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I-Hsuan Wu
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Brand and public relations in the
Taiwanese not-for-profit sector : a case
study of the Eden Social Welfare
Foundation

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**Brand and Public Relations in the Taiwanese Not-for-Profit
Sector: A case study of the Eden Social Welfare Foundation**

I-Hsuan Wu
MSc (Communication, Public Relations and Advertising)

**This thesis is presented in fulfilment of the requirements for the degree of
Doctor of Philosophy**

**Faculty of Communications and Arts
Edith Cowan University**

2012

ABSTRACT

In a competitive environment in Taiwan, not-for-profit organisations (NPOs) seek to differentiate themselves from other NPOs. 'Brand' improves the internal functions and competitiveness of these NPOs; attracts funding to them by making use of public relations (PR) strategies and techniques and expanding the access to public resources; and also conveys a slick corporate image to the public. This research project has adopted a PR perception of leading marketing concepts to look at charity brand strategy. This approach has been taken instead of the more common marketing-oriented perspective. NPOs exist because of their public service or social welfare missions. The best way to increase income is to raise accountability and interactions with the public or corporations through ethical relationship management as part of NPO PR practice.

This thesis takes as its subject the Eden Social Welfare Foundation, which was established in 1985 and is one of Taiwan's top five NPOs. The challenges faced by Eden in presenting itself as a caring, non-partisan organisation in an age of branding, competition and a public sensitive to the ethos of charity is investigated. The purpose of this study is to: (1) explore the role of branding within PR; (2) discuss how media represents NPOs to their stakeholders; (3) investigate co-branding issues in cooperative relationships involving differential power relations; (4) investigate the ethical risk of mission drift, where NPOs charged with a public mission can lose their way by becoming corporatised.

In a comprehensive overview of the complexity of NPO PR, branding and power relations in Taiwan, relationship management has been shown to be at the heart of NPO PR. Trust is the critical element that ensures the organisation stays on the right path. This research has found, on one hand, that higher brand value facilitates better communication and involves shifts of power through brand power, media access, social networking and know-how. Co-branding and media coverage are assistant contributors, through framing, in building the charity brand. On the other hand, the study suggests ways to rethink the negotiation of power relations and the social perspectives between the public interest and commerce. Consideration

should be given to a monitoring system for NPOs to ensure accountability and visibility that guarantees the public interest. The results also suggest that investment in training and upgrading skills in communication with outsiders is important in Taiwan, as part of NPO PR practice.

DECLARATION

I certify that this thesis does not, to the best of my knowledge and belief:

- (i) incorporate without acknowledgement any material previously submitted for a degree or diploma in any institution of higher education;
- (ii) contain any material previously published or written by another person except where due reference is made in the text; or
- (iii) contain any defamatory material.

Signature:

Date: 4th December 2012

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ABBREVIATIONS

AMA	American Marketing Association
APPAF	Asia-Pacific Public Affairs Forum
BIT	Brand Image Transfer
BOT	Build-Operate-Transfer
CAUF	Children Are Us Foundation
CCA	Council for Cultural Affairs
CCF	Christian Children's Fund
CEO	Chief Executive Officer
CF	Commercial Films
CSR	Corporate Social Responsibility
CTS	Chinese Television System
CTV	China Television Company
DPP	Democratic People's Party
Eden	Eden Social Welfare Foundation
HCT	Hsin Chu Transportation
IC	Integrated Communication
ICF	International Classification of Functioning
KMT	Kuo Min Tang
NGO	Non-government organisations
NPO	Not-for-profit organisations
OPRA	Organization Public Relations Assessment
PR	Public relations
PRSA	Public Relations Society of America
TFCF	Taiwan Fund for Children and Families
TTV	Taiwan Television Enterprise
UWT	United Way Taiwan
WVT	World Vision Taiwan

CHAPTER 1

INTRODUCTION

Recent newspaper revelations that the Red Cross Society of the Republic of China had paid its secretary-general Hao Lung-bin, three department heads and four key employees annual salaries of nearly NT\$10 million sent shockwaves through Taiwan. Hao ultimately was forced to make a statement clarifying his own position—that he was ‘only a volunteer and did not receive a salary’ (C.-F. Chang, 2005).

Not-for-profit organisations (NPOs) like the Red Cross, whether in Taiwan or anywhere else in the world, project a public image of non-political, non-partisanship, untainted by corruption or the excessive influence by corporate money. However, to achieve their mission, NPOs increasingly require the support of corporate as well as public donations. In Taiwan this has led to a competitive environment in which NPOs seek to differentiate themselves from other NPOs through branding and the use of public relations (PR) and marketing strategies to convey a slick corporate image to the public. This thesis takes as its subject the Eden Social Welfare Foundation, one of Taiwan’s top five NPOs, and the challenges it faces in presenting itself as a caring, non-partisan organisation in an age of branding, competition and a public sensitive to the ethos of charity.

1.1 Research Background

The purpose of not-for-profit communication is to carry out advocacy, charity, community service and public education campaigns with their target audiences based on their social mission (Dimitrov, 2008). Public relations (PR) is the most appropriate framework to carry out this strategic communication because it is not just persuasion that is of interest, but also relationships. However, ‘public relations is now getting the credit for successful brand building and for breathing life into the brand’ (Devereux & Peirson-Smith, 2009, p. 64). Modern commercial and non-commercial organisations, including government organisations, now think in terms of brand. Managing the image and reputation of a corporate organisation has now become a major activity within modern organisations. NPOs no longer simply rely on fundraising events or charity, but also develop a professional image; that is,

they brand, upgrade their internal functions and competitiveness, and derive funding by making use of PR strategies, techniques, and by expanding the access of public resources. PR plays a major role in this activity. When NPOs are struggling and competing for funds, a skilled PR expert can build relationships with their publics and the media, who in turn communicate favourable news stories to target audiences, overcoming the NPOs' lack of social resources (Shuen, 2001). PR has also been used in the NPO area as a tool to increase interaction with the public and news media to extend their social resources. Meanwhile, effective relationship management refers to long-term relationship building, a significant asset in the competitive NPO market, which assists NPOs to embody their values within the brand, resulting in an ethical brand.

Therefore, it is worth analysing how PR strategies assist the development of the professional image of NPO brands. It is a trend for NPOs to have an excellent brand that they can use to earn long-term sponsorship. However, the idea of a 'brand' is not a simple one. Profit-oriented multinational companies like Coca Cola or Nike are able to earn large amounts of money from the success of their well-established brands. However, NPOs like World Vision are not able to establish a strong image for their brand in this sense, because World Vision does not 'sell' charity and good works and does not want to be perceived as a 'corporation'. At the same time, however, World Vision needs recognition and positioning in the modern world to attract sponsors and funding. This negotiation between 'being a brand' and 'being a not-for-profit' is a complex one and is another focus of this thesis.

1.2 Research Motive and Purpose

In Taiwan, NPOs can be divided into two categories: membership associations and endowment-based foundations (Y.-H. Kao & Kuan, 2001). Both are growing fast and this has brought a new era in the history of NPOs. Endowment-based foundations dominate Taiwan's not-for-profit sector. Regarding non-government foundations, these can normally be classified into two main types: those that are 'supported by private individual donations or [those that are] financed by corporate entities' (Y.-H. Kao & Kuan, 2001). For the corporate foundations, funding comes directly from operating businesses that are mainly concerned with public service enterprise; which means they do not need to rely on donations. In

contrast, foundations supported by private individual donations, such as social welfare foundations, rely on fundraising events or depend on government subsidies and carry on sales, such as charity sales. This is what traditional social welfare foundations do.

Lou (1999) reports on a Taiwanese performing arts organisation who stated that ‘we never miss any opportunities for government subsidies. But the budget is minimal ... We treat government subsidies as an honour rather than as a source of practical assistance for us’ (p. 66). Due to the limited budget allocated by the Taiwanese government for culture and education, such organisations then tend to seek donations and sponsorships from wealthy corporations. To achieve their fundamental goals, these NPOs have to maintain a balance between revenue and expenditure. Therefore, they have started to seek long-term sponsorship from corporations, instead of raising funds through fundraising events.

As the following literature review will show, the Taiwanese public is now demonstrating their support for disadvantaged groups in their own society. PR has an increasing role in providing strategic advice to corporations and NPOs alike on the role of sponsorship and charity. Taiwanese enterprises have set up charitable foundations alongside their PR departments. The major benefit of setting up a charitable foundation is not to get preferential taxation treatment, but to meet social expectations of giving back to the society. Corporate Social Responsibility (CSR) is a concept relevant to alliances of both NPOs and for-profit enterprises. CSR programmes function by raising the reputations of participating bodies, to build trust communication with stakeholders and the community. However, ethical PR is particularly important for NPO brands to avoid the impression of being too commercial.

My research attempts to use a PR approach to marketing in place of the conventional marketing-oriented approach, in examining charity brand strategy. NPOs exist because of public service or social welfare missions. One way to increase income is to raise accountability and interactions with the public or corporations through PR strategies. Therefore, the project will look at NPOs and commercial enterprises in Taiwan in the context of the move away from conventional fundraising and sponsorship towards foundations (in the case of corporations) and enhanced branding (in the case of NPOs). NPOs are no longer seeking revenue solely through

fundraising events or charities; rather they are developing professional images: brands. It is important for NPOs to develop a brand because this gives the first impression that determines the decisions of enterprises in sponsoring them.

Further, it is important to understand that NPOs recognise that the real meaning of their brand is linked with their fundamental purpose. Therefore, the goals of my research are: to explore in depth what Eden's internal and external publics think about Eden; to analyse media representations of Eden; to determine Eden's potential future plans; to understand the strategies used by Eden in branding (in particular, in relation to new methods of 'branding', like emotional brand building, and how these methods relate to the strategies of NPOs, with Eden as a major case study); to draw conclusions based on the results on the role of branding in PR strategies for NPOs.

1.3 Research Questions

To investigate the success of Taiwanese NPOs in adopting branding strategy within their PR practice my research questions are:

1. How do NPOs in Taiwan build relationships with their publics to raise funds and fulfil their social missions?
 - a. What role does branding play in the broader PR strategy to engage stakeholders?
 - b. How do the media represent NPOs to stakeholders?
2. How is internal cooperation and collaboration with other corporate sponsors changing not-for-profit practice?
 - a. How do NPOs negotiate the power relationship with corporate sponsors?
 - b. How do NPOs avoid the risk of mission drift?

1.4 Significance

The results of the fieldwork components of the study will be placed in the context of PR strategies for NPOs in Taiwan. In modern Western industrial countries, contributions (financial and non-financial) to NPOs are, in fact, declining (Putnam, 2000). Taiwan is in the interesting position of having expanded social interest in supporting the disadvantaged and NPOs are keen to foster that interest,

without looking like 'corporations' fighting for the dollar. How branding strategies are implemented by NPOs, therefore, will have a dramatic effect on how they are perceived by Taiwanese citizens.

Most studies regarding the NPO sector in Taiwan refer to NPO marketing, for example, cause-related marketing; fundraising models between NPO sectors and corporations in Taiwan; or NPO marketing oriented towards normal business practices (Chiang, 2002; Shan, 2010; Simons & Jones, 2011; Sriramesh, 1992; Sriramesh, Kim, & Takasaki, 1999; Taiwan Public Television Service, 2010). There are fewer studies on brand recognition (The Liberty Times, 2008), brand personality (M.-L. Chen, 2007) and brand marketing. However, some researchers generally discuss PR strategy for social marketing, issue management, media relationships or events for fundraising. Examples include PR's effect on social welfare foundations ("Non-profit branding: cause and brand effect.," 2006), PR strategies for NPO advocacy (Van Gorp, 2007) and NPOs' message strategy for social marketing (Venable, Rose, Bush, & Gilbert, 2005).

Even though issues related to the NPO sector have started to be widely explored and discussed, NPOs use a marketing orientation in particular as a strategic tool. This research project is significant because there have been no studies in Taiwan that systematically and qualitatively investigate how people within an organisation construe the image of that organisation and their expectations about that image. Brands tend to be analysed from a marketing perspective, whereas this research project will analyse branding from a PR perspective. This is the first study to use priming and framing as tools to evaluate an NPO's charity brand value and to determine how media representation stimulates increasing partnerships with corporations. Looking at the risks involved in sponsorships will suggest practical PR strategies to reconstruct charity brands, particularly when charity brands co-brand with for-profit organisations. Therefore, this thesis draws on three knowledge fields—PR theory, framing theory and brand theory.

1.5 Chapter Overview

Chapter Two introduces NPOs and explains the particular context of these organisations in Taiwan. The political, economic and social influences behind the development of NPOs in Taiwan are outlined. In addition, Chapter Two provides an

overview of the Eden Social Welfare Foundation. NPOs are increasing in the diversity of the services that they provide and the complexity of their organisational structures. NPOs have increased their public profile over the years, and Eden in particular is now one of the most recognised NPOs in the country.

Chapter Three, the theoretical framework review, looks at the concepts of PR, branding, NPO PR, the development of PR in Taiwan and framing and priming, and relates these to the research framework. These elements are analysed particularly to study how Eden as an NPO in Taiwan deals with a competitive environment and with the increased demands of diversity. The critical variables of external environments, culture, economy, politics and media change are also considered here. In addition to PR, the chapter explores some of the key concepts associated with conveying the modern NPO image; for example, brand equity, brand image, brand personality, brand loyalty and brand identity are all related to brand value in modern marketing discourse. After exploring the key aspects of brand and PR relevant to this thesis, I will argue that NPO PR involves ethical brand and relationship management, which helps organisations build reliable and credible strategic relationships to raise their reputation with their publics. This in turn also helps PR practitioners effectively operationalise their communication campaigns.

Chapter Four presents the research methodology. I have adopted a qualitative methodology that uses Eden as the core case study. A qualitative methodology is appropriate for this study because I am interested in the first hand knowledge of Eden's senior managers, middle managers, volunteers, donors and other corporations, NPOs and experts (academic, PR and marketing). The methods include in-depth interviews, focus groups, secondary analysis and media analysis. This involved several hundred hours of work of transcription from Chinese to English.

Chapter Five begins the presentation of fieldwork results. Accounts from interviewees from Eden and elsewhere are thematised. The focus of this chapter on is how interviewees perceive branding within Eden and other NPOs. The results suggest that senior managers fully support Eden's original ethos, but that it is not clear how Eden plans to address the challenges of diversity in defining the brand. Trust in an NPO by its internal and external publics is fundamental to its branding. Therefore, it is important to also explore the degree of trust Eden's stakeholders afford it.

Chapter Six looks at co-branding issues for Eden. The implication of brand competition strategy is presented in the chapter, showing how PR practitioners use their strategic communication to reinforce brand loyalty with the organisation, often by collaborating with other brands to achieve mutual benefits. A core interest of this thesis is the nature of that cooperative relationship, which involves the consideration of cultural thinking and values as well as economic and political environments in devising effective PR programmes. The chapter maps the interviewees' views on co-branding in order to understand and evaluate the power relationships inherent in the practice of PR between the two organisations.

Chapter Seven investigates the crisis of 'mission drift', by which NPOs charged with a public mission can lose their way by becoming corporatised. This issue is approached in three parts: the first section will probe how mission drives NPO social enterprises. The other two sections look at mission drift in the case of Eden and the manner in which supporters perceive NPOs with loyal relationship management, respectively.

Chapter Eight presents a review of Eden's communication campaigns with a focus on agenda setting and media access, and investigates media reporting of Eden to reveal the micro and macrostructures of that reporting. The chapter also looks at news sources in a general setting. The media are generally positive in their reporting of Eden and its role as a caring organisation.

Chapter Nine concludes that NPOs in Taiwan are commercialising social welfare, a clear and inevitable trend in Taiwan. However, this focus on marketing and commercialisation can be to the detriment of an NPO's core mission. An NPO builds public trust through its commitment and responsibility to assisting disadvantaged people. It is argued that it is more appropriate for an NPO to strengthen its commitment to PR than to focus solely on marketing communication.

CHAPTER 2

NOT-FOR-PROFIT ORGANISATIONS IN TAIWAN

The aim of this chapter is to introduce NPOs and to explain the particular context of these organisations in Taiwan. The political, economic and social influences that have influenced the development of NPOs in Taiwan are outlined. I also introduce the Eden Social Welfare Foundation, a Taiwanese NPO that forms the main case in this research.

2.1 The Not-for-Profit Sector

Examining the literature relating to the not-for-profit sector assists in understanding the features of NPOs, including their strategic management. Through this discussion, it is also worth considering the real value of the strategic management process in the not-for-profit. With global changes, the not-for-profit sector faces challenges in the complex environments of politics, economics and culture.

The transition of the not-for-profit sector is testing the ability of managers' actions in their organisational surroundings. PR practitioners must consider more effective approaches to their communication campaigns. The growth of competitive NPO markets has been discussed by cross-disciplinary scholars. More attention to the relationships between NPOs, government and private corporations has been given within marketing, the not-for-profit sector and PR.

The Nonprofit Resource Center (2001) considered that 'a nonprofit corporation is an organization formed for the purpose of serving public or mutual benefit other than the pursuit or accumulation of profits' (Dyer, Bell, Harrison, & Weber, 2002, p. 13). Bronstein (2006) defines not-for-profits to include 'charitable organizations, social welfare groups, labor and agricultural unions, business leagues, social and political clubs, and other groups that serve a public interest' (p. 71). Thus, this sector is diverse and has been variously termed the not-for-profit sector, voluntary sector, third sector, community organisations and the community sector, and can be considered to encompass civil society organisations and non-government

organisations (NGO) (Lyons, 2001). Other names are the charitable sector, tax-exempt sector, independent sector, the invisible sector and social sector (W.-H. Chen, 2005). These names all convey the idea that this sector, and the organisations within it, offer public services and that their existence does not rely on the generation of profit. In this project, I will use the term ‘not-for-profit organisation’.

Anheier (2000) observes that ‘the sector has experienced decades of growth in relatively stable political environments, at least in EU countries and the United States’ (Anheier, 2000, p. 4). In the study of Frumkin and Andre-Clark (2000), the authors noted that ‘over 80% of the growth in US corporations according to 1992 census data was in day-care and home health care’ (p. 145). Collaborations with corporate social service contracts may therefore help NPOs’ employment growth. In an investigation of not-for-profit sector revenues, Brooks (2004, p. 363) found that ‘In 2000, 20% of all nonprofit sector revenues—more than \$130 billion—were donated by individuals, and the value of adult volunteer time to nonprofits in 1998 was over \$225 billion’. The author also points out that the Social Capital and Community Benchmark Survey shows that 81 per cent of US households gave charitably in 2000, with 65 per cent of that contribution going to religious groups and 68 per cent to non-religious ones (Brooks, 2004). The rate of 20 per cent individual donation totals \$19 billion to social welfare groups. Additionally, according to Salamon et al. (1999), for the 22 countries studied, including the US, the UK, France, Germany and Japan, NPOs’ employment increased from 5 per cent to 7.1 per cent of total employment. This appears to indicate raised economic power in the growth of NPO markets.

The Features of a Not-for-Profit Organisation

The features of an NPO are related to what responsible mission it claims to offer in society. This is also the major reason people accept to support an organisation. Lyons (2001, p. 5) listed the features of NPOs:

[They] are formed and sustained by groups of people (members) acting voluntarily and without seeking personal profit to provide benefits for themselves or for others ... [They] are democratically controlled and ... any material benefit gained by a member is proportionate to their use of the organisation (p. 5).

In addition, Salamon and Anheier (1997) claimed five characteristics: organised, private, not-for-profit-distributing, self-governing and voluntary. Other

attributes such as voluntary/voluntarism, value-orientation/value-led/value-based/value-driven, trust and the notion of the commons have been given by Stride (2006). In summary, NPOs serve the public or provide charitable services without any profit transactions. Therefore, the mission and tasks of NPOs must be constructed for overall public benefit and to remedy service failures in social environments. Social value must be at the core of NPOs.

Wolch's (1990) conception of voluntary organisation includes a model of 'state-centredness' to draw on their service functions by three continua: commodified; non-commodified, direct service; and advocacy and elitist-participatory. In more detail:

The first dimension is primarily concerned with public good aspects, and the third with voluntarism and social capital. The contrast between these and the second dimension is: that various types of output can generate social change, but some are more directly designed to produce social change than others. Advocacy output seeks to direct or create social change by influencing public policy or corporate practices (Wolch, 1990, p. 25).

The central meaning of the three continua in the NPOs' management has emerged in the importance of accumulating sufficient social capital, including volunteers, to create social change through advocacy to pursue public benefit.

Coleman (1994) explained that the term social capital:

implies a resource or factor input that facilitates production, but is not consumed or otherwise used up in production ... Social refers in this context to aspects of social organisation, ordinarily informal relationships, established for non-economic purposes, yet with economic consequences (p. 175).

In other words, as Kendall and Knapp (1999) have summarised it, social capital is 'an intangible resource to be found in relations between people (networks) rather than in inanimate objects (physical capital) or individuals (human capital)' (p. 5).

Value

It is worth noting that a charity may become a hollow business if both not-for-profits and for-profits do not manage the nature of their philanthropic alliances. If they do not, both will lose the support of their target audiences. Stride (2006) asserts that charity brands should develop their identity as 'value-led organisations'. 'Having identified its core values, a charity must either seek out supporters and donors whose values reflect its own, or aim to create a vision that is so powerful that

it inspires people to share both its vision and its values' (Stride, 2006, p. 121).

Grounds (2005) concurs:

If brand guidelines are built on the vision, purpose and values of the organisation and are not trying to impose a disconnected view onto the charity's long (or short) existence, they provide a vital benchmark for everyone. But successful brands grow. They don't stand still (p. 66).

These views indicate that values are the core of charity brands, and that they need to be created and considered. The first objective for an NPO is to convince donors and even corporations to give money. However, when an alliance occurs, values from corporations will be instilled in the NPO. This may pose a potential risk and lead to conflict between corporations if the combination of their values does not work well. 'Stronger and more enduring alliances have a balanced exchange of value in the collaboration construct' (Austin, 2000, p. 79). Johnston points out 'It doesn't work very well and is not sustainable over time when there is an imbalance either way' (cited in Austin, 2000, p. 80).

Strategic Management

Social capital is an important resource for NPOs, especially during the twenty-first century, characterised as it is by downsizing and privatising due to fiscal pressures on budgets, the inability of governments to deliver all social services and the 'devolution of functions from central governments to the local level and from the public sector to the private sector, including both nonprofits and corporations' (Austin, 2000, p. 69). NPOs now face a complex array of revenue sources in a diverse environment. The practical challenges faced by NPOs have led to the need for reform, as business management concepts in NPO practice have enhanced the knowledge base of the NPOs (Anheier, 2000; Frumkin & Andre-Clark, 2000; Menon & Kahn, 2001; Stone, Bigelow, & Crittenden, 1999). Strategic collaboration between NPOs, corporations and government is an essential fundraising tool. CSR projects have become a competitive strength for both for-profits and NPOs. Menon and Kahn (2001) believe that 'it enhances their overall reputation and credibility' (p. 76).

In relation to strategic management use in not-for-profit practice, Stone et al. (1999) identify three dimensions that must be considered in CSR projects: determinants, outcomes and performance. Determinants refer to organisational and environmental factors that must be scanned to set up an appropriate CSR plan,

whereas outcomes are about the responses from internal changes and external relationships. A better reputation resulting from CSR will lead to improved linkage of social resources as the final goal of the organisation; the achievement of which marks success, or performance, for NPOs. However, whether the strategic management of an organisation emphasises its value-based drives depends on the quality of NPO management.

Communication Strategy

NPOs face the prospect of increased competition for the public welfare dollar. They also run the risk of internal value conflicts due to running their charity as a business. When such situations arise, they indicate the lack of two-way symmetrical communication between NPOs and their donors/sponsors. Consequently, communication strategy must be considered in the discussion of the NPO sector. When NPOs build their charity brands and make them a strategic resource, they should consider their organisational operation by using PR as a communication tool. Communication campaigns are relevant to an NPO's social capital. For an NPO, Kelly (1991) considered that PR plays an important role in fundraising, which not only has as its primary purpose the generation of money, but also 'public relations is to enhance and protect organisational autonomy by effectively managing communications between a charitable organisation and the donor publics in its environment' (p. 305). In particular, Devereux and Peirson-Smith (2009) believed that 'public relations comes into its own in the branding process by using a credible communication strategy to elevate and support the value and power of the brand among audiences' (p. 67). By doing so, not-for-profit communication is becoming the vital strategic response to the public, both in terms of cost-efficient fundraising in the short term and building competitive advantage over the long term (Dimitrov, 2008).

Advocacy, charity, community service and public education should be responsibly planned as part of communication campaigns (Dimitrov, 2008). The Internet provides a channel of communication and therefore the opportunity for practitioners to employ cost-effective communication management (Dimitrov, 2008; Famularo, 2000; Green, 2005). Further 'virtual fundraising' on not-for-profit websites has brought NPOs a new and free market for quick social resource collection. Internet applications, Green (2005) suggests, allow NPOs to establish a

new connection with a younger public, cultivate long-term relationships with stakeholders (that is, corporate donors with value-added service), develop forums for not-for-profit issues, promote channels linked to other websites, provide a virtual platform mobilising donors' and volunteers' supports, promote linkages with international users for communicating information, offer cost-efficient access for resource-poor NPOs and provide a virtual platform for technical Internet production and marketing services.

The mass media are the main stakeholders for NPOs as well as channel controllers of communication (Kelly, 1998). Having good media access can determine whether an NPO is able to gain social resources, and the Internet is a new platform for easy, high-speed communications with an organisation's publics and stakeholders. E-communications have become essential 'across social classes, territorial distances and geographical boundaries' (Dimitrov, 2008, p. 29), to reinforce PR power in dealing with the complexity of the competitive NPO environment.

2.2 Taiwan Overview

This section is organised into three parts to explore how the political economy and cultural structures have influenced the development of NPOs and the PR media environment in Taiwan. A general review of the current Taiwanese NPOs from a historical perspective and their transformation, and further discussion of their fundraising strategies will be provided.

According to Twu (2010), NPOs in Taiwan include foundations, associations, unions and professional organisations, temples and churches, and cooperatives. Nationally, there were more than 50,000 groups in 2007, including 30,047 social associations, 4,000 foundations, 5,065 occupational groups and 14,730 religious organisations (Kuan, Duh, & Ching, 2009). Drawing comparison with the 2007 database, Twu (2010, pp. 27-28) shows that:

The major three types of nonprofit organizations are associations (34,173), temples and churches (14,993), and unions and professionals organizations (9,944) ... according to their organizational purposes that demonstrate a concentration on social services (31.61%) and arts & culture (17.32%). This figure reflects Taiwan citizens' interests and values for forming associations that pursue common goods and help the needed.

This gives a total of 68,225 major NPOs in Taiwan in 2009, representing a growth of over 10,000 NPOs within two years, where 10,801 social service groups occupied the most markets in the not-for-profit sector in Taiwan.

If only the official government report based on the Industry and Commerce Association and Social Association Survey is considered, registered not-for-profit associations in Taiwan (that is, in the Ministry of the Interior and County and City Government and other local governments) totalled only 18,695 social welfare groups in 2000, increasing to 26,135 by 2005 and to 35,426 associations in 2010 (including academic and cultural, medical, religious, sports, social services and charity, international associations, economic business associations and others) (Department of Civil and Social Affairs, 2010). This means that 16,731 new social associations have emerged in Taiwan from 2000 to 2010. The above-mentioned database already presents a competitive not-for-profit market in Taiwan; NPOs are competing for survival and this is certainly true for the research case used for this these, Eden.

Turning to the overall finance and human resource situations in Taiwan's not-for-profit sector. Kuan, Duh and Ching's (2009) project shows that the total endowment of Taiwanese foundations' exceeds NTD 207.4 billion, with an annual income of NTD 84.96 billion. Other social associations can also reach NTD 17.64 billion in annual income. There was a total NTD 102.6 billion contributed to NPO financial income. Kuan et al. (2009) examined the value of human resources in the national NPOs as well, with 41,200 employed members and 632,000 volunteers across Taiwan's foundations giving their time to the public services, and 143,858 employees and 649,827 voluntary service providers doing the same in social associations. These numbers suggest a huge contribution from NPOs in delivering public services in Taiwan.

Social associations in Taiwan are actually distinguished by their missions and purposes. Some NPOs are called foundations. In Taiwan, foundations can be classified into seven categories: charity and social welfare, cultural and education, environmental protection, medical health, economic development, arts and culture, and others; these are all called NPOs and include corporate foundations and social welfare foundations that have different endowment sources. The number of NPOs shows the importance of social structural change in the context of philanthropy in Taiwan. Taiwan's charitable sector is growing fast (Chen, 2009). In addition, more

and more NPOs are working intensively to improve the management of their structures and functions in their organisations. In particular, NPOs now no longer rely solely on government subsidies and donations from individuals, but are trying to build their own charitable businesses or lead projects that attract more contributions. The need for PR has been generated because of the overall environment, including the demands of the state. For example, the government needed PR to push its policies, political elections needed PR for votes, and NPOs needed PR to advocate for reform. As such, current PR in Taiwan is performing an increasing range of functions, including seeking more public funds for social enterprises.

To explore how the political economy and cultural structure has significantly influenced the development of Taiwanese NPOs, the remainder of this section is divided into three sub-sections. The first sub-section concerns itself with understanding the growth and transformation of NPOs in Taiwan over several important periods. This historical review is divided into four periods based on the views of Coll (2009) and Twu (2010). The second sub-section shows how the unique political system of Taiwan facilitated the growth of PR as used in NPOs. The final part of this section examines the media relations of NPOs and their PR practice in modern competitive society.

Historical Perspective: The Not-for-Profit Sector and Public Relations in Taiwan

3000 years ago A.D., China's Confucius stressed the cultivation of 'loving-kindness' towards all things, both living and non-living. In his work titled *The Record of Rites*, Confucius states that 'One must not only respect and care about members of his own family, but he must also respect and care about members of others' families'. In other words, one should respect and care about all people. Confucius further mentions that 'We are particularly responsible to those who are young or old, have lost loved ones, have been abandoned or are physically or mentally ill' (Y. J. Chen, 2005, p. 227).

Fu (2004) suggests that the idea that human nature is essentially good derives from Confucianism and that this has influenced the development of Chinese volunteerism. In summary, Confucian ideals promote humanity and the mission to perform good acts in the service of others.

The Confucian concept of an ideal society and its focus on the welfare of people through all stages of life has had a broad and far-reaching influence on Taiwanese not-for-profit development. The core of traditional Confucian values is

family-based, which has also broadly affected the state and influenced the development of the state not-for-profit sector in Taiwan (Twu, 2010). Family-based social relations to the state include high loyalty and building harmony and stability (Hodges, 2006). Self-governance and autonomy are lacking in the not-for-profit sector because ‘Confucians believe that the state is an extension of the family, the same attitudes toward authority and obedience that are valued in the family are also valued in the state’ (Hon & Grunig, 1999, p. 155). This concept has deeply restrained people from independently developing a public sphere based on public interest.

In addition, the fields of social ethics and social management find their bases in Confucian thought. Twu (2010) not only considered that ‘Confucianism uses morality or ethics rather than the rule of laws to guide society development and citizen virtues’ (p. 26) but also highlighted the importance of peaceful and harmonious relations among the community, with these thoughts limiting or suppressing conflicts within Taiwanese society. Confucian culture was probably a strong influence on the development and formation of the Taiwanese not-for-profit sector before 1980.

According to Coll (2009) the history of the not-for-profit sector in Taiwan can be divided into four periods. These periods are discussed below.

1. 1950s to 1960s—‘Economic and military first’ period

The ‘economic and military first’ period aligns with the Kuo Min Tang (KMT) regime’s important policy during the 1950s to 1960s. KMT General Chiang Kai Shek retreated from China to Taiwan with his army in 1949, triggering internal and external political pressures around Taiwan. ‘Economic and military first’ represents the KMT regime ambitiously engaged in revitalising the agricultural-based economy towards industrialisation. As Coll (2009) mentions, a major three-stage land reform from 1949 to 1953 intertwined social, political and economic factors. In particular, the ‘Four Year Economic Plan’ was an import-substitution-industrialisation strategy for increasing Taiwan’s economy in the 1950s. This period had a profound impact on not-for-profit activity because the government limited its social welfare expenditure, requiring the development of NPOs to fill the gap.

Another important limitation was related to the KMT corporatist policy, established by martial law in 1949. Chao and Ramon (1998) describe the stage of

martial law as the period of the KMT's 'democratic centralism'. Coll (2009) explained that 'the country remained frozen in a state of emergency for nearly 40 years. The KMT prohibited new political parties, outlawed labor strikes, and restricted press freedom and collective activity' (pp. 49-50). The KMT had completely permeated Taiwanese society, controlling the state with military and security forces. PR at this time was used to promote government policy by strengthening public communication from 1951 to 1971 (T. S. Chang, 2004; Sha & Huang, 2004). This was the period that Wu and Taylor (2003) have called the 'nation-building Phase (1945–1978)' (p. 474). There was only one voice from the government: the state controlled the media, while civil society was limited (T. S. Chang, 2004). Under the KMT's 'democratic centralism', civil society could only participate in civil associations with heavy monitoring by government agencies (Coll, 2009; Twu, 2010). The only exceptions were the international philanthropic organisations, World Vision and the Christian Children's Fund (CCF), for saving children affected by war and providing food to the poor and needy in Taiwan (Coll, 2009). Kuan and Giu (2000) indicate that the CCF played an important role during the period of the KMT regime in providing a series of child welfare projects while following the principle of 'no-involvement-in-politics'.

2. 1980 to 1992—Social movement and democratisation

There is no doubt that the period after the lifting of martial law (the 1980s to 1990s) was the most important time for Taiwanese not-for-profit growth, with a dramatic increase in the number of NPOs established (Coll, 2009; Hsiao, 2000; Twu, 2010). Hsiao (2000) points out that 75 per cent of foundations active at the time of writing were set up after the 1980s, including 25 per cent from corporate foundations. With the lifting of bans, these foundations participated in Taiwan's transformation through economic development and political freedom. This situation brought about the establishment of a new civil society in Taiwan. Meanwhile, in the 1980s, the government promoted economic policies and provided free competition to attract foreign investment and high-tech industrial growth (Twu, 2010). Therefore, this was the major period to promote Taiwanese economic growth and produce a new middle classes interested in public participation.

However, Coll (2009) divided social movements into two major periods based upon NPO development: one from 1980 to 1987, which was the first wave of

social movement for work demands in the early 1980s. Later, in 1986, the political opposition, the Democratic People's Party (DPP), was established. To reach mutually beneficial outcomes, social movements were allied with the DPP to campaign on issues through lobbying and protests to attract public support and to challenge the KMT regime. Hsian and Koo call this period the initial liberalisation phase (cited in Coll, 2009), when the middle classes first fought for autonomy and freedom. During this phase, awareness of civil society was becoming more explicit, and the growth of that civil society was benefitting from wealth, education and other resources. This was a marked turning point in shifting power from the government to civil society, which led Taiwan to its democratic transition in late 1986.

Through social pressures and political conflicts in late 1986, martial law (which has lasted for 38 years) was abolished in 1987. This change led to new laws (the *Civil Organisation Law*) for public association, freedom of speech and press (lifting of controls on the media), and the formation of new political parties. This law protected legal civil engagement and the formation of voluntary groups (Coll, 2009; Twu, 2010). Coll (2009) called this the second wave of social movements. Although the political environment altered to accept NPOs advancing social welfare ideas into the political mainstream, NPOs also had to learn how to adjust their strategies to fit with lobbying politicians and government agencies. Therefore, NPOs began to form alliances to influence public opinion (Coll, 2009). For example, Coll (2009) mentions that Awakening Foundation, a leading Taiwanese women's equal rights foundation, led female lawyers to advance the Equal Employment for Men and Women Act, passed in 2002.

Coll (2009) describes the end of the 1990s as a vital turning point in determining what role PR was to play in the social movements:

despite the potential competition for limited public funding, nonprofit organisations have often found it in their mutual interest to form alliances instead of going alone. But merely lobbying elected officials and forming alliances alone was not enough to introduce progressive ideas into the public policy stream ... public relations is a major activity. Therefore nonprofits complemented their lobbying efforts with public relations in order to change public perception (p. 85).

In the 1990s, PR burgeoned in Taiwan as awareness among government, corporations and the public increased due to freedom from party, media and speech control more broadly. Citizens could freely lobby or protest on the streets for their

rights (T. S. Chang, 2004; Coll, 2009; Twu, 2010). PR has played a significant role for lobbying efforts in the not-for-profit sector in Taiwan since this time.

3. 1992 to 1998—*Democratisation, electoral politics and welfare policy*

During the period 1992 to 1998, the relationship between democratic electoral politics and social welfare issues developed. It was during this time that the DPP electoral candidates implemented social welfare issues in their electoral policy to pressure the ruling KMT party to face the social problems in Taiwan and the demands from civil society. For example, the widening rich-poor divide and the KMT ‘black-gold’¹ politics became political ammunition to break down the KMT party influence on the public perception on social welfare (Coll, 2009). In 1992 Legislative Yuan elections, the DPP advanced ‘universal health insurance, subsidized housing, and guaranteed retirement income for the elderly ... during the 1997 and 1998 local and national elections, the issue of old age allowances became a critical electoral issue’ (Coll, 2009, p. 80). These elections obviously emphasised that individual welfare benefits equalled votes. Although social welfare issues received attention in political elections, Taiwan’s social policy reform and establishment were also shaped by electoral politics. During the 1990s, democratisation and electoral politics led to social welfare laws and regulations. The *Health Insurance for the Disabled and Handicapped Law* (1991), *National Health Insurance Law* (1994) and *Social Workers Law* (1997) came about by NPOs monitoring government enforcement. Eden Social Welfare Foundation was one of those doing the monitoring.

The rapid growth of the economy was followed by a process of democratisation in Taiwan by which ‘traditional labor-intensive industries [were] replaced by technology-intensive industries including bio-tech, information technology and electronics’ (Wu, Taylor, & Chen, 2001, p. 320). This allowed corporations the opportunity to shape their image and resulted in more attention being paid to PR. For-profit organisations came to rely on their PR practitioners to build good employee relationships, good community relationships, and to handle crisis management issues, such as in relation to environmental protection (T. S. Chang, 2004; Wu, 2004; Wu, et al., 2001). Sha and Huang (2004) indicate that

¹ Black-gold describes a kind of Taiwanese political status, where dark, secretive or criminal methods are used to obtain money. This term encompasses such practices as corruption and electoral bribery.

private PR agencies have been growing since the 1990s, but that since 1999, these agencies have segmented themselves to serve different industries and stakeholders, such as employees, customers, the government and investors.

4. 1999 to present—9/21 earthquake, economic downturn, and changing not-for-profit–DPP relations

NPOs were adopted into the electoral system during the 1990s. However, the 9/21 earthquake and the following economic downturn presented NPOs with new challenges and changed the nature of the relationship between the state and the DPP. On 21 September 1999, an earthquake destroyed large areas of Taiwan. ‘The earthquake left over 2,000 dead and tens of thousands homeless or orphaned. In Nantou County alone, some 900 people died, over 50,000 were affected, and 25,000 homes destroyed’ (Coll, 2009, p. 91). This massive earthquake mobilised the state, NPOs, private organisations and the public and this period became a critical one in the transformation of not-for-profit groups in a new competitive environment. According to Coll (2009), the Tzu Chi Foundation and World Vision Taiwan (WVT) played significant supplementary roles in the relief and recovery to assist the government, with the emergence of partnerships. The 9/21 earthquake led to the reorganisation of NPOs, with the combining of public and private resources to provide long-term welfare services (Coll, 2009). With long-term cooperation, NPOs needed to demonstrate progress in the recovery and build long-term partnerships with the government or private organisations. This period was not only the beginning of NPO reliance on government subsidies, but also the beginning of corporate participation in not-for-profit business.

The second important influence was the post-2000 economic downturn, during which NPOs were squeezed because donations and resources were reconsidered by corporations and individuals. With insufficient resources, ‘nonprofits began to reassess their traditional models of operation and financing, and considered new ways to raise funds. They hired PR consultants, held fundraising events, and generated media attention’ (Coll, 2009, p. 95). This was the second major period during which PR practice came to be used in the not-for-profit sector. Organisations could see that ‘public relations serves more than merely as a crisis management function; it also supports marketing efforts’ (Wu, et al., 2001, p. 319). PR was thus revived in a complex environmental with new communication demands.

This environment was further complicated by the 2008 global economic crisis, which brought fierce competition in global markets leading to economic pressure on NPO resources (Y.-M. Wang & Chen, 2009). A competitive market was created for NPOs wishing to survive the difficult economic times. In response, NPOs increasingly began to rethink successful strategies for fundraising and to strive for autonomy.

The final significant influence was a change in not-for-profit–DPP relations due to NPO dissatisfaction with DPP administration after the regime change in Taiwan. ‘Since the 1980s, the ongoing mutual support between nonprofits and the DPP has been critical towards the political success of both sides’ (Coll, 2009, p. 95). However, the main criticism of the NPOs was that the DPP had broken their campaign promises. Consequently NPOs began to adjust their relationship with the DPP leading ultimately to the transformation of the sector in Taiwan (Coll, 2009).

