companies to consider what types of products or services the intangible values should be embodied in (Kapferer, 2004, p. 61-62).

2.1.3 Concept of Brand Positioning

(Blankson, 2016) draws the attention of a firm's brand purpose towards the intangible value represented by consumer or customer. Today's firms are confronted with the difficulty of maintaining credible brand differentiation in the face of imitation and homogenization of offerings (Hatch and Schultz, 2001) within overcrowded and fragmented markets (Fuchs and Diamantopoulos, 2010). As a result, firms can no longer pursue strategies based solely on operational efficiencies (Porter, 1996, 2001) and on stable and predictable customer markets (Zahay and Griffin, 2010).

An important step in the creation of brand value is the shaping of consumers'/customers' perceptions, which is enabled by the firm's employment of positioning strategies (Park, Jaworski and MacInnis, 1986; Porter, 2001). Webster (1991) states that positioning is an important strategic concept developed in consumer marketing but equally applicable for industrial products and services. The author also argues that the firm's value proposition is the firm's unique way of delivering value to customers. The employment of positioning strategies thus paves the way for preference for a firm's brands over competitors' brands.

Positioning strategy, therefore, is the antecedent to brand management and is subsequently the foundation of a brand's position in the marketplace (Blankson and Kalafatis, 2007a; de Chernatony, 2009). In other words, the result of successful positioning is a distinctive brand image or mental picture of the brand in consumers' minds (Wells and Prensky, 1996: 275). Well-positioned firms with well-managed brands that are resolute and congruent with

⁶ Cancer Research UK funds scientists, doctors and nurses to help beat cancer sooner. They also provide cancer information to the public. They are known for their strong and distinctive branding that they use consistently across channels and mediums. They use the visual motif of circles in their logo and across all of their designs. <https://www.cancerresearchuk.org/>

⁷Oxfam is a global organization working to end the injustice of poverty and inequality with a focus on women's rights. Oxfam is known for great and innovative branding. They use the color green to show Oxfam's commitment to ending global inequality, but is also a fairly warm green and makes the charity feel friendly and approachable. <https://www.oxfam.ca/>

consumers'/customers' perceptions will outperform competitors' brands that lack clear positioning strategies and brand management skills (Porter, 1996, 2001; de Chernatony, 2009; Orton-Jones, 2015). Fahy et al. (2000) suggest that holding a defensible position provides one of the strongest strategic tools a firm has; this leads to positive, accurate consumer perceptions of the firm and enhances firm revenue in the long term. As such, the synergy between positioning and branding paves the way for a brand's position in the marketplace.

2.1.4 Concept of Visual Identity

A brand's identity is comprised of characteristics and attributes of the brand that cohere into the unique set of associations that a company aspires to create and maintain (Alselm & Kosteljik, 2008; Esch, 2008). Brand identity helps create relationships between the company and consumers (Fournier, 1998), and can lead to perceptions of brand personality (Aaker, 1997; Aaker, Fournier, & Brasel, 2004). When consumers interact with brands, they are exposed to visual stimuli such as logos, colors, shapes, typefaces, characters, styles, and other brand-image elements (McQuarrie & Phillips, 2008; Schroeder, 2004). Any of these visual elements may come to be associated with the brand and serve to identify it.

Organizational or corporate visual identity has also been defined more broadly as "the visual presentation of a corporate identity" which emphasizes its numerous possible applications to different stakeholders (Van den Bosch, 2005). According to Olins (1989, p. 78) corporate identity is not only about logos, colors and typography but it can visualize how a company does business and how work is organized. Branded identities allow a company to target specific audiences which can be very different from each other (Olins, 1989).

Consumer brand knowledge is the personal meaning of a brand stored in consumer memory, which includes both descriptive and evaluative brand-related information (Keller, 2003). Brand knowledge is stored in memory as a schema: a relatively stable mental framework for organizing knowledge in complex structures. Schemas contain both visual and verbal information: feelings, cognitions, and experiences (Esch, 2008). Schemas are developed through repeated exposure and experience within a domain, and it seems likely that regular exposure to advertising that repeats certain themes and elements plays a central role in building brand schemas (Goodstein, 1993).

Based on the above explanation, it is possible that ads with a strong visual brand identity could be perceived as more familiar, with their brands evaluated more positively, than ads where the brand's visual elements have changed in a more helter-skelter fashion over time, and been repeated less often.

2.1.5 Concept of Brand Communication

The introduction of new media⁸ are driving the need for more efficient and cost-effective communication (Low, 2000). Accordingly, managers approach, articulate and implement their company's marketing communication strategies using integrated tactics. Kitchen and Burgmann (2010) and Kitchen et al. (2004) suggest that marketing managers should consider integration of different marketing approaches not as part of their marketing mix, but as a holistic concept.

The concept chosen should use all the elements of the marketing mix to promote and reinforce customer interactions and distribute integrated messages to the appropriate target audience. Companies that are obviously struggling to efficiently deliver their services and to survive in the global competitive market consider integrated marketing communication (IMC) as a strategy for aligning their marketing messages with the marketing objectives of managers and the target audience.

A considerable amount of literature has been published on Communication. These studies assert that corporate identity is made up of the distinctive characteristics of a company which form a central and integrative function within the company and its competitive strategy. In addition, identity is a powerful tool that influences the strategy content by providing a communication system to the company's stakeholders. Balmer (2001) defines the corporate identity mix as communications that need to be integrated both internally and externally. Moreover, Cornelissen and Harris (2001, p. 56) clarified the definition of corporate identity as a tangible symbol of the company's personality, the symbol which is manifest in the behavior and communication of an organization.

⁸New media refers to "those digital media that are interactive, incorporate two-way communication and involve some form of computing" Robert Logan writes in his book *Understanding New Media*. New media is "very easily processed, stored, transformed, retrieved, hyperlinked and, perhaps most radical of all, easily searched for and accessed." Source- <https://online.seu.edu/articles/what-is-new-media/>

2.1.6 Context of Branding in the Non-Profit Sector

Non-profits have historically been strapped for both human and financial resources. The study on state of Non-profit in America by Hodgkinson, Nelson and Sivak in 2002 discovered that Non-profit organizations rely on 20 billion volunteer hours and \$200 billion in private charitable gifts annually. Moreover, the resource squeeze has been exacerbated by cutbacks in federal fiscal support (Salamon 2002), a drop in private and corporate giving (Hodgkinson, Nelson, and Sivak 2002; Porter and Kramer 2002), increased competition for the same resources from for-profits and other Non-profits (Cellucci 1998; Salamon 2002), and resource provider lifestyle changes and resource constraints (Porter and Kramer 2002).