The Transformation of the Not-for-Profit Sector in Taiwan

The history of the not-for-profit sector in Taiwan clearly shows that Taiwan’s NPOs have passed through several stages and have responded to challenges as they entered the 2000s. This section describes the types of NPO transformation and fundraising strategies used during the period that NPOs became commercialised in attempts to increase their revenue in a diversified not-for-profit market.

Twu (2010) categorises the transformation of the not-for-profit sector into four sections: institutionalisation, community development, commercialisation and participation in international networking and assistance. These processes themselves changed the functions of NPOs in Taiwan, improving and increasing revenue.

The Institutionalisation of the Organisational Field has been occurring since the 1990s, when many social movements and grassroots groups embarked on lobbying and street protests, and gradually came to understand the importance of mobilisation. To maintain stable membership support, they developed their own volunteer systems and began to institutionalise.

Engagement in *Community Development* occurred as NPOs built relationships with central and local government, but transformed long-term partnerships with the state and/or corporations into communities for recovery. For example, the Eden Social Welfare Foundation built the 921 sheltered workshops to assist communities in Nantou County after the earthquake occurred, and the Council

for Cultural Affairs (CCA) set redevelopment projects for 60 communities. These projects not only revived the development of the communities in which they were conducted, but also ensured the continuation of those communities' valuable local cultures through provision of art works and/or cultural/historical activities (Twu, 2010).

Commercialisation for revenue diversification became necessary with the increased complexity and competition in the not-for-profit market in Taiwan. NPOs began engaging in diversified business, which not only provided jobs as a part of training services for disadvantaged people, but also generated independent income.

Participation in International Networking and Assistance increased from 2000 with the upswing in the importance of global networking in 'disaster relief, human rights, poverty reduction, and sustainable development' (Twu, 2010, p. 38). Young and Salamon (2002) suggested that commercialisation for NPOs is due to fiscal pressure, expanding demand, increased for-profit competition, growing competition among not-for-profits, broader availability of corporate partners and increased demands for accountability. The next section discusses the not-for-profit strategies that came to be widely used during the transformation to commercialisation in the increasingly competitive not-for-profit market in Taiwan post-2000.

Since 2000, NPOs have been searching for ways to face the rigorous challenges posed by the Taiwanese not-for-profit sector by moving beyond conventional fundraising activities. In Taiwan, fundraising strategies can be generally classified according to two dimensions: CSR and social enterprise.

CSR is a global trend and has the expectation that corporations are good 'citizens' with an ethos of 'giving back in the same way that others have given to us' (Himalaya Foundation, 2005, p. 18). CSR has become an important concept in corporate image and trust and, of course, in brand. Therefore, corporations like to combine their brands with public welfare businesses (Jie, 2008). Underpinning CSR are three common forms of collaboration between NPOs and for-profit organisations. These are listed below.

a) Cause-related marketing: this usually means a donation to an NPO is combined with selling the corporation's products. For example, the '*Childfund*

Card—Warm his heart with your love' is an alliance of the Chinatrust Bank with the Taiwan Fund for Children and Families. This alliance helps children and teenagers with disabilities from disadvantaged families by giving 5 per cent² of all payments made with the credit card, the Childfund Card, to the Family Support Child Care Fund.

b) Planning a special project for corporations: to enhance fundraising, some large NPOs have started to undertake special annual projects with corporations to raise funds. These projects include corporate anniversary celebrations, promotions, openings, festival events, a day's salary donation by employees, corporate one-day volunteers or cooperation in a special project. All projects are linked with public issues or touching stories from individuals to elicit compassion from people. One example is the 'Carrefour Children New Paradise' project, which has been running since 2004 with the cooperation of the Taiwan Carrefour Educational and Cultural Foundation and the Taiwan Rainbow Family Association. In this project, Carrefour invites early primary school children to participate in outdoor teaching activities at the Carrefour stores to build up the children's confidence. It also teaches them to value their lives, and to learn to recognise and accept who they are.

c) Corporate sponsorship advertisements or resources: it is common for-profit organisations to support NPOs by allowing them to use the resources of the corporation to produce Commercial Films (CFs) for TV that advertise their philanthropic causes (Jeng, 1999). One case is the Eden Social Welfare Foundation—'25885' event, which collaborates with the Welcome Supermarket. The supermarket donates money by placing a bar code on some products, which, when scanned, automatically register a donation for a fund for needy groups. NPOs are most willing to cooperate with the retailers or the hypermarkets, in particular those with the advantage of having 'Nationwide Access', which can be a substantial promotion for the organisations. Once the store customers know about the charity events that have been promoted, most of them will donate their change and their tax invoices³ to the charitable organisations.

² The Chinatrust Bank donates 0.5 per cent of the value of total customer purchases to the Family Support Child Care Fund.

³ In Taiwan, tax invoices can be entered into a lottery draw with a chance to win a prize.

Another new strategy for fundraising is promoting an NPO as a social enterprise. This allows NPOs to reinforce their revenue and market competition through commercial funding. Moulton and Anheier (2000) explained that 'NPOs must raise their competitive ability as corporations which use business management as their strategy' (cited in T. M. Chen, 2007, p. 126). Therefore, in Taiwan, some NPOs have commenced enterprise service functions to contract government projects and to pursue the same positions as corporations when competing for government tenders (Ott, 2001). T. M. Chen (2007) profiled a case study on the social enterprise of the Children Are Us Foundation (CAUF). CAUF is an NPO but has been engaging in corporate management for a number of years. CAUF's major income is now from the Children Are Us bakery and café-restaurants (a total of 18 stores in Taiwan), at which it employs intellectually impaired children as training assistants. The children earn a regular wage in the enterprises. This is a case of people with a disability being assisted by society. In these bakeries disabled people earn respect from the outside world, and the public may also change their views about the capabilities of people with an intellectual impairment.

With the changing environment NPOs' source of income, whether gained via CSR or by social enterprise management, is broadened. NPOs are starting to emphasise the need to establish internal professional PR departments to develop the organisations' functions as professional PR agents. NPOs are promoting the professional training of staff, and expecting them to have specific skills and techniques. NPOs have the ability to manage their own business, which provides opportunities for sponsorship, funds and donations in the process. Therefore, it appears that NPOs are actively attempting to broaden their sources of income and are avoiding over-reliance on government subsidies or individual donations to control their finances. According to Coll's (2009) research, PR is playing an important role in not-for-profit reform. It is therefore also worth exploring the media environment in which PR is practised in Taiwan.

The Impact of the Changing Media Environment in Taiwan for Public Relations Practice

Before the abolition of martial law, control of the media was in state hands, as the KMT officially owned numerous media outlets (Sha & Huang, 2004, p. 162), including three TV broadcast media: Taiwan Television Enterprise (TTV), China

Television Company (CTV) and Chinese Television System (CTS), and three newspapers: *China Times*, *United Daily News* and *Liberty Times*, which together represented the mainstream media in Taiwan. During the martial law period, private corporations needed to use non-official means, such as ‘gao guanxi’ or providing social activities, to gain access to limited advertisement resources (T. H. Chang, 2009). The end of the press ban in 1988 converted the media market into a free and expanding one (Wu, et al., 2001, p. 320). However, as the media market changed, advertisers had more options since media providers were converting themselves into corporations to survive in the tight media market (T. H. Chang, 2009; Hong, 2003).

The *Cable Television Law*, passed in 1993, opened up the television broadcast market. According to the *2009 Taiwan TV Industry Database of Taiwan TV, Cinema, and Music* (Government Information Office, 2011), by 2009, a total 114 TV channels were in operation. Taiwanese TV news was in operation 24 hours a day (T. H. Chang, 2009). In addition, the *Apple Daily* newspaper, which came into the Taiwanese press market in 2003, had captured a massive share of the Taiwanese press media market by 2009. The *Apple Daily* forced *China Times*, *United Daily News* and *Liberty Times* to adjust the format of their newspapers, which led to a shift towards tabloidisation, with sensational stories and colour pictures. The founder of the *Apple Daily*, Lai Chee Ying,⁴ sought to make the *Apple Daily* a consumer-focused publication (T. H. Chang, 2009).

In this competitive media market, journalists require more news stories to fill the 24-hour TV news channels and additional news pages. A relationship has arisen between PR practitioners and journalists whereby PR practitioners act as providers of manufactured media events. They have become a major source of information for journalists. As such, advertisers’ media plans clearly stand to benefit, and channels of information have become the dominant media buying strategy in Taiwan (Hong, 2003). This has led to proliferation of PR agencies, over 100 PR agencies in Taiwan in 2003, providing various services tailored to specific industries; for example, hi-tech, political and health-focused PR (Wu, 2004).

According to Wu and Taylor’s (2003) have referred to the importance of public events in measuring effectiveness of PR:

⁴ The founder of Giordano, one of Asia’s largest clothing retailers. He also founded large media businesses in Hong Kong, including Next Media.

86.67% of the Taiwanese public relations agencies measure the effectiveness of public relations activities by publicity. 84.44% of the Taiwanese public relations agencies measure the effectiveness of public relations activities by the number of people who attend a PR event (Wu, 2004, p. 20).

The importance of media relations has caused the transformation of Taiwanese PR practice. The strategy of 'placement marketing' into news stories has become a mutually beneficial media package for advertisers, and 'buy one (advertisement) get one (news story) free' has given private corporations a general commercial strategy for media exposure. Since then, 'camouflaging advertisements as news' has become a new PR service to the media industry. The original PR practice of providing manufactured media events has thus given way to the packaging of image or the creation of public issues for clients (Hong, 2003). The Taiwanese media industry has become a service provider in a similar way to the PR agencies. According to *Wealth Magazine* in Taiwan (Tian, 2010), the government is a major advertiser, providing nearly 1.7 billion NT dollars in 2009, second only to the building industry in the Taiwanese media market. Tian (2010) argued that 'placement marketing' has been transformed into 'political placement marketing' by corporations seeking to promote their political policies in Taiwan in the last decade.

In the current media environment, corporate advertisers have the power to control their media exposure, and PR practice in Taiwan has changed to accommodate this environment. NPOs are generally at the margin of media resources, having less capacity to control their exposure. While corporations may consider that the common good inherent in CSR projects is useful to increase their corporate positive image, it remains to be seen what impact alliances between corporations and NPOs will have on the traditional function of Taiwanese PR practice.

2.3 Eden Social Welfare Foundation

In this final section, I will introduce the main case, the Eden Social Welfare Foundation (Eden), including its historical background, organisational structure, services and fundraising strategies, previous performance and financial situation.

The Eden Social Welfare Foundation was set up in 1982, which, as established in Section 2.2, was a turbulent period in the history of the not-for-profit sector in Taiwan. The establishment of Eden is intertwined with the social reform

movement, democratisation, changes in electoral policies and welfare policy. Hence a discussion of Eden belongs to a broader discussion of the NPO sector in Taiwan as well as providing an introduction to the main case of this study. Eden is now one of the top five NPOs in Taiwan⁵ (Z. -L. Chen, 2009) and offers a variety of services. It has existed in its complete form, providing diverse services, for nearly 30 years. Eden's endowment exceeds NTD 132 million (\approx AUD 44 million).⁶ In addition to its caring enterprises, which cover intellectual and physical disabilities, Eden's sheltered workshops include a typing service workshop, a '9/21 earthquake' wheelchair workshop, three bakery workshops and a cleaning workshop. Eden also has a gas station (see Figure 2.1) that operates as a conventional business. Eden was chosen as the main case study for this research because it is one of the largest Taiwanese NPOs, and because it is one of the most diverse. Its core business and its expansion into diverse social enterprises represent a challenge to its self-definition and to its own marketing and PR strategies.



**Figure 2.1 The Eden Gas Station (Source: Eden, 2005)
(exception to copyright: ss40, 103C)**

⁵ The top five NPOs: Buddhist Compassion Relief Tzu-Chi Foundation (NTD 25,051,743, 670), Hsing Tien Kong Culture and Education Foundation (NTD 220,000,000), The Dharma-Drum Mountain Cultural and Educational Foundation (NTD 216,077,287), Eden Social Welfare Foundation (NTD 132,773,622) and World Vision Taiwan (WVT) (NTD 118,538,200) (Himalaya Foundation, 2005; Z. L. Chen, 2009)

⁶ AUD 1 \approx NTD 30

Background Structure

Ms Liu Hsia (see Figure 2.2), a wheelchair-bound writer suffering from rheumatic arthritis, was the founder of Eden. At its foundation, Eden was originally a faith-based NPO, a Christian NPO based on the founder's religion. 'In response to God's calling and with a great love for people with intellectual and physical disabilities, she decided to create a place where the disabled are truly cared for and loved—the Garden of Eden in Dreams' (Eden, 2005). Eden was established on December 1 in 1982 to serve people with disabilities, using Ms Liu Hsia's personal donation and other Christians' donations.

The original Christian-inspired mission put forward by Ms Liu Hsia is provided on the main Eden website (Eden, 2005):

Idea: We are brothers without the same flesh and blood. Give a man a fish and feed him for a day, but teach a man how to fish and feed him for a lifetime.

Mission: Serving the Weak to Witness Christ, Promoting Gospel and Welfare to Bring People to God.⁷

Vision: Wherever there is a need, there is an answer from Eden.

Christian organisations in Taiwan mostly operate without any direct religious activity in their daily work with the community. Many religious-based charities and NPOs in Australia function this way. For instance, some of the national NPOs in this category in Australia are: Wesley Mission, The Salvation Army, St Vincent de Paul Society, Anglicare and YMCA. Similarly, despite its Christian mission, Eden appears to operate in the community without any direct religious activities. In this way, even as a minority religion NPO, Eden's role is accepted by the Taiwan community without question.

⁷ The website explains that this is called the 'Double Blessing Mission' in Mandarin.



**Figure 2.2 Ms Liu Hsia, The Founder of the Eden Social Welfare Foundation
(Source: Eden (2012); exception to copyright: ss40, 103C)**

Eden's Organisational Structure

At the beginning, Eden had only two part-time employees. However, by 1982, it had a staff of over 1,800, and nearly 30 per cent of these employees had a disability. Moreover, Eden has grown since 1982 to have 75 service centres in 20 cities and counties in Taiwan. Eden has extended its service system to establish overseas branch offices in Penang and Kuala Lumpur in Malaysia, and in Vietnam. Eden has already served more than 5,700 people with disabilities, including 900 people with disabilities who have accepted care from Eden (Z. -L. Chen, 2009). In terms of Eden's organisational development, it has a comprehensive service system. Appendix 2.1 shows that the core services rely on the mission to serve disadvantaged people in pursuing social welfare policies. Eden currently assists not only people with disabilities, but also provides other services throughout Taiwan and abroad.

Eden's Service and Fundraising

The first Eden service, the 'Blind and Joyful Choir', was provided for the visually impaired, beginning in 1985. After two years, Eden began advocating for the rights of people with disabilities in Taiwan. Meanwhile, Eden was aware people with disabilities had problems finding transportation and so it started the

Rehabilitation (Fu-Kang) Bus business (hereafter called the Rehabilitation Bus business). In 2002, a new immigrant service was established because of various changes in the social structure in Taiwan. After the 9/21 earthquake disaster, the ‘9/21 Sheltered Workshop’ of Eden began promoting a global barrier-free environment for international collaboration (Z. -L. Chen, 2009). Eden’s services aim to help disadvantaged people and to assist disadvantaged families. For Eden, there are three markers of disadvantage: when one of the family members loses their health, a husband and wife are estranged, or there are financial problems (see Figure 2.3).

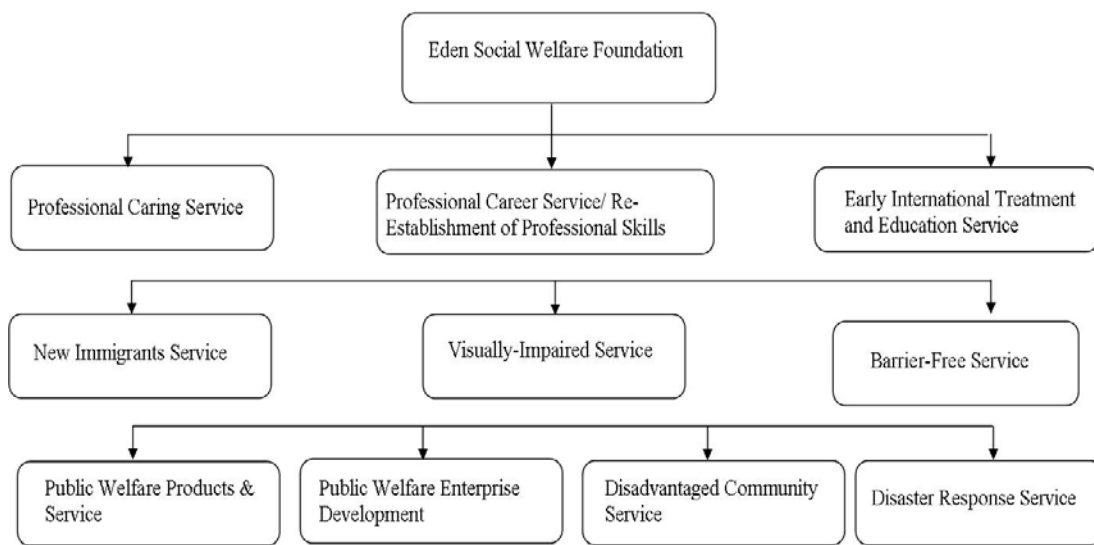


Figure 2.3 Organisational Services Chart of the Eden Social Welfare Foundation (Source: Adapted from (Eden, 2009))
(exception to copyright: ss40, 103C)

According to Z.-L. Chen (2009) Eden's financial management model relies on the 333 Rules, according to which Eden's income is sourced: 1/3 from government services, 1/3 from fundraising and 1/3 from Eden's own income (see Appendix 2.2). Eden's income comparison sheet from 1983 to 2007 (see Table 2.1) shows each five years' income performance. The highest income comes from government subsidies, donations are 7 per cent lower; and its own income provides 20 per cent of the annual total. These numbers are close to Eden's 333 Rules.

Table 2.1 The Five Organisational Development Stages of the Eden Social Welfare Foundation's Income Comparison Sheet (Z. -L. Chen, 2009, p. 88)

Development Stages Income	The 1 st Five Years	The 2 nd Five Years	The 3 rd Five Years	The 4 th Five Years	The 5 th Five Years	Average %
	1983-1987	1988-1992	1993-1997	1998-2002	2003-2007	
Donations	60%	41%	43%	30%	29%	31%
Charity Sales & Products	36%	48%	36%	17%	18%	20%
Projects of Government Sponsorship	0%	7%	16%	47%	40%	38%
Others	4%	4%	6%	6%	13%	10%

This thesis will focus on Eden's performance during 2007 and 2008. During the five year period 2003–2007 (see Table 2.1) Eden's main source of income was the government, and charity sales were 15 per cent lower than desired. Eden's monthly publication no. 258 records that donations fell between June 2007 (NTD 24,504,189) and June 2008 (NTD 21,440,233). Z.-L. Chen's (2009) study showed that there was a large input of NTD 30 million (\approx AUD 1 million) for Eden's fundraising income in 2007. He questioned whether this was related to the main four agendas in their projects. In addition, Z. -L. Chen (2009) indicates that Eden's own income increased to NTD 18 million (\approx AUD 0.6 million) in 2007, which is NTD 4 million higher than in 2005 and 2006. Most expenses in 2007 and 2008 (see Table 2.2) were in disability services (68 per cent for 2007, 66 per cent for 2008). Undertaking government projects appears to have been the main income source and disability services have represented a significant percentage of Eden's services in recent years.

Table 2.2 Eden’s Annual Expenditures from 2007 to 2008 (Eden, 2008, 2009)

Annual Expenditures Items	2007 (%)	2008(%)
Disability Services	68.08%	66.01%
Elders Service	3.44%	2.95%
Children Services	16.02%	16.69%
Human Resources	3.90%	4.95%
Voluntary Services	1.60%	0.98%
Administration Cost	4.69%	7.42%
Others	2.28%	1%

Introducing the Eden Brand

The vision arising from the mission of Eden, ‘Wherever there is a need, there is an answer from Eden’ (Eden, 2005) occupies a central part of the Eden brand. Eden’s brand promise to its stakeholders is essentially to bring the weak to God via its welfare work. Frumkin and Andre-Clark (2000) have suggested that ‘The very values that constrain can and must be the sources of their strategic advantage’ (p. 153). Therefore, the values contained in the Eden brand comprise part of the strategic advantage Eden has in communicating with its stakeholders who share the same values.

Managing a specific vision is the basis for creating an organisation’s value (Moore, 2000) and this will contribute to the brand, as the practice of communication shapes its goals and mission (Jenkinson, Sain, & Bishop, 2005). The value-base of the vision and mission is also the source of the brand value, as it is the core of the corporate reputation encapsulated in a corporate brand promise. ‘A brand is the intangible sum of the attributes of a product or service: its name, packaging, price, history, reputation and the way it is marketed’ (Harrison, 2011, p. 627). Branding and its relationship to PR will be considered in detail in the next chapter. However, to complete the introduction to Eden as my main case study, a brief sketch of the Eden brand and particularly the history of Eden’s logo are useful. The original Eden logo is shown in Figure 2.4. Although there is no proof of the link, the blue colour is the same as the KMT party’s logo colour. This made it easy for people to associate Eden with the regime of the KMT, at a time when there was only one political voice in Taiwanese society. The name of the former logo, translated from Chinese, was the *Eden Disabled Welfare Foundation*. This, along with the symbol on the logo, clearly

showed that people with disabilities were the targets of the service. As already mentioned, this was in accordance with Ms Liu Hsia's vision, and it was with disabled people that she had worked in the social movements prior to 1982.



Figure 2.4 The Former Eden Logo
(exception to copyright: ss40, 103C)

Mitchell (1999) indicates that a corporate brand can help to shape the values and culture that in turn shape PR practitioners' building of the corporate brand. 'Re-branding is a consequence of time' (Hankinson, Lomax, & Hand, 2007, p. 236). If brand is perceived as 'clusters of functional and emotional values that enable a unique promise to be made about an experience' (Harrison, 2011, p. 627), brand can and must be rebuilt to fit with the current social environment. 'Re-branding is a strategy designed to signal change. Its most obvious signs surround its visual identity, its name, logo, strap line and colours either singly or plurally' (Hankinson, et al., 2007, p. 236). A re-branded organisation shows that the NPO wants to re-assess its strategic value to the stakeholders and PR practitioners then revise their communication campaigns in developing the brand.

Z.-L. Chen (2009) suggests that Eden's brand is related to the 333 rules of financial management mentioned above (see Appendix 2.2). Z.-L. Chen (2009) explains further that after Ms Liu Hsia, the founder, died in 2003, Eden's board composition changed and Eden were faced with the problem of development of the brand. Moreover, there were financial crises of unpaid wages on three occasions in the past. As Figure 2.5 demonstrates, Z.-L. Chen (2009) considers that the Eden brand was formed through products, revenue, gospel, agenda setting and events. In other words, brand formation needed to encompass multiple services, rather than a single target market of disabled services. Eden as an emerging industrial NPO, now combines with government projects and/or corporate projects, such as CSR programmes, and promotes large events that reinforce memories and understanding for the corporate brand.

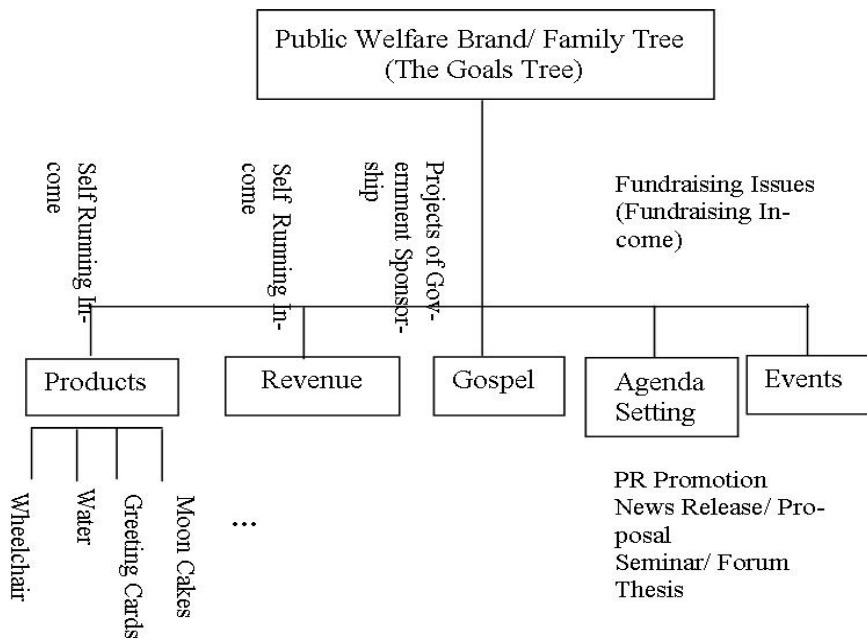


Figure 2.5 Eden’s Public Welfare Brand/Family Tree (The Goals Tree)
 (Source: Z. –L. Chen, 2009, p. 88; exception to copyright: ss40, 103C)

‘Achieving the right brand identity involves creating brand salience ... relates to aspects of customer awareness of the brand’ telling people who are you (Keller, 2001, p. 8). Linking to the Eden brand can include name, logo, symbol and slogan, all created for making good associations in people’s mind. A logo is the first brand image to which customers can relate. Eden has now become the Eden Social Welfare Foundation. Even for an NPO, the current official logo has meaning and resonates with people (see Figure 2.6). The name of the foundation turns the theme focus onto social welfare instead of disabled welfare. The official logo was designed from the English word ‘EDEN’ as a tyre to link with a wheelchair symbol. The English word Eden replaced the Chinese word, and the blue colour was changed to orange to suggest that Eden warms people like the sun. The major symbolic logo retains a picture of a person sitting in the wheelchair, a disabled person.



Figure 2.6 The Eden Official Logo (Source: Provided by Eden Social Welfare Foundation; exception to copyright: ss40, 103C)

The double logo combines the official logo and the logo of ‘25885’, which is often used in events or related administrative materials (see Figure 2.7). The logo of ‘25885’ was created for the Eden twenty-fifth anniversary ‘25885’ event of ‘Love Me & Hug Me’. The sound of ‘25885’ in Chinese pronunciation is very similar to ‘Love Me & Hug Me’. The circle around the hands represents tolerance and acceptance; Eden’s use of the hands includes two meanings: one is when the hands turned upwards connote a wish to be close to people, and the other is when the hands turned downwards signify acceptance and response from people. This logo reflects Eden’s functional relationship management, but also has the effect of making the Eden brand appear younger by using symbolic language such as the number ‘25885’.



Figure 2.7 The Double Logo (Source: Provided by Eden Social Welfare Foundation; exception to copyright: ss40, 103C)

One of the main topics developed in this research is what roles these logos play and the perceptions of both external and internal stakeholders towards the Eden brand.

2.4 Summary

This chapter has provided a brief overview of the literature relating to the not-for-profit sector that assists in understanding the features of an NPO. With global changes, the not-for-profit sector faces challenges in a complex environment of politics, economics and culture. This situation has influenced the development of NPOs in Taiwan. NPOs now face a complex array of revenue sources in a diverse

environment, and this had led to NPOs bringing business management concepts into their practice and thinking of their charity brands as a strategic resource. The 'value-led organisations' concept has become part of the social perspective in which NPOs are viewed in the community.

In examining the development of Taiwanese NPOs, this chapter has presented four types of NPO transformation: the institutionalisation of the organisational field, engagement in community development, commercialisation for revenue diversification, and participation in international networking and assistance. CSR and social enterprises are the overall fundraising strategies in Taiwan, and concepts from Confucian culture have left a substantial impression on Taiwanese PR, such as in its emphasis on interpersonal relationships.

Eden is one of the top five NPOs in Taiwan. However, it, like other NPOs, is facing stiff competition for the public welfare dollar. It has diversified its portfolio of concerns far beyond its original focus on people with intellectual and physical disabilities. Eden's logo is well known, its management is considered capable, and its ethos is well established through its founder Ms Liu Hsia. As Eden and Taiwanese society have become more complex, so have the demands on organisations like Eden to investigate their own image, internally and externally. In the next chapter, I present a theoretical framework to investigate the definition of PR and how the concept of brand relates to NPO PR practice and agenda setting (that is, framing and priming).

CHAPTER 3

THEORETICAL FRAMEWORK

The aim of this chapter is to consider the definition of PR and its relationship to the concept of brand. The role of PR and critiques of PR and brands, as they apply to NPOs and Eden, will be explored in detail. Further, important theoretical and strategic issues associated with the positioning of modern NPOs in Taiwan will be examined.

To achieve this aim, this chapter is divided into four sections. The first section provides the definition of PR and shows that relationship management is central to positive recognition of an organisation's work within its cultural context. The literature review of critical discourse also contributes to the argument of who are the main beneficiaries of PR, such as dominant coalitions in corporations and government.

The second section shows how branding is relevant to the application of PR. Brand equity, brand image, brand personality, brand loyalty and brand identity are all related to brand value in modern marketing discourse, and are used here as a measure to evaluate the brand of a Taiwanese charity-based NPO, Eden.

The third section addresses NPO PR. In particular, it is argued that much NPO activity is PR and involves the genuine building of trust across complex organisations, the corporate sector, government and community, including individual citizens. Trust in an NPO from both its internal and external publics is fundamental to NPO's branding. In short, an NPO has a commitment to the public that a for-profit organisation does not. Thus, an ethical brand is essential to NPO PR practice.

The final section examines the research framework on framing and priming, to discuss the roles of framing and priming and the impact of agenda setting on PR practice.

3.1 What is Public Relations?

The application of the PR field has been complex in the not-for-profit sector. Following is an exploration of PR relevant to this project, including (1) a definition of PR; (2) the application of PR in Asia, including in Taiwan; (3) PR relationships,

with a focus on Eastern culture; (4) the management of communication between an organisation and its key stakeholders and publics; (5) the centrality of power relations to PR, including why Habermas and Foucault are relevant to this research.

Definition of Public Relations

Scholars have defined PR in various ways. J. E. Grunig and Hunt (1984, p. 6) define PR as the 'management of communication between an organization and its publics'. The Public Relations Society of America (PRSA) 1982 statement that PR is 'a strategic communication process that builds mutually beneficial relationships between organizations and their publics' (Voeth & Herbst, 2008) is widely used even today. A further perspective on the central concept of PR is that 'public relations is the management function that identifies, establishes, and maintains mutually beneficial relationships between an organization and the various publics on whom its success or failure depends' (Cutlip, Center, & Broom, 2006, p. 4). Taking these perspectives together, PR can be considered to be the management of communication between specific publics with the aim to produce a mutually beneficial outcome. J. E. Grunig (2006) and J. E. Grunig and Hunt (1984) stress the strategic management functions of PR, which focus on planning and managing communication for whole organisations, rather than message distributing media relations functions. However, the application of modern PR practice widely adopted during the twentieth century was largely based on Western practices. Globalisation in the twenty-first century has led to a changing perception of PR, particularly in the last decade, by countries beyond the Western sphere (Sriramesh, 2009a).

PR practitioners 'are faced with the challenge of communicating effectively with diverse publics in the emerging markets of Asia, Eastern Europe, Latin America, and Africa' (Sriramesh, 2009a, p. 1). As a result, scholars have started to investigate the impact of PR practice in a broader context and have modified its definition. Sriramesh (2009b) offers a new one: 'Public relations is the strategic communication that different types of organisations use for establishing and maintaining symbiotic relationships with relevant publics, many of whom are increasingly becoming culturally diverse' (p. xxxiv). With his latest definition, Sriramesh stresses that current PR practitioners should be more aware of the need to provide strategic communication with strategic publics who may have different cultural backgrounds to help establish and maintain mutually beneficial

relationships. That is to say, the PR plan should include cultural elements during the communication process.

The Influence of Culture on Public Relations

Daymon (2003) defines culture as ‘the means through which people communicatively create meaningful worlds in order to help them make sense of their experiences’ (Daymon & Surma, 2009, p. 3). Put another way, culture is ‘a particular way of life’ (Lull, 2000, p. 130). As ‘culture is communication and communication is culture’ (Hall, 1959, p. 97), culture is integral to PR ‘because practitioners seek to influence how local stakeholders, who are members of a multitude of cultures, become aware of and make sense of products and services, ideas, issues, companies and their images’ (Daymon & Surma, 2009, p. 3).

Scholarship in the area of intercultural relations suggests that PR practitioners must not only consider providing a strategic management function, but must also pay attention to the cultural values encapsulated in their PR campaigns. Concerning the cultural influences and flow of globalisation, Pal and Dutta (2008) explore public relations practice in global context believing it should consider dimensions which include the local/global and time/space. Since the 1990s, PR research in Asian countries has triggered the exploration of cultural differences in PR practice (Sriramesh, 2009a). Curtin and Gaither (2007) explained that:

in Asia, public relations professionals commonly see their work as tantamount to sales and marketing, in Latin America even planning might be viewed as public relations, and in the United States it is often called a strategic management function (p. 3).

Wu et al. (2001) believe that ‘public relations is developing according to the unique cultural and social conditions in each of these Asian nations’ (p. 318). These approaches have occurred alongside developments in the professionalization of public relations practice in countries such as India (Bardhan, 2009). Therefore, it is urgent for PR practitioners to raise their education level to accommodate the cultural influences on multinational PR practice. It has been argued that scholarship is necessary to fill the transnational knowledge gap in PR practice (Wakefield, 2011).

Modern PR practice entered Taiwan from the United States. Therefore, American PR has deeply influenced PR’s development in Taiwan (T. S. Chang, 2004). While Taiwanese PR has, since the 1950s, been influenced by the United

States, Sriramesh and Verčič (2009) also argue that local conditions could limit the conduct of PR practice using Western-style media relations techniques. In India, Sriramesh and Verčič (2009) showed that Indian campaigns have used folk media. Considering the condition of public relations in India, Bardhan (2009) found that it 'is currently a unique and transitioning mix of deep-rooted semisocialist as well as bureaucratic cultural norms and western democratic capitalistic philosophies' (p. 244). According to Wu (2005), American PR practice is a distinct management function that should be separated from other functions in Asian PR practice. In countries such as Taiwan and Japan, PR practice is closely combined with a marketing function (Macnamara, 2012; Wu, 2005; Wu & Taylor, 2003).

Another cultural effect played out in the practice of PR is that 'American culture is individualistic, whereas many Asian cultures are collectivistic. In collectivistic cultures, building good interpersonal relationships is the key for business success' (Wu, 2005, p. 572). Indeed, Wu found that PR is used in different ways to absorb traditional culture. The concept of harmony or 'wa' has been shown to be important to PR practice in Japan (Sriramesh & Vercic, 2009). In Taiwan, the culture of Confucianism is an important element in conducting PR (Y.-H. Huang, 2000, 2001; Wu, 2005); likewise in South Korea (Sriramesh & Vercic, 2009). The social relations orientation of Chinese culture has been noted particularly by Huang (2000, 2001). Huang (2000, 2001), Sha and Huang (2004) and Wu and Taylor's (2003) studies have all demonstrated that interpersonal relationships play a significant factor in the conduct of PR in Taiwanese society.

Relationship Management

PR has a role to play in the relationship between an organisation and its publics in which 'the actions of either entity impact the economic, social, political and/or cultural well-being of the other entity' (Ledingham & Bruning, 1998, p. 62). Types of exchange and communal relationships are described by Hon and J. E. Grunig (1999), and other relationships have been further investigated in China by Hung (2002; 2005), such as the 'mutual communal (which is less one-sided than a pure communal relationship), covenantal (where both parties benefit), contractual, symbiotic (where each gains something different), manipulative, and exploitive relationships' (cited in J. E. Grunig, 2006, p. 166). Hung (2005) believed the mutual

communal, covenantal and exchange relationships can reach mutually beneficial outcomes.

Depending on the nature on relationship management, scholars believe that PR can assist organisations to establish stable and quality long-term relationships with their publics and bring further mutual benefits for organisations through that good relationship (J. E. Grunig, 2000; J. E. Grunig & Huang, 2000; Ledingham & Bruning, 1998). Similarly, Hutton (1999) defines PR as managing strategic relationships in a way that places relationships at the core of PR practice. Legingham and Bruning (1998) suggest the relationship management should consider five dimensions: ‘trust, openness, involvement, investment, and commitment’ (cited in Ledingham, 2003, p. 185). I argue that differential relationship management actually exists in the different goals inherent in PR practice. One role of PR is to build a communication process for reaching mutually beneficial and trustful relationships that lead people’s ideas, attitudes and actions to accept and agree with organisations (Devereux & Peirson-Smith, 2009). This communication process establishes an effective relationship management structure, not only providing common interest, but also offering solutions to avoid conflicts and common problems (Ledingham, 2003).

As discussed previously, PR is practised differently in the United States and in Asian countries. Toth (2000) considered the value of a personal influence model from a relationship perspective. Martin and Nakayama (1999) provide another useful framework related to intercultural communication that ‘emphasizes relational rather than culture-specific approaches guiding intercultural interactions’ (cited in Bardhan & Weaver, 2011, p. 51). Considered this way, different cultural contexts affect the development of relationships (Sriramesh, 1992). Relationship management in Asia, such as in India, Japan, Taiwan (Wu, 2005) and South Korea (Kent & Taylor, 2011), could be described as being informed by a personal influence model of PR practice.

Personal influence certainly plays an important role in PR practice. ‘Gao guanxi (the exploitation of personal relations or human networks)’ (Y.-H. Huang, 2000, p. 227) is a critical component of Taiwanese PR practice in Chinese culture and has been analysed by Y.-H. Huang (2000). ‘Gao guanxi ... is an activity that the suppressed class often uses to show their association with power and to solve their

practical, daily life problems' (Y.-H. Huang, 2000, p. 227). According to Sriramesh (2009):

guanxi involves building interpersonal relationships with strategic individuals such as journalists and government officials often by doing a favors for them. Such relationship building helps open the 'gates' so that when needed, these individuals can be relied upon to return the favor whether it be by publishing a news story or approving a government license (p. 51).

Clearly, the role of 'guanxi' is as a third party mediator when an organisation faces crisis. However, working from Taiwanese local culture, Huang (2001) further developed this characteristic with his multiple-item scale of Organization Public Relations Assessment (OPRA), for measuring relationships between organisation and public. This contains four relationship dimensions: control mutuality, trust, relational satisfaction and relational commitment, and incorporates new dimensions: face (mianzi) and favour (renqing). Therefore, face and favour can be considered as a fifth dimension in organisation–public relationships in Taiwanese society. Given the importance of relationships to PR communication and the many factors affecting that communication, 'Public relations professionals also need to consider that culture, as a fluid phenomenon, influences how organizations enact relationships with domestic and international publics' (Kent & Taylor, 2011, p.51).

Relationship management as a general principle of PR underlies an understanding and trust for gaining mutual benefit between an organisation and its strategic publics (Ledingham, 2003, 2006; Ledingham & Bruning, 1998; Welch, 2006). In particular, I argue that 'guanxi' provides an important perspective for decision makers to view and determine donor relationships, among others.

Publics and Stakeholders

A discussion of the academic usage of the terms 'publics' and 'stakeholders' will foreground the development of the different concepts surrounding PR and branding. J. E. Grunig and Repper (1992) define 'stakeholders as general categories of publics linked to an organisation such as employees, investors and customers' (cited in L. A. Grunig, Grunig, & Dozier, 2002, p. 2). The concept of stakeholder is defined from a company perspective by Freeman (2010) as 'any group or individual who can affect or is affected by the achievement of the firm's objectives' (p. 25). That is to say, functions such as client relations, employee relations, media relations

and investor relations are set up as strategic relationship management where the strategic stakeholders and publics are identified by the company's interest.

Some critical scholars, such as Leitch and Neilson (1997, 2001), have argued that 'publics', as widely used in PR textbooks, focus on the organisational perspective and on 'learning how to communicate with, rather than to, their publics. Organisations operate by consent of communities, their ultimate stakeholders' (Heath, 2001, p. 5). Leitch and Neilson observe that Habermas had defined 'the concept of "publics" in relation to the concepts of "the public" and the "public sphere"' (Leitch & Neilson, 1997, p. 21). This approach differed from those used previously and Leitch and Neilson (1997, 2001) who considered whether 'publics' should align with the concept of the public as defined by Habermas (1989). Laclau and Mouffe (1985) indicated that 'publics are made up of intersecting, overlapping, and changing sets of individuals. From an overall macroperspective, there are multiple, intersecting publics, including "the public", interacting within an overarching public sphere, which itself comprises multiple, intersecting public spheres' (cited in Leitch & Neilson, 1997, p. 22). As such, the notion of 'publics' includes the public in the democratic debate. 'In Heath's (1994) terms, the members of a public may come to share a zone of meaning in relation to an issue, an event, or an organization' (cited in Leitch & Neilson, 2001, p. 131). Briefly, from the critique of 'publics', there appears to be some consensus that the term 'publics' also implies that members include 'the general public' who share common interests in relation to an issue, an event or to the system in the realm of the public debate. Consideration of the concept of 'publics' has been obscure in its adoption by PR. Mackey (2006) surveys the use of the term 'stakeholder' in the PR academic literature to clarify misuse of the term:

the notion of 'publics' is more fitting than the notion of 'stakeholders' if PR is about acknowledging this uncontrollability, and to do with advising organisations about their positioning in the democratic milieu. On the other hand, the notion 'stakeholders' may be the right one if PR is simply aimed at immediately shaping people's behaviour, irrespective of longer term and wider political implications (p. 1).