In response to the resource challenges many Non-profits have increased their marketing and sales activities (Frumkin and Kim 2001; Arnold and Tapp 2003). Unfortunately, increased effort alone may not meet these recent challenges. It may be necessary to re-think, at a strategic and conceptual level, how to influence public opinion and support behavior regarding Non-profits.

Branding is important to non-profit organizations due to its clear link to competitive advantage (Aaker 1996; Keller 2001) and effective use of resources (O’Cass and Voola 2011). According to Ewing and Napoli 2005, a number of key differences make branding challenging; non-profit organizations generally have a larger number of customer groups and need an openly recognizable and consistent position to beneficiaries, supporters, stakeholders and regulators (Bruce 1998). These groups often have disparate communications needs (Stride and Lee 2007).

In crafting brand strategy and positioning, philosophy is an important element for non-profit organizations (Bruce 1998). It is not that profit organizations do not have philosophies and values, but rather it is the non-negotiability of these values in non-profit organizations that marks them as distinct (Stride and Lee 2007). Therefore, in terms of branding, values are key and the non-profit organizations values should be cherished, although these can make it difficult to develop a single coherent philosophical position across the entire organization (Stride and Lee 2007).

Branding has a role to play in managing these particular challenges and improving non-profit organizations performance (O’Cass and Voola 2011). However, although at a superficial level

the branding concept is now well advanced in non-profit organizations (Stride and Lee 2007), existing branding frameworks arguably do not allow for the specifics of the non-profit organizations context and associated brand management execution remain difficult.

2.2 Empirical Reviews

A relationship exists between branding and organizational effectiveness. Existing academic literature are helpful in contextualizing and understanding the role of branding within the context of non-profit organization. This section discusses selected studies that inspired and perpetuated the development of this study.

The first review is on a research done on December 2011 by Kylander & Stone. The author's research titled "Role of brands in the non-profit sector" was accepted for publication by the Stanford Social Innovation Review in February 2012.

The 18-month research project built on previous work in the field and the researchers conducted structured interviews with 73 non-profit executives, communication directors, consultants, and donors in a total of 41 organizations. They analyzed these interviews to learn how leaders in the field are thinking about non-profit brands today and how they see the role of brands evolving. The underlying challenge the researchers identified was the lack of strategic branding framework and management tools non-profit leaders are seeking to allow their brands to contribute to sustaining social impact, mission, and staying true to their organization's values and culture.

Following the analysis of the collected data, the researchers developed a conceptual framework called thenon-profit Brand IDEA (stands for brand Integrity, brand Democracy, brand Ethics, and brand Affinity). The non-profit Brand IDEA emerged in part from the sources of pride the researchers heard Non-profit leaders express—pride in the social mission, participatory processes, shared values, and key partnerships—and in part from the distinctive roles that brand plays inside their organizations. While developing this framework to capture the most striking insights from the interviews, the researchers found that it also gives non-profit leaders a vocabulary with which to manage in the new brand paradigm. Figure 3.1 explains the framework in detail.

IDEA Principle	Source of Pride	Role of Brand
Integrity	Commitment to mission	Brands align identity and image with an organization's mission
Democracy	Commitment to participatory processes	Brands create internal coherence and build trust through transparency and access
Ethics	Commitment to values as well as results	Brands align identity and image with an organization's core values and culture
Affinity	Commitment to collaboration over competition	Brands support partnerships when they are managed to strengthen or showcase each other

Table 3.1- Four principles of the Non-profit Brand IDEA

Source- Kylander & Stone, 2011 page 12.

The second review is on a research done on 2013 by Chris Chapleo. The author's research titled 'Brand infrastructure in Non-profit organizations' was published at the Business School, Bournemouth University in February 2013.

The particular purpose of this study was to examine and explore the factors necessary within non-profit organizations for successful branding, and challenges in their implementation. The approach was an appropriate inductive qualitative one, conducted through depth interviews with opinion formers.

Twenty interviews were conducted among Heads of Marketing for the UK non-profit organizations comprising charities, universities and miscellaneous public sector organizations, over a 4-month period in 2010–2011 (comprising eight charities, seven universities and five local government/political organizations). These were selected by a random sampling technique. Future research will examine each subgroup (e.g. charities and education) separately as it is expected that findings will not be homogenous, but the intention in this early exploratory work was to examine non-profit organizations in general.

Regarding the elements of non-profit organizations brand 'infrastructure', respondents' views on internal factors necessary to support branding capabilities in non-profit organizations were explored. Broadly the results supported factors suggested by Napoli (2006), O'Cass and Voola

(2011) and Morgan (2012), but content analysis suggested the particular importance of several specific factors.

Firstly, the support of senior management; without this, it was argued, branding can too easily become ‘all about the logo’ (university marketer) and there is the danger of ‘branding in a vacuum’ (charity marketer).

Secondly, understanding of branding and valuing branding was also thought important. It was argued that there may be ‘confusion about what the brand is among most people’ (charity marketer) and most respondents mentioned some form of brand training or education to try and build what was termed ‘buy in’. It was conceded that this was sometimes easier said than done but nevertheless a consensus that it was necessary was evident.

The third factor was an appropriate marketing structure in the organization; this may be seemingly obvious, but it was argued, something that non-profitable organizations may struggle to implement. Finally, good internal communications and a clear vision or missions were also specifically mentioned.

2.3 Conceptual Framework

Conceptual framework is a hypothesized model that identifies the concepts under the study and explains graphically the general construction of the variables to be studied and the relationships amongst them. It expresses the independent variable which influences the dependent variable. A dependent variable is a variable that is a consequence of another while an independent variable is that which is antecedent to the dependent variable or that which makes it change. An intervening variable is something that impacts the relationship between an independent and a dependent variable. Usually, the intervening variable is caused by the independent variable, and is itself a cause of the dependent variable (Kasomo, 2006)

The relationship of the conceptual framework is described, and the implication is mentioned here under.

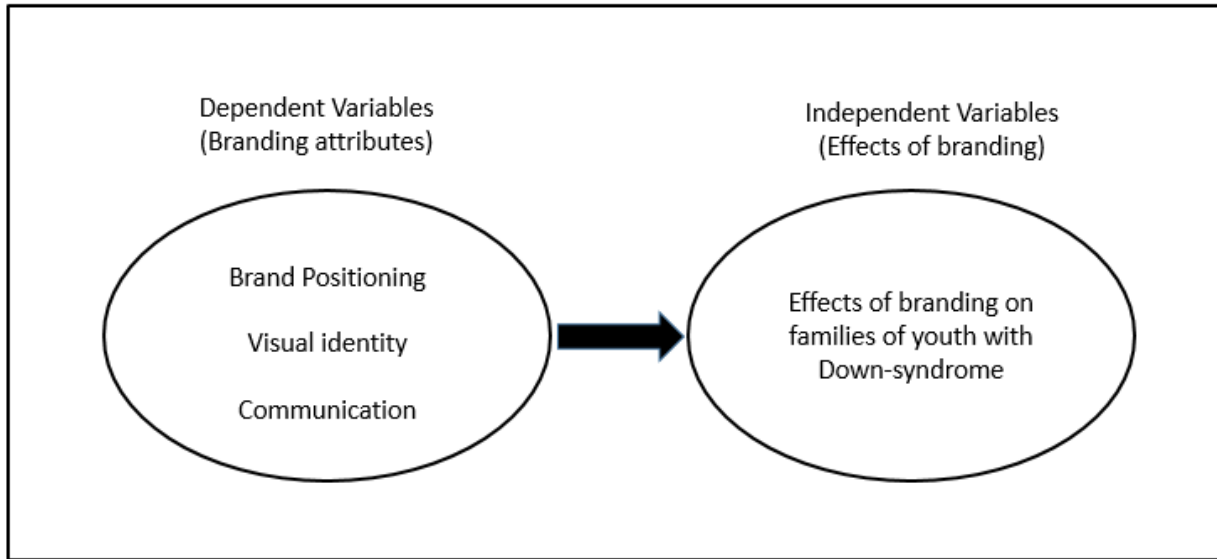


Figure 2.3- Conceptual frame work linking branding attributes effects on Donors and families of youth with Down-syndrome

Source- Author's construction, 2020

Chapter 3: RESEARCH METHODOLOGY

3.1 Background of Deborah foundation

The ‘Deborah foundation’ is a non-profit organization dedicated to improving the lives of Ethiopian youth with mental disabilities through support in the areas of education, health, and policy advocacy. When the fourth daughter of the prominent Ethiopian politician Abadulla Gemedda and W/ro Rahel Welde Deborah was born with Down-syndrome⁹ in 2008, the family experienced many unforeseen challenges following the diagnosis.

Comprehensive care and education for disabled children was rare to find in Ethiopia. The lack of local expertise for treating and caring for children with Down-syndrome was a major obstacle in the first years of Deborah’s life and continues to be so. Deborah enjoys a healthy life alongside her siblings – thanks to well-mobilized support and the faith and love of family and friends. However, many families in Ethiopia are less fortunate and struggle to provide their children diagnosed with physical and mental disabilities with the best care possible.

The foundation was created with a vision for Ethiopia by Deborah’s family: ‘Deborah foundation’ strives to make the Ethiopian health, education, and policy infrastructure more inclusive for Ethiopian youth with mental disabilities. As stated at the ‘Deborah foundation’ website¹⁰, the foundations main pillars of service are;

- **Capacity Building:** The ‘Deborah foundation’ trains educational professionals and institutions to maximize accessibility of schools to the mentally disabled youth across Ethiopia. The foundation trains health professionals and institutions to realize full capacity in mental disability therapeutic service across Ethiopia. In collaboration with

⁹ Down's syndrome is a genetic disorder caused when abnormal cell division results in extra genetic material from chromosome 21. Down's syndrome causes a distinct facial appearance, intellectual disability and developmental delays. It may be associated with thyroid or heart disease. Source- <https://www.ndss.org/about-down-syndrome/down-syndrome/>

¹⁰ Link to the Deborah Foundation website www.deborafoundation.org

partners and key stakeholders the foundation aims to facilitate and mobilize health as well as educational resources to mentally disabled youth across Ethiopia.

- **Family Engagement:** Families have an important role as advocates for their family member with intellectual disability including Down-syndrome. By speaking up for a family member and providing leadership for the rest of the community families have been the driving force behind many of the progressive changes that have been made in the lives of people intellectual disability. The aim of ‘Deborah foundation’s to engage, educate and support families of children with intellectual disability.
- **Policy Advocacy:** The ‘Deborah foundation’ engages in legislative and regulatory advocacy in an effort to improve the health and quality of life for people with intellectual disability. The foundation advocates for education laws and policies that uphold the rights of individuals with intellectual disability to receive a free and appropriate public education in the least restrictive setting: promote principles and practices designed to improve educational outcomes for students with intellectual disability.

In 2020 the ‘Deborah foundation’ completed its preparation to commence construction of comprehensive center to deliver its social mission at a wider scale. At the core of this planning was the development of the ‘Deborah foundation’ brand. The management of the ‘Deborah foundation’ formed a partnership with a strategic branding agency called *UNBOX Marketing & Consultancy*¹¹ to develop their brand positioning, visual identity, and digital-led communication.

Consequently the planning, construction as well as the new organizational structure of ‘Deborah foundation’s newly established center was undertaken with a well-mobilized volunteer group that not only committed time and energy but also significant financial funding.

In Ethiopia the practice of brand development is at its infant stage. Notably the for-profit sector takes the lion share of this brand development practice. In the new global economy, there is a growing body of literature that recognizes the importance of brand building for the non-profit sector. Some of the notable literature includes ‘The role of brand in the non-profit sector’ by (Kylander, Stone 2012) as well as ‘Branding in the Non-profit Context: The Case of Surf Life Saving Australia’ by (Mort, et.al, 2007). Using the example of Deborah foundation, a case study

¹¹ Link to the website of UNBOX Marketing & Consultancy, www.unboxstories.net

approach is adopted to provide rounded and detailed illustrations of the effect of branding attributes on families of youth with Down-syndrome.