In summary, the terms 'publics' or 'stakeholders' can be applicable in PR practice by distinguishing between controlled and uncontrolled behaviours in relation to a specific public. Thus, I argue that the manner of adoption of 'publics' and 'stakeholders' is relevant to the purposes of 'the organization-public

relationship' management, which can determine and affect PR programmes. Accordingly, this study will examine the Eden case, an NPO that emphasises the conduct of communal relationships for the public good, but whose PR practice sets up its brand to influence and shape views by corporate and donor supporters. Therefore, the strategic 'publics' of Eden may be considered 'stakeholders'.

Power Relationships and Communication Models

The widely used view of PR, which focuses on two-way symmetrical communication in which the organisation and its publics engage in an active, continuous dialogue (for example, J. E. Grunig 1992), may not account for differences in power relations. In contrast to the symmetrical communication model, Habermas's (1984) concept of an ideal communication situation 'focuses on the human communication process with understanding in mind' (cited in Burkart, 2007, p. 249). Habermas (1984) claimed that the communication process should be under rational conditions, with both parties participating equally for mutual understanding to gain consensus without distortion. Therefore, to avoid distorted communication, Habermas (1989) suggested that communication should be through continuing reflexive action in a lifeworld. According to Habermas (1984), successful and effective communication processes should involve mutual trust that implies four criteria: 'intelligibility (being able to use the proper grammatical rules), truth (talking about something the existence of which the partner also accepts), trustworthiness (being honest and not misleading the partner), legitimacy (acting in accordance with mutually accepted values and norms' (cited in Burkart, 2007, p. 250).

However, some scholars have argued that if the communication process purposely implies strategic communicative functions in the political realm or in business negotiation, it cannot be based on mutual understanding to reach consensus, but rather must be based on strategic rationality (Balnaves, Donald, & Shoemith, 2009). C. H. Chang (2010) doubts that it is possible to avoid dominant powers interfering in the society and power relationships associated with dominant coalition are significant for PR practice (Curtin & Gaither, 2005).

Critical theorists have expressed concern that PR is self-serving (Davis, 2003; L'Etang & Pieczka, 1996; Weaver, Motion, & Roper, 2006) or an 'instrument of commerce' (Karlberg, 1996, p. 266 cited in Curtin & Gaither, 2005, p. 93)

because they argue the larger corporations embody significant political and economic resources in society leading to unequal positioning. Curtin and Gaither (2005) state simply that power 'is inherent in relations' (p. 96). The eventual purpose is still to focus on self-interest and an organisation rich in economic resources can fulfil its PR using power over media access. Greater PR resources mean more media contacts, greater output of information subsidies, multiple modes of communication and continuous media operations. Extreme differences in economic resources can result in wealthy organisations monopolising the media and setting the agenda while the attempts of resource-poor organisations quickly become marginalised (Davis, 2003, p. 34).

Habermas (1989) argues that PR plays the role of pusher to package private interests through public opinions, such as by using public welfare topics connected with mass media to win acceptance. An example is the creation of news as a communicative channel into the public sphere. PR appeared to give legitimacy and to manipulate public opinion because 'Public relations do not genuinely concern public opinion but opinion in the sense of reputation' (Habermas, 1989, pp. 200-201). In this sense, for Habermas, the public sphere had disappeared.

By contrast to Habermas, Foucault (1980) provides another critical perspective, addressing the concept of the 'regime of truth'. The operation of social power presents a discourse of truth as knowledge for the system that dominates society; 'Truth is linked in a circular relation with systems of power which produce and sustain it, and to effects of power which it includes and which extend it' (Foucault & Gordon, 1980, p. 133). Thus, Foucault (1980) believes that truth is attached to power. Power dominates truth to construct knowledge competence for these power controllers. Motion and Leitch (2007) indicate that the notion of power as knowledge in Foucault's terms showed that 'truth is central to the power/knowledge relationship' (p. 265).

An understanding of these concepts surrounding power and truth are a starting point to debate the role of PR in the relationship between power and knowledge. Motion (2005) viewed PR as a 'discourse technology' (p. 505) using Foucault's understanding of power as residing in a network of relationships dependent on a particular discourse. The discourse refers to the way people think and/or talk about things, Motion and Weaver (2009) argue that 'the core business of

public relations is to provide and shape the meanings for social, cultural political, and economic experiences to benefit the client organization' (p. 52). Motion (2005) claims that PR possesses a capability of displaying discourse to 'determine and reconfigure complex groups of power relations' (p. 506). PR was believed to play a role in the shift and transformation that increases its dominant discourse (Welty, 1970).

Power relations are the core issue in the debate that prevents critical theorists accepting the idea of symmetrical communication. The interpretation of power for these critical theorists presents the hegemonic advantage as implementing commercial interests. Viewed from this perspective, it is impossible to acquire equal positions during a communication process. 'Power, in their view, would corrupt the public relations function to the detriment of publics' (J. E. Grunig, 2006, p. 164). J.E. Grunig (2001), however, has also responded to criticisms that the 'the symmetrical model represents a utopian attempt to make an inherently evil practice look good' (p. 16). Gandy (1982), Kersten (1994), Kunczik (1994) and L'Etang (1995) and Pieczka (1995) have all challenged the symmetrical model (J. E. Grunig, 2001). The essence of their complaint is that the model is 'overly idealistic and is based on assumptions that seldom exist in reality' (J. E. Grunig, 2001, p. 17). J.E. Grunig (2006) felt that this criticism was 'an incorrect interpretation of the Excellence theory and of the concept of a dominant coalition' (p. 17). To clarify the dominant coalition, J. E. Grunig (2006) indicates that:

The dominant coalition is an informal coalition, whose members can be both inside and outside the organization and who can come from different levels of an organizational hierarchy. It also can be enlarged by empowering larger numbers of people. Public relations does not have to have 'authoritative power' or 'power at the top of the hierarchy' or be at a 'centre of power'—the ways in which critics misconstrued the dominant coalition and the Excellence theory (p. 164).

Although the notion of power is interpreted in different ways, there is no denying a phenomenon from the notion of excellent PR that 'organisations get more of what they want when they give up some of what they want' (Weaver, et al., 2006, p. 14). While a mutually beneficial situation may be the best situation, it is difficult to request dominant organisations to relinquish something they want and to allow equal dialogue for less powerful organisations. To respond to these criticisms, J. E. Grunig (2001) presented a new model of excellent two-way PR (the mixed-motive

model), which included symmetrical and asymmetrical elements to resolve the argument related to dominant coalitions:

It provides a model of how excellent public relations departments balance the divided loyalties they encounter as they try to serve the interests of their client organisations and the interests of the publics to which they have a social responsibility. Normatively, the new model specifies the ideal public relations situation in which organisations strive to reach the win-win zone as they build relationships with their publics. The characteristics of a relationship in the win-win zone also can provide a criterion for evaluating the success of public relations (J. E. Grunig, 2001, p. 27).

In presenting this model, J. E. Grunig (2001) also implies that PR could be more effective when building long-term relationships. Therefore, this model supposedly balances mutual benefits for each side through negotiation and compromise in their communication processes. As Roper (2005) finds in the case of the Shell Oil company, individual corporations can use the negotiation table to face direct protests or NPOs in the realm of the public sphere in civil society by a symmetrical dialogue with its publics and by undertaking concessions to maintain social order and their hegemony. However, Leith and Neilson (1997) think that 'to practice symmetrical public relations may constitute a self-destructive discourse strategy for the least powerful participant' (p. 19).

A large part of PR practice is involved in the arrangement of power relations; in particular, in the way the dominant coalition affects the potential two-way symmetrical communication between an organisation and its publics. As will be seen in the case of a resource-poor NPO like Eden, NPOs pursue corporate sponsors to set up donation relations by an alliance of CSR. I will argue that corporate sponsors normally play a dominant role in the power relationship to extract something in return for the alliance. Therefore, this relationship initially cannot be equal, and cannot lead to symmetrical communication. However, the mixed-motive model may provide an opportunity for NPOs to deploy effectively equal dialogue through symmetrical and asymmetrical communications including elements of negotiation and compromise. Even a less powerful organisation like Eden can request a more equal dialogue with its corporate sponsors. I will argue that a process of shifting power may occur in which the reputation of the NPO's own brand can constitute a power endorsement as part of its brand. The potential power that can be harnessed from the positive reputation of an NPO brand, has the potential to shift the balance of power between an NPO and its corporate sponsors.

3.2 What is Branding?

It is important to define the key elements of branding because the concept is so broad and yet is central to this thesis. In this section, brand and its relationship to components of PR are discussed in relation to their relevance to NPOs. This section provides several insights on branding relevant to the research on the following topics: (1) the management of brand identity for the charity brand ; (2) how PR contributes to brand image and corporate reputation; (3) the application of the ethical brand value benefit to brand power; (4) how moral problems of the charity brand relate to an NPO's reputation; (5) how the linkage of a strong brand identity and personality contributes to the achievement of brand image and loyal relationships; (6) the extensive leveraging of co-branding central to building relationships between NPOs and corporations; (7) relationships between PR and branding in the not-for-profit sector.

Many NPOs are concerned with the value and benefits a charity brand brings to the organisation:

In 2002, before having its brand valued, Habitat raised \$26.2 million in cash and gifts in kind from corporations and after learning their brand's value, they were able to double the minimum cash and gift-in-kind thresholds that qualify companies to partner with them ... In 2003, armed with the new valuation, Habitat raised \$39 million from companies, almost 50 per cent more than in the previous year (Quelch, Austin, & Laidler-Kylander, 2004, p. 24).

Increasingly NPOs are running their businesses as enterprises and trying to reach their goals through multiple marketing strategies. In particular, branding is being frequently discussed in the charity field. Charities and NPOs, alongside corporations, are attempting to harness the brand value of their businesses ("Non-profit branding: cause and brand effect.," 2006). A brand can be considered a mental phenomenon resulting from communication (Jenkinson, et al., 2005). Improving the brand is an important way that organisations, including NPOs, can create value from consumer awareness (Hornig, 2004; King, 2006b). In fact, brand orientation may be the critical point that determines the survival and growth of an organisation (C.-C. Wang, Liu, & Chuang, 2006).

Brand v. Corporate Identity

The history of the brand is believed to date back to the Middle Ages when craftsmen would stamp their mark on goods to announce their craftsmanship as different from another supplier (de Chernatony & McDonald, 1998). The American Marketing Association (AMA) defines brand as a 'name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition' (Keller, 2008, p. 2). A similar definition is given by Belch and Belch (2012):

Brand identity is a combination of many factors, including the name, logo, symbols, design, packing, and performance of a product or service as well as the image or type of associations that comes to mind when customers think about a brand. It encompasses the entire spectrum of consumers' awareness, knowledge, and image of the brand as well as the company behind it (p. 15).

Brand has two groups of functions. Firstly, it must be a sort of name, term, design, symbol, logo or service that distinguishes its associated products from those of competitors to protect a producer's ownership. The second function is to keep the idea of the brand in the target audience's mind and lead to the creation of values and benefits. Corporate identity differs from brand in that it is 'the visible manifestation of the corporate image, where it is the net result of the interaction of all experiences, impression, beliefs, feelings and knowledge that people have about a company' (Melewar & Jenkins, 2002, p. 77). Clearly, corporate identity provides internal and external stakeholders with a concretely visible identity. However, it also offers symbolic awareness and recognition. Corporate identity can be treated as a kind of visible representation of the organisation's brand. As Berger and Gainer (2002) emphasised, 'fundraisers should recognize that the philanthropy opportunities they provide represent identity props or tools for their donors' (p. 412). Applying this concept to the NPO brand, Birkin (2003) and Bosc (2002) felt that 'brands are vital internal instruments for galvanizing nonprofit organizations and that the most important advantage a nonprofit has is its brand, defined as a name, symbol, logo, personality, or promise that immediately tells the community and the world who [they] are' (cited in Laidler-Kylander, Simonin, & Quelch, 2007, p. 256). The NPO brand thus should add the promise of the organisation's mission to the brand, which will then be featured as part of the organisation's corporate identity. Provision of

social services becomes visual branding, which can link to the image as a strategic resource and provide a competitive advantage.

Reputation and Brand

Corporate reputation, from the stakeholders' perspective, is integral to PR. Although reputation and brand are interlinked, reputation tends to be about corporate actions, culture and external policy, while a brand is based more on products and services (Ettenson & Knowles, 2008). An NPO has an organisational reputation and in many ways this type of organisational reputation is indistinguishable from its brand because both communicate with stakeholders (Ettenson & Knowles, 2008). The PR role therefore encompasses both the organisational reputation and its brand.

One definition of corporate reputation is 'a number of attributes that form a buyer's perception of the extent to which a company is well-known, reliable, trustworthy, reputable, believable and generally good or bad ... A corporate brand is the core component of corporate reputation' (Fan, 2007, p. 501). This suggests that corporate reputation is constructed from a foundation of trust. Sargeant and Lee (2004) defined trust as having two aspects: '(a) as a belief or expectation about the trustworthiness of a partner that results from expertise, reliability, or intentionality and (b) a behavioural intention that reflects a reliance on a partner and involves vulnerability and uncertainty' (p. 615). Trust is the key element in relationships offering credit by communication management with publics and contribution to corporate reputation via brand loyalty (Devereux & Peirson-Smith, 2009). Thus, corporate communication should responsibly work on corporate reputation management to generate a positive image and build goodwill with its stakeholders (Fan, 2006). In contrast, both Yang (2005) and Yang and Grunig (2005) believed that 'public relations can help to "manage" reputation by cultivating relationships with publics and encouraging management to make socially responsible decisions' (cited in J. E. Grunig, 2006, pp. 166-167). Considered this way, relationship management based on trust building is at the core of PR practice.

The above discussion has established the linkage of brand and PR in the strategic communication role of establishing and maintaining relationships with key publics. This will be considered further in relation to NPOs.

PR can include an environmental scanning role to investigate the outside problems for organisations needing to be met in the design of messages and selection of audiences (C. H. Chang, 2010). For NPOs, fundraising is thus the most important job for the NPO PR practitioner. Fundraising is defined by Kelly (1998) as ‘the management of relationships between a charitable organization and its donor publics’ (p. 8). The first step of any PR programme is to focus on the management of the relationship between an NPO and its donor publics. This will encompass the organisation’s reputation. D. A. Aaker (1996a) suggested that in NPO brand management, a strong corporate identity must include consideration of the values arising from the charitable purpose or mission and that this must form the main message to target publics. PR can facilitate this by linking social capital to social resources; that is to say, ‘public relations is to enhance and protect organisational autonomy by effectively managing communications between a charitable organisation and the donor publics in its environment’ (Kelly, 1991, p. 305). Branding strategy thus provides credible and reliable communication guidance when it is an integral component of the relationships significant to NPOs.

Not-for-Profit Organisations’ Brand Value

The previous discussion shows that a corporate brand delivers information as a name and/or a logo that the company wants to provide about its products, services and clients’ experiences (Argenti & Druckenmillier, 2003). These brand elements can also be a salient message to stakeholders about the company’s values and culture (Mitchell, 1999). This idea has prompted practitioners to think about branding as a communication campaign strategy due to the ‘growing recognition of the corporate brand as a valuable asset’ (Bickerton, 2000, p. 43). ‘Even NPOs have started embracing the brand as a key asset for obtaining donations, sponsorships and volunteers’ (Lindemann, 2004, p. 1). This means that a brand name has a monetary value.

How much is a brand worth? This is an important question in a for-profit organisation because modern branding can require substantial monetary investment. Tuominen stated, ‘Brand equity includes not only the value of the brand, but also implicitly the value of proprietary technologies, patents, trademarks, and other intangibles such as manufacturing know-how’ (1999, p. 71). This is consistent with views about brand equity, which hold that a brand adds value to a product or a

service based on consumers' reactions in the market (D. A. Aaker, 1991; Biel, 1992; Farquhar, 1990; Lassar, Mittal, & Sharma, 1995). D. A. Aaker (1996b) provides five successful major asset categories to assess the value of a brand from the perspective of both consumers and the firm: brand loyalty, brand awareness, perceived quality, brand associations and market behaviour (other proprietary brand assets). The good management of brand equity can contribute to the brand's set of assets.

Generally, a strong brand demonstrates its leadership in the marketplace due to 'the value of brand equity ... defined and measured by its economic performance in financial terms', which relates to brand power (Fan, 2007, p. 345). Two methods of market evaluation for an NPO's brand value are dollar value and marketplace value. Evaluating an organisation's market position also provides information about its worth in cooperative relationships with for-profit organisations. Interbrand, a New York consulting agency, puts a dollar value on a brand. A dollar value is calculated for each brand using publicly available data, projected profits and variables such as market leadership (Berner, Kiley, Hovanesian, Rowley, & Arndt, 2005). Interbrand's studies show that Habitat for Humanity's valuation, for example, came in at US\$ 1.8 billion in 2003 (Laidler-Kylander, et al., 2007). Quelch and colleagues (2004) identified that the successful brand value of this organisation in 2003 contributed to an increase in funds raised of 50 per cent over the previous year. Further, in terms of marketplace value in 2003–04, in the SuperBrands' report by the American Brands Council⁸, the Habitat brand name has been ranked between the coffee chain Starbucks (Laidler-Kylander, et al., 2007) and FedEx (Habitat for Humanity of Bucks County, 2004). This shows that Habitat for Humanity has become a worthy brand in the market.

Commercial management is being adopted by NPOs and they are taking up the specific practices of branding and brand management with increasing frequency (Hankinson, 2000, 2001; Ritchie, Swami, & Weinberg, 1999; Tapp, 1996). Beaudoin (2004) demonstrated that 'brand value express[es] attractiveness and goodwill'⁹

⁸ *America's Greatest Brands* covers the history, innovations, and achievements of the world's most admired companies. This book also features the expert insights and opinions of the American Brands Council—some of the most respected marketing and communications professionals in America. Headquartered in Rye, New York, America's Greatest Brands, founded in 2000, is a subsidiary of UK-based Superbrands Ltd., doing business in 42 countries. www.americasgreatestbrands.com (Habitat for Humanity, 2004).

⁹ 'Goodwill' has several different meanings in the English language. In this discussion of brand value it refers to the valuation of assets of organisations.

accounts to a large extent for reputation' (p. 367). That is to say, an appropriate branding strategy can become the core of an NPO communication campaign, allowing it to reinforce its brand value.

What comprises brand value in charities? We must draw attention to the differences between for-profit and not-for-profit values. The marketing aspect of the customer-based brand equity scale was developed in 1993 by Keller. Keller (1993) considers the effects on the individual consumer, saying that 'customer-based brand equity' is the differential effect of brand knowledge on consumers, reflecting the marketing of the brand. Brand knowledge is defined in terms of brand awareness and brand image as an associative network memory. However, NPO brands continue to be ranked by financial evaluation. International NPO brands (that is, WWF International, Oxfam and Habitat for Humanity) are already being valued in these terms, as seen above (Stride & Lee, 2007). However, in transferring brand valuation techniques from the for-profit marketplace, the charity field needs to determine which aspects of this valuation method are appropriate. Interbrand's current estimation methodology does not take into financial account the value of volunteer time and therefore underestimates the value of a brand that attracts volunteer commitments (Laidler-Kylander, et al., 2007). A volunteer, defined by Wilson and Musick (1999, p. 141), is 'someone who contributes time to helping others with no expectation of pay or other material benefit to herself' (p. 1). Volunteers form part of the human resources available to NPOs as a social capital where providing social benefits reinforces the value of the NPO brand. From a PR perspective, volunteers are in a loyal relationship with the NPO brand as they share the same value and commitment. They can also act as communicators with other people through word-of-mouth by relating their good experiences. This can potentially lead to the development of a new donor relationship. In particular, corporate volunteers have become a recent phenomenon based on the concept of social responsibility in which benefits are derived for both brands' values. This has led Moore (2000) to claim two key facts:

- (a) both nonprofit and government organization define the value they produce in terms of the mission of the organization rather than in their financial performance; and (b) they secure their revenues from people who are (voluntarily or involuntarily) paying for external benefits to people other than themselves rather than customers who buy things for their own benefit (p. 189).

The volunteers' relationships indeed contribute internal branding, which helps enhance the value of the brand. As Stride and Lee (2007) believe, 'values lie at the heart of every charity' (p. 110). The importance of shared values extends beyond the staff (Stride & Lee, 2007). Accordingly, Moore (2000) stated that, while for-profit organisations are based on the financial bottom line to increase equity value; NPOs focus on achieving their social missions. The difference between for-profit and not-for-profit brands, Fan (2005) argues, is that 'The economic basis of a brand is that it should keep its promise of providing both physical and emotional benefits to its buyers. Similarly, the social basis of a brand is that it must stick to its core values: trust, honesty, and integrity' (p. 345).

The previous discussion has shown that there are three key components of an NPO brand's value: mission, trust and relationship management with stakeholders (including staff, volunteers, donors and corporate sponsors). Mission lies at the heart of the NPO brand value. Trust is the key element to bond relationships with donors and stakeholders to make the brand more valuable. The NPO brand value can be considered as a value-building promise, but that value is social mission-based, underlying trust. Trust is the fundamental and essential element in brand building on which all ongoing credibility rests. Accountability and transparency shows the NPO is guaranteed and is able to be examined from the outside (Stride & Lee, 2007). Relationship management of significant internal and external publics affects brand equity management (Kent & Taylor, 2011). Internal brand management concerns the consistent delivery of messages to external publics (Long, 2006). Therefore, NPO PR practitioners and employees are communicators transmitting a strong brand identity to strategic publics, generating a significant effect on brand equity. In response to these views, I argue that an NPO brand uses commercial methods to examine not only its own brand assets, but also the social values driving those brand assets. PR can be a contributor to the NPO brand value. Therefore, it is from this point of view that some questions should be considered about the fundamental elements of NPOs, such as their mission, trust, respect and volunteers. Understanding these attributes will contribute to appropriately measuring brand value for charities.

The Relationship between Ethical Branding and Good Reputation

‘A corporate brand is the core component of corporate reputation’ (Fan, 2005, p. 347). However, as Ettenson and Knowles (2008) note, a strong brand does not necessarily equal a good reputation. Fan (2005) further suggests that, in managing the value of an NPO brand, organisations need to consider missing elements such as legality because ‘an ethical brand enhances the firm’s reputation’ (p. 347). Ritchie, Swami and Weinberg (1999), investigated the advantages of NPO brands and found their use ‘conveys consistent positioning to multiple publics, signals quality and trustworthiness, provides long-term perspective, raises organisation’s profile, insulates from competition, and protects against “Spillover” effects’ (p. 4). Ritchie et al. (1999) also found there were challenges and risks associated with NPO branding, such as the perception of being seen as too commercial and in the perception of diverting resources from service delivery. They believe these risks need to be accounted for in organisational management to avoid risks to reputation. According to Fan (2005) ‘brand value needs to be assessed by both financial and ethical measures’ (p. 345); in particular, the NPO brand value is based on the social mission trusted by publics rather than financial performance. A positive reputation is related to the brand value inherent in these trust relationships. Accumulating trust can be seen as banking a positive reputation to protect a corporate brand from the perception of being too commercial or experiencing ‘mission drift’.

Brand Image

‘Just do it!’—this popular slogan of Nike is that organisation’s core belief, and it helps consumers understand the brand image Nike would like to create. As a successful brand image, ‘Just do it!’ encourages people to bravely overcome difficulties and pursue their goals. This is an attempt to appeal to customers’ emotions (King, 2006b). Therefore, a brand image always relies on consumers’ perceived knowledge and memories. D. A. Aaker (1991) states that brand image is ‘a set of associations usually organised in some meaningful way’ (p. 109). Biel (1992) defines brand image by explaining that ‘the associations [are] linked to brands ... the image of a brand [is] that cluster of attributes and associations that consumer connect to the brand name’ (p. 8). Similarly, Laidler-Kylander et al. (2007) believes both brand image and brand identity contribute to brand building. Stride and Lee (2007)

think that at the tangible level, brand identity equals a designed logo but successful branding should include an effective logo, tagline and identity design. The key difference between brand image and brand identity, according to Nandan (2005), is that 'identity represents the firm's reality, while image represents the perception of the consumer' (p. 268). In this way, both brand identity and brand image occupy an influential role as builders of the corporate brand to attract the attention of customers.

The other important linkages with brand image that I consider include two elements that make a deep contribution to image: brand loyalty and brand personality. The first point of consideration is 'corporate image as the image of the corporate personality held in the minds of various publics' (Venable, Rose, Bush, & Gilbert, 2005, p. 298). J. L. Aaker (1997) noted, 'the set of human characteristics associated with a brand' (p. 347) can remind people of feelings and experiences associated with the brand. This is a place to start to explore how brand personality evolves the values and meanings that carry useful information to customers:

Brand personality is based on the assumption that people tend to personify objects surrounding them ... Besides being able to differentiate brands, the personality factor might also reflect emotions or feelings of the brand, thus encouraging the target group to perceive the brand as an active, contributing friend and to enter into a long-term relationship with the brand (Diamond, 1999, p. 77).

This conceptualisation may give an important insight into not-for-profit brands: 'Donors are drawn to brands that are perceived as having a personality encompassing values congruent to their own, be they actual or aspired' (Sargeant, Ford, & Hudson, 2008, p. 471). Shanka and Langmeyera's (1994) study has shown that 'product or service image can be measured on its own, independent of the human personalities of any single target group of consumers' (p. 162). Therefore, it might be possible to produce a good guide to the not-for-profit service providers to influence a potential donor's likelihood to contribute; that is, a guide on the relationship management of giving behaviour (Venable, et al., 2005). Sargeant et al. (2008) found that:

a high proportion of perceived personality traits are shared with others addressing the same issue/cause ... donors appear to have a clear conception of what it means to be a charity and how they would expect such organisations to behave (p. 487).

In a global world, many NPOs have started to rebuild as international brands, presenting their brands with a worldview. Accordingly, 'for galvanizing organizations and that the most important advantage a nonprofit has is its brand, defined as a name, symbol, logo, personality, or promise that immediately tells the community and the world who you are' (Laidler-Kylander, et al., 2007, p. 256). These organisations include for-profit and not-for-profits who want to create a successful brand image because a certain brand image has formed in the audiences' memory. Ritchie et al. (1999) explains that:

a strong and consistent brand image holds the promise of real value for nonprofits. Internally, it can help to sharpen the focus of staff and volunteers by providing them with a complex, yet easily retained, symbol of their role and mission ... To succeed, a nonprofit brand must offer a positive image, while faithfully reflecting the values and activities of the organisation (p. 19).

This has profound implications for charity brand management. As a Christian NPO, the way Eden works on brand positioning and image cannot be separated from its humanitarian social mission. Berger (2003, p. 16) has distinguished and defined the religiously-based NPOs from the general nongovernmental organisations in this way:

Formal organisations whose identity and mission are self-consciously derived from the teachings of one more religious or spiritual traditions and which operate on a non-profit, independent, voluntary basis to promote and realise collectively articulated ideas about the public good at the national or international level.

Looking at the religiously-based NPOs, Adams and de Bussy (2008) considered organisational and corporate identity refers to a particular segment in the NPO market, where they 'must cultivate a split personality to achieve their goals' (p. 87) in order to adjust to the type required. According to Abreu (2006), 'A religious organisation is perceived by its constituents as a brand, a heterogeneous set of people who work for it, the place where the services take place, its equipment and all the associations of its offer' (p. 141). Therefore, in providing effective services to the public and to increase value, NPOs have engaged celebrity endorsers, ambassadors or spokesman as sources of communication (Ross-Wooldridge, Brown, & Minsky, 2004). Clearly, 'a strong link between brand identity and brand image will lead to enhanced brand loyalty' (Nandan, 2005, p. 271). This consequence actually shows the essential ingredients of brand loyalty resulting in a strong bond with customers. The question is how to encapsulate brand identity, brand personality and brand

loyalty into the NPO brand image to reinforce its brand value in the public's perception.

Therefore, quickly and effectively building relationships with key audiences is important to NPOs because the awareness of those audiences determines where they spend their money. Ritchie et al. (1999) suggest that key audiences in the not-for-profit management should pay attention to clients, donors, volunteers and government. The behaviour of these key audiences towards NPOs' brands should guide NPOs' future communication management for organisational PR. Brand image thus is the basis of brand credibility and loyalty, which is also a fundamental component of brand equity (King, 2006a). Stride and Lee (2007) indicate that NPO brand management is more complex than satisfying donor needs and that additional organisational objectives are needed. How should brand image be developed in not-for-profit businesses to gain greater brand equity? How does a strong brand image provide a long-term relationship of brand loyalty among donors? These vital questions about brand building must be discussed, especially because charities have different understandings of what a brand means.

Co-Branding

When marketing collaboration evolves from two or more companies combining products or services in the marketplace, then co-branding is used for marketing projects. Cooke and Ryan cite Kapferer's 1999 definition: 'co-branding as the pairing of the respective brand names of two different companies in a collaborative marketing effort' (Cooke & Ryan, p. 36). A similar definition of co-branding is 'the combining and retaining of two or more brands to create a single product or service' (Leuthesser, Kohli, & Suri, 2003, p. 36). Even in philanthropic circles, the relationship of contributors (for-profits) and receivers (not-for-profits) becomes a partnership, called social marketing (or cause-related marketing). To gain the biggest benefit possible is the major purpose. Typically, the use of co-branding between corporations and NPOs is cause-related marketing; a brand purposely bonds with a cause for a limited time (Lafferty, Goldsmith, & Hult, 2004; Till & Nowak, 2000). Becker-Olsen and Hill (2006) describe this sponsorship programme as including activities and events for brand building between NPOs and for-profit sponsors.

‘Collaboration is a mutually beneficial way for both brand alliance partners to leverage their brands through the transfer of established brand attitudes to new relationship partners’ (Dickinson & Barker, 2007, p. 75). As such, co-branding creates the win-win edge in market collaboration and has become a popular strategy among firms. Why do they choose to co-brand and what benefits could be found in an alliance between co-branding companies? ‘A brand alliance involves a short- or long-term association between two or more individual brands, product or other distinctive proprietary assets’ (Dickinson & Barker, 2007, pp. 76-77). Cooke and Ryan (2000) state that the aim of a brand alliance as a strategic plan ‘is to combine a firm’s unique brand identity and brand equity with that of its partners to create a new or stronger competitive position in the marketplace’ (p. 37). In particular, co-branding is another competitive advantage for NPOs, in which they can extend the visibility of the brand and develop recognition (Kapferer, 1997). However, ‘Brand alliances may be the ultimate form of cooperation between two firms in the sense that they make the relation highly visible and the firms possibly stake their reputations on the outcome’ (Park, Jun, & Shocker, 1996, p. 454). The main objective underlying co-branding is to increase an organisation’s brand strength, distinguishing it from competitors. Certainly, co-branding increases benefits when companies carry out strategies to complement products or services in market alliance. According to D. A. Aaker (1996a), co-branding can take two forms: (1) ingredient brand—to become a branded ingredient in a partnered brand, which can provide more benefits (more visibility), and (2) composite brands—the bundle of two brands provides an increased consumer benefit or a decrease in costs while they share the allied market. As Aaker says, ‘Co-branding is a classic search for synergy’ (D. A. Aaker, 1996a, p. 300). In addition, successful co-branding in a partnership requires confidence in both brands and a clear idea on the part of customers of what the organisations’ stand for (Abdy & Barclay, 2001; Leuthesser, et al., 2003). In summary, co-branding can extend the visibility of a brand and develop recognition through the consumer’s knowledge of an alliance, thereby adding value (Kapferer, 1997).

Public Relations and Branding

The advantages of co-branding and/or brand alliance include the production of a new image to reinforce corporate reputation endorsement for both parties.

Cooke and Ryan (2000) believe that 'brand alliances can serve many purposes in the marketplace from endorsing reputation and boosting an existing quality and image perception to collaborating on product competencies' (p.40). That is to say, the co-brand is able to reinforce and form a salient brand message to increase an organisation's credibility and reliability among their target audiences. From the co-branding perspective, CSR becomes a mainstream activity between corporations and NPOs to engage in co-branding benefiting both. PR for organisations plays an important role in increasing or building organisational brands. CSR occurs:

when corporations go beyond their statutory duties and consider the interests of society in the course of their day-to-day business. Organisations voluntarily take action to improve the quality of life for their employees, their families, their communities, and society at large (Devereux and Peirson-Smith, 2009, p. 132).

This concept of CSR provides corporate PR practitioners with an effective means to build credible communication with their publics and to endorse corporate reputation.

When PR can result in persuasive communication, then it functions as a 'complete brand-building toolbox' (Devereux & Peirson-Smith, 2009, p. 61). The main function of PR involves relationships between publics, audiences and stakeholders. However, PR is now credited with successful brand building or 'breathing life into the brand' (Devereux & Peirson-Smith, 2009, p. 64). Therefore, making multiple strategic communication campaigns is a recognised tool for corporate PR and the first step to building a credible corporate image and a wider relationship between a corporation and its multiple audiences. Devereux and Peirson-Smith (2009) further suggest:

Companies conducting CSR activities are building trust in their organization, improving relations with their stakeholders, and attracting and retaining both customers and employees ... it is good business practice to foster and maintain positive and close relationships with the community in which the organization functions (pp. 136-137).

According to Devereux and Peirson-Smith (2009), CSR forms a 'trust bank' of goodwill for corporations. 'Goodwill reflects a company's command of its market[;] the fact that it holds a position which represents a value because it would be difficult to substitute' (Beaudoin, 2004, p. 367). Devereux and Peirson-Smith (2009) believe that the 'trust bank' credits 'should reinforce the brand, engender

stakeholders' respect, and also provide a buffer against the negative feedback that emerges during the inevitable crises that every organization faces at one time or another' (p. 137). Consequently, the authors suggest various ways that PR can support the CSR project to conduct community communication as means of consensus building for addressing and reporting on public issues. These projects will naturally link to corporate reputation and brand positioning in the marketplace.

Clearly, communication projects are important to corporations. According to the view put by Devereux and Peirson-Smith (2009), CSR functions as an image maker, polishing, decorating and/or recovering corporate image. CSR provides a channel to dialogue with corporate stakeholders in public issues involving the community and/or environmental protection. Such activities announce that corporations must pay more attention to their surroundings. That is why practitioners prefer to use corporate CSR annual reports to rebuild the corporate brand image, because the goodwill is shown to stakeholders in the way the corporation contributes to society. Thus, I believe that a responsible brand image will upgrade a corporate reputation and create loyal relationships among the target audiences.

However, from a critical perspective, scholars have viewed these corporate CSR reports as highly correlated with rhetorical discourse for self-interest. Consideration of the role of this rhetoric in PR communication is necessary. Kirk Hallahan (1999) identified that PR is in charge of framing issues: 'public relations sometimes directly builds and frames public discourse through activities such as events, publications such as reports and speeches and presentations and online communication' (cited in Macnamara, 2012, p. 266). In other words, PR practitioners are information builders and providers, so framing becomes a major part of their work. Simons and Jones (2011) argue that 'metaphors are frames, so the term frame, when applied to language, is itself metaphorical' (p. 185). When CSR programmes comprise manufactured events, a frame displaying corporate professional and responsible image is projected to stakeholders. On the other hand, corporate PR is also articulated as another realm of economic power; that is, its dominant power, which influences communication actions (such as placement marketing). L'Etang (1995) asserts that 'many corporate social responsibility programmes would be judged as lacking in moral worth because they are carried out for self-interested or prudential reasons' (p. 126). Surma (2006) examines and

discusses rhetoric PR through the narratives of ‘Nike’s Social Responsibility Report 2001’ (p. 42) showing that meanings of corporate moral identity are projected to Nike stakeholders. As she states:

The role of rhetoric in public relations—as interactive process of communication and interpretation, involving the construction or of knowledge, meanings, and values by one party and their various understanding or reinscriptions by other (supportive, antagonistic, indifferent, and so on) parties—also becomes crucial, and its dynamic links with ethical practice salient (p. 46).

As the corporate documents of Nike show, the problem is that ‘the confusion of marketing and moral discourses is always potentially fraught, particularly since the competing rhetorics draw attention to the demanding complexities of moral responsibility’ (cited in Surma, 2006, p. 58). Therefore, from a critical PR perspective, the most significant contribution to CSR concerns moral actions in PR practices. As L’Etang (1995) says, for corporations, ‘the eventual decision may be influenced by the criterion of maximum potential publicity’ (p. 129). ‘Moral credit’ (L’Etang, 1995, p. 130) is therefore the most important element during the running of CSR programmes according to these critical scholars.

Relying on moral credit from a critical theory perspective, what role might PR practice play in a long-term campaign of CSR between corporations and NPOs? According to Davis (2003):

If powerful sources do not naturally appeal to news values they, like resource-poor sources, must struggle to get media access ... Although the corporate sector has been the largest employer of professional public relations, business sources have frequently failed to become dominant sources in mainstream news (p. 36).

Davis’ (2003) study examines the connection between corporate sources and the media, showing that corporations seek out solutions to maximise media exposure. However, findings also indicate that groups of ‘outsiders’ and ‘resource-poor-sources’ also have the ability to conduct effective PR operations and play a role as providers of information subsidies. NPOs can operate professional PR with media and ‘more legitimate media exposure could result in a virtuous circle of greater access, a larger public profile, a further accumulation of institutional legitimacy and, eventually, more routine access’ (Davis, 2003, p. 37).

Social responsibility gives an opportunity for cooperation between corporations and NPOs and produces a shift in media access. Once CSR has become

an intangible asset to a corporation, ethical and moral issues should be attended to in both corporate and NPO PR practice. Beaudoin (2004) illustrates how goodwill could reflect intangible assets of the brand in the case of Procter & Gamble in Western society. Based on the evaluation of 'the growing strength of NGOs: a reputational brand' (p. 367), the author submits four features of shifts associate with a charity brand. NPOs fulfil a role within the public sphere as 'the disinterested voice of ethics in society' (p. 369). NPOs are increasingly 'corporate-like', representing a power that may lead to them become 'part of the corporate governance process' (p. 370). Finally, these NPOs may have the capacity with corporate posture to influence public opinion and/or government decision making. In other words, NPOs' shifts in NPO PR practice have changed the role an NPO plays in society; in particular, they 'must seek ethical commonalities between the corporate world, public institutions, and NGOs' (Beaudoin, 2004, p. 370).

The application of PR has been adopted in strategic management thinking. Features of PR such as commitment and trust, Hutton (1999) asserted, are closely connected with relationship marketing. 'Morgan and Hunt [for example] posit trust and commitment as the core of relationships in a marketing context' (cited in Hunton, 1999, p. 210). This is a cue that the field of PR is currently confounded with marketing concepts. Gronstedt (2000) states that Integrated Communication (IC) is 'a strategic management process' that involves 'adding value and cultivating relationships with key customers and stakeholders' (pp. 8-9). L. A. Grunig, J. E. Grunig and Dozier (2002) support the notion of IC linked to PR, marketing, branding strategies and strategic management. Long (2006) adopted the aspect of PR and branding in health communication. In his study, Long finds that, 'marketing and branding strategy can contribute to public relations excellence by strengthening an organization's reputation, image, trustworthiness, and credibility' (p. 11). Further, Long (2006) believed that 'brands can help add value to the organization by helping to build the behavioural relationship factors of trust, credibility, loyalty, and awareness' (p. 18). The idea that brands can assist organisations in building reliable and credible relationships with their publics can clearly be supported in this research. This has implications for PR practitioners in effectively operating their communication campaigns.

3.3 Not-for-Profit Public Relations

This section explores the following aspects of NPO PR: (1) how to distinguish relationships between PR and marketing; (2) how the conceptualisation of PR and marketing has been integrated into charity management; (3) why internal and external relationships are relevant to fundraising; (4) the importance of being an ethical brand in terms of trust.

Although much of the discourse on branding exists within the marketing field, many of the underlying principles and issues are also relevant to marketing PR, also known as marketing communication, which is the marketing-related subset of PR. In marketing PR, it is not just persuasion that is of interest, but relationships as well. The language of PR is very different from the language of marketing, but the consequences to the idea of 'brand' are the same. Although the ultimate purpose of PR and marketing is to benefit an organisation, these two concepts are actually differently defined and segmented (L. A. Grunig, et al., 2002). Strategic publics in PR attempt to relate their attitude and behaviour to the organisation's actions, but marketing has an economic-base to its relationships with clients or consumers (Long, 2006). That is to say, PR and marketing are seeking different goals in their relationships with their target audiences.

Relationships are at the Core of Public Relations

Relationship management is central to PR strategy, as discussed previously. A model of PR as relationship management is well suited to NPOs as a 'process of continuous and mutually beneficial exchange between the organization and its publics, and practitioners work to develop long-term relationships that feature dimensions of trust, openness, involvement, and mutual investment' (Bronstein, 2006, pp. 82-83).

Both PR and marketing have been adopted in the not-for-profit sphere. Hodges (2006) believes that PR and culture interact and shape each other. Since 'Culture is communication and communication is culture' (Hall, 1959, p. 97), public communication emerges as the most important activity for PR (J. E. Grunig & Grunig, 2003). 'Frames are part of culture ... the receivers connect the framing devices in a news story with cultural phenomena because they are already familiar

with them' (Van Gorp, 2007, p. 63). The cultural background of the framing processes used in both PR practice and marketing address cultural values and beliefs.