3.2 Research Design

This research applied qualitative data collection and evaluation methods and follows a single case-study design. It uses ‘Deborah foundation’ as a single case for analysing the effect of branding attributes on families of youth with Down-syndrome.

The decision to use a single rather than a multiple case study design to analyse how non-profit foundation build their brands in Ethiopia was determined by the availability of suitable cases as well as access to data and informants. Moreover, the case of ‘Deborah foundation’ can be defined as a unique case. It stands out in the Ethiopian context due to the fact that the foundation was set-up by a prominent politician driven by largely personal reasons. However, it should be stressed that the analysis of a ‘unique case study’ poses certain analytical challenges, especially when it comes to the generalize ability of its findings (Yin 2014, p. 40).

The study seeks to contribute greater understanding on the effect of non-profit branding within Ethiopian context by assessing the tangible and intangible brand asset management practices of the ‘Deborah foundation’.

3.3 Research Methods

The research method included primary and secondary data sources. Data were utilized through interview and by reviewing related literatures.

- The primary data was conducted in the form of personal interviews with the management team of the Deborah foundation, UNBOX Marketing and Consultancy -- the branding partner of ‘Deborah foundation’.
- The primary data was conducted in the form of questionnaire from family members of youth with Down-syndrome based in Addis Ababa.
- As secondary data; books, articles, journals, magazines, and brochures were reviewed.

3.4 Data Collection Methods and Instruments

Data triangulation and methodological triangulation, as described by Denzing (1970) and Bryman (1988), was used to increase the validity of data sources and reliability of findings.

The data used for this research falls into three main categories: primary sources, secondary literature, and background discussions. There is a large and growing body of primary and secondary literature on non-profit branding globally, however, the scholarship on non-profit branding focusing on Ethiopia or Eastern Africa remains limited.

The analysis of grey literature proved to be an important part of the study, namely documents provided by the management team of the foundation, *UNBOX Marketing and Consultancy* the branding partner of ‘Deborah foundation’. A total of 5 semi-structured interviews were conducted with different stakeholders (see table 3.4). The interviews were conducted in the month of October 2020 and different open-interview techniques were used. To analyse the effects of the foundation branding, primary data was collected using a total of 30 questionnaire from family members of youth with Down-syndrome living in Addis Ababa.

3.5 Population and Sampling Methods

The population means the total units from which the sample is to be taken. It may be infinite or finite. A finite population is the one in which the quantity of things is limited, while an infinite population is the one in which quantity of things cannot be measurable.

The target population of this research was based on a section of ‘Deborah foundation’ management and partners from Addis Ababa. This location is strategic due to the fact that ‘Deborah foundation’ headquarter is located in Addis Ababa. The research method included primary and secondary data sources. Data were utilized through interview, questionnaire and by reviewing related literatures.

For this research, convenience sampling of non-probability technique was adopted. Convenient Sampling refers to researching subjects of a population that are easily accessible to the *study* and it is affordable, easy, and the subjects are readily available (Sakaran, 2003).

All interviews were 1:1 conversations conducted in Amharic and none of the discussion was conducted as group interview. The length of interviews varied between 30 minutes and 120 minutes. The information gathered through the interviews relied on written notes taken during the discussion and selected transcripts based on audio recordings of the conversations.

No	Position	Population	Sample	Method	Timeline
1	Board Director	1	1	Semi-structured Interview	October Week 01
2	Board Member	8	1	Semi-structured Interview	October Week 01
3	General Manager	1	1	Semi-structured Interview	October Week 02
4	Family Member of youth with Down-syndrome in A.A	5,992 ¹²	30	Questionnaire	November Week 03 & 04
5	UNBOX Marketing & Consultancy ¹³	6	2	Semi-structured Interview	November Week 02

Table 3.4- Population size and Sampling
Source- Authors construction, 2020

3.6 Data Analysis Techniques

The questionnaire used a 5-point *Likert scale* to measure respondents' attitude about various aspects of branding aspects in each hypothetical determining factor. The scale ranged from 1 (strongly disagree) to 5 (strongly agree). The data was collected through distributing the questionnaires to each respondent.

¹² An extrapolated data by "right diagnosis" estimated the number of cases of Down-syndrome in Ethiopia as 89,170 per 71,336,571 population (Tamrat, 2019, p. 166). Macrotrends estimates the 2020 population size of Addis Ababa to be 4,794,000 <https://www.macrotrends.net/cities/20921/addis-ababa/population#>. Accordingly, the *study* calculated the total size of Down syndrome case in Addis Ababa to be 5992.

¹³ Brand management, marketing consultancy and research firm based in Ethiopia. UNBOX has collaborated with over 15 local and international for-profit and non-profit organizations. Some of its clients include Euromonitor International, Goethe Institute, Whiz Kids Ethiopia and Social enterprise of Ethiopia. www.unboxstories.net

Likert type question asks respondents to select one of five responses that are ranked in order of strength. The scale produces ordinal data, i.e. the data that can be ranked and only can say one score is higher than another, not the distance between the points.

1= Strongly Disagree

2=Disagree

3=Neutral

4=Agree

5=Strongly Agree

The study used the mode of the collected data for analysis to indicate the dispersion of the sample for the total inferred population.

In a first step the available data was organised and categorised. Based on the interview guideline, certain parts of the text documents (i.e. transcripts, notes) was linked to a specific topic raised in the interview. Following the second step of what Richards (2005) calls ‘topic coding’, the final step was ‘analytical coding’, which is the interpretation and reflection of the data beyond the mere allocation of text passages to individual attributes.

During interviews, which could not be recorded, direct quotes that related to certain topics were transcribed in addition to general notes. Examples include, for instance, the opinion of parents with children with Down-syndrome about the work of the foundation, how they perceive services provided by the government, and the support structures in place for families with mentally and physically disabled children.

3.7 Ethical Consideration

The challenges faced by families with disabled children have received little attention – not only in Ethiopia but also across the continent. Congenital abnormalities¹⁴, including mental retardation, as found in children with Down-syndrome are perceived largely as either a curse or the result of witchcraft in most black ethnic cultures (Cowles, 2003, p. 13).

Across the African continent and including Ethiopia, this understanding is not supported by social work interventions underpinned by a Western cultural orientation, and this leads to a discrepancy between the actual felt needs and the helping process offered. Ethiopian families raising children with Down-syndrome have to navigate between and juggle the two worlds of the religious paradigm and the world of professional assistance deeply embedded in a western worldview.

In consideration of the local realities on Down-syndrome, the study has informed all participants about the objective of the study and how information provided by them would be used.

¹⁴Congenital anomalies are also known as birth defects, congenital disorders or congenital malformations. Congenital anomalies can be defined as structural or functional anomalies (for example, metabolic disorders) that occur during intrauterine life and can be identified prenatally, at birth, or sometimes may only be detected later in infancy, such as hearing defects. Source- <https://www.who.int/news-room/fact-sheets/detail/congenital-anomalies>

Chapter 4: Data Analysis and Discussion of Results

4.1 Reliability Test

Reliability is an important aspect of every measure of materials such as questionnaire. Reliability is fundamentally concerned with issues of consistency of measures (Bryman and Bell, 2003). Using Cronbach's alpha of the instrument, pilot tests were conducted with five families seen similar to the population of the study. The purpose of the pre-testing was to refine the questionnaire and to assess the validity of measures in Ethiopian context.

Table 4.1 Reliability of the Instrument

No	Variables	Number of Items	Alpha Value
1	Brand Positioning	4	0.21
2	Visual Identity	4	0.72
3	Brand Communication	4	0.81
4	Branding Effect on families of Down Syndrome	1	0.98

Source- Own Survey result, 2020

According to Hair, et al., (2010), if α is greater than 0.7, it means that it has high reliability and if α is smaller than 0.3, then it implies that there is low reliability. To meet consistency reliability, the questionnaire was distributed to five consumers who are similar to the population of the study. In this study, all the independent variables and dependent variable, met the above requirement. The alpha value is identified and summarized in the above table

4.2 Response rate

A total of 30 questionnaires and 15 interviews were conducted. The response rate is indicated below.

Table 4.2- Response rate

Data Inputs	
Questionnaire	Interview
30 (Sample)	5 (Sample)
30 (Collected)	5 (Collected)
100% (Response Rate)	100% (response rate)

Source- Own survey, 2020

From the above table, out of 30 distributed questionnaires 30 (100%) responses were collected. Out of the 5 interview attempts, 5 interviews (100%) were conducted. Therefore, analysis was made based on the responses obtained from 30 questionnaires and 5 interview responses.

4.3 General information of respondents

The general information of the respondents include: gender, age and level of education. This aspect of the analysis deals with the personal data on the respondents of the questionnaires given to them. The table below shows the details of general information of the respondents.

Table 4.3- General information of respondents

Variable	Category	No
Gender	Male	3
	Female	27
Age	28-35	8
	35-45	16
	>50	6
Formal Education Level	None	5
	High School	9
	Diploma	10
	Degree	6

Source- Own survey, 2020

The general information of the respondents of families of youth with Down-syndrome is presented in the above table. Gender of respondents is 10% of them are males and 90% are females. In terms of age, 27% of the respondents are below 35 years, 53% are between 35 and 45 years, 20% are above 45, the majority of them are between 35-45 years of age. The respondents have an educational background of which 17% no formal education, 30% high school, 33% diploma and 20% degree.

4.4 Descriptive Analysis

Descriptive analysis describes the main features of the collected information in quantitative format. Analysis was conducted for all dependent variables namely brand positioning, brand visual identity and brand communication. Descriptive analysis was also conducted for the independent variable effect of branding on families of youth with Down-syndrome.

Table- 4.4.1 Results for Brand Positioning

Questions	Mean	Standard Error	Median	Mode	Standard Deviation	Sample Variance
The Deborah foundation brand mission is clear	4.2	0.2	4.0	4.0	0.8	0.7
The Deborah foundation tagline is relevant	3.9	0.2	4.0	4.0	1.1	1.2
The Deborah foundation work scope is relevant	4.9	0.0	5.0	5.0	0.3	0.1
The Deborah foundation brand is unique from others	3.7	0.2	4.0	4.0	1.1	1.2

Source- Own survey, 2020

The above table represents the mean and standard deviation of brand positioning indicators which are the Deborah foundation brand mission is clear, The Deborah foundation tagline is relevant, The Deborah foundation work scope is relevant, The Deborah foundation brand is unique from others. As shown in the above table among the brand positioning indicators families of youth with Down-syndrome indicated that the work scope of Deborah foundation was mostly important. Consequently the families of youth with Down-syndrome agreed on Deborah foundation's mission clarity, relevant tagline and unique brand identity.

Table- 4.4.2 Result for visual identity

Questions	Mean	Standard Error	Median	Mode	Standard Deviation	Sample Variance
The visual identity of Deborah foundation is simple	4.4	0.1	4.0	5.0	0.6	0.4
The visual identity of Deborah foundation is relatable	3.9	0.2	4.0	5.0	1.1	1.2
The visual identity of Deborah foundation is memorable	4.7	0.1	5.0	5.0	0.5	0.2
The visual identity of Deborah foundation is related with Down-syndrome	4.5	0.1	5.0	5.0	0.7	0.5

Source- Own survey, 2020

The above table represents the mean and standard deviation of visual identity indicators which are: the visual identity of Deborah foundation is simple, the visual identity of Deborah foundation is relatable, the visual identity of Deborah foundation is memorable and the visual identity of Deborah foundation is related with Down-syndrome. As shown in the above table among the visual identity indicators the families of youth with Down-syndrome indicated that the visual identity of Deborah foundation memorability was mostly important. Consequently the families of youth with Down-syndrome agreed on Deborah foundation's visual identity simplicity, relatability and link with Down-syndrome.