According to Harrison (2011), PR has a growing role in marketing. Sargeant (2001) feels that 'relationship marketing is characterized by emphasis on customer retention and development'. Relationship marketing is based on customer relationships; in the language of marketing communication, its purpose is to 'persuade and promote' to increase business (Harrison, 2011, p. 609). Whereas PR scholars consider that 'persuasion is embodied in the asymmetrical model of public relations' (Harrison, 2011, p. 609), the association between PR and marketing is actually more complex. In fact, 'promotional or marketing public relations is an integral part of everyday life' (Harrison, 2011, p. 609).

Integrating Public Relations and Marketing in Not-for-Profit Organisations' Practices

In Asia, such as in Taiwan and Japan, PR practice is closely combined with marketing functions (Macnamara, 2012; Wu, 2005; Wu & Taylor, 2003). This has especially been the case in health communication (Cutlip, Center & Broom, 2006). Long (2006) also adopts the concept of social marketing: branding strategies integrated with PR programmes to deliver health communication. 'Marketers see public relations as a profession that is merely an element of the integrated marketing communication area or as a support function for promoting the brand' (Harrison, 2011, p. 617). Yet PR is best for brand building (Ries & Ries, 2002) because PR aims to change publics' perceptions 'by using a credible communication strategy to elevate and support the value and power of the brand among audiences' (Devereux & Peirson-Smith, 2009, p. 67).

In marketing communication, brand emerges from a whole-of-organisation effort. 'The value of a brand lies not just in the recognition of a name, but in the trust people have in a company and its products' (L. A. Grunig, et al., 2002, p. 281). In this way, PR is a trustful component, assisting the corporate brand in becoming more reliable and credible (Harrison, 2011). In other words, descriptions of both PR and marketing significantly show that relationship management contributes as a central component of value. As the previous discussion on corporate brand demonstrated, relationship management is part of the whole corporate brand. Cutlip, Center and Broom (2006) suggest that 'integrating public relations with marketing, and

management by objectives have emerged as important parts of the communication strategy' (p. 449).

Applying this concept to NPOs, the relationship management encompassed in PR is seen as the management of communication for the public interest between the NPO and its public. However, how trust is dealt with raises interesting issues. As Ströh (2007) has pointed out, 'public relations is very much about building "communal relationships" based on the principle that parties provide benefits to each other because they care for others' interests without expecting something in return' (p. 6). Therefore, the behaviour of an organisation determines what the public will remember and the degree of trust that is instilled in their minds. The management of these organisational behaviours intended to develop trust in products, brands and corporate identities is very much a part of the PR worldview (Ströh, 2007). As such, the consequences of the idea of 'brand' are the same: to build key messages as a major communication strategy with key publics to earn a good reputation. Thus, PR can influence the growth of the NPO brand in facilitating revenue growth, but must be based on trusting and reliable relationships with its publics.

The Development of Internal and External Relationships

'Relationship fundraising as a variant of relationship marketing is characterized by donor choice' (Sargeant, 2001, p. 180) and is at the core of NPO PR practice. The importance of NPO PR, according to Cutlip et al. (2006), is that volunteers and fundraising are the most important assets to an NPO. Dyer et al. (2002) believe fundraising is a critical functional element of PR that strengthens the organisation's capacity to make money for its survival. Volunteers also provide assistance at all levels of NPOs to support their PR function. Fundraising implies donor relationships (including individual and corporate donors) with an NPO embodying a practical solution to one or more of society's more difficult problems. However, in a poorly resourced NPO, 'organisations must reconcile professional communications with their volunteer nature. In addition, NPOs need to master their internal communication with both staff and volunteers' (Dimitrov, 2008, p. 10). Everyone is an organisational communicator because 'employee communication happens every minute of the working day' (Harrison, 2011, p. 510). Through this communication, the organisation's mission, vision, values and all relevant information is delivered to employees and they are able to contribute significantly to

the organisation's PR (Dyer, et al., 2002). Employees can be seen as one of the key types of communicators affecting donor and volunteer behaviour. From this standpoint, I argue that employees are important to good external relationship management. Therefore, perceptions of employees by donors and volunteers are vital to the formation of a positive corporate brand.

Moreover, I believe that the role of donors and volunteers includes mutual transformation. Strong loyalty can build engagement levels of both donors and volunteers, and this capacity represents valuable social capital to organisations. These resources can bring cost-efficiencies in the short term and competitive advantages in the long term (Dimitrov, 2008). PR practitioners have to properly manage their fundraising projects by negotiation and compromise to reduce the uncertainty of private support and enhance interdependence with donors (Kelly, 1991). This perspective helps charitable organisations protect and increase their autonomy. Overall, I argue that PR provides an NPO with social capital and the ability to enhance and protect organisational autonomy in a boundary-spanning role.

As discussed in considering CSR, many scholars have investigated the effect of sponsorship in transferring brand image, with the importance of 'fit' or 'match' between NPOs and corporate sponsors having been widely discussed (Becker-Olsen & Hill, 2006; Dickinson & Barker, 2007; Gwinner, 1997; Gwinner & Eaton, 1999; Smith, 2004). The impact of sponsorship transfer of brand image is undisputed. A study of a sporting event sponsored by Gwinner and Eaton (1999) found that:

an event management team looking to attract new product sponsors or enhance the value for existing sponsors might provide empirical evidence showing the various dimensions of their event's image that could be used to enhance or maintain the image of the potential sponsor (p. 54).

From this view, the image transfer process is through the event and brand match-up, which also raises the 'fit' issue. 'Fit is broadly defined as a strategic match between sponsoring firms and sponsored nonprofit service providers in mission, target audience, and/or values' (Becker-Olsen & Hill, 2006, p. 75). In addition, Smith (2004) believes that 'brand knowledge, power, fit and quality are considered as influences on the BIT [Brand Image Transfer] process' (p. 457). These authors demonstrate that high-fit sponsorship can boost associations and brand extension, while low-fit hinders not-for-profit brand management. This may bring risk when the brand alliance is not well matched and not favourable (Becker-Olsen & Hill, 2006;

Dickinson & Barker, 2007). For corporations, the practical consideration of CSR lies not only with doing charity work (that is, supporting NPOs and/or community services), but also in asking for something in return for the corporate brand and the benefits it brings. Communicators must represent the public interest to individual donors and the public, and also must consider how to fit with the needs of corporations.

A second consideration of relationships concerns media relations. Maintaining media exposure helps the understanding and promotion of NPO public programmes and reinforces recognition of an NPO brand. Better media relations enable the PR professional to fairly and accurately report their story, and to provide the reporter with a valuable source of timely and accurate information and ideas (Devereux and Peirson-Smith, 2009). Sponsorships and corporate donors are thus major providers of media opportunities to NPOs. Social media has created another dimension in media relations. Social media allows 'any person to publish digital creative content; provide and obtain real-time feedback via online discussions, comments and evaluations; and incorporate changes or corrections to the original content' (Harrison, 2011, p. 591). This encourages NPOs to include social media in their brand management.

Leader relationships are another important aspect of relationships. 'Corporate reputation management entails communication to selected target audiences in the expectation of being able to influence their perception of the firm, and thereby to achieve a positive image and goodwill' (Fan, 2007, p. 506). A Chief Executive Officer (CEO), as leader of a corporation, plays a vital role in driving corporate reputation (Harrison, 2011; Devereux & Peirson-Smith, 2009). 'Research into CEO behaviour ... has been a popular thought leadership activity in recent years ... the CEO's reputation is responsible for nearly 50 percent of a company's reputation' (Devereux & Peirson-Smith, 2009, p. 78); a company's 'reputational capital may rise and fall in line with the perception of the CEO' (Harrison, 2011, p. 748). Additionally, according to Devereux and Peirson-Smith (2009), in the 2005 Building CEO Capital study, 93 per cent of survey respondents reported that good alliances are created because of the reputation of the CEO. CEOs play a key role not only in improving the firm's visibility, but also in supporting its relationships with key stakeholders. 'The organisation's qualities are embodied in the CEO, who becomes a

corporate brand' (Harrison, 2011, p. 749). In other words, CEOs have the responsibility to cultivate and manage corporate reputation as the representative of the corporate brand.

Mission Drift v. Ethical Public Relations

The transformation of charity business includes NPOs starting to seek partners and becoming marketing-oriented. According to Lyons (2001):

Business still provides considerable support to the third sector, but the character of that support is changing from being a gift to being a business transaction. This often demands more of the nonprofit and sometimes means that their goals have to be modified to fit with the interests of its business supporter (p. 220).

For example, cause-related promotions are built more on corporate self-interest than on NPO benefit (Menon & Kahn, 2001).

NPOs are beginning to think of their charity brands as a strategic resource. 'Many charity organisations are now turning to charity brand status, not only in terms of a name and logo but also in terms of communicating value and meaning' (Hankinson, 2001, p. 231). Even though the trend is to fight for sponsorships, many scholars argue that charities are running a risk (Grounds, 2005; Kenny, 2000; Stride, 2006). There has been some debate that charity brand orientation is becoming a 'dirty word' because NPOs are too commercial and have 'sold out' (Stride, 2006). 'Management' typically is as a 'bad word' in the realm of NPOs (Anheier, 2000). Grounds (2005) worries that charities have been misused. The idea of a charity brand can be challenged they start to use advertising that is not based on the nature of charity and instead manipulate audiences by 'eliciting feelings of anger, guilt, pity and fear' (Stride, 2006, p. 120). The same is true when charity businesses are run as corporations that are too concerned with benefits, perhaps exchanging benefits during collaboration. These perceptions obviously indicate intangible conflicts between the mission of an organisation and its survival. Kenny (2000, p. 82) pointed out that 'In the English-speaking countries marketisation is championed on the basis of the ways in which it can instil enterprise culture and the principle of competition, and as a way of engendering a culture of risk taking'. However, the purpose of NPOs is to pursue the public interest and this is reflected in the difference between for-profit and NPO PR. As Bronstein claims, 'Responsible advocacy requires that public

relations professionals pay as much attention to the public interest as they do to their own organization's interests' (Bronstein, p. 79).

An evidence of Habermas's (1984, 1989) theory of communication action, we can look to Kernstock, Oliver and Brexendorf's (2009) discussion. If the term 'lifeworld' defined by the authors is about societal movement, engaged in symbolic reproduction, the term of 'system' is then in charge of material reproduction (Kernstock, et al., 2009). The authors argued that 'Corporate brands are related to both lifeworld and system. Brands contribute to people in social communities and systems' (p. 393); these authors believed such sub-systems are relevant to money and power. However, Leitch and Neilson (2001) were concerned that a mixed organisation implies that it is a lifeworld organisation in spite of working for social action, whose operations have actually incorporated the characteristics of that internal system. For example, 'they work with the system to reduce the negative effects of system operations on the lifeworld' (Leitch & Neilson, 1997, p. 26). The operation of Eden, an NPO giving a voice to a social movement while also managing social enterprises, incorporates system into lifeworld from social action to institutionalisation becoming marketisation. The logic of the system assists Eden in managing its dual-role, both of which engender shifts in society. One of Eden's duties is to help publicise the plight of disadvantaged people to whom it provides services; the other is to learn the corporate way and align with corporations to gain access to social resources and money. In this way, I argue that the encroachment of commercial behaviours into NPOs may result in change, shape the organisational policies, and become an instrument for legitimising corporate self-interest. For example, how to obtain more media attention would be the first question for corporate donors. Corporations and media relations may attempt to change the traditional media market. Strategies of placement marketing or camouflaging advertisements have already been integrated into NPO PR practice. This may expose NPOs to risks associated with social work ethics. Ethical PR thus should contribute to an NPO brand to affect people's perceptions regarding the source of an NPO brand's value. Otherwise, labels such as 'mission drift', 'marketisation' and 'for-profit in disguise' can become attached to the NPO brand. For this reason, Beaudoin (2004) stressed that NPO PR 'must seek ethical commonalities between the corporate world, public institutions, and NGOs' (p. 370).

‘Mission drift’ originally referred to the micro financing of small business. The beginning of the use of mission drift was in response to ‘a concern for socially-driven microbanks ... A successful microbank will thus find that, over time, their clients receive larger loans and will be less poor ... Mission drift, instead, is a shift in the composition of new clients, or a re-orientation from poorer to wealthier clients among existing clients’ (Cull, Demirgüç-Kunt, & Morduch, 2007, p. 20). Striving for higher interest or profits changes the initial serving purpose of an NPO and, thus, with commercialisation comes the risk of mission drift.

A Charity Commission (2007) survey of 3,800 British charities shows the existence of mission drift and the National Council for Voluntary Organisations’ (2004) investigation found that mission drift occurs in delivering public services for collecting funding (Bennett & Savani, 2011; Chew & Osborne, 2008). Chew and Osborne (2008) claimed that, ‘while they have a wide range of stakeholders, the user/beneficiary should be the most important driving their work and not the funder or government agency that provides contracts for delivery of public services’ (p. 288). According to Bennett and Savani’s (2011) definition:

Mission drift arises when a charity’s priorities and activities are determined in part by external funders and, in consequence, the organization’s operations then deviate significantly from its original mission. Typically, the driving force behind mission drift is an outside funding body’s desire that a charity alter the scope or contents of its services to match more closely the funder’s requirements (p. 218).

The potential for mission drift represents a deep ethical concern for NPOs. NPO leaders and managers should be aware that charity investment threatens their mission because ‘commercialization can often change the character of a not-for-profit’s relationship with its beneficiaries’ (Dees & Economy, 2001, p. 62). Sponsorships and commercial enterprises are typical causes of damaging social perspectives through a low-fit communication.

‘Truth as the ethical imperative’ (Harrison, 2011, p. 122) means that trust should be built on the NPO brand as the organisational promise through which the corporate reputation is strengthened (Argenti and Druckenmiller, 2003; Bronstein, 2006). This ethical practice and accountability within relationship management, resource sharing and dialogic communication (Bronstein, 2006) can reinforce and highlight service quality in NPO brand value. Therefore, PR strategies must consider

whether Eden conducts a clear brand dialogue and provides ethical services for its stakeholders.

3.4 Framing and Priming

An important part of the methodology of this thesis is to link agenda setting theory (framing and priming) to brand theory. Framing and priming are relevant to the organisational brand. The use of framing and priming as a theoretical framework in the research helps to understand how the brand image and brand value of Eden are kept in its stakeholders' and publics' minds. Further, the analysis of media coverage will help to determine whether Eden's communication campaigns involve framing and priming effects. I assume that framing and priming are related to brand value in modern marketing discourse as a measuring scale to evaluate a charity brand of a Taiwanese NPO. A. Wang and Anderson (2008) found that 'the relationship between CSR priming and framing is a good paradigm to build on CSR communication and corporate communication' (p. 15). The authors indicate that 'most people are dependent on news media for gathering corporate information' (A. Wang & Anderson, 2008, p. 2), and publicity in the form of news coverage has a potentially strong influence in shaping people's perceptions. That is why a good CSR project helps a corporate reputation and image.

As the previous discussion of PR shows, messages developed as part of a communication strategy help to shape and manage public opinion. 'Framing is a form of agenda setting' (Harrison, 2011, p. 566), making an impact on public opinion through reporting in the news media. Integrating these aspects proposes a significant insight into agenda building. 'Who sets the media agenda' emphasises that PR is devoted to directly building and framing public discourse (Macnamara, 2012, p. 266) in various ways as particular 'frame sponsors' (Van Gorp, 2007, p. 68). In this sense, 'identity-based building and communication of the corporate brand' (Kernstock, et al., 2009, p. 392) can be used as the frame selection to incorporate a public agenda and/or value-adding into communication campaigns. Fairhurst and Sarr (1996) indicate that 'various aspects of what you frame can be addressed through the concepts of perspective, problem solving, vision, and personal framing' (p. 171). It is apparent that the interpretation of the framed promise on brand equals what value-promise has been branded by the organisation. Choice of frames

determines the manner in which an organisation convinces its publics. The message priming effect is relevant to individual cognition as a salient issue or message must be judged (Iyengar & Kinder, 1987; Iyengar, Kinder, Peters, & Krosnick, 1984; Iyengar & Simon, 1993; Scheufele, 2000). The correlation between the effects of brand perspectives and their relationship with framing and priming is related to message strategies. An NPO brand should be associated with the NPO's social mission, which is an important point that should be recognised by stakeholders.

Framing

Framing theory dates from the 1970s and is always discussed with agenda setting or agenda building. Framing theory and rhetoric are similar in that both use language to construct representations for marketing strategy (E. E. Chang, 2007), sociology, communication and sometimes political science (Druckman, 2001; Scheufele, 1999). According to Chong and Druckman (2007), frames are specified in two ways: first, a media frame provides media discourse with metaphors, slogans, images, paradigms or scripts for using or passing information on an event or issue to audiences (Gamson & Modigliani, 1987; Gamson & Modigliani, 1989). Second, an individual frame describes the cognitive process for understanding the social reality by subjective thought or centrally organised ideas (Goffman, 1974; Pan & Kosicki, 1993). That is to say, framing works as a thought organiser to map a picture from an individual thought (Harrison, 2011).

In the process of framing, owing to individual cognitive processes, some information appears while some is ignored. Frames can operate by 'persistent selection, emphasis, and exclusion' (Gitlin, 1980, p. 7). Entman (1993) states that framing involves selection and salience, while Oliver and Steinberg (1993) describe it as focusing, exclusion and displacement. Obviously, these features of frames can be utilised by NPO PR professionals to enhance positive relationship with its publics because 'information to the media necessarily contributes to the framing of a story as presented in the media' (Harrison, 2011, p. 566).

News coverage not only frames and selects reality but also subjectively reconstructs social reality (Tuchman, 1978). Thus, we can say framing is a cycle of frame and representation that involves individual cognitive processes to persistently select and reconstruct the reality related to an event. News framing not only provides

a way to evaluate people's perception of NPOs, but could be used as a brand strategy when publicists attempt to construct an NPO's brand in a particular way.

Framing Concepts in Public Relations

When framing is used in communication activities it signifies a bridge between news source and audiences. 'Public relations workers have been referred to pejoratively as 'image makers' and 'spin doctors'—labels that only partially portray their important role in constructing social reality' (Hallahan, 1999, p. 206). Framing 'is a potentially useful paradigm for examining the strategic creation of public relations messages and audience response' (Hallahan, 1999, p. 205). Van Gorp (2007) explained the interaction between key events and PR practitioners in relation to how frames work as a strategic communication:

A key event can lead to the activation frames in the media, certainly if the events become part of our collective memory ... In specific situation, such as news conferences or government statements, certain sponsors of a particular frame—interest groups, spin doctors, advertisers, and so forth—may strategically try to convince the media to cover a situation in accordance with 'their' frame, that is, by prior strategic decision making regarding the manner in which they will announce their viewpoints (Van Gorp, 2007, p. 68).

If PR can improve relationships between organisations and audiences, how to make an effective frame of mutual benefit in PR strategy becomes a critical concern. Hallahan (1999) agrees that:

frame theory provides a potentially useful umbrella for examining what occurs in public relations. In addition to a rhetorical approach that focuses on how messages are created, framing is conceptually connected to the underlying psychological processes that people use to examine information, to make judgments, and to draw inferences about the world around them (p. 206).

As discussed, 'frames in communication often play an important role in shaping frames in thought ... The process ... is typically called a framing effect' (Druckman, 2001, p. 228). If framing involves 'the interpretation of the message by the journalist and the audience on the basis of a cognitive process' (Van Gorp, 2007, p. 65), in this sense framing helps PR practitioners to structure and conduct messages as social reality for audiences through their communication process. In view of this, this research shows that PR practitioners organise particular thoughts through the thematic frame, the Eden brand, using 'manifest framing devices' (Van Gorp, 2007,

p. 64) to display the brand image Eden desires to convey and have delivered by journalists and stakeholders.

Impression management and agenda setting are important communication messages. As Balnaves et al. (2009) indicated, agenda setting occurs ‘when the media emphasize an event, [and] they influence the audience to see it as important’ (p. 68). Likewise, impression management can, for example, determine how people judge the Eden brand, and can show the relationship between Eden and its publics. Scheufele and Tewksbury (2007) explained the relationship between agenda setting and framing as: ‘(a) how news messages are created, (b) how they are processed, and (c) how the effects are produced’ (p. 12). This view should be applied to impression management through the practice of media exposure and publicity. The news framing effects provide guidance for the organisation. Consequently, a positive reputation and image can be specifically framed to shape the thoughts of the relevant stakeholders who hold the same values. In contrast, negative publicity through framed news coverage (for example, the rhetoric of ‘mission drift’, ‘marketisation’ and ‘for-profit in disguise’) can possibly damage and shape people’s positive thoughts about a brand. Dimitrov (2008) highlights that successful not-for-profit communication should ‘build their legitimacy and authority as credible, reliable and regular news sources’, which potentially influences the framing effects in people’s cognition of news reporting.

Priming, Agenda Setting and Framing

Many studies show that the media effects of priming and framing are based on individual cognition (Iyengar & Kinder, 1987; Iyengar, et al., 1984; Iyengar & Simon, 1993; Scheufele, 2000). Both priming and framing are extensions of agenda setting, thereby exploring the cognitive pictures and attitudes of audiences to news productions (H. Huang, 2003). Price and Tewksbury (1997, p. 184) distinguish between agenda setting, priming and framing as follows:

Agenda setting looks on story selection as a determinant of public perceptions of issue importance and, indirectly through priming, evaluations of political leaders. Framing focuses not on which topics or issues are selected for coverage by the news media, but instead on the particular ways those issues are presented.

The model of construct activation shows how the process works; it is derived from cognitive psychology (see Figure 3.1). The model consists of three key aspects:

knowledge store, active thought and current stimuli. Knowledge store refers to how the construct is retained in the associative network, thereby generating a long-term memory relating to individual perception, emotions, goals, views or motives. Active thought indicates that people deal with current information from the outside world in the short-term or working memory. Current stimuli is the particular time at which audiences receive stimulation from external environments (Price & Tewksbury, 1997).

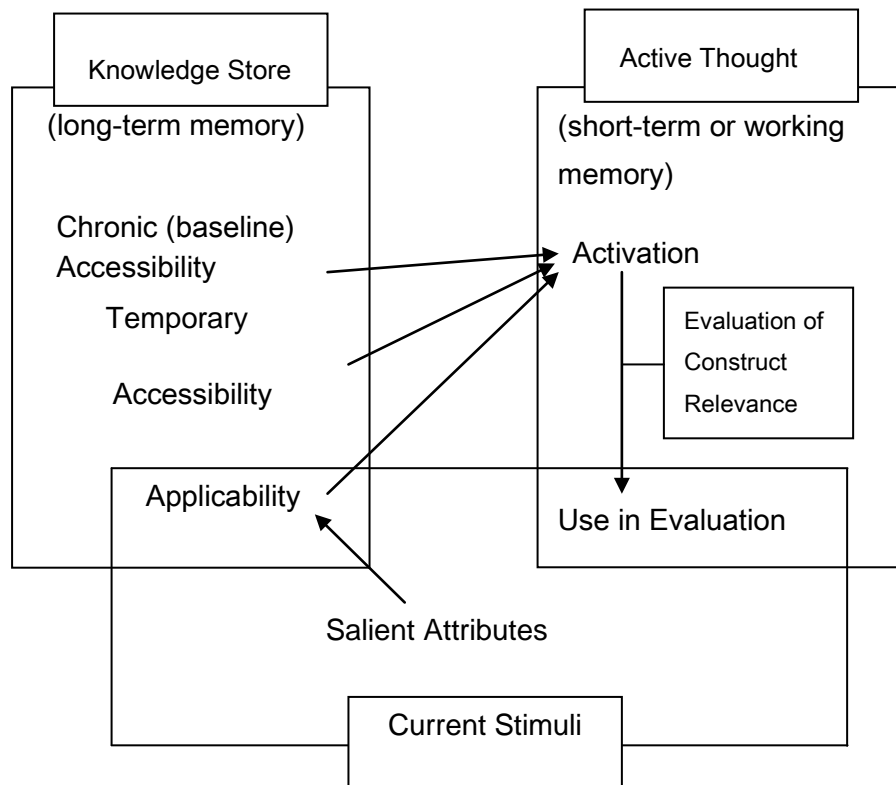


Figure 3.1 Process of Construct Activation and Use
 (Source: Price & Tewksbury, 1997, p. 186)
 (exception to copyright: ss40, 103C)

When a large amount of media exposure emphasises certain issues over others, this influences the hierarchies of issues and indirectly changes the individual cognitive construction related to associative network in memories. This is the agenda-setting process, in which salient issues become more accessible in people's memory (H. Huang, 2003; Iyengar & Kinder, 1987; Krosnick & Kinder, 1990; Price & Tewksbury, 1997). Individuals use those issues that are most salient and accessible in their memory to evaluate the performance of political actors; this is priming (Scheufele, 2000).

Price and Tewksbury (1997) express that priming and agenda setting are accessibility effects that rely on memory-based models of information processing. In contrast to priming and agenda setting, framing is as an applicability effect. ‘This term refers to the outcome of a message that suggests a connection between two concepts such that, after exposure to the message, audiences accept that they are connected’ (Scheufele & Tewksbury, 2007, p. 15). Although Price and Tewksbury distinctly use accessibility and applicability on priming, agenda setting and framing, they believe that the relative temporal sequence of agenda setting and priming can become chronically accessible through long-term media influence (H. Huang, 2003).

There is a connection between primary media framing and priming when the media frames involve intensity and recency, which may repeatedly trigger the construct of the knowledge store. Priming will induce long-term effects by chronic stimulation. Therefore, if a designer wants the primary media frame to become a long-term priming influence, that frame must cohere with the production of news by producing different specific issue frames on the same event. In summary, priming can be treated as a media message that operates on people’s associative memory networks. ‘[T]he adoption of primary media frames serves as a mediator between exposure to case-related news and policy stances’ (H. Huang, 2003, p. 105).

This study aims to examine people’s attitudes towards the NPO brand in general, the Eden brand in particular, and how PR practitioners enact the Eden brand in practice. Priming and framing are adopted as a means to evaluate the Eden brand in terms of the key messages conveyed in communication campaigns, and to explain the relationship between an NPO’s brand value and media framing effects.

3.5 Summary

This chapter has explored the correlation between PR and branding by looking at their interactions in NPO PR practice. The concept of framing and priming, relevant to agenda setting, is central to the research framework in evaluating how the brand of an NPO can be framed by media effects and related to social perspectives.

The first section of this chapter defined the key elements of PR. Two critical components of cultural phenomena and relationship management were demonstrated in relation to NPO PR. The specific culture of Confucianism and ‘gao guanxi’ mean

that interpersonal relationships are a significant factor in the conduct of PR in Taiwanese society. Not only must publics and stakeholders be considered in relationship management, but power relations must also be taken into account. Critical scholars are concerned about PR becoming a toolbox of diplomacy for power dominators' self-interest and argue that PR cannot have pure mutually beneficial relationships leading to symmetrical communication.

The second section of this thesis introduced the branding concept and its linkage to PR, showing that PR and branding are mutually dependent. Branding can be seen as a strategic communication to NPOs. The way in which PR practitioners structure their communication to form a foundation of trust is relevant to corporate reputation and cannot be ignored. Accumulating trust can be seen as banking a positive reputation to protect an NPO brand and to avoid it being seen as too commercial or as experiencing mission drift. In contrast, CSR can be seen as a corporate brand's supporter.

Integrating components of PR and branding in NPO PR such as relationships, trust and being an ethical brand were core issues discussed in this section. Two conditions that indicate a lack of two-way symmetrical communication between NPOs and stakeholders were identified, including NPOs running their charity as a business corporation, or when NPOs and their stakeholders have conflicting values and/or conditions. In addition, social responsibility gives an opportunity for cooperation between corporations and NPOs, as well as the shifting of media access. However, corporations always work for interest, whereas NPOs work for a mission. Therefore, based on the theoretical framework, ethical and moral issues should receive due attention, both from corporations and as part of NPO PR practice.

The discussion of PR and branding practised in NPOs provides a link to the methodology of agenda setting theory (framing and priming) for the evaluation of an NPO brand, Eden. The body of knowledge on agenda setting, framing and priming indicates who holds the power to influence a news story and media effects. Scholars' arguments show that agenda setting functions as an advocate instrument of strategic communication. A major concern in PR practice is that the dominant sponsors may use frame construction to shape public opinion. Frame sponsors, NPO PR practitioners, can determine which stories are presented in the media and what these

stories should mean to audiences. Priming, determined by individual memory-based cognition, produces individual judgment on what people think of the Eden brand.

Branding as an idea is now well established internationally in the minds of managers and the public. The interviews conducted for and presented in this thesis were designed to elicit interviewees' perceptions on Eden's brand and Eden's relationship with the public. The role of the media also determines how Eden's brand is conveyed in Taiwan. There can be little doubt that NPOs, especially those involved in caring for the most vulnerable in society, elicit strong emotions from their publics.

CHAPTER 4

METHODOLOGY

In this chapter, I explain the methodology and sampling strategies used in the fieldwork component of the research. The primary methodology was a qualitative one, using Eden as the core case study, but supplemented by other NPOs, corporations and relevant experts. This chapter is divided into five sections to explain the sampling and research methods in detail.

Section One: Review of the research design.

Section Two: Sampling design and its application to the accounts of Eden's senior managers, middle managers, volunteers, donors and other corporations, NPOs and experts (academic, PR and marketing). For example, at Eden there are three senior managers and my interest is in their views within Eden as part of a case study. The sampling design in qualitative research is concerned with context rather than generalisation through number and is not necessarily statistical. A survey of all senior managers of NPOs may well be statistical in nature and involve large numbers. However, in this thesis, I am interested in the patterns of individual experience of different levels of participation within Eden and the experience of some other NPOs and experts.

Section Three: Methods of data collection. The main methods are media framing analysis, focus group interviews and in-depth interviews. These methods are the keys to the future analysis of complicated and unorganised data.

Section Four: Analytical processes. The section of analytical processes assists with the sorting and interpretation of perspectives of brand value and PR.

Section Five: Summary. The final section of this chapter presents the summarised achievements of the research methodology.

4.1 Research Design and Methodology

The methodology for this study is interpretive and uses techniques developed in the qualitative research traditions (Polkinghorne, 2005). Qualitative methodology involves the development of theory through the systematic and simultaneous collection and analysis of data gained from the field (Coyne, 1997). All the different

qualitative traditions share a core focus on human experience. Qualitative research evidence generated, for example, via interviews and focus groups, is most frequently derived from narrative accounts of personal experience, but may also include documentation or materials that exemplify the context that is being studied.

The adoption of qualitative research methodology for eliciting rich, thick, accounts from cultural or sub-cultural contexts is not just a Western phenomenon. I have translated Taiwanese accounts relevant to this thesis, especially the work of S. C. Kao (2008): *'Qualitative research for 18 lessons—the first journey for exploration'*. Hesse-Biber and Leavy (2006) state that 'quantitative research produces a quantity of data-generalizability[,] whereas qualitative researchers are after depth in their data and analysis rather than quantity' (p. 11). In other words, quantitative research stresses the explanation of problems using numeric data and statistical analysis. However, qualitative research seeks the truth behind dialogue, and analyses other internal emotional factors. 'Qualitative knowledge is produced from a variety of rich perspectives on social reality. While they share attentiveness to interpretation, they also focus on different aspects of social reality' (p. 16).

In particular, qualitative research stresses the relationship between the researcher and the participants. This is because that relationship exists to gain a full description of the participants' social lives through which to understand their social context. This relationship elicits participants' interpretations using natural language, words or observations. This research, therefore, will employ a qualitative methodology to reconstruct the attitudes and perceptions of key players in the not-for-profit sector in Taiwan. Eden is one of the top five NPOs in Taiwan offering a variety of different services, and also has nationwide branches in Taiwan. Eden has provided various welfare services for nearly 30 years. Therefore, Eden was a good representative for my main case study.

4.2 Sampling Design

This section elucidates the sampling used in this research project, which can best be described as non-probability sampling:

If there is no desire or need to generalise to a population parameter, then there is much less concern about whether the sample fully reflects the population. Often researchers have more limited objectives. They may be looking only for the range of conditions or for examples of dramatic variations. This is

especially true in exploratory research where one may wish to contact only certain persons or cases that are clearly atypical ... Additional reasons for choosing non-probability over probability sampling are cost and time (Cooper & Schindler, 1998, p. 244).

Patton (1990) asserts that in qualitative research most samples are small or may even comprise one case. Moreover, Hu (1996) states that in qualitative research the sampling must be in-depth and extended for various social phenomena. De Vaus (2002) argues that 'Some research is not all that interested in working out what proportion of the population gives a particular response but rather in obtaining an idea of the range of responses or ideas that people have' (de Vaus, 2002, p. 90). This range of views can provide rich information about past experiences and ideas. Therefore, in this research project, I am interested in the perceptions of people engaged with NPOs; in particular, their attitudes towards their own organisations as brands, and their alliance experiences. For this reason, non-probability sampling was employed using a mixture of purposive and snowball sampling.

Purposive sampling (judgmental sampling) was used to select middle managers and volunteers for focus group interviews, as well as for in-depth interviews with senior managers and corporations. The purpose of these interviews was to examine the brand values and co-branding experiences of using charity brands of social welfare organisations. For the in-depth interviews with donors, I used the snowball sampling technique. This is normally used in applications 'where respondents are difficult to identify and are best located through referral networks' (Cooper & Schindler, 1998, p. 247). To commence the snowball sampling, I used the Eden original pocket lists to choose participants for the volunteer and donor categories. These same lists were used as the starting point to select volunteers. The relative sampling selection is discussed in detail under each of the methods of data collection. I also provided an information letter and a consent form to all interviewees to obtain their informed consent to participate in the project (see Appendices 4.1 and 4.2). A list of interviews is provided in Appendix 4.3.

4.3 Methods of Data Collection

In an investigation of NPO communication, Dimitrov (2008) suggested 'frame and discourse analysis, focus groups and other qualitative methods' (p. 25) were appropriate tools for data collection. As communication is the most important

responsibility for the NPO PR practitioner, in this thesis, in line with Dimitrov's suggestion, the major methods adopted are media framing analysis, focus group interviews, in-depth interviews and secondary data analysis.

'Secondary data analysis has a rich intellectual tradition in the social sciences' (Chava & Nachmias, 1996, p. 305). Patton (1990) stated that documentation is a rich source that provides information beyond surface observation; for instance, documentation provides a background for case studies upon which a researcher can draw to elicit deeper data from observation and interviews (cited in Jeng, 1999). Thus, in this research, secondary data, including press releases, photographs, annual reports, video recording, news stories, relevant publications and official papers were used.

Media framing analysis provides a tool through which brand value as conveyed by news media could be evaluated. This serves two purposes: firstly, to provide materials to participants in the focus group interview as a means of generating discussion regarding their own organisations and brands and, secondly, to examine brand value through priming effects via media framing.

The aim of the focus group interviews was to elicit managements' attitudes towards their own organisations and their own ideas on their organisations as 'brands'. Summary results of the prior media analysis were presented to participants. Some of this analysis was given to participants as 'homework' prior to the focus groups. This material acted as an entry to discussion on branding and the perceptions of participants on the current positions of Eden, and their futures.

The role of in-depth interviews was to uncover deep opinions and emotions. These interviews were categorised according to interviewees: NPOs (including Eden), corporations and donors. For the corporation sampling selection, seven corporate representatives were chosen from different Taiwanese industries known to have experienced major change. Donors to Eden, who are influential in spreading the core values of the NPO's brand to people, were selected from northern, central and southern Taiwan, to offer a well-rounded perception of the Eden brand and those of other NPOs. The donors selected participated in individual unstructured interviews to elicit their views on their own organisations and their perceptions of charity brands becoming commercial brands during an alliance. With corporate managers,

who are the final decision makers in alliance formation, in-depth interviews were conducted; what these stakeholders think about an NPO's brand is a key point in determining corporate relationships. The overall research structure is shown in Figure 4.1.

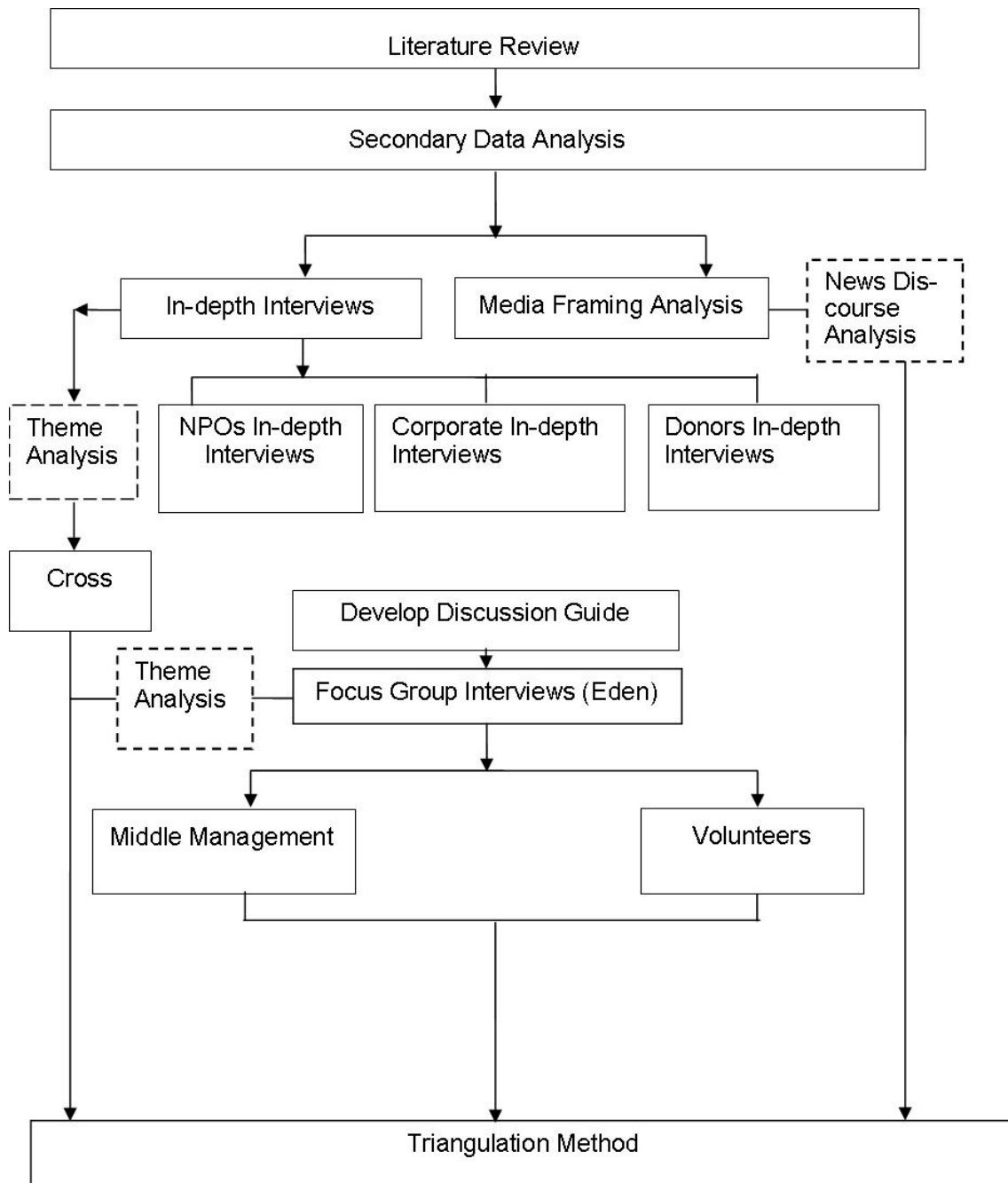


Figure 4.1 The Research Procedure Designed by the Researcher

The main research procedure was designed based on the literature review and secondary data. In the literature on PR, branding strategy and the not-for-profit sector, the development of in-depth and focus group interviews is based on adopting variables of brand elements, crisis communication and media effects. The organisations were asked to review the results of the impact of total brand value and relationship management on the NPO PR practice with their stakeholders (that is, corporations and individual donors). The final media framing analysis supports a triangulation method to understand and examine relationships between Eden and the media, compared to previous investigations of the brand value.

Media Framing Analysis

According to van Dijk (1988), at a local level, the textual structures of all languages include themes composed of propositions; at a higher level, macro-propositions will be formed, by relevance of topics, from a sequence of lower-level macro-propositions or micro-propositions. The formation of macro-propositions from micro- and into macro-propositions can be a method to identify frame. Therefore, macrostructures could be the summaries, headlines or the most important information at the core of news text, which always lead to specific themes for overall news productions.

This thesis uses *news discourse analysis* as a technique of media framing analysis. This enabled the examination of media framing effects on Eden's publicists, and an understanding of the purpose in the construction of messages. Macrostructure analysis is used to discuss how the media frames news coverage of Eden in Taiwan. The results of this analysis are then compared with Eden's press releases to analyse the relations between news source, medium platform and receivers. These press releases were also shown in the focus group interviews as a way to guide participants to think about their own organisations and brands. In addition, brand value is examined through priming effects via media framing.

In terms of media sampling selection and collection, newspaper news was selected as the main medium and different accounts were analysed to identify how they dealt with the same issues. According to an AC Nielsen investigation (The Liberty Times, 2008) surveying Taiwanese newspapers in the last season of 2007, the top four ranking newspapers (using the 'yesterday reading rate') were: Liberty

Times, Apple Daily News, United Daily News and China Times. Thus, these were selected in my media framing analysis. The period of news sampling selected was from 2007 to 2008 and relied on the features of priming, as the literature review mentioned, to obtain effects that are intense and recent. Three main events were selected: 25885—Love Me & Hug Me; Experiencing physically challenged activity; and Riding with hope—cycling around the island charity trip.