Table- 4.4.3 Results for Brand Communication

Questions	Mean	Standard Error	Median	Mode	Standard Deviation	Sample Variance
The Deborah foundation website is informative	4.2	0.2	4.5	5.0	0.9	0.7
The Deborah foundation messaging is clear	4.7	0.1	5.0	5.0	0.5	0.3
The Deborah foundation messaging is relevant	4.4	0.1	5.0	5.0	0.7	0.5
The Deborah foundation media usage is accessible	3.0	0.2	3.0	3.0	0.9	0.9

The above table represents the mean and standard deviation of brand communication which are: the Deborah foundation website is informative, the Deborah foundation messaging is clear, the Deborah foundation messaging is relevant and the Deborah foundation media usage is accessible. As shown in the above table among the brand communication indicators the families of youth with Down-syndrome indicated that the messaging clarity of Deborah foundations communication was mostly important. Consequently the families of youth with Down-syndrome agreed on Deborah foundation’s communication accessibility, relevance and informative nature.

Table- 4.4.4 Results for Effects of branding on families of youth with Down-syndrome

Question	Mean	Standard Error	Median	Mode	Standard Deviation	Sample Variance
Do you think the Deborah foundation branding affects your family	4.03	0.17	4	4	0.96	0.92

Source- Own survey, 2020

The above table represents the mean and standard deviation of the independent variable (Effects of branding on families of youth with Down-syndrome). As shown in the table families of youth

with Down-syndrome chose agree from the Likert five scale measurement with high loading factor.

4.5 Normality Test

Normality test is used to determine whether sample data has been drawn from a normally distributed population or the population from which the data came is normally distributed. Normality was checked by two terms i.e. kurtosis and skewness using excel analytics so there exist normal values for kurtosis as well as skewness. For kurtosis the normal value is less than 3 whereas for skewness the normal value is supposed to be less than 6 (Asghar and Saleh 2012).

Table 4.5- Skewness and Kurtosis test for each variable

Normality Test	Brand Positioning	Visual Identity	Communication	Effects of Branding
Skewness	0.8	0.811	0.8115	0.81159
Kurtosis	0.12	0.1266	0.12666	0.12663

Source- Own survey, 2020

The values from above table shows that skewness values are all under three for all independent variables (brand positioning, visual identity and communication) and dependent variable (effect of branding on families of youth with Down-syndrome) and the same thing exists for kurtosis values which are under six for the existing variables independent and dependent variable listed above. Therefore, from the results shown above we can say that the data was normally distributed among the sample population.

4.6 Pearson correlation analysis

Pearson’s correlation coefficient is the test statistics that measures the statistical relationship, or association, between two continuous variables. To determine the effects of branding attributes (brand positioning, visual identity and communication) on the families of youth with Down-syndrome, Pearson correlation was computed.

Table 4.6- Pearson correlation analysis

Variables	Value
Brand positioning	0.888344
Visual Identity	0.844301
Communication	0.783415
Effects of Branding	1

Source- Own survey, 2020

This study employs the correlation analysis, which investigates the strength of relationships between the studied variables. Pearson correlation coefficients reveal magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (-1.0 to +1.0). As per Marczyk, et al., (2005) general guidelines correlations of .01 to .30 are considered small, correlations of .30 to .70 are considered moderate, correlations of .70 to .90 are considered large, and correlations of .90 to 1.00 are considered very large.

As can be seen from the above table there was a significant positive correlation between the independent variables (brand positioning, visual identity and communication) and dependent variable (effect of branding on families of youth with Down-syndrome). And the result was found to be statistically significant at ($P < 0.01$) for each variables. This shows that the factors have moderate correlation and have an impact on the families of youth with Down-syndrome.

4.7 Multiple Regression Analysis

ANOVA under the multiple regression analysis was employed to examine the effect of branding attributes on families of youth with Down-syndrome.

Table 4.7.1- ANOVA Result

	Degrees of Freedom	Sum of Squares	Mean Square	F Statistics	Significance F
Regression	1	4.61497	4.61497	20.344	0.00010561
Residual	28	6.35169	0.22684		

Total	29	10.9666			
-------	----	---------	--	--	--

Source- Own survey, 2020

As indicated in table 4.7.1 there is statistically significant effect between the independent variable and the dependent variable where, (F) value was (20.244) at 0.000 which states that there is significant effect of branding attributes on the families of youth with Down-syndrome.

4.8 Qualitative analysis

The below table highlights the key analyzed findings from the semi guided interviews conducted with the management team of the Deborah foundation, UNBOX Marketing and Consultancy -- the branding partner of ‘Deborah foundation’.

Table 4.8- Qualitative analysis

Stakeholders	Summarized Insights	
	Key factors that led to the brand development	Brand attribute effect on families of youth with Down-syndrome related
Internal Management of Deborah foundation	<p>We wanted the work of our foundation to create a sustainable impact in Ethiopia and abroad. Our team understood branding could play a vital role in this process.</p> <p>Achieving our mission requires a social change, this change is impossible without shift in our community’s behavior. In the long run, we are confident that our investment on branding and communication will pay</p>	<p>The brand positioning exercise has helped us to clearly define our vision and brand voice. This may not be directly visible to our stakeholders such as families of youth with Down-syndrome but the long term effect will be positive.</p> <p>Our newly updated logo and corporate visual identity is bold and is positively accepted by our community. We plan to invest more on communication and increasing</p>

	back.	our reach.
UNBOX Marketing – the brand development partner of Deborah foundation	<p>Our client (Deborah foundation) was seeking for wider impact and was ready for long term investment on its brand.</p> <p>Our client (Deborah foundation) trusted our brand development process and understood its relevance in mobilizing support to families of youth with Down-syndrome.</p>	<p>Brand positioning: Having a conceptual framework on who Deborah foundation is and how it relates with the world is helping it to have a simple, unique and clear brand value for its stakeholders including families of youth with Down-syndrome.</p> <p>Visual identity: It projects Deborah foundation’s essence of togetherness and has direct link to the global Down-syndrome movement.</p> <p>Communication: Deborah foundation has a long way to go. While the digital accessibility is on good direction, additional investment is required to increase reach and further enhance its content creativity level.</p>

Source- authors construction, 2020

Chapter 5: Summary of major findings, conclusions and recommendations

5.1 Summary of major findings

The study aimed to investigate the effect of Deborah foundation's branding attributes namely; brand positioning, visual identity and communication on families of youth with Down-syndrome. Data was collected from a total of 30 randomly selected families of youth with Down-syndrome by deploying quantitative questionnaire. Additionally, semi-guided interviews were used to collect qualitative data from a total of 5 team members of Deborah foundation's management and a creative agency engaged in the development of the brand of Deborah foundation. The major findings of the research are summarized below:

1. The research determined that Deborah foundation's brand positioning affects families of youth with Down-syndrome. Among the indicators of brand positioning, the families of youth with Down-syndrome mostly chose 'agree' from the provided alternatives on the *Likert scale*. The brand positioning statements such as brand mission clarity, relevant work scope and unique from others were identified as another important aspect to engage families of youth with Down-syndrome.
2. The research determined that Deborah foundation's visual identity affects families of youth with Down-syndrome. Among the indicators of visual identity, the families of youth with Down-syndrome mostly chose 'agree' from the provided alternatives on the *Likert scale*. The visual identity statements such as simplicity, relatability and memorability were identified as another important aspect to engage families of youth with Down-syndrome.
3. The research determined that Deborah foundation's communication affects families of youth with Down-syndrome. Among the indicators of brand communication, the families of youth with Down-syndrome mostly chose 'agree' from the provided alternatives on the

Likert scale. The brand communication elements such as informative website, message clarity and message relevance were identified as another important aspect to engage families of youth with Down-syndrome.

4. The correlation result shows that there is a positive and significant relationship between the dependent variables and independent variable namely brand positioning, brand visual identity, communication and effects of branding on families of youth with Down-syndrome. The multiple regression results showed that all brand attributes (brand positioning, brand visual identity and communication) have positive and significant effect on families of youth with Down-syndrome where visual identity holds the highest value and brand communication holds the lowest value.
5. The qualitative analysis indicates that the branding exercise has helped the internal management of Deborah foundation to have a clear and simple brand values. This clarity may not be visible for key stakeholder in the short run but the management is confident that through the future engagements of the foundation the brand value system (positioning) supported by visual identity and communication will make significant impact on the families of youth with Down-syndrome. The UNBOX Marketing team also suggested that the effects of branding attributes can further be strengthened when the Deborah foundation management continues to invest in the communication of the brand.

5.2 Conclusion

Taking the case example of Deborah foundation, the study examined the effect of branding attributes namely; brand positioning, visual identity and communication on families with Down-syndrome. The finding of the study indicates a strong relationship between the branding attributes and how the families of youth with Down-syndrome engage with Deborah foundation.

Based on this analysis, the study concludes that brands have the potential to provide significant long-run benefits to non-profit organizations. A strong and consistent brand image holds the promise of real value for non-profit such as Deborah foundation. Internally, it helps help to sharpen the focus of staff and volunteers by providing them with a complex, yet easily retained, symbol of their role and mission. Externally, it can reassure stakeholders including donors that the organization is credible and trustworthy.

5.3 Recommendations

Based on the findings and conclusions, the study forwards the following recommendations to interested parties in the areas of nonprofit branding.

The below recommendations are directly linked to the major findings of the study:

1. Investing resources to clarify non-profitable organizations brand mission and identifying market position translates into a brand identity that is unique in the minds of targeted audience. The study recommends the exercise of brand positioning to non-profit organizations that aim to scale their social impact through active participation of partners.
2. Investing resources to develop memorable, simple and relatable visual identity translates into a brand that can be easily recognized in the minds of targeted audience. The study recommends the exercise of developing corporate visual identity to non-profit organizations that aim to scale their social impact through active participation of partners.
3. Investing resources to develop informative, clear and relevant brand messages translates into a brand that addresses relevant problems in the minds of targeted audience. The study recommends the exercise of developing brand communication to non-profit organizations that aim to scale their social impact through active participation of partners.

Other recommendations

1. Brands have traditionally been the domain of commercial enterprises. This has led many marketing practitioners to view branding in terms of its ability to increase profit. Although most nonprofits that use brands are motivated by noble intentions, they run the risk of appearing to having become ‘too commercial’. It is important for the management of non-profit brand and management team to closely monitor the audience perception on this regard.
2. Building and sustaining a successful brand is a costly venture. It begins, but does not stop, with substantial investment in the initial development and launch. Ongoing human effort and financial expenditure are required to maintain awareness of the brand and reinforce its positioning in the public mindset. The management of Deborah foundation and other interested non-profits should consider this long term investment as part of their annual budget planning.

5.4 Direction for Future Research

The study examined the effect of Deborah foundation’s branding attributes namely; brand positioning, visual identity and communication on families with Down-syndrome.

The sample was drawn merely from Deborah Foundation; thus this study is naturally limited in its generalizability of the findings to other non-profitable organizations in Ethiopia and globally.

This study included only three dependent factors, there could be some other relevant factors that may be perceived as important by families of youth with Down-syndrome.

REFERENCES

1. Low (2000) 'Integrating identity, strategy and communications for trust, loyalty and commitment', *European Journal of Marketing*
2. Hankinson, (2001) 'Brand orientation in the charity sector: a framework for discussion and research', *International journal of non-profit and voluntary sector marketing*
3. Low (2000) 'Integrating identity, strategy and communications for trust, loyalty and commitment', *European Journal of Marketing*
4. Hankinson, (2001) 'Brand orientation in the charity sector: a framework for discussion and research', *International journal of non-profit and voluntary sector marketing*.
5. Ritchie et. al,(1998) 'The branding of tourism destinations', pp. 26.
6. Kylander, Stone,(2012) 'The Role of Brand in the Nonprofit Sector' pp. 38.
7. Neumeier, (2004) 'The Dictionary of Brand' pp. 10.
8. Stride, (2006) 'An investigation into the values dimensions of branding: implications for the charity sector.'
9. Helen Stride, Stephen Lee, (2007) 'No Logo? No Way. Branding in the Non-Profit Sector.'
10. Sternberg, (1998) Salamon, (1999) 'A Balance Theory of Wisdom.'
11. Kapferer, (1992) 'Strategic Brand Management',
12. Aaker, (1996) Keller, (1998) 'The Impact of Corporate Marketing on a Company's Brand Extensions.'
13. Kotler, (1997) 'Standing Room Only: Strategies for Marketing the Performing Arts.'
14. De Chernatony and Dall'Olmo Riley, (1998) 'Defining A "Brand": Beyond The Literature With Experts' Interpretations.'
15. Martensen and Gronholdt, (2004) 'Building Brand Equity: A Customer-Based Modelling Approach.'
16. Haigh and Gilbert, (2005) 'Valuing not- for- profit and charity brands—real insight or just smoke and mirrors.'
17. Kapferer, (2004) 'Are Millennials really redefining luxury? A cross-generational analysis of perceptions of luxury from six countries' pp.61-62.
18. Blankson, (2016) 'Market orientation, learning orientation and business performance: The mediating role of innovation.'
19. Hatch and Schultz, (2001) 'Are the Strategic Stars Aligned for you Corporate Brand?'