Macrostructure analysis was used to discuss how the media frames news coverage of Eden. An elimination procedure followed several principles. The first elimination removed items without the name of the organisation in the headlines. Samples also reflected the brand building that was most salient to the organisation's spirit or subjective culture. Real news stories with national news coverage were selected, alongside those from the Entertainment and Gossip, Society and Supplement editions in which soft news is normally published. To focus on the topical issues, a second elimination was performed to remove any activities or events that were not held by Eden; any items for information purposes only; any bulletins; any regional news; any entertainment news (for example, scandals or donation-related only); and any news that focused only on volunteers or donors. Thus, news stories were selected to contain information directly relevant to Eden, including its brand name, plans and schedules of charity events or activities, name of the organisation, logo of the organisation, and events and activities held by the organisation.

Focus Group Interviews

Focus group interviews can assist the introduction of subjective issues in a multi-discussion with relevant interviewees (W.-Y. Chen, 2003; Beck, Trombetta & Share, 1986). The advantages of focus group methods are as follows: they are quicker, less expensive, more flexible and have a higher response rate than individual strategies. Further, insights are more easily gained through the interaction of group stimulation (Johnson, 1990). In this research, focus groups generated the understanding that, even in the case of NPOs, ranking brands and their performance will continue. Focus groups established interviewees' attitudes to the different aspects of brand in regards to co-branding, and the idea of having to push brand.

To prepare and carry out successful focus group interviews, I researched various methods of holding such interviews. The following steps are the outcome of the reorganisation and summarising of the researchers consulted. The first step is the identification of members with homogeneous backgrounds, such as similar social, cultural or educational histories. Second, the host is the major controller in the interview; he or she encourages participants to provide their opinions, replies appropriately to them and carefully observes them in the interview (Gaskell, 2000).

There were two focus group interviews with people involved in Eden: one for middle managers and one for volunteers (see Table 4.1). Most middle managers had worked for Eden for 8 or more years. In the volunteer group, each of the three participants had been undertaking voluntary work for Eden for 3 years. Some of these volunteers were undertaking other voluntary work. Reflection in these interviews concentrated on different views related to NPO brands, media representation and corporate sponsorship. It was expected that interviewing middle managers and volunteer groups would reveal the interviewees' attitudes towards Eden and Eden as a 'brand'.

Table 4.1 Eden Middle Managers and Volunteers Who Participated in Focus Group Interviews

Code	Organisation	Division	Position
EM1– EM7	Eden Social Welfare Foundation	Middle Management (7 people)	- Focus group interview - Most interviewees are supervisors or team leaders from the Human Resources Division
EV1– EV6		Volunteer (6 people)	- Focus group interview - Most interviewees are students from different universities

EM: the Eden middle managers; EV: the Eden volunteers

Views differ on the ideal group size and length of interview for effective focus groups. A group size of between 6 to 8 interviewees is popular to best control quality (Hu, 1996; Morgan, 1988). Interviews should be conducted in a comfortable room (Gaskell, 2000). In the interviews with Eden middle managers and volunteers, the middle management focus group had seven participants, while six participants attended the volunteer focus group. The length of each interview was 2 to 2.5 hours.

Participants received an interview guide as ‘homework’ to study before the interview. This included a report on the previous media framing analysis and queried how the participants thought the media represented Eden in Taiwan. A pre-session questionnaire (see Appendix 4.4) was also provided for each focus group interview, along with a discussion guide (see Appendices 4.5, 4.6 and 4.7) based on the theoretical framework. A question outline, using media representation as the starting point, covered areas informed by the literature review. Finally, I also provided participants with an information pack consisting of original press releases, news reports and a compilation of their own preliminary responses as to how their organisation was perceived in the media in Taiwan. This pre-reading helped to focus discussion in the interviews about the differences between representations in news reports and in original press releases.

In-Depth Interviews

An in-depth interview (or intensive interview) is one of the most commonly used methods of data collection (Hesse-Biber & Leavy, 2006). Most researchers want to discover important information and not only gain data via surface observation as in a normal interview. Bih (1996) stated that in-depth interviews are interactions of verbal dialogue that generate new meaning by the exchange of opinions and narratives between the interviewer and the participants. ‘There is a long tradition in social science research where interviews have been perceived as “conversations with a purpose”’ (Burgess, 1984, p. 102). Webb and Webb (1932) indicated that interviews as conversations have greater value and provide more rich detailed data than question and answer sessions (cited in Burgess, 1984). Therefore, it is best to consider interviews as conversations with a purpose if the researcher requires detailed information through which the interviewer can access and reconstruct individuals’ perspectives from their lives, experiences, views, knowledge and emotions. In-depth interviews ‘allow informants to discuss the meanings of situations and provide an opportunity for comparisons to take place between situations and events in the informants’ world’ (Burgess, 1984, p. 112).

I have worked previously at Taiwan Carrefour Cultural and Educational Foundation as a main project leader. During my time there, I was charged with the planning and hosting of many large events. I was also the key person in charge of reviewing all cooperative projects with NPOs, and seeking good charity projects for

co-branding with charitable groups. During these negotiations, I learnt how to create long-term partnerships. The NPOs were chosen based on their branding and intangible benefits. Thinking about these intangible benefits gave me the desire to probe the relationships between NPOs and corporations. Hesse-Biber and Leavy (2006) stress ‘a meaning-making partnership between interviewers and their respondents’ (p. 128). Therefore, for this research project, questions were started by interviewees sharing their background and experiences. Questions also extended and followed the conversations to uncover further valuable information.

Four groups of in-depth interviews were conducted: not-for-profit sector senior managers, corporate managers, donors and experts. The first group of interviews with the not-for-profit sector was conducted to understand how senior managers think about their brands, the benefits and risks they associate with their alliances with corporate brands, and their future planning on brands. In addition, the difference between groups in the organisations was investigated. Interviews were conducted with three senior managers from Eden (see Table 4.2) and with six senior managers from four other NPOs (see Table 4.3). For the selected samples of other NPOs, I chose two large NPOs with sound reputations in Taiwan, and which are also good at marketing. One was a middle-sized NPO with a 10-year history and the other was a small, younger NPO with less than 10 years in Taiwan. The different sizes of NPOs were chosen to provide potentially different views. The interview guide (see Appendix 4.8) was used to steer the interviews towards topics of interest through a natural flow with extendable questions.

Table 4.2 List of Eden Senior Management Interviewed

Code	Organisation	Division	Position
E1	Eden Social Welfare Foundation		CEO
E2		Social Enterprise Division	Director General
E3		Human Resources Division	Director General

E: the Eden senior manager

Table 4.3 List of Other Not-for-Profit Organisations Interviewed (descriptions based on selected corporate official webpages)

Code	Organisation	Position	Remark
N1	Sunshine Social Welfare Foundation	Director of Education and Promoting Division	Sunshine Foundation was established in Taiwan in 1981. It has been actively providing professional services for burns survivors and people with facial disfigurement in the hope of helping them live their lives with confidence.
N2.1	Children Are Us Foundation	Vice CEO	In 1995, CAUF was established by a group of parents of people with intellectual disabilities in Kaohsiung Taiwan. This name originated from the idea that no matter how old the physiological ages of people with intellectual disability, their behaviours, attitudes and mental ages mean that they are 'Children Forever'. CAUF provides long-term care and job training to people with Down's syndrome, cerebral palsy, multiple dysfunctional and mental illnesses.
N2.2		Team Leader of Management and Public Affairs Team	
N3.1	Rainbow Family	Secretary-General	'Life Education' is the foundation of a child's development, and to help form a positive concept of life for the next generation, the aim of the organisation is to teach children to face life with a healthy attitude and to work eagerly to change and improve family relationships.
N3.2	Life Education Association	Assistant General Secretary, Public Relation Division	
N4	Angel Heart Family Social Welfare Foundation	Vice CEO	'Parents should come forward first, and then their children may have hope for their future!'. 'Angel Heart Social Welfare Foundation' was established in 2006 with the aim of creating more connections with social resources for families with physically and mentally challenged children.

N: NPO

The second group of interviews came from for-profit corporations. The seven corporate representatives were chosen from corporate foundations and corporations that frequently support charities (see Table 4.4). The purpose of the interviews was to evaluate the brand value of the organisations considering that they are the final decision makers, and to determine what they thought about NPOs' brands and the corporate relationship. In the interview guide, the fundamental categories were classified based on the evaluation of brand value, which was based on the model of brand equity formulated by D.A. Aaker (1996). A summary of the interview guide is given in Appendix 4.9.

**Table 4.4 List of Corporations (and Individual Employees) Interviewed
(descriptions based on selected corporate official webpages)**

Code	Organisation	Position	Remark
C1	HCT Transportation	Manager of the Labour Security Centre	HCT was founded in 1938 and has led the way in transportation services in Taiwan for more than 60 years. Hsin Chu Trans provides integrated services through the golden triangle, which consisting of integrated transportation routes, warehouse logistics and information systems. A total of 15 branch offices and 22 stations cover the north, middle, south and east of Taiwan. HCT cooperates with Eden in ‘Caring Volunteers’; a service that involves drivers performing caring work during deliveries.
C1.1		Leader of the Taipei Office	
C1.2		A Staff Member of the San-Chong Office	
C2	7-ELEVEN Convenience Store (Good Neighbourhood Foundation)	Manager of the Corporation Communication Team	7-ELEVEN is a 24-hour convenience store chain, established in 1978 in Taiwan. Currently 7-ELEVEN has more than 4,800 stores around Taiwan. In September 1999, the Good Neighbourhood Foundation was established to undertake neighbourhood community works. 7-ELEVEN has sponsored the charity event the ‘30 Hour Famine’ with World Vision Taiwan for over 20 years. It has accumulated a good reputation for this charity brand (C2). 7-ELEVEN is also ‘Cooperating with United Way Taiwan (UWT) on the donation of “Find Our Love” for the disabled and develop[ing] charity products ... [This] represent[s] the transformation of 7-ELEVEN’s charity business’ (C2).
C3	Citibank Taiwan (Global Citi Foundation)	Assistant Vice President of Country Corporate Affairs	Citi, the leading global financial services company in Taiwan, has approximately 200 million customer accounts and does business in more than 140 countries. Through its two operating units, it provides a broad range of financial products and services, including consumer banking and credit, corporate and investment banking, securities brokerage and wealth management. ‘Citi Foundation is in charge of all the Citi operations internationally; thus, they have some policies that could be unified internationally’ (C3). Citi Foundation’s main projects are to develop basic education and financial management education to assist minority groups (C3). Citibank cooperates with the UWT because donating to it means giving to four hundred

			other disadvantaged groups at the same time (C3).
C4	President Transnet Corp. (T-Cat)	Director of Marketing Department	President Transnet Corp. was established in 1999 in cooperation with Yamato Transportation Co. Ltd. It is the number one delivery company in Japan.
C5	Chunghwa Telecom Foundation	CEO	Chunghwa Telecom Foundation was established in 2006. It not only aspires to act as the value creator in this knowledge economics era, but it also aims to have close interaction with the community and to write Taiwan's stories with them, contributing towards humanity's development in Taiwan. Its focus is divided into three major areas: closing the digital divide among communities, assisting to protect traditional cultural assets and cultivating community life.
C6	Global Views Monthly Magazines	Consultant of PR Department	One of the most famous business magazine companies in Taiwan, Global Views Monthly always follows global business trends; it is a monthly must-read for business people and corporations. The 'Primary School Students, Big Future' project cooperates with Eden. In the first year, the 're-building project' focused on adopting schools. In the second year, the focus was on the breakfast eaten by students at those schools. In the third year, reconstruction of school buildings was the goal. Every year a new focus is adopted to address the main issue of that project (C6).
C7.1	Altamode Cosmetics Company	President	This is a local cosmetic company, which has been in operation for 40 years, and whose products are sold mostly in hypermarkets. Altamode is a donator to Eden.
C7.2		Chairman	

C: Corporate

The third round of interviews was conducted with donors. These interviews aimed to measure donors' overall perception of charity brands, including that of Eden, and to garner views regarding the collaboration between not-for-profit and for-profit organisations. Moreover, in the donors' interviews, the issue of using the brand as a strategic resource was explored. Donors were selected by snowball sampling from three geographical areas: northern, central and southern Taiwan (see Table 4.5). From each area, two regular donors were selected as representatives. The interview guide for these interviews is given in Appendix 4.10.

Table 4.5 List of Donors Interviewed

Code	Organisation	Position	Remark
DN1	North (Taipei)	Housewife	
DN2		Manager/Host	Asia Radio Station
DC1	Central (Taichung)	Vice President of Central Area	Enterprise Volunteer at Eden
DC2		Leader of Taichung District	Taiwan District of Kiwanis International; Law Firm
DS1	South (Kaohsiung)	Store Manager	Cosmetics Company
DS2		Teacher	Elementary School

DN: Northern donors; DC: Central donors; DS: Southern donors

The final interview group comprised the experts. Their working experience of NPOs was examined in interviews to elicit their opinions on NPO brand issues and PR strategies. Their vantage point provided practical suggestions to NPOs. Three participants were selected from different areas as a platform attribute between NPOs and corporations (see Table 4.6). The interview guides for these interviews are given in Appendices 4.11–4.13.

Table 4.6 List of Experts Interviewed (descriptions based on selected corporate official webpages)

Code	Organisation	Position	Remark
P1	Idea Wealth Integrated Marketing Consultants Ltd.	General Manager	General Manager of a PR company, with over 10 years' experience, and whose major customers are 7-ELEVEN, Carrefour and Citibank. This expert has a wealth of experience with charity events.
P2	Taipei 17 Young Party	Director General of Marketing Department	A Build-Operate-Transfer (BOT) of Taipei City Government who normally handles youth activities with corporations or NPOs.
P3	National Chengchi University	Associate Professor; AMBA CEO; Board member of Eden Foundation; Consultant of World Vision Taiwan	The project leader of NPO-EMBA, which was set up in 2002 for the leaders of NPOs. Some came from the industry or from the foundations sponsored by the companies. The forum, which is a monthly activity, provides an environment for the group to interact and connect with each other. It could create impact through synergies (P3).

P: Professional

4.4 Analytical Processes

A wide range of complicated and unorganised conversations formed the base data for this study and thus required significant interpretation by thematic analysis. In the process of a qualitative study, the researcher herself is also a research tool. A researcher must transform recorded interviews into scripts in the form of text. The text can be long and rich in content. After gaining an initial understanding of the overall meaning of the text, the researcher must organise and summarise related material (Boyatzis, 1998).

The thematic analysis by the researcher in this study focused on the re-reading of transcripts from the conversations to sort out the common themes. There are similarities between this method and van Dijk's discourse analysis (a method of framing analysis). The textual structures were analysed through seven steps involving re-reading, pre-understanding and re-conduction to give meaning units as propositions, at a local level. Eventually at a higher level, macro-propositions (that is, global themes) were formed from a sequence of lower-level macro-propositions or micro-propositions (that is, basic themes and organising themes) by relevance of topics. The achievement of each theme analysis of individual interviews helped to make sense of, and see meanings behind, the interviewees' experiences, values and their interaction with the Eden brand.

The analytical process used the seven steps proposed by S. C. Kao (2008): verbatim transcription; holistic reading; incident and framing; re-reading the text as a whole; reconstruction; common themes and reflection; and group review and interpretation. The main feature of Kao's thematic analysis relies on a hermeneutic circle (whole-part-whole) and hermeneutic spiral to obtain pre-understanding, reflection and interpretation.

Verbatim Transcription

Rich and deep descriptions of the text are the major source of topics, forming the researcher's 'prior understanding' of the subject's experiences. All interviews and focus groups were tape recorded and transcribed by the researcher. The initial transcription, in Taiwanese, was then translated into English. The process took over 300 hours, not including the administrative work of organising interviews and focus groups.

Holistic reading

Following transcription, the researcher read the text as if seeing the world from the interviewees' points of view. Important messages in the content were coded and marked with key points and the researcher's opinions and reflection.

Incident and framing

After reading the whole text, the researcher had an initial understanding, found contexts and changes of events from the complex text, obtained important messages obviously shown in the text, and further clarified and comprehended the interviewees' viewpoints and core meanings.

Re-reading the text as a whole

After reading the text again, the researcher went back to the experiences and reflection, entering the worlds of the interviewees. By this time, the researcher had a different understanding of the meanings than before and had gained some new understandings.

Reconstruction

After reading the whole text again, the researcher's new interpretations of the meanings contained in the text were used to reconstruct meaning units with an open attitude and to combine related meaning units into common topics through which to deliver the researcher's findings and interpretations of the phenomena.

Common themes and reflection

The process of topic analysis produced more new understandings and interpretations in a repeating open and reconstructing process. The so-called interpretation cycle moves back and forth between reviewing and understanding in a 'whole-part-whole' process, to find common topics and meanings.

Group review and interpretation

After identifying the themes, the collaborative team (in this case the researcher, her advisors and a peer) checked and identified them together to confirm the validity and reliability of the research. A colleague with the same background as the researcher, Eshana Chuang, checked and identified the themes. The researcher's supervisors were the final reviewers of the themes. The analysis of the qualitative data took eight months.

Meaning units

Using an example from among the donor participants (that is, DN2), and in relation to perceptions of Eden’s brand identity, the research separated each meaning unit from the original transcripts using pre-understanding coded numbers (for example, DN1-22) through Kao’s (2008) thematic analysis spiral process. Appendix 4.14 presents the process through which meaning units were developed. An example of the formulation of basic themes developed from these meaning units can be seen in Table 4.7. Donors evaluated the Eden staff positively with recognition and trust, addressing how donors feel about Eden. Through a sequence of the basic themes—the lower-level micro-propositions and organising themes, and the lower-level macro-propositions—global themes (here, macro-propositions relating to donor total perceptions of Eden’s brand) are eventually formed at a higher level. It was found that although Eden’s structure is acceptable, its internal professionalism needs to be improved. The final common themes (global themes) will help the researcher to explain and construct relevant significant topics in later chapters to answer the research questions posed in Chapter One.

Table 4.7 The Procedure of Constructing Basic Themes by Meaning Units

Code	Meaning Units	Basic Theme
DN1-22, DN1-23, DS2-20, DS2-21	The feeling that working together with fellow workers in Eden is fun	Donors give the Eden staff a positive evaluation with recognition and trust
DN2-95, DC1-5	Eden’s staff is industrious and active	
DN2-60, DC1-22	Good feelings about Eden	
DN2-41, DS1-77	Eden’s staff is devoted	
DS1-54	Eden’s staff is friendly	
DN1-19	Trusting Eden is like trusting one’s own family	
DN1-24	Being a part of Eden is satisfying	
DN2-99	Employees are also an important source of people’s trust in the organisation	

4.5 Summary

A qualitative methodology has been adopted in this research. The researcher is the data gathering instrument in this case and the analytical approach is one of continuous development, with the checking and instantiation of themes emerging from participants’ accounts. The methods chosen for gaining accounts reflect this approach. Unstructured (in-depth interviews) and semi-structured (focus groups)

interviews were used to elicit accounts from participants. The prompts used for the focus groups were designed to start discussion on how participants felt about Eden and its branding. A combination of purposive and snowball sampling techniques were used to select participants. In the case of Eden, all senior managers were interviewed. Other interviewees were distributed across the management spectrum.

How NPOs, and Eden in particular, are reported in the media was studied, using media framing techniques based on selected Taiwanese newspapers and NPO events. Media representation exemplifies the image of NPOs in the Taiwanese public domain. Controversial events relating to NPOs emerged and these continue to play out in the Taiwanese media.

The next chapter, Chapter Five, begins the reporting of the fieldwork results. The chapter focuses on key themes associated with Eden's brand (that is, brand identity, brand personality, brand association, brand experience and brand loyalty), as perceived by participants. These themes are exemplified in verbatim accounts from participants to give a genuine sense of how those participants felt. It is important to remember that organisations like Eden elicit powerful emotions among management and employees alike because they are dedicated to a cause for which people have worked for many years.

CHAPTER 5

A PUBLIC RELATIONS PERSPECTIVE: THE EDEN BRAND

Chapter Four provided an overview of the research methodology used for this thesis. This chapter presents the results of the in-depth interviews pertaining to the Eden brand. As such, verbatim reports from senior managers from Eden, middle managers at Eden, donors to Eden and the public, and Eden volunteers support the discussion. I also present perspectives from other NPOs for comparison. As discussed in Chapter Four, interviews were analysed according to key themes. In this chapter, I will look at how brand is construed by different groups and individuals in an attempt to understand what NPO brand value means. All components involved in establishing a brand, including brand identity and brand personality, brand association, and other elements such as brand experience, are major factors to consider when building a brand. The aim of my interviews was to elicit what people think about the Eden brand and how they think others perceive it.

This chapter will first explore the Eden Social Welfare Foundation in comparison with other selected NPOs. Each section will consider in turn brand identity, brand personality, brand association, brand experience and other brand assets. Each section is a comparison between Eden's main stakeholders. These include: the volunteers who are college students (coded EV1 to EV6) and the donors who are from northern (coded DN1 and DN2), central (coded DC1 and DC2) or southern (coded DS1 and DS2) Taiwan. In addition to stakeholders' perceptions, each section will analyse Eden as seen by its employees in senior management (coded from E1 to E3) whose positions are CEO, or Director General of the Social Enterprise Division and Human Resources Division. The second group of employees from Eden were in middle management and were team leaders of Human Resources (coded EM1 to EM7). The final section of this chapter provides an overall analysis and comparison with other NPOs' concepts of brand building and views of professionalism.

5.1 The Brand Identity of Eden

How an organisation's brand is perceived by those involved with the organisation itself is extremely important to the way that planning for the brand will proceed and whether the internal culture of the organisation actually promotes its use. It is important for an NPO to build a brand because it is the first impression that the public will take of the brand. The examination of Eden's brand value as perceived by individual donors indicates that, although Eden's structure is considered adequate, its internal professionalism needs to be improved. As key targets for Eden, these donors commented that although Eden's brand is known by many, the general public do not understand well what Eden does, with the exception of its generally dealing with intellectual and physical disability issues. The qualitative study of perceptions of the Eden brand is significant for its PR practices; in particular, for the movement of a value-driven brand towards an NPO brand with vision and mission.

PR practitioners are best placed to manage the power of branding to shape perceptions (C. H. Chang, 2010; Devereux & Peirson-Smith, 2009; Ries & Ries, 2002). A corporate identity is the total visible presentation of the corporate image through all the experiences, feelings, interactions and impressions held about the corporation. As suggested by Ritchie, Swami and Weinberg (1999), NPO management should pay attention to how brand identity is conveyed to clients, donors, volunteers and government as the first credible communication strategy to these key audiences. The manner of the interaction of these key audiences towards NPO brands should guide the NPOs' future communication management strategies for organisational PR practitioners. The process of communicating a brand identity 'requires translating the brand identity to a tagline and logo, or modifying these to reflect the new brand identity' (Laidler-Kylander, et al., 2007, p. 258). In considering the Eden brand, both tangible and intangible brand identities are important in understanding the overall corporate identity and the value of that brand.

Visible Presentation of the Eden Brand

The rapid establishment of an effective relationship with key audiences is important to NPOs because awareness by these audiences influences where their money goes. As discussed in Chapter Three, volunteers refer to loyal relationships as

PR communicators to share value with other people as donors. Volunteers and donors are influential in conveying the organisation's brand to people. Therefore, volunteers and donors are the first direct stakeholders of NPOs with whom PR practitioners first consider building relationships. A good place to start fieldwork is with the views of volunteers and donors on their organisation's brand.

University volunteers are important supporters of Eden, and many have between 2 and 4 years' experience of voluntary work. The volunteers' focus group interview showed that half the participants had joined Eden over 2 to 4 years previously, often after attending the charity event: 'Experience being Physically Challenged Activity'. On a tangible level, a 30-year-old Eden volunteer suggests that Eden is irrevocably associated with intellectual and physical disabilities and this is encapsulated in the logo (see Figure 2.6). The symbolic meanings of the professionally designed logo are: 'Eden helps people with disabilities and those in wheelchairs' (EV4, EV5). 'It looks like a man sitting on a wheelchair. The meaning is to support this person's life in different ways' (EV3). In addition to the above associations, all participants agree that 'Ms Liu Hsia is the key association with Eden' (EV).

The double logo shows Eden adding more meaning in terms of acceptance and relationship management between people and the corporation represented by the brand (see Figure 2.7). Despite volunteers recognising the double logo as part of Eden (EV1, EV4), where the number 25885 means 'Love Me & Hug Me' (EV6, EV4, EV1), in fact, most of them do not really understand the full meaning of it (EV3, EV5, EV6). Despite the logo having been widely used by Eden across a range of media (EV5), in public places, its appearance is limited to mediums such as stickers, and thus it is only used for small places (EV1, EV5). However, one of the most important communication tools has been the recognition, even without knowing the full meaning, of the linkage between 'Love Me & Hug Me' and Eden. As such, the relationship management has not been successful with volunteers.

Eden's senior managers have an average of 15 years' experience working at Eden. They lead the organisation's mission and their opinions have a deep influence. Most of the middle managers had a high education level and had been working in Eden for 8 years or more. This latter management group play two roles; as key actors

to convey organisational policies, and as policy makers. For this reason, their views should be understood as providing the stories about Eden's brand building.

The unsuccessful relationship management resulting from these logos, as mentioned above in relation to volunteers' understanding of the meanings behind the logos, according to middle management, is due to a transition period between the official logo and the double logo, which has resulted in some internal conflict. When middle managers spoke about the Eden logos, the official logo represented Eden entering a new age (EM3).

The logo was designed on Eden's twentieth anniversary, a time that corresponded to Taiwan entered the digital era. The previous logo was wheels and the current one is the character for the word Eden. It is evolved to the logo we see now, which is the Chinese character '伊' becoming E, which means the wheel. It is an intergeneration walking into a new era (EM3).

From another perspective, the 25885 logo (the double logo) is a logo in the transition stage with sign language; it is more sloganised but the connection with Eden is adequate (EM3). It is a transitional logo for an event and it can be described as a sub-logo. Internally as well, there is conflict about the recognition of the 25885 logo (EM3). As EM3 explained:

In our evaluation, the event '25885' logo was not promoted well. In addition, the influence of the event was not as deep as we thought. Besides, on the breadth, including our internal recognition for the service departments and the supporting departments were different. [There were still different voices.] Yes. So we generally still use our official logo (EM3).

At the time of the study, Eden was using the two logos together to extend their functions (EM2, EM3). However, the 25885 logo did not combine with Eden well. Generally, the official logo was preferred, with the double logo being used more for events as a sub-brand concept. The issue of the two logos represents a contradiction between branding and positioning in Eden created by the intersection of the new Eden and the old Eden. The development of the brand was a marked turning point for the organisation. The volunteer and middle management responses demonstrate the PR effort to communicate the Eden brand.

Senior management interview subjects considered that intellectual and physical disabilities, wheelchairs, early childhood treatment,¹⁰ greeting cards and Ms Liu Hsia (E1, E2, E3) were how Eden had made an impression on the public. One participant said: ‘the image Eden has left in people’s minds after 25 years is the Eden wheelchair logo’ (E3). E3 refers to the fact that deleting the image of intellectual and/or physical disability from the band image is impossible. The official logo symbolises disabled people, and this is how the public views Eden: as an NPO helping people who are intellectually and physically disabled. Volunteers also perceived the Eden logo as an organisation supporting people with intellectual and physical disabilities. However, the perception of senior management was that the current official logo did not fully represent Eden. They believed that a new, representative and diversified symbol should replace it (E1, E3). ‘One obvious principle of building Eden’s brand name is to help disabled individuals; however, it’s hard to sum up in a word what Eden does’ (E1). In contrast, PR practitioners did not perceive the services offered by Eden to be diverse. These diversified services matched what people remembered Eden. The current official logo does not appropriately represent Eden’s corporate identity to people, given the organisation’s changes. This is important, as the old impression remains in people’s minds because the new message has not been made clear.

When talking about the colours associated with Eden, some participants supported the orange and black (EV2, EV4). The old Eden was represented by the colour blue, while the new one is represented by the colour orange, which is also a public welfare colour in Taiwan. Some of the interviewees mentioned that the colour that represents Eden is orange (EM4), but so does the blue from the past (EM3, EM4, EM5). As mentioned in Chapter Two, the original Eden logo colour, blue, was the same as the official colour of the ruling Taiwanese government, the KMT. This would have been useful in the early years of Eden, when politicians and the government had to be lobbied to provide social welfare policies. Thus the early logo of Eden helped promote the disability-focused welfare policies of Ms Liu Hsia. That is to say, Ms Liu Hsia had a clear vision of the Eden brand being linked to promoting social welfare policies for people with disabilities. Currently, many NPO logos in

¹⁰ Early Childhood Treatment is a series of treatments and education for children, up to the age of 6 years, who show delayed development.

Taiwan use the orange colour; this seems to have become the colour of charity, perhaps due to orange's association with warmth.

Prevailing views on the brand identity of Eden relate to the symbolic meanings associated with intellectual and physical disabilities and wheelchairs. Despite this, for some the current official logo is not enough to represent Eden. In the words of E3: 'the word 'Eden' is the main brand for us to run the business' (E3). Further, Eden now wants to be associated with disadvantaged families, rather than with disability alone:

The slogan of 'Help disadvantaged people and save disadvantaged families' will not be changed during the current two to three years. I hope there is an image for people to know that Eden is an association to help people. It is hard to classify or define who or what has to be helped (E3).

An important component of NPO communication is the adoption of communication framing strategies. PR practitioners frame a topic for projection to key stakeholders. In the Eden case, disadvantaged families are the frame that must be integrated into PR programmes. The linking of the image of helping disadvantaged families to the core value of the brand occurs via Eden as a public device. Being a public device reflects the core message of the Eden brand. As Harrison (2011) says, 'the PR person could even take ownership of the corporate brand/reputation process' (p. 628), which would strongly influence not only stakeholders, but also employees and volunteers.

The description of Eden as a public device, used by the senior managers in interviews, does not have a direct equivalent in English, but public asset is close. A public device is an organisation that provides a public service for everyone. That 'Eden is a public device' (E1, E3) shows that it is open to assist everyone who needs help (which echoes Ms Liu Hsia's original vision). Senior managers thought that Eden as a public device did not have a singular service target: 'Eden's consideration is serving people in need' (E3).

Eden chose disadvantaged families as a service target because the family is a fundamental unit in society (E2). The presence of any member of a family who is disadvantaged may impact an otherwise healthy family, turning it into a disadvantaged family because of lack of complete economic support:

There are many disadvantaged families in underprivileged neighbourhoods. It is miserable if any family members are ill or disabled; the predicament

will be more pronounced if the person who suffers is the one who provides the main psychological and economic supports to a family. We have a slogan which describes well this undesirable circumstance: 'a person's inability results in a family's incapability.' We have shifted our focus to family-based units instead of individual-based units (E1).

This suggests that Eden acknowledges that people with disabilities can lead a respectable life and return to their social function with support. E2 states that Eden supported itself by charity sales and sheltered workshops when it was first built because Eden stresses 'the lives of people with disabilities with positive attitudes' (E1). Eden also maintains caring services for these people at 'the bottom of society' (E1).

The original mission of Eden, 'serving the weak to witness Christ, promoting gospel and welfare to bring people to God', means there is no limit to services. This leads to integrated services generating the core value of Eden—'Eden is where the need is' (E3):

People will believe when they realise your positive behaviour, and by that time you will discover that the real core is not public relation strategies. I feel that the true value is to have others to understand our excellent services (E1).

According to the discussion above, the leader as CEO plays a vital role as a corporate driver leading corporate reputation (Devereux & Peirson-Smith, 2009; Harrison, 2011). That is to say, the CEO has a responsibility to improve the organisation's visibility and they are also the major actor to support the NPOs relationships with key stakeholders. The manner with which NPO CEOs face media relations is also more passive (N3.1, N4). N3.1 even regretted not understanding the importance of media relations for an NPO operation until having held his position for 10 years. That is the difference between the known and unknown in using PR strategy as agenda setting strategy to create visibility. As the Vice CEO of CAUF mentioned, the vital motivation to make donors continuously donate encourages connection with good issues. 'If you want to maintain a high profile of your brand, you have to develop the resonance to fit in with their service demands' (N2.1) for both new and old donors. Unfortunately, the Eden senior managers did not fully understand the function and spirit of PR for brand management. A core value of the organisation is to rely on a communication strategy, which is what a PR practice does. That also means the senior managers, especially the CEOs who leads an

organisation's brand, drive an organisation's reputation. Thus, the CEO's attitude influences the whole organisation's operational policies and the internal organisation's attitude. Based on the views of interviewees, Eden's brand performance and brand identity cannot be separated from Ms Liu Hsia or from the image of helping people who have disabilities. A major problem is whether outsiders have the same view as Eden, particularly when disadvantaged families are replacing people with disabilities as the major service target. In spite of E1 stressing that the real value of Eden lies in good services, senior managers showed a lack of skill in NPO PR to assist the organisation. Diversified services are a key focus in managing promotion:

Eden is not a focused organisation in the communication language. Because it is not so focused, it is quite consistent with the characteristics of social welfare. The mission of our service is 'Eden is where disadvantaged people are', so what we do is more diversified, from the original disadvantaged people to new residents, then the elderly. Eden is a diversified public welfare organisation. On the resource part, since we are not so focused, we often collect donations when doing fundraising (EM3).

This all relates to how the Eden brand works. As I argued in Chapter Three, the three main components of NPO PR practice are relationships, an ethical brand and trust. Devereux and Peirson-Smith (2009) stressed that when PR comes into the brand process, it will bring credible communication through the power of the brand among the key audiences. An ethical NPO brand like Eden must undertake to design its values, mission, vision and beliefs into the brand to increase people's awareness. Relationship management, to provide a source of loyal relationships, is the foundation of fundraising. 'Truth as the ethical imperative' (Harrison, 2011, p. 122), provides the source of service quality and of relationship management to build an ethical practice for a corporate reputation. Therefore, for an ethical brand like Eden, the real value lies in good service. This allows PR practitioners to tell people that the Eden brand can be trusted. The current challenge for Eden PR is to show Eden as a trusted organisation servicing a wider group of needy people. The concept of disadvantaged family's needs to be broadened to incorporate the many services offered by Eden. 'It's almost our 30 year anniversary, so for this anniversary we were thinking to change our main logo of the disability symbol ... so we can have an all-new Eden to show people. A simpler, more diverse and more accommodating, so everyone can see the new logo' (E3).

In my discussions and interviews with managers it has become clear that interviewees' saw their role directly following on from Liu Hsia's legacy and that this legacy informed the ethos and strategy for Eden. The image of intellectual and physical disabilities is an obvious genre for the Eden brand, but it cannot completely represent Eden. While senior and middle managers may not have a well-defined strategy for future logos or indeed know how the diversification of services might be presented to the public, there is no doubt about their commitment to Liu Hsia's philosophy. This philosophy seems to also inform the openness appreciated by all associated with Eden.

Cultural, Political and Economic Influences

Cultural, political and economic influences have been addressed in Chapter Two, as has their impact on PR policy and practice. It was found that the effects of government policies and Taiwan's social welfare status have deeply influenced Eden's development. Eden originally emerged as an organisation during the early martial law period. EM6 thought that 'Eden is a pioneering brand and is creating different innovations'. EM6 recalled that the founder, Ms Liu Hsia, brought disadvantaged friends to the street. She was challenged for this resistance work. After the lifting of martial law, the increasing social welfare needs meant that Eden began to work in close cooperation with the government. The flourishing of Eden coincided with democratic development in Taiwan (E3). The influence of promoting welfare for the disabled began to impact Eden's brand in Taiwan (E1). Ms Liu Hsia represented Eden as relying on the promotion of social welfare services for disabled issues. In these early years of Eden, lobbying was their major PR practice. We can thus see that the growth of Eden is closely related to government priorities.

The current government wants to re-adjust the International Classification of Functioning (ICF).¹¹ Eden's development is closely related to the government's policies for people with disabilities and E3 believed that the new policy gives Eden a solution to its positioning problem:

¹¹ 'The government wants to re-adjust the ICF, which is the identification of disability levels. For example, blind is called visually-impaired. It is classified into 16 classifications of disabilities. From a functional point of view, it will be difficult for some foundations to run their business, such as the Taiwan Fund for Children and Families, because there is no specific term for those foundations. They have to rebuild their own brand' (E3). This means charity foundations cannot be named. They have to have a specific service target in the future.

We also see the advantages at this stage. The government wants to re-adjust the ICF which is the identification of disability levels ... From the functional view, it will be difficult for some foundations to run businesses such as the Taiwan Fund for Children and Families, because there is no such term for the foundation. They have to rebuild their own brand (E3).

Although covering all kinds of services and talents, the new classification will be a benefit for Eden. However, Eden PR practitioners must consider whether the current Eden brand suits the current condition.

In-depth interviews with Eden employees, volunteers and donors showed that intellectual and physical disabilities are the most obvious association with the Eden brand, but that they do not represent the scope of Eden in its current form. The idea of re-branding Eden is gradually forming. Eden stresses the adoption of *disadvantaged families* as the service unit to replace the image of serving disabled people. Further, the style of a department-store-like organisation, through which an extensive range of products and services is offered, has been widely discussed as a new positioning. This has not been to everyone's liking: 'but we are not wholesalers or a mall' (EM3). Eden was attempting to acquire the professional image of a social welfare group instead of a disadvantaged group. Thus, from the interviewees' comments, we can see that Eden tried to distance itself from the image of a disadvantaged group.

Attention to the formulation of Eden's brand over nearly 30 years reveals that Eden has not only responded to external changes but has also faced the problem of common consensus in communication. Eden is a *public device*, so Eden is open to staff members having their own opinions. 'I think it is related to our management, management atmosphere and culture' (E3, EM7). Thus internal culture also determines the performance of PR practice.

Internal communication barriers seem to challenge Eden's PR practice to reach consensus. E3 took the example of the 25885 logo, 'if you ask different departments, they might not know what the logo means' to illustrate the way in which internal communication can lead to uncertainty in practice. Moreover, the problem of a communication gap can come about when elder members disagree with younger members' suggestions of new ideas on promoting Eden (E3). The difficulties in internal Eden communications demonstrate how Eden PR practitioners work on the Eden brand: 'It is hard to sum up in a word what Eden does' (E1); 'In

fact, I do not have much confidence in our brand' (E3); 'we will not go back and become a manufacturer of one single quality product ... we will not spend time on it. If it's vague, just let it be' (E1). These reflections show that internal communication should be the first thing PR practitioners resolve to handle the unclear brand.

If a charity brand is not only a name and logo but is also required to communicate an NPO's value and meaning (Hankinson, 2001), a set of communication campaigns within the NPO PR practice is essential to enhance and protect the NPOs reputation and expand its access to social resources with the donor publics (Kelly, 1991, 1998; Shuen, 2001). From reviewing the PR practices of senior and middle managers at Eden, it was found that, despite the images of Ms Liu Hsia and intellectual and physical disabilities being central elements of the Eden brand identity, the current brand image is not believed to adequately represent Eden because Eden is a public device that provides more comprehensive services in Taiwan than those with which it is typically associated on account of its logo. This research reflects the strength and longevity of the Eden brand identity.

5.2 The Brand Personality of Eden

An organisation's policy of operation decides what an organisation wants people to recognise. The previous section explained that the official logo drives the people's perceptions of Eden, but that Eden is a public device that wishes to serve all disadvantaged people, rather than only those groups with which it is commonly associated (that is, the mentally and physically disabled). This reflects what brand personalities Eden is transmitting to people (Eden, 2005). Venable et al. (2005) claimed that corporate image relies on the perceptions held in people's minds and demonstrated that 'nonprofit brand personality may influence potential donors' likelihood to contribute' (p. 285). This section focuses on what brand personalities Eden is trying to communicate to people and what brand personalities of Eden are left in people's minds

As major decision makers at Eden, responses from senior managers are crucial to this discussion. In the new 'Garden of Eden', where the old Eden and the new Eden intersect, there are 'new hopes' that inspire people and 'old and difficult doctrines' that spur people on. E1 stated that 'every page of this book [that is, the history of the organisation] tells a story about sheltering the suffering individuals

from plights. Consequently, returning to the Garden of Eden is a story of life and growth' (E1). The 'Garden of Eden' E2 refers to is a good place like that mentioned in the Bible, 'which inspires people and gives them hope, because there will be a lot of encouragement and energy in our services'. However, as E3 said:

Eden was like a thick textbook which is difficult to read. It does not have abundant graphics, text or understandable words, but it fits in with the community taste. I think it has its professional pride and its theory to be stated.

Thus, according to E3, Eden has profound knowledge but a complex culture that is difficult to comprehend, likely owing to its age. However, despite this, Eden is a group with taste, vigour and creativity. In summary, the brand personality of Eden that senior management describes shows the characteristics of hope, dynamism, creativity and encouragement, as well as a profound conflict between the old and the new arising from the transfer of the brand.