20. Fuchs and Diamantopoulos, (2010) 'Evaluating the effectiveness of brand- positioning strategies from a consumer perspective.'
21. Zahay and Griffin, (2010) 'Marketing strategy selection, marketing metrics, and firm performance.'
22. Porter, (2001) 'What Makes Professional Development Effective? Results From a National Sample of Teachers.'
23. Wells and Prensky, (1996) 'Consumer Behavior.'
24. Bruce (1998), 'Brand preferences among young consumers', *International Journal of Retail & Distribution Management*, Publication date: 1 September 1998
25. O'Cass and Voola (2011), 'Explications of political market orientation and political brand orientation using the resource-based view of the political party', *Journal of Marketing Management*, Volume 27, 2011 - Issue 5-6
26. Chapleo, (2013), 'Brand infrastructure in Non-profit organizations', Business School, Bournemouth University.
27. Morgan (2012), 'Marketing and business performance', *Journal of the Academy of Marketing Science* volume 40, pages102–119 (2012)
28. Kylander, Stone (2012), 'The Role of Brand in the non-profit Sector', *The Hauser Center for Nonprofit Organizations Harvard University*
29. Mort, et.al (2007), 'Branding in the Non-profit Context: The Case of Surf Life Saving Australia', *Australasian Marketing Journal (AMJ)*, Volume 15, Issue 2, 2007, Pages 108-119
30. Yin (2014), 'Case Study Research Design and Methods', *Canadian Journal of Program Evaluation*. Pp. 14.

APPENDICES

Semi-guided interviews will be conducted for the management team of Deborah foundation and UNBOX Marketing & Consultancy. Primary data will be collected via questionnaire from families of youth with Down-syndrome.

Questionnaire to be filled by families of youth with Down-syndrome

Dear respondents, the purpose of this questionnaire is to collect primary data for conducting a study on the topic, “The Effects of Branding for Non-profitable organizations: The case of Deborah foundation for the partial fulfillment of the Masters (MA) in Marketing Management Program at St Mary University. I kindly request you to provide me reliable information. The data collected is confidential and will only be used for analysis of the study and not for any other purpose.

Thank you in advance for your cooperation!

N.B

- No need to write your name,
- Please complete each parts of the survey with care, honesty and due attention,
- Please encircle the appropriate answer of your opinion.

Part I: General Information

- Gender: (1) Male (2)Female
- Age: (1) < 30 (2) 31-45 (3) 46-60 (4) > 60
- Marital Status: (1) Married (2) Single
- Highest Level of Education: (1) Primary Education (2) High School (3) Certificate (4) Diploma (5) Degree (6) Masters and above
- Occupation: (1) Salaried (2) Self-employment (3) Retired (4) Student
- Relation to family with Down-syndrome: (1) Mother (2) Father (3) Sibling (4) Other-please specify.

Part II

Direction: Please encircle your choice

1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree 5-Strongly Agree

Question	Choice				
Brand Positioning					
The Deborah foundation brand mission is clear					
The Deborah foundation tagline is relevant					
The Deborah foundation work scope is relevant					
The Deborah foundation is unique from others					
Brand Visual Identity					
The Deborah foundation visual identity is simple					
The Deborah foundation visual identity is relatable					
The Deborah foundation visual identity is memorable					
The Deborah foundation visual identity is related with Down-syndrome					
Brand Communication					
The Deborah foundation website is informative					
The Deborah foundation communication messaging is clear					
The Deborah foundation messaging is relevant					
The Deborah foundation media usage is accessible					
Branding Effect					
Brand positioning has an effect on my family					
Visual identity has an effect on my family					
Communication has an effect on my family					

Semi-guided interview for Deborah foundation management team

- 1- Tell me a about your professional background and your history with Deborah foundation?
- 2- What is your role at Deborah foundation?
- 3- Explain the purpose, or mission, of Deborah foundation?
- 4- Describe the values that are important to your organization?
- 5- Who does your organization aim to serve? For example, describe who interacts with your organization, your leadership, and who you hope will interact with your organization in the future.
- 6- How are the organization's values and the organization's mission expressed through the operations of the organization and by the people in it?
- 7- Why did you decide to develop the Deborah foundation brand?
- 8- What are the steps you took in order to brand the Deborah foundation?
- 9- How are intangible attributes of branding such as positioning and defined organizational value benefiting the foundation?
- 10- How are tangible attributes of branding such as visual identity and communication benefiting the foundation?
- 11- How did the branding of Deborah foundation affect your resource mobilization plan?
- 12- Explain how branding is affecting your resource mobilization efforts?

Semi-guided interview for UNBOX Marketing & Consultancy

- 1- Tell me a about your professional background and your history with Deborah foundation?
- 1- What is your role at UNBOX Marketing & Consultancy?
- 2- Explain the purpose, or mission, of UNBOX Marketing?
- 3- Describe the values that are important to your organization?
- 4- Who does your organization aim to serve? For example, describe who interacts with your organization, your leadership, and who you hope will interact with your organization in the future.
- 5- How did you get the branding job with Deborah foundation? Is branding for non-profit part of your strategy?
- 6- Walk me through the steps you took in developing the brand of Deborah foundation?
- 7- Was the brand development different from for-profit brand development?
- 8- How important are intangible brand attributes for non-profit branding? Why?
- 9- How important are tangible brand attributes for non-profit branding? Why?
- 10- How are intangible attributes of branding such as positioning and defined organizational value benefiting the Deborah foundation?
- 11- How are tangible attributes of branding such as visual identity and communication benefiting the Deborah foundation?
- 12- How is tangible and intangible attributes of branding linked to resource mobilization?