In contrast to the structured interviews used with senior managers, I examined the opinions of Eden's volunteers and middle management using focus group interviews. The volunteers' group thought of the brand personality as an enthusiastic heart. Every participant thought the place was filled with warmth and passion. In terms of the brand personality, EV3 refers to Eden as like a mother who is in charge of everything to serve people in need:

Sometimes she likes to nag and be in charge of everything. Yes, everything! ... I learnt that Eden was doing many other things for disabled people, such as helping at nursing homes or providing services in 9/21 [Earthquake] Disaster Area. You come to realise just how many things Eden is involved with once you get more involved with them (EV3).

This image of a mother carefully looking after her children is representative of Eden's protective but vulnerable role, full of love for people whom Eden can help (EV1, EV3, EV4).

Many feelings about Eden on the part of volunteers follow from their having taken part in Eden events. 'At any given time in any given year, there will be different slogans for different targets' (EV4). E1 illustrated that an activity of 'Experiencing being physically challenged' gives a feeling reminiscent of an American cowboy. 'Working holiday' (Travelling with love) voluntary work overseas offers volunteers an international experience. These college volunteers evaluated Eden positively; everyone was said to be passionate and enthusiastic and

to feel wonderful after participation. Everyone was full of energy when working together. Other traits expressed by volunteers as describing Eden included: kind, warm, passionate, simple, having international awareness, being dynamic, joyful and reminiscent of an American cowboy (EV1, EV2, EV3, EV4, EV5, EV6). Overall volunteers thought Eden had a good reputation.

Selection of corporate sponsors is also related to Eden's brand personality. Volunteers believed that corporations with the concept of 'giving back to society' easily established long-term relationships with Eden (EV). Events and corporations mentioned included: 'Riding with Hope' with Nan Shan Life Insurance Company (EV1); Taiwan HSBC Bank taking good care of staff like Eden does (EV5); Day and Night toothbrush company donating to Eden without asking for return (EV4); and the HCT Transportation Company (EV5, EV6). A long-term corporate relationship with Eden required that corporations have social responsibility without expecting any benefit in return. This was believed to mirror Eden helping people without asking for a return.

Most participants believed Eden has a positive reputation. Similar to managers, the volunteers associated Eden's brand personality with the concept of the Garden of Eden, as a place to help people and give them hope. 'Eden is just like its logo [which depicts a person in a wheelchair]. It may have difficulty moving about, but it tries to influence as many people as it can as well as allow others to see our inner beauty. Eden has the ability to inspire and move people' (EV6). Thus, it can be said that the NPO brand personality of Eden appears to have been well managed as intended by senior management, but that it retains the feelings inspired by the logo as well.

In comparison with the Eden volunteers, middle managers consider that Eden's personality suggests dynamism and enthusiasm and the feeling of being cheerful (EM1), but that it can also be ambiguous, tolerant, diversified, easy-going and flexible; like the Erawan Shrine,¹² each side has a different face (EM1, EM2, EM3, EM4, EM5). Moreover, all middle managers agreed with the personality attributes of cool and exciting generated from the logo (EM). Others further explained 'having the feeling of masculinity[,] like the western cowboy' (EM5).

¹² A famous Thai God with four faces.

There was mention of Eden's temperament as stubborn and insistent (EM1), having the spirit of a pioneer (EM4, EM5) and being able to take responsibility (EM1). Sometimes, Eden is melancholy and sentimental or romantic, which is similar to Eden's services (EM2, EM4, EM5). In trying to invent a new, more refined image of the brand, Eden has also tried 'to become elegant and fashionable' (EM2, EM3, EM5).

Two typical examples of the attempt to raise the status of Eden while diversifying were given by middle management. The first example relates to attempts by Eden to reflect a more elegant and fashionable brand personality. In recent years, the Taipei municipality has upgraded a middle-class area named Ximending¹³ into an upper-class trendy area. Eden has transformed its brand image in the same way. 'There is no way for Eden to accommodate as many young people as Ximending. Eden should combine old and new' (EM2). According to E2's explanation, Eden tried to make itself smart as the new Ximending, but people who know Eden are still seeing the image of the old Ximending. 'This is the reason why we have moved towards the concept of E-orientation. This is our attempt (E2). Our community brand in the Wenshan¹⁴ District. If we balance it, it is like the Ximending' (EM4) 'which is more moderate, cultural and educational ... Although we have done something high-end, we have not reached the point [of high-end yet]' (EM3).

The second example takes the idea of Eden trying to be a public welfare platform by providing various services like a department store:

Our department store is a little special like the early SOGO¹⁵. For instance, Lai Lai Department Store is localised. When you talked about SOGO Department Store 20 years ago, it was hard to position for its diversification, which could be fashionable, and also could be localised. I think it is hard for Eden to position itself, because it is hard for too many services it has done. It is like the Erawan Shrine, each side has a different look (EM1).

¹³ Ximending is located in Wanhua District, which is the most popular shopping centre in western Taipei City, with much entertainment for young people. Also, there was a famous street with many cinemas in the early Ximending. Ximending has a rich early history, with the first cinema opening in 1922. After 1990, the government rebuilt Ximending, which has since become a famous pedestrian precinct. Currently the location gathers many young people (see <http://guide.easytravel.com.tw>).

¹⁴ Wenshan District is the most southern district of Taipei City, and is a famous cultural and educational area with a rich natural landscape. Therefore, people say it is the back garden of Taipei City, and that it has a gentle personality.

¹⁵ Pacific SOGO Department Store was set up in Taiwan in 1986.

As a result, middle management presented similar feelings on brand personalities to the volunteers' group. However, they also referred to the internal brand personality of Eden with conflicting personality in the detail. On one hand, the characteristics of flexibility, diversification and ambiguity appeared as Eden served various people in need. On the other hand, Eden was trying to become elegant and fashionable to suit a global brand; an image of the intricate and exquisite. Unfortunately, outside people still see Eden as localised. Moreover, to achieve their service goals and in their insistence on charity work, the middle management thought of Eden as a pioneer, with its individual personality based on the characteristics of masculinity, coolness and conjuring up the image of a western cowboy.

By contrast, donors thought that Eden was a low-key organisation with local style compared to other NPOs. Eden was viewed as a low-key organisation with a recognised and known brand (DV1, DC2, DS1). DN1 agreed that Eden is a quiet organisation and always keeps working. DC2 stated 'If Eden compares with Taiwan Fund for Children and Families¹⁶ (TFCF), WVT and Tzu Chi¹⁷, Eden becomes more disadvantaged'. DS1 believed in Eden's brand because it was local and familiar.

Donors are the final targets with whom an NPO seeks to communicate. Their views showed that Eden was reputable, and like a familiar local brand to them. Thus, the brand had not yet become a fashionable, international personality for donors.

The brand identity of Eden totally reflected its brand personality. Middle management and volunteers believed Eden had the characteristics of a diversified, fashionable and international brand providing multiple services with quality. Personality attributes of joy, warmth and hope were what Eden senior management wanted to create. Eden had a masculine, cool and American cowboy persona because Eden only cooperates with corporations who have similar responsibilities. Depending on who these personalities are perceived by, Eden therefore not only

¹⁶ See Taiwan Fund for Children and Families <http://www.ccf.org.tw/english/10.htm>.

¹⁷ Buddhist Compassion Relief Tzu-Chi Foundation (Tzu Chi) aims to 'transform into actions the four immeasurable: Kindness, Compassion, Joy and Giving. Devote to four major missions: Charity, Medicine, Education and Culture, by that to relieve immediately the poor and victims of disasters, and inspire great love in people's mind. Promote purifying the mind and establishing a world of love' (Himalaya Foundation, 2005, p. 16).

wins volunteers' support but also the best intangible assets of employees and the trust that is the bedrock of an NPO.

5.3 The Brand Association of Eden

Organisations like World Vision are seen as intensive advertisers and promoters compared with Eden, which, as discussed above, is viewed as low-key with a high profile. Brand association is linked to brand image, which is a 'cluster of attitudes and associations that customers connect to the brand name' (Biel, 1992, p. 8).

The major association that donors have is between Eden and children with delayed development (DN2, DS1, DS2). Eden gives the impression of being a provider of services for screening for developmentally delayed children. 'Every year they are doing something called "Screening For Developmentally Delayed Children" between the ages of 0 and 6 ... Actually, Eden isn't the only organisation involved in doing this, but its work in this area has impressed me the most. Eden is very savvy' (DN2). The results suggest that Eden puts considerable effort into promotion of the public education of developmentally delayed children. However, other service associations are more diffuse. Although Eden doesn't 'have many commercials' (DS2) 'most people probably have heard about Eden' (DS1):

In the past, when I was chatting with friends about donations, my friends doubted Eden. What is Eden doing? Some people do not know about Eden. She said, 'what is the organisation'? Or some of them may know it but what services Eden does actually they don't know. Maybe they know about TFCF is for saving poor and Eden may be for elders or children with delayed development, but they really don't know Eden's service contents. They never try to understand it. However, everybody knows about Tzu Chi (DS1).

Eden services are mostly associated with children with delayed development. Southern donors have the same opinion, but they also commented that there are still a lot of people who have not heard of Eden, and the transmission channels are insufficient. These descriptions by donors may account for why most people still are not familiar with the services provided by Eden. Their views suggest that Eden's PR has not successfully creating associations linked to Eden.

The most important internal stakeholders, volunteers and middle management, who are familiar with Eden, say that their first association is with intellectual and physical disabilities. These easily relate to the Eden services of

wheelchairs, occupational rehabilitation and sheltered workshops and the Eden activity of experiencing physical challenges. Other services volunteers mentioned early childhood treatment and working holidays. Guardian shops and disadvantaged communities made the biggest impression on middle management participants.

Recall is built on people's associations. Despite volunteers and middle management having had more working experiences easily associated with Eden's services, a number of volunteer interviewees mentioned that there is no specific serving item that can be used to describe Eden (EV4, EV5). A volunteer asked that if the most impressive brand activity is the '30 Hour Famine'¹⁸ held by World Vision Taiwan, what was Eden's most impressive brand activity? It is unlikely that the 'Experience being physically challenged activity' or the 'Working holiday' have the same power of association as the '30 Hour Famine'. EV4 pointed out that 'Eden is too large. Therefore, it is hard to introduce everything' (EV4). That is why it is hard to remember and understand Eden's services (EV1, EV4). 'I only could say that when Eden finds some people in need, Eden will set up a department to help those people' (EV4).

From the standpoint of volunteers and donors, the fact that Eden has too many types of services and these are not well known reflects Eden's lack of focus on service associations with audiences. Media exposure is still the primary medium for increasing such knowledge. As such, I argue that Eden should do better in PR practices on brand association strategies. People need reinforcement and stimulation to reinforce their recall of Eden services such as cultivating regular annual events by a better management of Eden's PR events.

5.4 The Brand Experience of Eden

The corporate brand is collected through people experiencing brand products and brand services repeatedly. Products and services provide opportunities for people to see, touch and feel a brand, the experience of which clusters as a result of service quality to the corporate brand. There is thus a need for PR practitioners to consider how to serially design these brand products and services to create a value-

¹⁸ 'The 30 Hour Famine campaign is WVT's annual response to humanitarian crisis around the world including natural and man-made disasters, the effects of climate change, the global food crisis, war and conflict, and the HIV and AIDS pandemic' http://www.30hf.org.tw/English/Original_HF.aspx.

based combination with the corporate brand (maintaining the value-promise in the brand). A great emotional experience can create loyal relationships with the organisation and also improve fundraising relationships. Thus, the brand experience of Eden refers to how Eden PR practitioners set up communication strategies aimed at integrating people's positive experiences as part of brand building. More precisely, service quality is the core value of a brand, creating its credibility among the public. This is the key to understanding that an NPO having credibility is essential for a positive reputation and that brand experience can assist PR practitioners manage relationships with their publics.

It is worth exploring how Eden's services drive its charity brand to provide competitive advantages. NPOs should try to successfully manage good customer service because word-of-mouth is the root of service quality to gain brand loyalty from multiple stakeholders once a good brand experience has occurred. Using a range of services, Eden has established a resource network for children, adults and elderly people:

The main core of 'Early Childhood Treatment' and education is to help the child's parents to assist them in using resources ... For adults, Eden teaches disabled people to take care of themselves in their daily life ... For elders, it is for making a social resource network (E3).

Community service communication is one of basic modes of not-for-profit communication (Dimitrov, 2008). According to community services, Eden draws on two community service plans. To the Taiwanese community service, Eden plays the role of supporter to strengthen poor communities; for example, by forming a welfare park, Eden hopes to enhance the link between community and services among 319 towns in Taiwan (E3). A typical example of an Eden community service is 'Happy Breakfast', which focuses on remote children experiencing poor nutrition (E1). Through community service communication, we can see the capacity of Eden's power. E1 expressed that Eden has been transformed from a platform for the disadvantaged group to a charity platform through community service. Eden is not only a supporter of communities, but is also a provider of jobs to the poorer groups in the community. In this way, Eden interacts with those stakeholders who need Eden through the Eden service network, creating further close relationships.

Many of Eden's donors became so because they have first-hand experience with Eden. Donors' behaviours are strongly related to the degree of intimate

relationships formed (DN1, DC1, DC2, DS1, DS2). As one donor interviewee commented:

My daughter-in-law, who has a physical disability, uses a wheelchair. Since my son married her, I found that many places are really difficult for people with disabilities to be in, like places with stairs ... when you are in that situation, you would actually pay attention to these things (DN1) [and an intimate relationship will form gradually].

Others shared similar experiences: 'I met Eden by a coincidence. I was impressed because I wasn't familiar with Eden. Moreover, I never provided anything to Eden, but Eden lent us a wheelchair while one of my grandmothers was injured' (DS1); and 'I watched it [Eden] develop and grow because I experienced every stage' (DC1). These comments reflect donors' deep relationships with Eden, formed through devotion to events, increasing media exposure and fundraising.

The intangible assets of an NPO come mostly from people's experiences, feelings and interactions with the brand. Eden PR events are one of the major sources of collecting these positive evaluations to build a good relationship with Eden. Eden offers an opportunity to allow participants to interact through their senses. For example, 'Experience being physically challenged activity' was designed to allow people to experience the difficulties of disabled people and realise what kind of assistance is needed (EV4). Through this, EV6 felt the sense of touch. As for 'Experience being physically challenged activity', there are a lot of parts of experience you cannot see. For example, you have to eat and walk with your eyes covered. Therefore, I would say it is the sense of sight (EV5).

'Working Holiday', the Eden international community service, succeeded in providing a cultural and meaningful overseas journey for young stakeholders of Eden. Eden encourages participation in 'Working Holiday' to demonstrate what Eden does for the public. It suggests Eden is a multinational NPO. The journey of Working Holiday aims at public education and communication. E1 believed that the main feature of the trip abroad was caring for poor people in an environment of working and living together and the opportunity to agree to care about the same issue, same area and same group of people. In addition, 'we spread our footprints across Indochina, Tibet and Xinjiang, China since we hope to expand our outlook and our enrich spirits through the participation of these people' (E1). This was an opportunity to give these young participants broader world views. 'Volunteers

indeed go abroad and see children who are forgotten in the world. If people could really see with their own eyes, they would be impressed' (EV5). Individual experience can make people recognise how an organisation operates its charity business. Sympathy is engendered because participants acquire similar historical memories to the organisation:

It makes you feel that a faith has been poured into your heart. You feel happy because you help people ... What Eden offers is something mental. You would be happy because what you have done is important ... It could include all the senses, but the core is the mind (EV5).

Eye-witness experience instead of just feelings and imagination seems to have the ability to reach people's hearts (EV3, EV4, EV5, EV6). 'Working Holiday' also gave donors a good voluntary experience and pathway to increase their involvement with Eden:

It is a working holiday. Every summer, Eden would apply for college students, teachers and workers to teach in a disadvantaged area. You would spend some time staying with local children and teaching them for a while ... Eden does work for the minorities, but [Eden] also leads some younger people to understand ... We would ride bikes to nursing home, and we would let [these young people] help feed [disabled] people by which they can deeply feel their inconveniences and difficulties; they can only then deeply empathise with the completeness and happiness that [these young people] have been fortunately given by their parents (DN1).

In contrast to DN1, DS2 considered that 'Working Holiday' was a happy journey that brought a sense of achievement and close relationships built on feelings of being touched. DS2 loved 'Working Holiday' because he could not only travel to different countries, but also do service for locals on the journey. The additional advantages for these participants were making friends with similar ideas and also undertaking cultural exchange:

The children study in Thai schools during the day and the Chinese schools during the evening. It is a bit like cram schools. Chinese is a separate school. So we teach classes at local Chinese schools as supplement for poor educational resources. They hope Taiwanese volunteers will give kids different methods for their learning and teach them about different things and other cultures (DS2).

DS2 explained her reason for developing an in-depth relationship with Eden as because some participants obtained something and experienced deep emotions on the 'Working Holiday':

We had one volunteer; when he first went to Northern Thailand, he did not accept Christianity. Next year, he participated in the China team as the deputy leader. He encountered some problems, and then somehow he decided to pray. It seemed that God heard his prayer, and then the problem was resolved. He decided to believe in Christianity. After he went back to Taiwan, he started attending church services. Later, he even quit his own job to become a missionary (DS2).

As the above example demonstrates, this intimacy after experiencing significant events in their lives and the spirit of Eden clearly came from being emotionally moved. Being touched can drive emotional connections that directly affect how people think about the brand. The power of communication ‘depends on the quality of their marketing research, cultural diversity skills, value-based PR, reputation-building, public affairs and communication campaigns’ (Dimitrov, 2008, p. 14). Eden is working hard towards service quality in their community service and additionally towards showing Eden’s social capacity. A loyal relationship comes from an intimate brand experience. This is the most important task for Eden’s PR campaigns.

5.5 The Brand Loyalty of Eden

The goal of relationship management is maintaining a loyal relationship, particularly for donors who are such an important source of fundraising. Therefore, brand loyalty eventually relies on a trust relationship with its stakeholders. Trust is thus a core value of an ethical brand, a principle of the loyal relationship. Based on the discussions above, reviewing service quality can help rank the degree of trust.

Perceived quality is another important notion to understand how Eden is ranked by the public when compared with competitive NPOs. As to perceived quality between Eden and other NPOs, most donors ranked NPOs according to their perception of trust. If the total score is 100, this means the donor has complete trust. Eden got a high score of between 70 and 90 (DN1, DN2, DS1, DS2). DN2 ranked Eden in different way:

My understanding of Chensenmei¹⁹ is that it really works hard, and it is really poor. They have wonderful workers who hard work to take care of people. Their base score is 60 points. I think that [Eden] compares with [Chensenmei], Eden is larger. However, the greatness and contribution of their work is not any less than Chensenmei. Eden might do more, so I am willing to give Eden 75 points or 80 points (DN2).

¹⁹ It is located at Chung Li, Taiwan and provides services for intellectually impaired children.

Further, DS1 and DS2 had a great experience with Eden's service and employees; their trust ranking puts Eden in the lead ahead of WVT and Tzu Chi. From this it appears that trust is based on familiarity with the organisation.

Donors and volunteers trust Eden's employees. This does not just depend on a brand's reputation—a brand's reputation must be built piece by piece. Eden's employees are proactive in the promotion of the organisation. Everyone at Eden is very friendly, industrious, active and devoted. Therefore, donors have good feelings about Eden (DN1, DN2, DC1, DS1, DS2). Similarly, every participating volunteer thought Eden was filled with warmth and passion (EV1, EV2, EV3, EV4, EV5, EV6), and thus reflected positively on the NPO:

Eden is just like its logo [which depicts a person in a wheelchair]. It may have difficulty moving about, but it tries to influence as many people as it can as well as allow others to see our inner beauty. In a word, Eden is a place as named in the Bible, Eden is a warm and peaceful place.

The devotion of Eden's staff means that every employee or volunteer is a potential spokesperson for the brand. This is the best marketing vehicle, and the best medium to spread public praise and to improve relationship management. Harrison (2011, p. 629) concurs: 'The best way to improve the internal support for the brand is to convert the brand attributes into employee behaviours'. The internal employees are consequentially the best PR practitioners (Dyer, et al., 2002) through whom branded customer services can be presented to stakeholders (Barlow & Stewart, 2004). Moreover, internal employees are well placed to serve as the first point of contact for brand responses from the NPO's supporters. Therefore, an organisational structure relates to loyal relationship building, which highlights the importance of estimating human resources, as these are relevant to the social capital of serving long-term relationships under the Eden brand. That is to say, the internal employees are also the major helpers of the reputational brand. In view of this, there is no doubt that Eden is a trusted NPO that has won great loyalty. However, the strength of the brand loyalty also depends on the brand competitive strategy and its promotion. In addition to trust ranking, understanding the difference between Eden and other NPOs will help Eden to construct its PR strategies.

According to this investigation, which used the NPOs of Tzu Chi, WVT and Children Are Us to read to identify competitors with Eden, the following results were returned. Tzu Chi, a Buddhist group, had the number one reputation and its best

advantage was having the ability of collect resources and a solid organisational structure. 'Tzu Chi has their own people ... They have a huge number of volunteers in a massive organisation ... If anything happens, they can immediately mobilise' (DS2). Eden still pursues the powerful mobilisation of social resources and volunteers in relief.

Even though WVT does not have an organisation as large as Tzu Chi, the '30 Hour Famine' has attracted much attention. Due to well-known event and charity endorsements, WVT has a powerful marketing strategy through issue adoption and celebrities (DS1). Does Eden have events as well-known as those of WVT to raise its profile? This should be a question for Eden's PR practice.

DS1 indicates Eden ought to learn from WVT to mobilise a lot of people to raise its public profile. Southern donors considered that Eden was not as highly visible as WVT. People watch its commercials on TV, which assists recognition (DS1, DS2). DS1 in chatting with friends discovered that 'Some people do not know about Eden ... they really don't know Eden's service contents ... However, everybody knows about Tzu Chi'. Analysis from donors also found that Eden is less powerful than WVT. Eden's brand is more local and Eden's events are mainly domestic. In contrast, WVT has a stronger global view, with more information from foreign countries. It follows from what has been said that WVT's overall image is more international, and it feels like a broader organisation to the general public, whereas Eden has a more limited domestic image.

Professional enterprise management is related to transformation of the NPO management. DN2 thought Children Are Us was more professional than Eden, which 'runs more like a corporation and is managed as a store front. [Children Are Us] has its own bakery and cooperates with Chung Hua University, which allows Children Are Us to use their facilities'. Further, the foundation knows how to combine with government relations. 'I think that the innovation of Children Are Us mainly comes from the fact that there is a greater opportunity to connect their needs with their products' (DN2). The NPO enterprise management is towards corporate relationship management. That means Eden's corporate loyal relationships are not as successful as those of Children Are Us.

A successful strategy for collecting donations requires careful consideration and tests. It has to be able to monopolise market channels. Adopting DN2's view that 'people are changeable', NPOs must know how to observe trends in society and create new things. DN2 suggests 'even if the NPO is in the leading place, it still needs to have new concepts in an old framework, because a brand cannot last forever! People are changeable'. These differences can help Eden rethink and reorganise its PR strategy, whether on volunteer management, value-based marketing PR programmes or corporate relationships. To sum up, Eden has a high rank of trust compared with other NPOs, mainly having been accumulated by employees. Therefore, I argue that both trust and employees are the major edges of PR practices for the Eden brand. These two factors can help Eden differentiate itself among other NPOs through competitive strategies for PR practice. These two elements will be further addressed in the next section as the most important assets of the ethical brand.

Technically speaking, 'while the primary purpose of product branding is to aid sales and profitability, the primary purpose of corporate branding is to embody the value system of the company and to help promote and enhance corporate reputation' (Fan, 2005, p. 345). From this view, we can say that the Eden social services and the goods from the Eden sheltered workshops can be associated with the Eden product brand for revenues and social resources as marketing brands. The Eden corporate brand covers the whole of the organisation and is the total value of the brand, which undertakes that 'the vision and mission will be associated with a set of corporate values summarising the expected attitudes and behaviour of employees. Values are also considered to be the beliefs and moral principles that lie behind the company's culture' (Harrison, 2011, p. 261).

5.6 Summary

Among the many elements of a brand, brand image is considered the most important in making a brand unique and different (T. M. Chen, 2007). Herzog (1963) explains that brand images are the associations developed by consumers according to their memories of brands. These associations are signals related to the messages the brands deliver. They make brands meaningful to consumers and keep brands in consumers' minds.

In this chapter, I have presented extensive quotations and views from a range of participants across the Eden enterprise. This was necessary to give a sense of the stakeholders' commitment and ethos, something numbers alone would not show. The key interview themes derived from my analysis and presented in this chapter provide insight into Eden as a modern NPO brand in Taiwan. These key themes are:

The openness of Eden. Eden is seen as a transparent organisation, both internally and externally.

The genuine mission of Eden. Eden is perceived to be committed to its mission by those who work for Eden and those who support it as volunteers or donors.

Being a low-key organisation. Eden is not perceived as a glossy, highly promoted organisation, but as a people-oriented organisation.

The importance of word-of-mouth. Eden produces promotions and events, but its key successes in building its internal culture and external image have been through its actions and word-of-mouth.

Eden is in many ways an excellent example of good contemporary PR practice that looks towards mutual benefit, rather than marketing alone. Regarding marketing, the senior managers of Eden know that their portfolio of activities has changed into a public welfare platform. How to translate these changes into a 'new image' is, not surprisingly, difficult. The senior managers and other Eden staff and supporters follow the ethos of Eden's original founder. Suddenly changing the logos and producing new glossy pamphlets with a whole new image would carry with it a major risk, especially as Eden has gained a reputation of not simply copying richer NPOs like World Vision who can conduct massive advertising campaigns.

Eden runs two volunteer systems. One is comprised of college students or homemakers and the other is formed by corporations. Many important services are undertaken by these volunteers. The Taiwan government has also enacted a '*Voluntary Service Law*' to encourage people to offer their contribution to society. Eden already has volunteers who have a close connection with the ethos of the organisation. To borrow NI's phrase that the image of the logo must be directly connected to the service because a visual impression is the first impression people have for the organisation, a strong brand should have a rich and clear brand identity (D. A. Aaker, 1996a). Brand building is a key factor in what outsiders will come to know about the organisation.

Eden's major issue is how to deal with its transition into an organisation that provides multiple services, many of which fall outside its original charter. The double logo alone does not address this problem. This does not mean that the senior managers think that Eden as an organisation lacks brand loyalty or an identity. However, there is little doubt that, as its services grow beyond those supporting intellectual and physical disabilities, Eden's overarching symbolic image will need to be adjusted. As reported by Eden's managers, Eden would like to be perceived as a pioneering organisation, providing a sheltering place for people in need much like a Garden of Eden. However, middle managers noted the diverse nature of Eden owing to the wide range of services it provides. In one interview, Eden was likened to the Erawan Shrine to emphasise its different aspects (that is, diverse services). Indeed, there is some indication that Eden may have become too diversified.

Globalisation has brought Eden a worldview as an international brand, especially since the 9/21 earthquake. Simultaneously, Eden has attempted to establish a professional image for itself out of a public welfare platform with high service quality. Eden is trying to present a more sophisticated image, but as middle management pointed out, donors see Eden as a low-key organisation whose reputation tends to be accumulated through word-of-mouth. Media access is at the core of PR practice especially in Taiwan, and media exposure determines how an organisation is recognised by the public. I argue that media strategy has not been well organised during Eden's communication campaigns.

One way to address the problems of diversification is to strategically link with other brands. For example, in Australia, a food company might seek the endorsement of the Heart Foundation for its food products, increasing its profile and status by co-branding with an independent organisation. The pressure on NPOs in Taiwan is to co-brand with wealthier corporations to gain recognition and, of course, to gain additional funding. In Chapter Six, I look at the issue of co-branding and the nature of cooperative relationships. In Chapter Seven, I then investigate the problem of mission drift based on these co-branding or cooperative relationships.

CHAPTER 6

CO-BRANDING BETWEEN NOT-FOR-PROFIT ORGANISATIONS AND BUSINESS ENTERPRISES

Chapter Five presented discussions on branding with interviewees from Eden, as well as those working with other NPOs. The results suggest that senior managers fully support Eden's original ethos, but that it is not clear how they plan to address the challenges of diversity in defining the brand. An NPO's brand is not only defined by an organisation as a tool for recognition by the public, it also provides the opportunity to increase resources through co-branding. Co-branding is a way of enhancing an organisation's competitive advantage, to gain extra contributions through a cooperative strategy. That is why NPOs sometimes establish a strategic alliance with enterprises over and above normal sponsorships. This chapter thus addresses the issue of co-branding, where organisations collaborate with other brands to achieve mutual benefit. A core interest of this thesis is the nature of that cooperative relationship. This chapter maps the interviewees' views on co-branding, with a focus on the positive and negative aspects identified.

This chapter is divided into three sections. In Section 6.1, the views of the senior and middle managers on cooperation with corporations are discussed and other NPOs' experiences are offered for comparison. Section 6.2 explores corporate views about co-branding with NPOs. Specific suggestions are offered by corporations to NPOs regarding how best to attract corporate interest when initially seeking sponsorship. I will make use of the example of the strategic alliance between Eden and Hsin Chu Transportation Company (HCT),²⁰ through which both seek to expand the advantages of social enterprises through integrating their knowledge. Section 6.3 will discuss the largely positive view of major stakeholders, such as donors, towards NPOs cooperating with corporations.

²⁰ Hsin Chu Trans was founded in 1938. It provides transportation services in Taiwan and cooperates with Eden in 'Caring Volunteers' by performing caring work during drivers' deliveries.

6.1 Not-for-Profit Organisations' Views on Co-Branding

The mutual gains approach, which 'is a strategy that involves values of respect, humility, trust and commitment to a joint solution to an issue' (Johnston & Zawawi, 2000, p. 251) is the major objective of co-branding for NPOs. In particular, co-branding is another competitive advantage for NPOs through which they can extend the visibility of their brand and develop recognition (Kapferer, 1997). Austin (2000) found that the main motivations for corporate alliances with NPOs are strategic alliances, missions and values, and notes that when partners' identification with each other is consistent, their cooperation is tighter. Thus, whether an NPO's co-branding is based on cause-related marketing as 'strategic philanthropy' (Porter & Kramer, 2002) or the idea of CSR as a responsible corporate citizen in society (Zadek, 2001), both are good ways for NPOs to do something of value for organisations and society.

The Risks and Attractions of Co-Branding

In the period 2001 to 2003, corporate donations accounted for 18 per cent of NPO funding, showing that strategic alliances between corporations and NPOs had generally increased since the 9/21 earthquake and with increasing globalisation (Himalaya Foundation, 2005). Corporations have begun to value community services as a means of raising their corporate reputations. CSR thus becomes a major communication plan to create corporate community service communication.

Eden's viewpoint is that alliances between different industries are attractive and risky at the same time. Eden's middle management believed that it was appropriate to expand corporate social resources in an effort to increase fundraising structure. With the exception of individual donations, two kinds of strategic resources are used by Eden. One is connecting with service issues and the other is creating the channel of 'Donation Box' through combining with corporate channels as a network of 'Guardian Shops'. 'Guardian Shops' are particularly significant, as Eden wishes to gain voluntary services from corporate members to raise funds through their shops; these shops are therefore a social network for Eden. A channel network formed as a platform through Guardian Shops actually creates benefits for members because not only do such shops provide more options and discounts, but these corporate shops can also gain advantages from the internal network of

Guardian Shops. Further, the 'Guardian Shops' strategy not only offers financial benefits, but also establishes a corporate volunteer system for collecting donations. For example, Eden cooperates with life insurance companies through salespeople who collect money through the company's store channels, and thus act as corporate volunteers for Eden (EM3).

The above example shows that Eden can acquire service locations through corporate resources to supplement those it has access to through government support. Private resources allow an organisation to grow without an over-reliance on government resources. By co-branding, both organisations can increase their strength. H.-T. Su (2006) mentions that 'in Taiwan, NPOs usually must deal with problems of insufficient volunteers or having a high turnover rate of volunteers. If corporations can provide NPOs [with] a stable human resource, it will be a great help to NPOs' (p. 48). A stable connection for volunteers can effectively deliver their services around the island and keep costs down. In this case, Eden can solve the problem of insufficient volunteers through a strategic alliance.

To provide excellent service to attract like-minded corporate partners in the long term is the most important thing for Eden. In contrast to E1's understanding of the internal performance, E2 more positively stresses external communication, for example, through Eden's annual reports:

The foundation reveals our services to children, adults and the elderly every time, including how much we spend and how many people we serve. The other part is to cooperate with the government. We tell people, to the government, by the Taiwan NPO Self-Regulation Alliance, in our monthly publications, in our platform, to our partners and to our employees, our attitude towards accountability. The financial transparency of our income is very high (E2).

Regardless of whether corporations select their partners based on their trustworthiness and commitment, they are increasingly emphasising corporate participation (E1). Eden expects mutual cooperation to rely on having similar ideals and values; it considers a partnership with corporations as a friendship (E1). However, under this view of 'relationship' (E1), it may be difficult to find a partner who shares the values Eden cares about when cooperating. Due to corporations' tendency to seek media attention, E3 suggested that offering the media new materials can attract corporate attention. For example, the 25885, 'Love Me and Help Me, and Love Me and Hug Me' activity assisted in achieving cooperation with some

corporations because they thought it was interesting in that it led to connections with internal employees (E2). The 25885 campaign was clearly an agenda setting event for the Eden PR practitioners to attract media attention and corporate alliances.

To attract corporate attention, Eden's middle management considers issues based on CSR to fit industrial attributes²¹ by combining projects or activities. 'It is an advantage to combine Eden's nationwide service for importing volunteers into corporations. There are two volunteer plans, one is called volunteer caring and the other one is called caring volunteers' (EM3).

EM3 further pointed out that corporations prefer to select issues that corporations are interested in, such as the children service. Corporations do charity work based on CSR but search for an extra beneficial edge. For example, EM4 indicated that the suitability of cooperation between corporations and NPOs is a determining factor. There are more small and medium corporations in southern Taiwan. These corporations all hope to make money by doing charity work with a famous NPO in an effort to upgrade their products or popularity. Additionally, a win-win strategy such as public welfare business offers mutual benefits (EM2, EM4). 'Nowadays, corporate benefit is for employees and to upgrade its brand and image' (EM4).

Some of Eden's middle managers consider that less than 1 per cent of corporations have a true CSR concept without something in return in the northern and southern areas (EM4, EM7). In Eden's middle management's corporate alliance experience, they thought that there was no pure charity work based on the spirit of CSR.

An NPO's brand is also a powerful asset to corporations because they can integrate NPOs' charity issues with an established image to outsiders. Corporations and NPOs pursue a strategic alliance to increase product sales and public awareness through PR (Yankey, 1996). This includes the collection of donations for mutual benefit. However, Eden faces conflict in alliance relationships even though an alliance may bring mutual benefits. E2 suggested that to avoid the potential for conflict it is better to choose a corporation with a similar scale of operation.

²¹ For example, HCT is a transportation company; thus national delivery would be one of its industrial attributes. Eden certainly can integrate this attribute with extensive services, such as collecting small donations or caring service targets when these drivers are doing their delivery via HCT's network.

Another senior manager, E3 indicated that an uncomfortable situation arises when one corporation dominates the cooperative relationship. In particular corporations place much emphasis on marketing influence. The 'Riding with Hope' activity was allied with a Life Insurance Company and inappropriate placement of advertising made people uncomfortable. In this situation, Eden would generally stop cooperating with corporations; a stance supported by some middle management. EM3 strongly argued that corporations have the wrong attitude in evaluating a successful cooperation:

A corporation wants the idea of media exposure. Whether an activity is successful or not is dependent on how much media exposure it gets. In our concept, this is totally wrong ... if a corporation evaluates the whole activity on the media exposure, it might be disappointed by seeing us as a PR company ... The corporations prefer to donate something tangible which is better for its media exposure. What people really need is something intangible (EM3).

Obviously, handling the conflict of cooperation between corporations and Eden is a very important aspect of PR practice. Eden considered that both sides have to compromise; otherwise, their relationships will fail. This is particularly so if Eden cannot obtain relative benefits from the alliance, as Eden is a public device (E2, E3).

During a partnership, the demands and possible conflicts in Eden's social network management is another concern. Opinions were divided among interviewees about this subject and there were contradictory emotions towards Eden's social connection. On one hand, there was a fear of a negative effect on important values (E1, EM2). On the other, the benefits of an extended social network were posited.

When NPOs want to create more resources for funds, a well-connected social network is essential, and the loss of a corporate team can risk the relationship (E2). Eden hoped to make high-level connections in corporations and this was difficult to achieve without a social network or shareholder connections (EM3). Moreover, the relationship once established must be managed to ensure both parties derive benefit:

You cannot be the one who is exploited all the time. There are around 3,000 stores (Guardian Shops) participating in Eden's event by setting a box for small-amount donations. After a period of time of cooperating with HCT Transportation Company, we recognise their corporate value so that we introduce HCT Transportation Company to all our Guardian Stores (E1).

Eden likes to start with small issues at the beginning of an alliance to make sure the relationship could survive long term; this is to protect Eden's service core (E1, E3).

Even though Eden understands that mutual benefits are important, Eden still must insist on its own bottom line in the corporate relationship (EM1, EM3, EM4). Therefore, suitable relationships are maintained, while unsuitable ones are abandoned. It is important to have an alliance with corporations that fits with Eden's ideas and sometimes it is necessary to establish regulations for cooperation.

To summarise, once a corporation is a principal sponsor for a PR event, Eden becomes concerned with how much placement marketing is operating that might compromise Eden's original mission. Eden strongly cares about corporate domination within cooperation. If Eden devotes too many resources to an alliance without proportional responses, it could effectively lose some resources due to its role as a public device.

Leveraging the Partner

In this section, the views of a range of NPOs (including Eden) who were interviewed as part of the study are presented. Most believed that the greatest advantage of a corporate alliance is to expand channels and to sponsor corporations that are more likely to make efforts through other forces. N1 indicated that NPOs must consider how to use their charity budget. NPOs certainly should strive to obtain the maximum effect within the minimum budget or even to manage the brand in ways to impress people. N1 from the Sunshine Social Welfare Foundation indicated that 'if donors care [about] us spending their donations on marketing ... then I will spend their money on advertising, PR and promotions to get everything done at once'.

The CAUF and Rainbow Association expressed similar views. For example, N2.1 (who works for CAUF) explained that corporations have the media capability for a charity image; communications functions can be achieved through channels such as their retail outlets with associated corporate industrial characteristics. N2.1 had the same experience with Eden, with salesmen from the life insurance companies acting as NPO's corporate volunteers, who can spread the fundraising and assistance-needed messages through their occupational features. They can transmit

information for their NPO partners and ask for donations during their visits to customers. Corporate volunteers assist in knowledge formation where people can understand more about the NPO's operation. In addition, over the past 10 years, N3.1, who manages the Rainbow Association, admits to having strived for corporations' resources to promote services because he believes that corporate supports can increase the efficiency of the charity business:

If we can gather some help and support from commercial industry and gain publicity, it will provide us broader paths to finding volunteers or relevant resources for training our volunteers in the future. Therefore, it will also increase the possibility for children to receive our life education. It will go from seven per cent to 10 per cent or even to 20 per cent (N3.1).

N1 explained that Amway, a foreign trader, supported a seven-year project for employment opportunities for people with disabilities ('give him a chance to make his own living'), through designing, producing or packaging car cushions. Moreover, the Sunshine Foundation invited the Department of Labour²² to be in charge of inviting political celebrities, such as Taipei City's ex-Mayor, who is the current Taiwan president, to be a spokesman:

[Amway] not only offered wages to our friends with facial disfigurement, but also they sell cushions through a Commercial Film and/or cooperation with a TV station. [Amway] designed some topics for interviews. They even commissioned a professional advertising company and a public relations company to make this special activity to be seen in newspapers and magazines. They held a press conference, and we assisted with it. The experiences and opportunities of this kind of cooperation are very valuable. A lot of non-profit organisations were very jealous. This example is a very good demonstration itself. They were too perfect ... What I mean by perfect is that the customers were very nice, and concepts of public welfare were very correct. [Amway] probably learnt the concept of CIS a very long time ago. Through a public welfare activity with strong marketing, people with disabilities had a chance to be self-reliant. The products began to sell with the promotion through mass media. The money earned by selling these products was donated to the two groups including us. Each group got two million NT dollars (N1).

The other successful strategy noted by CAUF is Citibank's arrival in Taiwan²³ with public welfare marketing strategies that successfully define the

²² The Department of Labour is in charge of supervising employment related to NPOs.

²³ 'In 1997, not long after the establishment of the first Children Are Us Bakery Sheltered Workshop, the United Way introduced the headquarters of Citibank to visit the sheltered workshop for experience marketing. That year, Citibank donated US\$100,000 to Children Are Us. The next year, Citibank offered the foundation NT\$5,000,000 for interest-free loans and published affinity credit card of Citibank and Children Are Us for Children Are Us [Foundation]. For every purchase using this card, 0.35% of the amount is allotted for Children Are Us [Foundation]. A commercial was intensively

position of the two brands. American Citibank opened the first branch in Taiwan. Their starting point was the idea of being a public welfare supporter. At the time, there were already in place displays at point-of-sale, which the public easily came into contact with; so Citibank sponsored the first CAUF bakery store in Taipei (N2.2). CAUF's collaboration with Citibank is primarily via two ways. The first is store sponsorships with the logos of both sides being displayed and the other is via the credit cards, which donate a fraction of the amount charged to the card. In this way, the two brands are supported and extended (N2.1, N2.2):

In fact, the resources Citibank provided were the commercials. It published a lot of commercials and part of the commercials rapidly led to an increase in popularity for the CAUF. We worked with CTS TV station (CTS) for a CF. Citibank and CTS gave us full support which was what Citibank realised (N2.1).

In other words, this collaboration was used to create synergistic results; foreign companies can grow in Taiwan, allowing the service locations of the organisation to be broadened.

Rainbow Association takes a similar view to earning mutual benefit by a strategic alliance. A good reputation elicits more support for the corporation. An example is of Rainbow Association's cooperation with Taiwan Carrefour Educational and Cultural Foundation.²⁴ N3.2 explained that the success of this alliance was due to children and their parents participating, with brand transmission effectively occurring at all events.

This relates to the image transfer process through events and brand match-up. Smith (2004) is concerned that 'brand knowledge, power, fit and quality are considered as influences on the BIT process' (p. 457). Previous cases thus show that through cooperation, both brands influence each other; both enhance their reputations and gain either sales or donation in the short term. (Dickinson & Barker, 2007; Home & Worthington, 1999; Till & Nowak, 2000).

In terms of being a corporate partner, N1 considered that there has to be a matching of brands, not so much in terms of size, but by the social recognition of performing a welfare role (N1). In addition to protecting the core brand values of a

exposed in major TV channels for the affinity card. The image of Children Are Us had been improved in a short time' (K.-C. Su, 2008a, p. 75).

²⁴ This corporate foundation was set up with the French hypermarket, Carrefour, in its Taiwan branch.

charity, NPOs need to customise a public welfare business for a corporation by ensuring that both parties contribute according to their abilities (N2.2). This may include differential cooperation with media depending on which partner has the more developed relationship (N2.2). The possibility of conflict between NPOs and corporations can occur when NPOs cannot match corporate needs, and particularly when corporations prefer instant results (N3.1).

NPOs felt that media exposure is the most important concern for corporations. How media thinks of corporations is important because media can frame outcomes to people. Media exposure is one of the key benefits to NPOs from corporate partnership. However, packaging a charity element into a PR communication campaign seems to decrease the commercial image of a corporation. That is why corporations prefer instant results; within an alliance, NPOs must be evaluated by corporations as to whether the NPO PR has effectively been managed in communication and media relations. CSR projects give corporations a legitimate reason to employ PR to manage both brands.

Decision Makers' Influences

Most interviewees believe that the leaders of NPOs and corporations are the key persons to maintain their strategic alliance. High-level management in corporations has the power to influence whether charity activities are sponsored. When the CEO of Citibank changed, the corporate relationship with CAUF changed:

The main cooperation target Citibank works on now is with United Way of Taiwan. The whole sponsorship direction is also changed. At first, it hoped to strike roots in Taiwan, so it expected to work with a group with a deeper cooperation mode. At the later stage, Citibank is not engaged in public welfare as before. It hopes to return to the core of the corporation, such as financial education and Citibank's scope is wide, not deep. In order to help maybe ten groups at once, Citibank cooperates with United Way of Taiwan (N2.1).

Moreover, for NPOs, N4 believes managers are the key persons to guide an organisations' vision. 'An NPO consists of a core value which is related to the NPO's existence. Therefore, the major variable is people themselves, so the NPO leader is the key man to carry on its vision' (N4). As such, the NPO leader is the gatekeeper in the process of collaboration. N1 suggested that, from the marketing perspective, the maintenance of an NPO's brand should take into account cooperation with corporations. Thus, N1 thought it necessary for NPOs to check a

corporation's reputation on the Internet to gauge whether its desire to cooperate was only for the benefit of the corporation.

The senior management network is powerful. N3.1 and N4 favoured constructing a supporting system for opinion leaders to expand the organisation's business:

Another important part is the leaders' ability, for instance, the Board of Directors in the Paper Wind Mill²⁵ care about their group, and they have a good reputation in the society. Their good reputation is closely related to the government since many of the departments in the government are looking for some knowledgeable individuals such as university professors. In my opinion, this part of having an important leader to pay visits to the government departments for us, as well as managing our group, is also very important. It is quicker to pass on our messages through these leaders than ourselves since they have already established a solid foundation of trust in the society. We need to continuously introduce our goal and work with the higher rank individuals which we have not done. We have only introduced into the basic society which includes students, parents and teachers (N3.1).

Through a high-level social network, NPOs can have more opportunities to broadly establish social resources and quickly built trust for the organisation. Much of the social capital of NPOs can thus come from relationships management. For example, the development of Angel Heart Family's social network was through its broader interpersonal relationships:

In the beginning, people always share with those who are close to them, so we expand our network from existing interpersonal relations. Angel Heart Family does not focus on a specific industry, and our volunteers are from various professions. Surely, as a foundation, we will share our experiences mainly to the person in charge of a corporation, and then those leaders can affect others through their networks (N4).

By comparison, Rainbow and Angel Heart Family are more conservative in their methods of promoting relationships. The interviewees with NPOs showed that even though NPOs do not actively promote interpersonal connections, they know that the important decision makers of the organisation are the key to success in transmitting information to important interested parties. Relationship management is the major task for the NPO PR practitioners in their boundary roles to gain access to outside social resources. 'Public relations is a process of continuous and mutually beneficial exchange between the organization and its publics, and practitioners work

²⁵ This is an art performance group for children. 'First mile kid's smile' is a charity performance for children in 319 towns and villages in Taiwan.

to develop long-term relationships' (Bronstein, 2006, pp. 82-83). In particular, Taiwanese PR practice emphasises 'Gao guanxi (the exploitation of personal relations or human networks). '[S]uch relationship building helps open the "gates" so that when needed, these individuals can be relied upon to return the favor whether it be by publishing a news story or approving a government license' (Sriramesh & Vercic, 2009, p. 51).

6.2 Private Business Views on Co-Branding

As Section 6.1 indicated, co-branding can offer extensive competitive advantages for NPOs. More than a means of obtaining contributions, co-branding can also grant NPOs access to corporate resources to enhance brand awareness. A specific corporate CSR project is a PR tactic in a new competitive environment. Increasing numbers of corporations in Taiwan have started to professionalise public welfare.

In the realm of CSR projects, corporations no longer only donate their money, they also put in volunteers and contribute their specialties and technologies, becoming more aggressive in their support of the cause (H.-T. Wang, 2007, p. 52). Therefore, in this section, seven selected corporations will be discussed: HCT Transportation coded C1; 7-ELEVEN (Good Neighbourhood Foundation) coded C2; Taiwan Citibank (Global Citibank Foundation) coded C3; President Transnet Corporation (T-Cat) coded C4; Chunghwa Telecom Foundation coded C5; Global View Monthly Magazine coded C6; and Altamode Cosmetics Company coded C7. Three areas are considered in the light of corporate views on their charity businesses: 'Business evaluating the NPOs', 'Decision makers in the partnerships', and 'Building a specific strategic alliance plan for corporations'. Meanwhile, previous experiences by P1 and P2 can be another path to suggest NPOs actively demonstrate their advantages and offer an appropriate plan for corporations to gain more resources.

Most corporate participants considered that charity management and corporate management are connected in one continuous line. Corporate charity should focus on specific aims to conform to corporate overall effectiveness, 'I cannot offer all my resources to only one social welfare group. I have to expand the range to reach my overall goals' (C1). Most participants felt that corporate charity is highly

engaged in some brand-related activities (C1, C2, C3, C4, C5, C6). Lin (2008) believed that a good corporate image may gain a positive impression from people, which would definitely increase consumer intention to purchase products; that everything correlates with corporate profits and brand effects:

We must combine certain social welfare and commercialised sales ... Although these people may not be your customers right now, by touching them and letting them understand, will motivate them to share their opinions with others. There are a lot of people paying attention to your action. Once you earn the approval from others, they will help you in advertising your brand and name. They approve your act in truly helping people, one day when they are in need of anything; you will then be the first thing that comes into their mind (C4)

Discussing Taiwan corporate charity markets, some corporate participants could not agree that charity is public welfare. They felt rather that CSR projects upgrade corporate public welfare management to conform to commercial characteristics (C1, C2, C3, C4, C5, C6). C3, C5 and C6 thought charity should only occupy a portion of CSR. Similarly, the major goal of Chunghwa Telecom Foundation focused on 'reduce the digital divide' and that is what they wanted to associate with the brand. 'We do not want to be positioned as a "charitable foundation"'. Although charity is very important, some people do better than us' (C5). However, C6 argued that the CSR programme remains limited, concurring with Wang's (2007) assertion that 'corporate social activities in Taiwan are still on charity and contributions to the society' (p. 43).

In C6's view, most corporations prefer charity issues with corporate features as CSR goals; in particular, corporate business is related to global marketing. 7-ELEVEN owns channels that allow many smaller organisations to gather donations. From the vision of 7-ELEVEN as everyone's good neighbour, C2 was concerned that 7-ELEVEN should do their best to assist poor-source groups. As a parent company, subordinate companies of 7-ELEVEN convenience stores could pass information among other channels such as Starbucks, Cosmed and T-Cat. Li (2008) considered that global corporations can provide NPOs the opportunity of entering an international society to bring surprising resources and influences. For example, Citibank Global Foundation is in charge of all operations internationally with CSR policies among Citibank branches (C3). This significant edge should be considered in the NPO PR programmes. Even though branches make their own CSR decisions, there are still some policies associated with the parent company:

Although my division was responsible for PR, 7-ELEVEN was our main sponsor after all. However, it was a shame that that part of public welfare was still not well organised. The Good Neighbour Foundation was still considered to be under the ownership of 7-ELEVEN ... the well-integrated parts so far were only PR and marketing. The part of public welfare projects were not yet organised systematically, which was a shame (C4).

Another similar industry, HCT, has offered a transportation system throughout Taiwan for more than 60 years (HCT, 2006). HCT views some charity work as a waste of money and prefers to focus on supporting volunteers. In its relation to corporate volunteers, HCT divides volunteer planning into two sections: one for 'one-day volunteer' for administrative personnel, the other for 'Caring Volunteers' for drivers. This volunteer planning has already shown its corporate advantages.

Chunghwa Telecom Foundation is supported by the company, which owns national network resources in Taiwan. 'In fact, there is only one idea which is the launch of the information network technology and the video network. The browser has no distance in the world' (C5). Following with its characteristics, Chunghwa Telecom Foundation focuses on three major areas in the community: 'in the area of closing the digital divide, assisting local cultural assets, and cultivating community life' (CHTF, 2006):

If education can be something, our competitors have to spend more money in order to catch us. What we use here is our 'heart' and 'time'. Of course, money is essential, and the most important is how you spend it. You have to spend it in the right place ... NGO's are doing something to address a right value in Taiwan. Those people are like tinder which goes upward and downward to influence the whole society. Chunghwa Telecom is very concerned about it. In a more developed, healthier and more stable environment, the businesses of Chunghwa Telecom gets better as the economy gets prosperous (C5).

A declining birth rate has become a significant problem in Taiwan, and various sectors of society are concerned with how to alleviate the educational problems caused by this decline. This is the issue Chunghwa Telecom Foundation would like to address (C5). C5 explained the rationale for their Digital Opportunity Centre:

If Taiwan is a well-known country for information technology today, it is easy to do the online information distance learning. It does not matter if you want to abandon it for efficiency, because of the declining birth rate. However, if your virtual school can help to educate the kids and parents by some

enthusiastic college students, teachers and volunteers, it would be a wonderful project to upgrade one side of the M-shape society of Taiwan (C5).

Citibank, an international financial services company operating in over 140 countries (Citigroup, 2011), has a Global Foundation that also pursues public education communication. C3 indicated that it was the policy of Citibank Global Foundation to oversee all Citibank operations internationally, but that sometimes its unified priority depends on the branch's situation. The concept of Taiwan Citibank is similar with micro financing of small business (Cull, et al., 2007) with socially-driven micro banks. Taiwan Citibank prefers to reinforce economic and financial education for poor families. C3 described one aspect of this as providing 'relevant management knowledge for small business which they lack'. Another newer project takes up the issue of environmental protection:

If you wish to receive support from the foundation ... you must prove your plan to be efficient in achieving sustainable economic management. To prove that ecotourism will not harm nature and will promote job opportunities at the same time, and then you have to provide some educational resources (C3).

Citibank Foundation very clearly regulates its public welfare on financial management, education and environmental protection issues. According to the policy, Taiwan Citibank invites corporations, universities, NPOs and cultural and art groups to cooperate with education issues. The corporate interests of Citibank thus include aspects of education, environment and community that can combine with their image. Importantly, considering that issues related to elderly people are of increasing concern in Taiwan, this issue should merit a better contribution.

Corporate Evaluation of Not-for-Profit Organisations

Section 6.2 showed that selection of a suitable NPO partner can not only assist corporations to care about common issues, but can also help them become the first brand in customers' minds. As revealed in the corporate interviews, most companies make evaluations to find the best way to increase their competitive advantage in terms of cooperation with NPOs. Corporations with better reputations tend to have more stringent requirements on public welfare management.

7-ELEVEN's cooperation plan must follow its regulations and its performance must be reviewed, inclusive of targets and credibility. C2 asserted that

NPOs can provide a plan following a corporate vision and that service achievements must be met:

Actually, corporations are all trying hard to find a way to manage their images. Everyone is still trying. If a charity group can provide a good proposal to a corporation, a long-term partner relationship may therefore be formed. That is very good for the interaction between both parties. In my opinion, there are different targets of corporation's public relationships, such as social welfare groups, community groups, charity groups, consumers, and scholars. Everyone has his own opinion and as a corporation, every opinion has to be considered. A group needs a window²⁶ for communication, and casually, some ideas can be communicated with a corporation which probably happens to need some ideas. This is a way to develop a good relationship (C2).

In addition, financial reporting was important to corporations, especially to avoid risk to reputation (C2). For this reason, 7-ELEVEN stressed review meetings with the financial department, the audit department and the justice department every year (C2). C2 plays a role as 7-ELEVEN's gatekeeper, with responsibility to protect and increase 7-ELEVEN's image; a corporation would not invest resources into a cooperative relationship with no guaranteed achievements. C2 commented that it is a challenge for NPOs to become partners with 7-ELEVEN:

It is very common that they [NPOs] don't know what corporations want. Actually, corporations do need charity groups' help. Now corporations love to focus on the issue of CSR. We need issues, and we need materials. But at the same time charity groups must understand that different roles have different demands (C2).

C2 wanted to express that resources should not be given to NPOs that only passively wait for resources, but should be given to NPOs with management vision. Corporations would not accept results without any performance in return.

T-Cat, which belongs to one of subsidiaries of 7-ELEVEN group, cares about credibility and having similar ideals, but lacks resources in their partnership. C4 suggested there are two areas to be checked as a cooperative partner: legal operation and match to the core concept of the company.

T-Cat surveyed potential partners to see if they had any negative reputation. When there was no official organisation to evaluate, they mainly trusted NPOs that already had a good reputation 'such as the WVT, the Taiwan Red Cross and/or Tzu Chi Foundation' (C4). C4 refers to the fact that a brand represents organisational

²⁶ Window means a broker who goes between two organisations.

credibility. Another good idea for NPOs, C4 further suggested, is to use a strategic alliance with a famous company by which they gain not only more resources but also increased credibility. Strategic co-branding is obviously a competitive advantage for NPOs through which they can extend the visibility of their brand and develop recognition (Kapferer, 1997) from the transfer of reputation to the NPO brand from the corporate endorsement.

HCT uses similar methods to check an NPO's background as are employed by T-Cat, often through the website of the Ministry of the Interior or by word-of-mouth. Certainly, some partners are easier to check because they already have a good reputation or have some famous people who support them. NPOs' PR capacity is the next evaluation (C1).

C1 referred to an experience with Eden: 'If I want to do a survey on Eden, I would first check its credibility and its contribution to the society. In fact, I would want to know if its social welfare promises are carried out' (C1). Credibility is an essential:

I can't trust Eden completely because I am not satisfied with their finance. We don't know anything about their financial operation or how they use the money. But they are under the surveillance of the board of directors. I think that is good enough. What I want are results. What I want is to get results by cooperating with Eden (C1).

However, being each other's resource is another basis of cooperation.

Currently, I am working with Eden. And I have volunteers put in, which is another important factor that when we need help, they would give us a hand. Would WVT have helped when my driver's family was in trouble? Perhaps not. Taiwan Fund for Children and Families Foundation may not have helped us, either, because they have a very specific focus instead of spreading their services in Taiwan. What I want is that, I send my employees to help people, therefore when my employees are in need, the society can help me to help them as well (C1).

A qualified cooperative NPO is not the only consideration of HCT; another important concern is whether the relationship can be truly complementary through shared advantages to offer an extended service value.

C5, from Chunghwa Telecom Foundation, said a proposal to request support from that corporation must clearly demonstrate a core value of 'reduc[ing] the digital divide'. However, C5 reiterated that an alliance between corporations and NPOs would influence the public image of the corporation's overall brand. Without

definitive evaluation mechanisms, the media and the general public are extremely important. The Chunghwa Telecom Foundation has no intention of being a follower of issues and the possibility of cooperating with non-competitive partners is rather high. 'If there are many topics on public welfare, I would choose a different one, if I cannot be the number one. Unless it is very important to the whole society, or there is no way for me to follow the topic' (C5).

Although Taiwan Citibank has not set up a foundation in Taiwan, they have a budget set every year by the Citibank Global Foundation. Each country can decide how to use the money to develop new projects under the guidance of the Citibank Global Foundation (C3). C3 offers several ways to evaluate NPOs by the foundation: first, their cooperation plan would be evaluated through the international inspection of the foundations. Second, a proposal and its beneficial result are required. Finally the organisational background and financial report must demonstrate the NPOs capacity to accomplish its goals.

In relation to the power to make decisions, C3 clearly explained that a budget within 25,000 US dollars could be approved in Taiwan and that larger amounts needed to be approved through the Asia-Pacific management. Although the budget comes from the Citibank Global Foundation, the local Taiwan Citibank performs the initial evaluation of potential partners. The most critical variable is the specific linkage between the NPO concept and the future of Citibank. C3 disliked the same unspecific proposal being sent to a number of companies:

I received a lot of proposals for cycling last year. You can go cycling around the island while doing fundraising and help others. However, it's hard to convince your boss that you can help others while cycling. What can you truly help with? Are you truly putting efforts into these services? These are hard to explain while the proposal is going through internal screening and evaluation (C3).

Even though Taiwan Citibank believes that they would never give up easily or never invest without effectiveness, 'It gets very hard to separate from one another after a long period of cooperation. This reveals the importance in choosing partners' (C3). Occasionally, a situation has occurred in which they have had to end their cooperation: 'if they keep on failing, then I would not be able to convince my regional or the New York office to keep on giving him funding' (C3).

As a print medium, Global View Magazine is a popular corporation for NPOs to partner with to gain a voice:

Media prefer to start with issues. When an issue occurs, we would think about which charity group to cooperate with. Each charity group has its own target population to serve. So we can pick a group according to the target population, which has to be clear and appropriate for our goal. Then we would consider the images of charity groups and their abilities to execute a project. After we initiate an issue, there would be activities for donations and contributions. The group we pick must be able to handle all these. Thus, the image and abilities of public welfare groups are our focuses (C6).

Media's concerns differ for general companies; the kind of issues and voice used in the media is an important consideration for NPOs seeking partnerships.

Interviewees' perspectives revealed some important considerations for NPOs hoping to attract a corporate partner. These focused on the importance of personal relationships and on preparing an adequate proposal:

Two fundamental principles suggested; one is the personal relationship, and the other is how to present oneself as being acceptable to the others. What is a so-called personal relationship? Being precise, it is a relationship that you have established throughout past working experiences in public affairs with someone in particular. The second is that while you are in a situation that the client is not an acquaintance of yours in the past, then how can you use of your proposal to convince him/her that you are a man capable and trustworthy to collaborate with (P2).

P2 indicated that the most important part of a proposal is the first page. It must present clients' interests in a way that can fit with the company's products. Thus, NPO PR practitioners ought to survey and understand corporate advertising and its consumers. NPOs should be able to offer a case that can promote the company's charity image and their own PR professionalism, with the added benefit of saving manpower for companies. NPOs should focus on media management to obtain more advantages in their cooperative relationships. P2 stressed that from the aspect of sponsoring, media management is very important:

One has to be fairly aware that the public media relationship is essential to a person who engaged in an NPO. To the corporations that sponsor your activities, why should they spend their precious money on your activity, why not someone else? (P2)

In summary, NPOs should consider the reason behind corporate choice to cooperate with them. NPOs need to understand why people should, and will, donate their money to a particular NPO from a choice of many when they wish to donate to

charity (C3). P1 explained that failure by NPOs to gain resources from corporations can be due to lacking a position from which to negotiate with those corporations or due to having only limited credibility with the public. P1 further explained that NPOs' organisational structures, such as their capability, could have a great effect on society, and budget control in the following campaigns are the factors to be taken into consideration by corporations. P2 offered a comment that the NPO partners cannot be doubted. Therefore, NPOs' credibility is the key. P1 finally suggested that another key resource for NPO PR is the corporations' annual reviews, which rely on their PR experiences in the past years:

those NPOs were adopted by corporations because, firstly, the teamwork spirit and, secondly the performance—the performance that could fully fill all the customer's requirements, the amount of the participants and/or the media responses for instance. Unlike, as to those NPOs that were not adopted, the reasons for being out of choice for corporations are mainly due to NPOs are too shifty (P1).

A corporate CSR project was undertaken as a way of building the charity brand. Through this public service, public education and communication with its stakeholders, a good charity image that corporations want can form gradually. However, from the perspective of critical PR, Surma (2006) argues that corporations usually manage the role of rhetoric in PR to structure knowledge, meanings and values into their communication and interpretation such as a corporate annual reporting by which a corporate trust bank can be potentially and gradually stored in the minds of stakeholders. If, as Motion (2005) thought, 'public relations as a discourse technology' (p. 505) can 'provide and shape the meanings of social, cultural political, and economic experiences to benefit the client organization' (p. 52), corporations can control how brand image is framed to the society. An example is '7-ELEVEN is the most convenient good neighbour' as the major message that 7-ELEVEN conducts and cultivates through community service communication. By way of another example, Taiwan Carrefour held the 'Carrefour Children New Paradise' event, successfully promoting the 'I want to go to Carrefour' message by kindergarten children. These reflections represent how corporations wish to shape people's thinking about their brands.

Thus, it can be seen that NPO PR practitioners must provide an appropriate CSR project with a good issue that is attractive to corporations. However, they must

carefully and thoughtfully balance between these relationships because everything relates to the ethical brand of an NPO.

Building a Specific Strategic Alliance Plan

The previous section has demonstrated the need for NPOs to initiate interactions with corporations and the ways that they can interest corporations when seeking sponsorship. Corporations specifically seek to have employee participation, and this is a kind of elevated internalisation. Agreement between people in organisations is much more implicitly influential than simple collaboration projects. ‘Managing community relations can hold employees together and increase a communities’ support with corporations, so that institutions may run their local business without worries’ (Li, 2008, p. 29).

The corporate volunteer system has become a new trend, in particular, ‘it is the common way to use corporate volunteers as a kind of CSR performance’ (Liang, 2009, p. 58). Statistics from a report by the Ministry of the Interior indicate that the number of volunteers reached 496,276 and that from 2001 to the end of December 2007, there were 15,444 central government registered voluntary groups, with volunteers coming from a large range of sources from corporations to housewives, university students and retired elder people (Liang, 2009). This phenomenon of building corporate volunteer systems can assist corporations to encourage employees to commit to voluntary service and not only provides them with training by the ‘Voluntary Service Law’ of the Ministry of the Interior, but also offers them leave for such services (C3, C5, C1):

We take care of our volunteers and leave them no extra pressure, worries or concerns. The company provides corporate volunteers with a training course after they have registered as volunteers. There’s a model for the course content. We have a policy called volunteer leave which a lot of corporations also have. Therefore, they just need to ask their bosses for volunteer leave by email (C3).

Clearly, this is another valuable area a corporation can develop and a new way to make intimate connections. It can also become a powerful way to implement NPOs’ services more effectively. A good example is the ‘Caring Volunteers’ plan by HCT and Eden, which has benefits for the corporation, the NPOs and the employees. The ‘Caring Volunteers’ plan is an exclusively designed corporate volunteer service, with participation of people from all levels of the organisations.

HCT offers a ‘one-day volunteer’ option for administrative personnel, as well as a ‘Caring Volunteers’ position for the drivers. Through this programme, drivers are asked to check in on some cases in the course of their deliveries (C1).

When the ‘Caring Volunteers’ project was established, HCT had to exert quite a lot of effort through ‘push and pull’ tactics to gain employee acceptance. Although, C1 stated the ‘Caring Volunteers’ drivers all participated of their own volition, he also admitted that employees perceived pressure to participate in the charity works; in particular for a new employee:

Chueh-Hao Kuo was a driver for 4 months who just started to work for our office in Sanchung²⁷ and was not enthusiastic about the project as were most of the people ... When the social worker from Eden was conducting a class, he would be sleeping in the class ... Alas! I can’t even make enough money, why do I have to do this?! (C1).

‘At the time, everyone was looking for people, and each team had to have two or three. You know that we’re busy making deliveries ... Everyone was passing off the responsibility. I was new, so I volunteered’ (C1.2). This suggests that corporate employees are less proactive for charity events, because they are unwilling to sacrifice their work time or to take on extra business stress. Although C1 stressed that ‘it has to come from your heart’, he also commented that ‘we do push them by comparing their achievement rates in every month’s director’s meeting’ (C1). HCT also invited core managers personally to lead workers to commence social work services. The first step was to offer a training course and to seek an appropriate service case. Eden then assisted HCT employees for the first visit to guide their cases, and a Visit Record (see example in Appendix 6.1) was used to provide information to the employee and to record ongoing new information. Eden was available for backup advice in different situations (C1).

The HCT voluntary service hoped that superiors would provide a role model to employees to assist their understanding of how to deal with the ‘client’ or service targets (C1.1). A detailed description of two successful experiences from the perspective of the HCT volunteers is given in Appendices 6.2 and 6.3. These case studies show the effort required to first establish a relationship with the client, and the resulting gratitude of the client and their family and satisfaction for the volunteer.

²⁷ A town is in Taipei County.

In this project, HCT not only provided their human resources to Eden, but gained valuable feedback from Eden. Eden effectively became a supporter in the management of HCT employees:

We know of a driver who died in some car accident during his delivery. He was divorced with one child, and he has an old mother. We found that there was enough social support because of our partner, Eden. Eden would help to take the child to school. When I found out about Eden, I finally knew that Eden provides voluntary welfare services ... It is nice for Eden to help the child with classes and to help him get to school and back home (C1.1).

Offering voluntary service also benefited employees when accidents or mistakes were made. 'Previously, I was in a car accident, and they gave me a lot of support. I was going to be fired because it was quite a major accident. But since I was working as a volunteer, I got merit, which saved my job' (C1.2).

The Eden-HCT partnership clearly had other, less material benefits for volunteers. A new understanding of life was gained by corporate employees through their meaningful experiences as volunteers:

These cases make me reflect on my life. At least I can work and make money, and I have the things I want. I can drink water on my own and walk, and this is happiness. Health is the most important thing in life ... After you see them, you would take better care of your employees and feel empathy ... People have to realise their blessings and live in the present (C1.1).

These emotional benefits have the potential to further contribute to the corporation by improving work performance and adding to the reputation of the corporation. C1 gave a concrete example. As a normal delivery driver he would change his job frequently, but since joining HCT and becoming a volunteer, his job, income and family life have been stable (C1).

Employee management can be enhanced by charity work:

I call it '15 Days Caring' for new employees. [New employees] who don't know what to do when they first get here, and I have a list of 15 things for each day. So I have a class leader who is capable and can take care of new employees and teach them. If you care about him like this, one day he will be a director who will follow this model ... [the new employee] doesn't know your corporate culture and needs, we have to teach them from the start ... I will chat with [the new employee] for at least 10 to 15 minutes each day, just like how we do 'Caring Volunteers'. Our supervisor has to talk to them first, and with me too (C1.1).

These mechanisms allow feedback on their own work to flow from voluntary service, with beneficial outcomes and potential profits to the corporation. C1

expresses that ‘To do marketing for charity business, you have to start with internal marketing. You can also extend it to external marketing. The foundation would be deep’ (C1). When the internal education is successfully accepted by employees and they agree with the company, it enhances their work performance. Therefore, C1 believed that when it became an honour for employees to be wearing HCT uniforms during their delivery, it was also doing marketing, in which HCT could deliver its brand guarantee.

Putting it another way, the responses Eden gained are valued as well. In addition to Eden having HCT as a sponsor and HCT bringing their know-how to the management of the Rehabilitation Bus²⁸ (C1.1), the biggest benefit is that HCT employees have re-recognised Eden and can convey that attitude to people who are around them:

I used to think of Eden as just having tax invoice donation boxes in supermarkets, and as having something to do with wheelchairs ... Later they introduced it to me, and I realised that it is a really large organisation with many branches ... I trust them because I have double-checked each social worker ... they really deeply care about them (C1.1).

I don’t understand Eden very well. Not just me, most people don’t know it. There are a lot of charity organisations in Taiwan ... Most people know that their logo is the wheelchair, and it seems like they only take care of people with intellectual and physical disabilities ... After I became a volunteer, I started to understand that it was very different from what we imagined. It takes care of poor, lonely, blind and others (C1.2).

HCT also succeeds in turning corporate volunteers’ gratitude and satisfaction with this fieldwork to the office and also to their family members. Thus, HCT not only earns a good public image but also improves employees’ respect, increasing their work efficiency:

I was talking about [the story of] the girl [I take care of] to my son, and told him that he is very lucky ... I went through hard times too, so Eden became part of my home and work. I cherish this, because I never thought that I could become a director when I used to be a driver (C1.1).

The HCT case shows two significant results. Firstly, corporate volunteers provide a saving in human resources to NPOs operating a range of public service (H.-T. Su, 2006). When corporate voluntary service turns into public service it becomes a corporate competitive strategy by which the partners can gain more value

²⁸ The Rehabilitation Bus is a transportation service for disabled passengers. This is an example of an NPO social enterprise.

from continuously thinking and exploring in the process of interacting during a strong partnership (Austin, 2000). The second significant result is that internal communication helps build brand loyalty for the corporation, as corporate employees have more connections with the corporation and this extends to a loyal relationship to the NPO's brand. This efficiency is based on value exchange through integrating various resources and individual core abilities to create social value while partners make profits (H.-T. Su, 2006).

6.3 Donors' Views on Co-Branding of Not-for-Profit Organisations

The overall view for donors in terms of successful charity management for NPOs concerns NPO's corporate-like insight and communication skills. From interviews with donors, I detected four perspectives on NPOs' co-branding: cooperation, business management, social networks and leadership.

NPOs should actively create an open space for cooperation with corporations to improve NPOs' image and ability to obtain more resources (DS1, DN1). NPOs should adjust their fundraising strategies to be more diversified to fit in with co-branding. The easiest method to implement is cause-related marketing, which encourages people to participate in charity activities as a natural sequence: 'donation is made through stores, so you don't really feel like you're spending extra money. On the other hand, I can feel I do charity' (DS1).

Whatever way NPOs manage a strategic alliance, it means co-branding. Thus, both cooperative brands' creditability is evaluated by the public: 'If it is a store without a name, I will not make a donation to it. Therefore advertising through mass media is still very important' (DS1). Appropriate advertising exposure is a basic way to increase people's familiarity. Without continuous memory accumulation for the organisation, it is difficult to build trust. The reputation of the cooperative partner also builds trust in the public.

According to donors, NPOs should attend carefully to business effects. Otherwise, their positions become more difficult when social resources are shared with other NPOs. This mode of fundraising has become common in Taiwan (DN2, DC2):

There was nobody to grab this source of tax invoices in the past because it was hard to get funds. However, now it has become an important source of

funds in recent years ... many other groups are fighting over tax invoices. At every store or drink stand, there are three or four boxes for coins donation and tax invoices, and I don't know where to put my change and tax invoice (DN2).

Following NPOs' use of sheltered workshops as another source for funds, most interviewees were worried that sheltered workshops were not running well, suggesting a problem of survival (DN1, DN2, DS2). DN2 worried that 'many of Eden's sheltered workshops that have closed ... Eden later stopped making wheelchairs, do you know why? Because it wasn't worth it! Human resource costs were the biggest problem'. Cost control presents a challenge for NPOs because of the new *People with Disabilities Rights Protection Act*. DN2 indicated that the law is perhaps another factor explaining why NPOs rarely operate sheltered workshops. 'The Council of Labour Affairs raised minimum wages, and established more stringent conditions for people with disabilities. This minimum wage problem makes NPOs unable to pay them, because they still have pensions'. Additionally, charity goods also need to reach the market standard, 'normally those businesses would face management difficulties ... sometimes people don't have any desire to buy these products' (DS2). This reflects the view that the management of NPOs is insufficient.

Social network management is an important asset of NPOs' charity management. Good social networks can offer extensive advantages for operating a charity business or supporting the increased visibility of social work. Good social networks encompass three important human resources: volunteers, government and corporate leaders (DN2, DC1, DC2, DS2). In particular, DN2 emphasises that NPOs should value the power of voluntary groups because they can spread influence from the individual to families, to schools and to website users by positive word-of-mouth (DS2).

Government is one of the best resource providers, and this asset presents two interests for NPOs: government resources (human resources and PR resources) and accumulated credibility from government's endorsement (DN2). DN2 lamented that most NPOs are in passive relationships and have no idea how to create a social network. These NPOs mostly collect funds from membership or small donations. These NPOs should actively seek a social network as an asset to bring stable growth to their organisations.

Finally, the results generated by NPOs depend on whether they have a leader with vision. In particular, the leader's image can influence people's values about the organisation, and their social network affects contributions (DC2, DN2). DN2 used the example of the Formosa Cancer Foundation,²⁹ which 'is actually a really large system ... The association chairperson is Wang Jin-pyng, President of the Legislative Yuan, so it can act quickly. If he wants to solicit donations, they come from everywhere'. Obviously, the leader of an NPO can determine the organisation's future and whether it is successful. By integrating donors' suggestions, five recommendations are offered. First, NPOs should keep to their principles to maintain their core values. Second, they should learn management skills from enterprises and accept suggestions. Third, they should be responsible for supervision. Fourth, NPOs should be autarkic. Finally, they must make annual plans (DN1, DN2, DC1, DC2).

Social networks are vital for fundraising by NPOs, and their establishment and maintenance is an important task for NPO PR. Relationship management, particularly with decision makers cannot be ignored in communication programmes. The useful role played by Eden's senior managers seems to have been overlooked by, or perhaps invisible to, donors and hence the importance of PR for the review and management of the Eden brand cannot be overstated. The leader as CEO plays a critical role in driving the organisation's reputation (Devereux & Peirson-Smith, 2009; Harrison, 2011) and can power organisational progress through his or her own social network and interpersonal relationships. In Taiwanese culture, *guanxi* is also highly influential at the core of relationship management to build value-based leverage for charity collaborations.

6.4 Summary

An NPO, as a service provider, is in charge of providing a specific CSR project for a corporate partner as a PR tactic. In contrast, a corporation plays the role of sponsor. Simultaneously, a corporation can accumulate its brand reputation through this CSR project. As a result, most corporate participants look to how an

²⁹ 'The Formosa Cancer Foundation (FCF) was founded in December 1997 to respond to Taiwan's growing cancer crisis. The Foundation is strongly backed by professional medical organisations such as the Taiwan Oncology Society and National Health Research Institute (NHRI) as well as by corporate and individual supporters ... FCF President, Wang Jin-pyng, is the Speaker of the National Legislature. His senior position in government and public affairs enhances FCF's voice in national health policymaking to advance core objectives' (FCF, 2011).

NPO can bring successful media effects and brand reputation to the corporation as the most important criteria in collaborator selection; in Taiwanese PR practice, media relations and marketing orientation have a paramount importance (Macnamara, 2012; Wu, 2005; Wu & Taylor, 2003). In particular, more powerful corporate brands would consider that the PR capability of an NPO determines corporate attraction as a strategic match to upgrade the corporate CSR brand image. However, this aspect also poses a risk of ethical communication for NPOs. This is a challenge to an NPO because when brand alliance is not well matched, to read the NPO's brand can suffer (Becker-Olsen & Hill, 2006; Dickinson & Barker, 2007).

There are four advantages generated by co-branding. The first is the gaining of higher visibility by media exposure through combining issues. Obtaining free corporate marketing resources and communication channels built up by two brands is another aspect of this advantage. The second is that long-term partnership brings a stable contribution via corporations and also a potential for individual donations. Third is the resources integration, such as through human resources as corporate volunteer systems and corporate knowledge exchange. The final advantage is that NPOs and corporations can do something good, together, for the society.

However, as we have seen in this chapter, there is a fine balance between the interests of both parties in co-branding between a private business and an NPO. Eden, for example, has concerns that gaining corporate resources from a partner involves risk. Generally, most large NPOs have better opportunities to obtain cooperation and to gain leverage for resources. Large private businesses in comparison are keen to dictate the terms on which an NPO participates to ensure that the co-branding meets the core strategies of the corporation.

In relation to a strategic alliance (that is, co-branding), several integral aspects should be carefully considered when selecting partners. First, both NPOs and corporations agree that a good cooperative project is based on the corporation's CSR and follows industrial properties. Most corporations prefer topics on education, environmental protection, community or charity. There is general agreement about four common ways for proposed NPO collaborations to be evaluated by corporations. Firstly, a proposal must be submitted in which NPOs emphasise the connections of the issue with the corporation the public issue they are proposing to combine in relation to the corporation. Corporate collaboration prefers customised

cooperation and new issues that are socially influential. Secondly, the financial transparency and accountability of the NPO is a necessary condition that is always required by corporations. Thirdly, it is important that NPOs have an endorsement of a powerful and creditable organisation. When NPOs do not have strong guarantees, the large corporations or government authorities they have worked with can become effective guarantees. Otherwise, an NPO will need a good reputation, which offers a guarantee under its brand. Finally, NPOs should have a recognisable capability to execute a project. Corporations focus strongly on the executive efficacy of their partner; that is, whether NPOs achieve the aims implied by corporate resources. This is because stakeholders in the corporation need to know they are spending their money and time on a worthwhile company. Normally, to review executive efficacy these points are addressed: the expected outcome, media exposure, mutual profits and good agenda setting that can further influence society.

Eden's senior management considers that if there is not an equally proportional return to its services from cooperation, this is tantamount to losing resources for Eden. Not all NPOs are so sensitive. CAUF and Sunshine Foundation are willing to maximise corporate marketing resources in their collaborations, even if the return is not proportional.

It is important to make a relationship with minimal stress and burdens between NPOs and corporations. Considering the partnership as a friendship is the best way to maintain a positive long-term relationship. A social network will be a principal asset. Leaders are also major decision makers that sustain their organisations' directions. From this study, Eden appears to be more conservative and differs from other NPOs. Some NPOs actively support the creation of a social network for more resources, while others are afraid that co-branding will destroy their good reputations. Therefore, it is important for an NPO's leader to not only keep the organisation's core value intact, but also to have the insight and stratagem to make a partnership with an organisation that is mutually beneficial.

The next chapter, Chapter Seven, investigates the crisis of 'mission drift', where NPOs charged with a public mission can lose their way by becoming corporate-looking. Avoiding this phenomenon is one of the principle concerns of an NPO when identifying beneficial co-branding opportunities. The first part of the

chapter looks at mission drift in the case of Eden. The second part looks at this phenomenon in the case of other NPOs.

CHAPTER 7

CRISIS AND NOT-FOR-PROFIT ORGANISATIONS

The analysis of co-branding performed in Chapter Six was mostly concerned with how NPOs and corporations could extend their competitive advantage through strategic alliances and thereby, by co-branding, improving their image. However, a solely market orientation does not fit the ‘mission’ of a traditional NPO. Learning corporate methods and/or cooperating with enterprises to obtain more contributions makes strategic sense, but as will be shown in this chapter, the public quickly notices when charitable activities appear to be for-profit masquerading as the public good. Eden, the main case in this study, is nearly 30 years old, and uses its 333 Rules to guide the development of its financial structure (see Chapter Three). NPO finances do not rely solely on the government anymore. Thus, NPOs’ commercialism presents a new challenge for competition and survival (Z. -L. Chen, 2009). Z. -L. Chen (2009) is concerned that the 333 Rules should be based on the initial mission:

Resource retrieval should be reviewed periodically and randomly for it is related to implementation of organisations’ objectives and missions and is a measure to reach their goals. It should also be discussed with future development to avoid the phenomenon of missions being diverted (p. 81).

Clearly, mission is core for Eden and keeps it on the right path. As we have seen in previous chapters, the ethos of Mrs Liu Hsia is central to Eden’s vision and Eden does not wish to stray from its founders’ path. However, adopting for-profit methods puts this objective at significant risk. Therefore, Eden must have a higher standard in reviewing its operation than other for-profit corporations, to prevent the public perceiving it as suffering from mission drift, which can seriously damage an NPOs reputation and brand.

Two key causes of the crisis of mission drift are discussed in this thesis; that is, when an NPO acts as a business or social enterprise, or when an NPO forms a strategic alliance with a corporation. In this chapter, I present two case studies to illustrate mission drift: The Wonderful Masters Cleaning Team by Eden and The 66 Event by CAUF.³⁰ The latter of these saw CAUF linked strategically to the Taipei

³⁰ In 1995, CAUF was established from the idea that no matter how old the physiological ages of people with intellectual disability, they are ‘Children Forever’. Children Are Us Foundation provides long-term care and job training to people with Down’s syndrome or intellectual disability.

City Government in operating its own bakery and restaurant. Both cases encountered serious problems in terms of how the NPOs were perceived by their publics.

In both cases, the organisations faced a crisis that threatened their mission. This crisis related to how Eden and CAUF treated their own employees, who had disabilities. A central aspects of this problem is whether charity brands should develop an identity of ‘value-led organisations’ (Stride, 2006). In such organisations ‘Value can be the starting point for a successful long-term niche strategy’ (Dimitrov, 2008, p. 19) with trust laying the groundwork for the NPO value. The trend of increasing ‘corporate-like’ operations gives NPOs power via agenda setting to have an influence in society. However, an NPO also plays a role as a source of opinion to compete for the public interest and the common good. Thus ethics is the most important consideration for NPOs. With these views in mind, it is necessary to review why Eden and CAUF were faced with criticism from their publics, which suggested that they were for-profit organisations disguising themselves as operating for the public good.

This chapter is divided into four sections. The first section will probe how mission drives NPO social enterprises. The next two sections investigate how Eden and CAUF handled their crises of mission drift; the manner in which supporters perceive NPOs’ marketing orientation; and how this relates to loyal relationship management. The final section provides a summary of the chapter.

7.1 Mission Drives Not-for-Profit Organisations’ Social Enterprise

Both CAUF’s The 66 Event and Eden’s The Wonderful Masters Cleaning Team found themselves embroiled in crises in 2005 and 2010, respectively. These crises brought to the fore the problem of mission drift. Eden and CAUF have worked on social enterprises to serve employees with disabilities for job training so that they may return to society. However, in both cases, low wages were found to have been paid to the disabled employees (Dan, 2010; K.-C. Su, 2009). This crisis shook these large NPOs and they faced accusations of being for-profit enterprises in disguise. Eden and CAUF provide a good starting point for a discussion on how mission visibility is important in such crises.

The aim of this section is to explore how mission drives NPOs’ social enterprises considering that commercialised NPOs support financial independence.

The importance of being value-based is the first discussion and a comparison is made between Eden and CAUF. Their attitudes towards sheltered workshop management will be another major topic discussed here.

NPOs are driven by a mission that is primarily linked to the public good and not to market success. Mission is clearly the most important element to an NPO and is the right way to drive social enterprises. The mission for organisations such as Eden is the public good (or as Eden calls it, 'the public device'). However, NPOs as social enterprises are increasingly commercial and this brings with it benefits but also risks (T. M. Chen, 2007, p. 125). In fact, Eden and CAUF are excellent examples of how to manage social enterprises in Taiwan, and both illustrate Su's (2008b) suggestion that commercialised NPOs can increase their financial independence and gain respect from society in return.

In accordance with the principles of social enterprise, representatives of both Eden and the CAUF emphasised that management should follow the principles of the commercial market, but should tailor these to the organisation's mission (N2.2, E2). For this reason, NPOs have different attitudes in regards to social enterprise management.

In discussing value-based social enterprises in NPOs, the data are drawn from both senior managers, the key decision makers for social enterprises policies, in Eden and the CAUF to analyse the differences in management policy. According to Eden senior managers, Eden only pursued reasonable profits under the government's regulations and cost control:

I thought, the ideas of business management and control mechanism ... is also a charge system ... we were required to make a surplus under the cost ... if we did not care about the overall cost control, [it] was unable to save money ... we were cooperating with the government ... They worried that we would forget to serve if we made too much revenue, so there were limitations on us (E2).

Further, Eden prefers to build a peaceful environment without conflict with corporations. E2 gives an example: 'I did not earn as much in a general gas station, because I really did not want to create a weird utilitarianism to compete with other companies. [The gas station industry trade union] would not agree with it at all'. What Eden wants is to manage social enterprises through a relationship based on the chain of industries.

The social welfare industry we built was based on the chain of industries because Eden's brand name conducted warmth both to upstream and downstream industries. It was impossible to maintain a long-term relationship without providing benefits to cooperators (E1).

This notion stresses a competitive environment that is mutually beneficial and conflict-free. Currently, Eden not only runs government projects, but also owns sheltered workshops based on cost control and has re-established training to develop a cyclical function for adding value to social enterprises:

If you donate one dollar for buying something, I pay 0.9 dollars for cost. This is the benefit inside one dollar. The idea of sheltered workshops is that I use one dollar to do training which generates its output value: producing the wheelchairs. Then I sell the wheelchairs ... The services you do with your products and also the recipients who buy or donate the products are connected together. The cycle is built and becomes a value chain. First, it has its own output value. It is important for it to store and circulate its own value and create its add-on value continuously ... we cannot run this [cyclical function] while the production costs exceed the value [by Eden's evaluation of cost] (E2).

When I examined the differences in the baking businesses of Eden and the CAUF, Eden declared that Eden focuses on the re-building process that offers different values from those of the CAUF:

We wish to let clients with disabilities join in all the processes of baking, and there is great value associated with that effort. As far as people know, CAUF treats the bakery as a career, but we consider [bakery] as a kind of occupational re-establishment process [for the people with disabilities] ... Another purpose is to encourage them to get back in to society as a part of the workforce (E1).

No matter which social enterprises Eden promotes, E2 suggests that a cyclical function allows Eden to create profits from the government and return them in services. E2 stressed again that, 'you cannot forget the purpose of your mission. You have to protect the bottom line, and others³¹ are just tools. You also cannot exceed too much or a value disappears for a high cost of investments' (E2).

In contrast to Eden's social enterprise management, the CAUF is more focused on marketing orientation. However, the CAUF has the same view as Eden: Under no circumstances can mission be lost, regardless of what methods the CAUF use, because revenue is only a driver behind the goals (N2.1, N2.2). However, N2.1 recalled that the CAUF had been critically questioned since the first bakery opened

³¹ The meaning of "Others" in this quote refers to advertisements, PR, marketing, or management used only as tools for NPOs to achieve their purposes.

about whether they were running a business rather than a service. In response, N2.1 argued that ‘the charity business can be more vigorous and diversified. Being diversified is not just through donations or services from the government’.

N2.1 and N2.2 believed profits could help services and were required for a balance of investment and return. ‘If I had enough surpluses, I could do more services in my business plan. This was my high standard of business strategy, but now, for our lower standard (N2.2) ... it was just to break even’ (N2.1). Therefore, CAUF strongly supported the principle that ‘nowadays, an NPO has to be commercialised for survival. You must have a commercial thinking’ (N2.2); and N2.2 further clarified that CAUF had been ‘very clear’ about their ‘organisational vision and mission ... Opening a bakery or a restaurant was only a tool’. Moreover, all members know their value will only return to their clients, without sharing it with stakeholders.

Under the value-based principle, N2.1 and N2.2 advised that NPOs that become commercialised must ‘fit in with the market competitive principle’ (N2.1, N2.2). This was why sheltered workshops were easily closed if NPOs just wanted the government subsidy, and/or a cheap rental. Moreover, many NPOs opened a bakery in a sparsely populated place with free rental support from the government. These NPOs not only could not exist [in a society] but also they could not keep providing caring service to people whom the organisation had taken care of (N2.1, N2.2).

As in the previous discussion, social enterprises have brought more problems for NPOs. Therefore, PR practitioners should engage in more analytical thinking to fit NPOs in with the current environment and societal perspective. The images of an NPO as a for-profit in disguise and/or mission drift relate to the societal perspective. The reason is because a donation is based on trust in an NPO where people support the mission, vision and/or values of that NPO in working in the public interest. If trust is lost, there is no reason for the public to continue to make donations to the NPO.

In the comparison between Eden and CAUF, both have a different attitude to sheltered workshop management. Eden is a more conservative manager of sheltered workshops and believes in giving a place in the re-establishment process to people

with disabilities. Eden also focuses on cost control and tries to avoid being in a competitive market with other similar corporations. This, Eden believes, is the best choice to preserve the reputation and brand of the NPO. In contrast, the CAUF stresses that managing sheltered workshops should fit in with the market rules to return profits to the children for whom the CAUF cares. In both cases, the attitudes of these NPOs differ from those of organisations operating as social enterprises, and both agree that mission should remain the unchanging core value. That is, regardless of how they choose to operate, they both agree that the social enterprise mission should always be presented to the public.

As such, for a PR practitioner of an NPO, keeping the organisation visible to its publics is central. To a value-driven NPO, the societal perspective is accumulated through a series of communication campaigns. Dimitrov (2008) notes that an NPO should increase its communications capital because 'Media are at the core' (p. 24) and this allows the NPO PR practitioner to act as a credible provider of news, as 'News subsidy is one of the pillars of public relations' (Dimitrov, 2008, p. 24) through which agenda setting in the message can help to bridge the gap between NPOs and the public.

7.2 For-Profit in Disguise

In 2005, the 66 Event occurred. This event arose when it was discovered that children with intellectual impairments working in a bakery restaurant for CAUF were being paid only 66 NT dollars per hour, which is even lower than a foreign labourer's pay. Five years later, Eden faced the same accusation in relation to a cleaning team's disabled employee who was receiving only 70 NT dollars per hour.

In the two cases, Eden and CAUF were accused of stealing benefits from their disabled employees. This section discusses the ways these NPOs managed their crisis communication to handle the impact of the negative image of being for-profit in disguise and/or as suffering from mission drift. It also demonstrates how relationships and brand power help protect against such accusations.

The quote below indicates the current trend of Taiwanese NPOs to provide many job opportunities for disadvantaged people:

In 1993, the Sunshine Social Welfare Foundation, which assists burn victims and others who have suffered facial injuries, established Taiwan's first NPO-

run business-the Sunshine Car Wash. The car wash provides work opportunities to [the intellectually disabled] and people with facial disfigurements ... Many other foundations have followed in Sunshine's footsteps: the Eden Social Welfare Foundation now operates a massage center staffed by visually impaired persons; the Syin-Lu Social Welfare Foundation runs a laundromat staffed by [the intellectually disabled] individuals; the CAUF has a restaurant and a bakery; the Yu Cheng Social Welfare Foundation runs a recycling center; the Wilderness Society sells cards, T-shirts and bookmarks, as well as offering talks and guide services; and the Garden of Hope has established a business department and become a Tai-Salt convenience store franchisee (C.-F. Chang, 2005).

This suggests that an increasing number of modern NPOs wish to run their charity work as a business. 'But there is one important difference: NPO profits don't end up in the pockets of a proprietor or stakeholders. Instead they remain within an organisation that applies them to the development or running of programs for the public good' (C.-F. Chang, 2005). While there are benefits to running a charity as a business, there is also the potential for a crisis in the mission. Murphy (1996) points out that the media have a function of amplification in crisis, and it is to this that this chapter will now turn.

Eden's sheltered workshops include a typing service workshop, a '9/21 earthquake' wheelchair workshop, three bakery workshops and a cleaning workshop. CAUF provides long-term care and job training, such as in bakery restaurants in Taipei and Kaohsiung, to people with Down's syndrome and intellectual disability (see Figure 7.1). Both organisations found themselves embroiled in a crisis around the problem of mission drift with The 66 Event and The Wonderful Masters Cleaning Team. To compare Eden and CAUF, I have used information about the 66 Event from ex-CAUF CEO Su (2009), who wrote a book giving a detailed description of the event.

The 66 Event

The 66 Event was the first crisis event in Taiwan in which the mission of a major NPO was called into question. Su (2009, p. 80) provides a good summary of the event:

The *66 Event* occurred on 2005/10/5. Four Taipei City councillors called a press conference with the topic being ‘Who benefits from intellectually impaired children?’ The yearly turnover of the ‘Enjoy Taipei Restaurant’ located on the first floor of Taipei City Government, which building revenue was as high as 9 million NT dollars. But the children with an intellectual impairment who worked there got paid only 66 NT dollars per hour, which is even lower than foreign labourer’s pay. If an intellectually impaired child wanted to earn NTD 15,840, the minimum wage according to the law, he had to work 8 hours a day, 30 days a month.



The *Children Are Us* restaurant is a ‘sheltered’ employment field for the mentally disabled [sic]. It also provides an opportunity for the general society to come into contact with and get to know them (Jimmy Lin).

Figure 7.1 News Story on *Children Are Us* on Taiwan Panorama (used with permission) (Source: C.-F. Chang, 2005) (exception to copyright: ss40, 103C)

The problem for CAUF was more complicated than it initially seemed. As Su (2009, p. 80) pointed out:

The labour sweating issue the councillors worried about included not only allotting rather low percentage of profits to the disabled, but also keeping trainees with better skills instead of recommending them to other jobs, which caused low employed rates of the disabled.

From 5 October, CAUF topped the news for two weeks. Su (2009), the CEO of CAUF at the time, provided a detailed synopsis of the crisis. Four Taipei City councillors called a press conference on the topic: Who benefits from intellectually

impaired children? The low hourly rate paid to disabled children was condemned. ‘Sweating profits out of intellectually impaired children’ was the public statement by the Taipei City councillors. Su reacted quickly and provided full financial details of *Children Are Us* to the public at the opening of the Kaohsiung City Government workshop. However, the CAUF still lost a number of donations and orders. The next day, a board meeting was held as a press conference to announce the decision to close down the workshop in Chubei, Hsinchu. Pin-Tai Wang, chairman of the board, announced an investment of NTD 3,390,000 for a training fund to assist disabled people working for *Children Are Us*. The chairman of the Council of Labour went to the workshop in Hsinchu to encourage the disabled children and again released figures showing all finances. Through a spokesman, the premier of the Executive Yuan indicated that the minimum wage did not apply to social welfare institutions. The Wang Group gave 3 million NT dollars to help in re-opening the Hsinchu workshop.

The closing and the re-opening of the Hsinchu workshop worked well as a strategy, especially combined with releasing the financial details of the CAUF:

We were almost completely shut out due to reports. Unfair reports with slander and criticism filled newspaper pages while our explanation was placed in a corner. A lot of people had left messages on our website asking the foundation to reveal its financial report. The fact is, according to the regulations from the Ministry of Interior, financial reports have to be submitted in March every year. And the foundation has never been late in submitting the reports (Su, 2009, pp. 98–99).

The CAUF initially lost customers and support with a reduction in donations and damage to its reputation. However, the openness of the CAUF paid off. Even though the CAUF did not know what to do at the beginning, later they again released figures showing all finances and influential supporters, and kept up communications with the media and the public. This successful appeal deeply touched the media and turned the situation around. Soon, there were reports in the print media about the disastrous result the accusation has for the CAUF. Public opinion turned against the councillors who had instigated the complaint and the crisis ended on 12 October 2005.

Corporate sponsors were concerned about the councillors’ claims but in the end remained loyal to the CAUF:

When the *66 Event* occurred, Citibank contacted us right away. Their idea was simple and direct. If CAUF indeed took advantage of children with an intellectual impairment, the image of the bank which issued affinity cards would be damaged. The day after the event occurred, under the witness of the representative of Citibank and our accountant, they confirmed that the foundation's financial situation was not 'beneficial for certain people' as the councillors said. Therefore, Citibank was willing to continue its support to children with intellectual impairments (Su, 2009, p. 111).

In summary, the CAUF was open in the way it approached the crisis and explained to the public how its workshops operated, including the provision of finances. Its CEO, Su, fronted the public to provide these explanations. Yet, five years later when Eden faced a similar crisis, Eden found it difficult to confront it.

The Wonderful Masters Cleaning Team

The Wonderful Master Cleaning Team was set up in 2004 by Eden Fountain Clubhouse Employment Sheltered Project for people with psychological disabilities. In 2008, the Wonderful Masters was registered in the day-care model of Taipei Wanfang Disabled Vocational Training Centre (Eden 2010). On 16 May 2010, an article critical of the pay arrangements afforded to employees in this programme, appeared in the *China Times* newspaper:

Days ago, 1/3 of the wage of employee Mr Huang, an employee sent by Eden to work in the Legislative Yuan, was being deducted his salary for compulsory enforcement to pay off his credit card debt of over NTD 2 million dollars. He worried about his living and asked the assistance of a legislator for help. He wanted to know if there is any other alternative since his wage was below the basic wage. Then the legislator found that this disabled cleaner who works from 6:30am to 4:00pm gets only NTD 11,000~13,000 per month, which is a shock (Long, 2006).

The Taiwanese media basically argued that an Eden employee with a disability received only half of his salary. The cleaner, it was said, earned only NTD 11,000 a month after costs were deducted from his salary. Mr Hsu, a legislator, condemned Eden's behaviour in using the *People with Disabilities Rights Protection Act* to take advantage of the disabled. Eden was accused of having been transformed from a social welfare institution into a human resource agency.

This was similar to the 66 Event, with the added complexity of Eden trying to explain how the whole system of funding and employment worked within the NPO sector. Eden held a press conference with the employee to clarify questions (Laws & Regulations Database of The Republic of China, 2011; Liao, 2005; Long, 2006) (see Figure 7.2). 'The employee, Mr Huang, attended Eden's press conference to deny

the accusation and to explain that it had arisen because of his credit card debt' (Eden, 2010, p. 5). Eden attempted to elicit a soft and emotional reaction from the public. 'The director of the Eden sheltered workshop was emotional and showed photos of Eden helping the disadvantaged to search for jobs while choking with sobs' (Laws & Regulations Database of The Republic of China, 2011).

The credit card debt of Mr Huang ignited broad doubt about why a social group like Eden had not provided well for the disabled employee. This did not look like an NPO's image. The press conference provided Eden a direct way of making an explanation to the media and the public. Eden was able to demonstrate the value they had gained for the Wonderful Master Cleaning Team and the clients' attitude had an effect on crisis communication.

The Department of Labour under the Taipei City Government determined that Mr Huang's wage was legal. 'Eden mentioned that the wage paid to employee Mr Huang, NTD 70 per hour, was calculated according to his productivity following the vocational training assessment by the Department of Labour under Taipei City Government' (Long, 2006). Eden acknowledged how much they paid Mr Huang and its cost:

Eden calculates its operational costs carefully. Even when none of their employees work, Eden still has to pay for welfare, insurance, and training. Therefore, Eden needs to preserve some money for these costs. Generally, their wages were 49~51 per cent of the money provided by enterprises, but they are paid according to their abilities (Laws & Regulations Database of The Republic of China, 2011).

According to Article 40 of the *People with Disabilities Rights Protection Act* (Amended 29 June 2011), the law does allow hired people with disabilities under sheltering to have their wages linked to their productivity:

The departments (agency/organization) that employ people with disabilities shall abide by the principle of 'same pay for same work' and treat them without any discrimination. The wages for people with disabilities working in normal work time shall be no less than the basic wage. The wages of people with disabilities under sheltering employment may be calculated according to their productivity. If the productivity is not sufficient, the wages may be reasonably reduced; the wages are to be discussed by both the employers and the sheltering employees, and reported to the municipal and county (city) competent authorities in charge of labor (Kuan, et al., 2009).

剝削員工砍半薪？伊甸：遭誤解

◎ 民間新聞網

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伊甸基金會，遭媒體爆料，拿企業2萬2的錢，卻只給員工1萬1，薪水砍半，今天伊甸基金會和找立委陳情的員工一起出面，基金會說是遭到誤解，員工則說他對薪水滿意，當初是爲了卡債做諮詢，沒想到竟被誤會成薪資爭議。

協助身心障礙者的伊甸基金會，被爆料身障派遣工，竟被扣到剩半薪，遭到指控，伊甸基金會和員工一起召開記者會，出面澄清。

一跛一跛，行走還不太方便的黃先生，是負責立法院中興大樓一樓大廳拖地和掃地的工作，澄清當初是爲了諮詢卡債，找上立委，沒想到竟演變成薪資爭議，伊甸庇護工廠處長，更是激動哽咽秀出一張張幫員工找工作，助弱勢的相片。

伊甸細數營運成本計算，因爲就算員工沒工作，這些福利、保險、和訓練，都是基金會的支出成本，所以必須先留預備金，一般員工薪資大約是企業提供勞務金的49-51%，但也會依照能力給薪，澄清絕非外界說的是剝削勞工。

但同時面對營運競爭和照顧弱勢的社福團體，台灣原本153已經倒得只剩90家，社福團體有苦難言，委屈卻只能往肚裡吞。

Figure 7.2 The News Story ‘Exploiting an Employee with a Cut to Half Salary? Eden: It was Misunderstood’ (The subtitle of the TV news: ‘Denies being exploited. Employee: It was only due to the debt on my credit card’; Source: Retrieved from FTN (2011) (exception to copyright: ss40, 103C)

Eden had provided ‘36 job opportunities in the sheltered workshops. Two-thirds of the participants are classified as having disabilities of medium-severity’ (Eden 2010, p. 3). However, Eden was still misunderstood and criticised by outsiders. Maintaining their value visibility became the chief consideration of Eden.

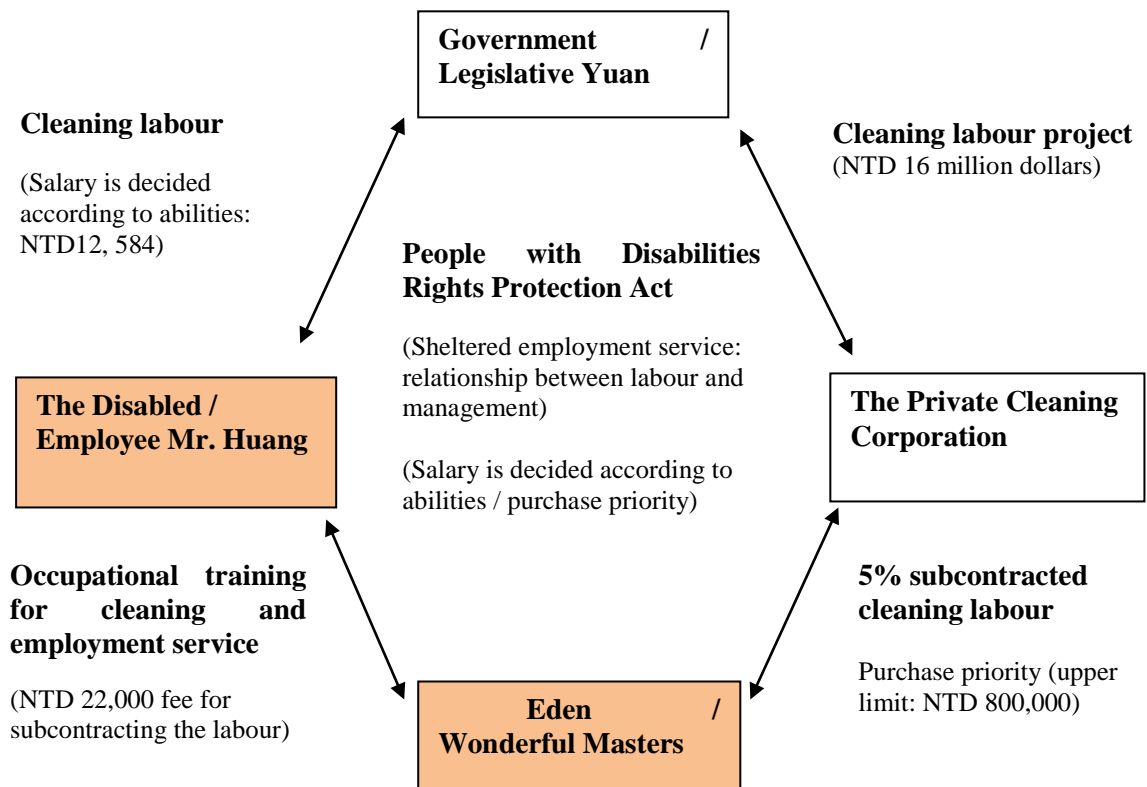


Figure 7.3 Complexity of Outsourced Labour Payments (Source: Eden 2010, p. 6).
(exception to copyright: ss40, 103C)

However, the Eden clarification did not stop negative reporting. Figure 7.3 provides an overview of the complexity of the payment process for the Wonderful Master Cleaning Team Event (Eden 2010). This figure makes evident the relations between components of the government project. Unfortunately, Eden only provided this information in a private seminar with a small group afterward; this figure was not offered to the public in the first instance. Eden, unlike the CAUF, did not show all its financial details associated with the payment. It only held that the payment to Huang was legal. Eden quickly responded by posting two announcements on the Eden official website (see Appendix 7.1) on 16 May 2010. The first one was a

response by the Department of Labour of the Taipei City Government. The other one was Eden's own announcement in response to the news.

The *People with Disabilities Rights Protection Act* influences sheltered workshops management:

The Eden Social Welfare Foundation indicated that each sheltered workshop had to face large operational costs. Two years ago, after the amendment of 'People with Disabilities Rights Protection Act', all hired people with disabilities must be included as employees of sheltered workshops. Many sheltered workshops had closed down because of increasing costs (Long, 2006).

Argument and clarification in the Eden press releases describes all of Eden's behaviour as legitimate. Profits from sheltered workshops had been used to cover costs and the payments to employees were underwritten by the government department:

Eden admitted that the 'Wonderful Masters Cleaning Team' created about one million NT dollars of profit per annum including subsidies from the government. Currently, Eden owned 6 sheltered workshops besides 'Wonderful Masters'. Generally speaking, they did help Eden's financial conditions. Eden stressed that, taking an employee, Mr Huang, for example, if Eden did not get any work opportunities for him, Eden still had to pay for his expenses such as the labour insurance fees and the National Health Insurance fee. Therefore, it is inevitable to reserve some money for such costs (Long, 2006).

The Department of Labour under the Taipei City Government announced that 'Eden did not break the law. If there are any doubts about salaries being decided according to productivity, more guidance and assistance will be provided' (Eden, 2010, p. 5). While Eden was able to limit the length of time that the crisis stayed within the media to several days, it did not avoid ongoing concern about whether it was profiting from cheating its disabled employees.

Appendix 7.1 includes a new media feature, which allows 'any person to publish digital creative content; provide and obtain real-time feedback via online discussions, comments and evaluations; and incorporate changes or corrections to the original content' (Harrison, 2011, p. 591). Using this media, Internet users quickly responded to the crisis. Their feedback was adopted as a form of secondary data for this research because these responses gave the Eden PR practitioners an opportunity to re-consider their communication mode. The public, by these accounts, did not seem to accept Eden's explanation. The result of the first evaluation of Eden

by the media is relevant to a social welfare group that assists people with a disability, a famous social welfare group and a specific group for helping people with a disability. However, the media's reports brought a second frame to the public.

While the responses in Appendix 7.1 do not reflect those of the wider public, it is clear that at least some people considered Eden as an organisation supported by the government and the public and yet which was operating using the same standards as a commercial business; that is, that it is was a for-profit organisation in disguise. Whether any real mission drift occurred is beside the point, as public perceptions can be difficult to correct when the issue is complex, as is the case here.

A review of the two cases in the application of crisis communication has offered different results. In a successful crisis communication situation, the CAUF knew the origins of the societal perspectives. This allowed the CAUF to manage the messages to resolve a risk situation and to provide opportunities to correct a general misunderstanding of the argument for the public. The CAUF reflects Dimitrov's (2008) analysis that 'issue framing is the highway to social change' (p. 26). The foundation knew how to manage issues to fit in with the demands of the media and the public. The foundation created an emotional environment and invited children with intellectual impairments and their parents as witnesses, to support the organisation's credibility. It successfully controlled the escalation of the crisis. Therefore, the CAUF created a way to dialogue with the public and avoid the risk of being seen as suffering mission drift. Further, in the 66 Event, many reliable endorsements from official authorities and central government were offered to allay negative reports and to reinforce that the CAUF brand was reliable, with extensive social networks.

People might think that an NPO should be an organisation that helps and offers a better life to people with disabilities, for example. Eden projected this image to the public of a well-known organisation that had worked for people with disabilities over a long period. Thus, when the organisation was perceived as offering below average wages to the people it was supposed to be helping, negative societal perspectives, potentially ruinous to the Eden image, arose. In comparison with the CAUF, the Eden PR practitioners did not effectively tender messages about how Eden had been successful with re-training people with disabilities. For example, those people with disabilities that were successfully and happily working in sheltered

workshops were not brought to the forefront of the media in an effort to redirect public opinion of the NPO. Further, Eden did not open doors to dialogue. They also could have offered more information about how the organisation's finances worked. As one corporate interviewee put it: 'I could not 100 per cent trust Eden because I was not satisfied with their finances. We did not know anything about their financial operation or how they used the money' (C1). This represents an ongoing problem for the Eden brand.

Both cases—Eden and the CAUF—encountered serious problems in terms of how they were perceived as NPOs and as businesses. CAUF was open in the way it approached the crisis and worked hard on re-building trust with the public. Its CEO, Su, fronted the public to provide these explanations and showed the power of media relations by regaining corporate support. The values thought to be desirable needed to be reinforced through all types of communications, especially through PR. Much NPO activity is PR and involves the genuine building of trust across complex organisations, the corporate sector, government and community, including individual citizens.

Trust in an NPO is fundamental to its branding for both its internal and external publics. In comparison with CAUF's handling of the 66 Event, The Wonderful Masters Cleaning Team crisis shows that more external communications were required by Eden's PR practice. As Sargeant (2001) suggested, customer loyalty 'is of importance for service quality, relationship quality, overall service satisfaction, and handling of service encounter failures' (p. 180). It seems that visibility can assist in understanding an organisation's service quality and its performance as a source of an ethical brand, and that this leads to the building of trust, which tends to counteract negative social perspectives.

7.3 Support from Stakeholders

Supporters are the basis of the loyal relationships to NPOs. Donor relationship management then is the key point addressed in this third section to review risk management of social perspectives required for an NPO. The results presented in this thesis may assist in understanding support from stakeholders. Both Eden's (E1 to E3) and CAUF's (N2.1 and N2.2) senior managers provide the most guidance on how trust is built in loyal relationships. In particular, as discussed

above, when NPOs are in a commercial process, including in social enterprises or in cooperation with corporations, they may be challenged in terms of maintaining their vision and mission. A selection of the key stakeholders', corporate participants' (C1 to C7) and individual supporters' (donors, DN1 to DS2, and volunteers, EV1 to EV6) views have thus been used to help provide a general understanding of the impact negative perspectives have on NPOs fundraising relationships.

In 2005, the 66 Event reminded people that NPOs charged with a public mission can lose their way by becoming too corporate-looking. This crisis shook these large NPOs and they faced a major challenge of being accused of being for-profits in disguise. CAUF's reaction to the 66 Event provides a good example for other NPOs. In contrast, Eden's handling of the Wonderful Masters Cleaning Team crisis led to them being accused of mission drift. However, there is another side to story—the role of the different relationships that NPOs have with stakeholders and donors.

Not-for-profit brand management is exploratory because brand conceptualisation appears to develop in a way that serves a market-orientation function when the marketing purpose is integrated with charity business. Social enterprise interviewees N2.1 and N2.2, in particular, explained that risk management of social perspectives was required for an NPO. NPO PR practitioners must therefore prioritise showing that the NPO is an ethical brand that is mission- and/or value-based.

The CAUF's senior manager, N2.2, said NPOs had to consider what risks they could afford to take to insist on the core of the brand and service quality. 'We knew about "survival of the fittest". However, what an NPO did today was anti-market because NPOs were helping those people who could not survive well, so it was conflict' (N2.1). The 66 Event drew criticism because CAUF's perception among the public was that CAUF provided jobs for children with an intellectual impairment. Why were job training NPOs like the CAUF not trusted in 2005? N2.1 explained:

We thought we created the so-called jobs for those children to have a working place. We did not care about his capacity ... we had to pay NTD 66 per hour. For outsiders ... they did not care that it is training or about the way we took care of those children. Since we wanted to provide them jobs, we had to pay a wage. Our job definition is different from others ... It is

better that the children with an intellectual impairment in the sheltered workshops can get job opportunities and whose wage depends on his capacity. Everyone gets different wages according to their different capabilities (N2.1).

In terms of this event, N2.1 realised that an NPO should be spoken about in a language that the public can understand and that matches their expectations. That is to say, strategic communication for PR practitioners can enhance and/or shape people's beliefs and 'the value [they attach to an NPO, to gain] support through persuasion as opposed to coercion' (Harrison, 2011, p. 609).

The crises of the 66 Event and the Wonderful Master Cleaning Team were really questions of whether CAUF and Eden represented a trust context to the media and the public. For Eden, the true value of the services gained for these disabled cleaners needed to be expressed, such as: 'I am a cleaner and a social worker, as well' (Eden 2010, p. 4). When a disabled employee of Eden was laid off during the financial crisis by a private company, he became a social worker at Eden. Therefore, there was value gained by this person in their return to society. Further, 'If the disabled child stays at home, his parents have to take care of him. If he works here, his parents can also get a job or become volunteers' (Eden, 2010, p. 4). This value needed to be made visible and attached to Eden's NPO brand. 'The value of a brand lies not just in the recognition of a name, but in the trust people have in a company and its products' (L. A. Grunig, et al., 2002, p. 281). PR has a key role in assisting the brand to become more credible and reliable. Parents are the best witnesses of the success of NPOs. Unfortunately, as Su (2009) observed when CAUF was handling the crisis of the 66 Event with the media: 'Sadly, the initial news reported at first did not look to the parents of those children with intellectual impairments as early as possible to get different points of view and make the reports fair' (p. 84). The cause of mission drift is not entirely about the organisation's operation but could be the result of unsuitable communications, where the right people are unable to see value that matches their expectations.

Media as a watchdog is an important influencing factor and can change and/or examine an NPO's brand. Public education, which fills the gap between NPOs and stakeholders, occurs in the media environment. From this point of view, Eden supports the notion that an NPO's social enterprise should be criticised by the

public. 'We had to make [our value] clear to people; otherwise, it was easy to fall into the illusion' (E2). A feature of media, as Lerbinger (1997) asserts, is that:

The news media are society's watchdog and whether liked or not, judge the behaviour of organizations. Because they serve as society's unofficial designators of a crisis, their judgment of a particular event affects how an organization and its management are perceived by the public (p. 31).

When an NPO improperly handles a crisis, the immediate influence could be a decline in contributions from the public. Such consequences are controversial from a social perceptions standpoint. When donors have doubt or distrust for groups they support, it is likely that they will shift their support to others:

Like what happened to the chairperson of Genesis Foundation, I think that really will affect them. See, the media ran a story on him taking money, and wow! Genesis actually has billions and billions worth of assets, and they are not under the name of Genesis, but are under the name of the chairman. This would cause doubts. He came out and explained, but it took several days, and what happens to the people who did not hear his explanation? Maybe he saw the news that day and thinks, oh, so Genesis used my money to buy houses, not on behalf of Genesis, but for one of your people. Would you give them more money? No. But a few days later, the media found it, and he came out for a statement, that something like Genesis Foundation could not buy assets, so he had to use his own name, but he put everything into a trust! He was not using it for himself! But was this too late? I worry that there are different views on it ... I worry that 70 per cent of the people saw the original story, and maybe only 30 per cent saw the explanation (DN2).

Late responses and failure to provide immediate clarification to stakeholders threatened to put Genesis Foundation in a situation of losing credibility. As C7 stated:

We used to support Genesis Foundation 100 per cent, but earlier there was this land problem. Actually we believe Chairman Tsao is not a bad person. So far, we are going to wait and see ... A Genesis employee, who is in charge of collecting invoices, did call, but even they feel helpless ... They did not have a complete explanation, and this should be important (C7.1).

Media trials have directly impacted upon organisation's reputations. This situation suggests that PR practitioners must engage in crisis communication to protect the reputation of their organisation. However, E2 noted that the market always responds to an organisation's accountability. People determine if the management of a business is greedy or if their intention is to implement the NPO's values. 'No one wanted to be foolish. People would pursue the truth, as would the community. The media in Taiwan was incredible, they would chase [the issue] continuously' (E2). E1 was concerned about Taiwan's media environment: 'It was

scary to be in Taiwan since many individuals or institutions were first discredited and then later proved to be innocent' (E1). Unproven information provided to corporate sponsors and individual donors does not usually result in a negative impact on the reputation of NPOs. Therefore, the CAUF's case also has profound implications for not-for-profit brand management, indicating that having a brand guarantee is important for NPOs. N2.1 believed that it was fair to examine an NPO with a good reputation:

As a well-known brand ... You had to accept a more strict social examination. I totally agree with it ... you could gain so many social resources. Therefore, your organisation's base had to be more stable for people to examine it. When running the brand, we had to see ourselves from the social angle more strictly. In doing so, you could really understand that a gap between the brand and your actual behaviour existed or if the way we presented was correct or not (N2.1).

A powerful and ethical brand can quickly recover from accusations of mission drift because it can be tested and judged by the public. Recovering a negative brand image can also reveal the strength of trust assets in the NPO brand.

The importance of trust affects loyal relationships for NPOs. In the first review of individual donors, most interviewees believed that identification was a supporting force for an NPO, based on trust and reliant on continuing communication with people. Negative perceptions can destroy loyal relationships with volunteers and donors (EV4, EV5, DN1, DN2, DS1, DS2, C7). NPOs must therefore carefully and appropriately handle any possible negative perceptions. Some donors referred to negative perceptions of NPOs; for example, the image of Tzu Chi having high-class headquarters, asking for money under pressure, and a charity hospital charging a costly amount (EV1, EV4, EV5, DN1). Moreover, some voices question Eden's departure from its original charitable beginnings:

Some people may think that, if Eden started with helping people with disabilities, why does it serve more and more others? They think Eden has lost its core value ... A teacher in my school could not understand why I wanted to join Eden (EV4).

In the preceding theoretical review, Eden appeared as a mixed organisation with two shifting roles in society. One is the duty to help publicise the plight of disadvantaged people and their service providers; the other is to learn to operate as a corporation and/or align with corporations for social resources and money. Through the latter role, commercial behaviours are incorporated into NPOs, shaping their

organisational policies such that they become legitimate instruments of corporate self-interest. According to the interviews, participants do not mind NPOs working in a commercial way, provided they retain rational reason for their support.

Volunteers and donors accepted NPOs operating as a corporation to help more disadvantaged people (EV3, EV4, EV5, DN2, DS2):

Rehabilitation Bus is for people with disabilities, probably intellectually and/or physically, and for children with developmental delays. These people cannot find a job. So there are sheltered workshops, and in Sunshine Deep Breath and Sunshine Car Wash by the Sunshine Social Welfare Foundation. These look profitable to me. Perhaps on the other hand, these people can finally find jobs ... The point is to help these people survive. This is more important than profit ... I honestly believe that NPOs still need money to continue their operations ... if we can help more people. This is something I can understand and agree with (EV4).

I know organisations, such as *Children Are Us* and Eden, have taken care of people with disabilities. They have supported a lot of disabled trainees. They are allowed to do caring and training. They can even take care of a family and offer a lot of job opportunities. Through a lot of events they increase their profits ... They are very clear about what they are doing so I can know. I can trust them more because of this reason (DN2).

The second review refers to the profound implications in trust for not-for-profit brand management in co-branding relationships. The model of communication between NPOs and corporations is either a close relationship or a cooperate risk. Corporations prefer to work with organisations that understand corporate needs. 7-ELEVEN has the biggest retail channels in Taiwan and is a powerful and free channel provider for charity promotion and the collection of funds through its national shops. What kind of NPOs does 7-ELEVEN prefer to create a partnership with? C2 suggested that:

7-ELEVEN were the channel to collect donations, and we were responsible for promotion. Together, we delivered a message about the needs of disabled to the public. What United Way³² did was to make sure the organisations to work with were the right organisations ... The cooperation with United Way was pleasing. They understood our position and what we were trying to do for the brand. We thus could be very frank with each other. We could show the public that this was the way 7-ELEVEN did something for society in return. We were not trying to induce consumers to make a donation (C2).

³² Corporations consider United Way a neutral welfare platform, because United Way has a stringent evaluation mechanism with a strong reviewer system, and is a distributor of resources. Therefore, this makes things easier for corporations.

C3 described the partnerships between NPOs and corporations as like a marriage. Communication between a corporation and NPO is always the most significant of problems, because their organisational and administrative styles can be very different. C3 stressed that whether NPOs and corporations matched each other was very important.

[A partnership should have] a positive reputation, and if you feel that it will be helpful for you to cooperate with them, that's the optimal state. However, it mostly depends on if you are suitable for each other. If you can reach an agreement on all of your thoughts and characters, then you might pick the cooperating partners like someone picking a husband or a wife. You look for someone with whom you can talk and communicate. Someone you seek with the same thoughts, goals and a similar willingness to meet your goal. It's important to me to see if they can communicate with me in the language of business and enterprises (C3).

With regard to the corporate notion mentioned above, C2 suggests a similar problem to that noted by C3: a charity alliance always has to fit with decision makers' expectations, where it is also a contradiction between avoiding public welfare being commercialised and completing corporate missions:

I have been trying to keep 7-ELEVEN humble. I did not want it to be the most threatening or commercial enterprise in the field of charity. I had to show the public that we were enthusiastic about charity. That was very important for a brand. Without that brand effect, business owners might be uncertain about the reason why they had been spending money on this matter (C2).

This expectation refers to the different positions between NPOs and corporations. Disconnected communication is a risk due to the different value systems because an NPO is cooperating for funds to keep providing services, while a corporation is seeking an increase in reputation. I argue that contradiction is thus easy to generate via disconnected communication during the collaboration. To prevent this situation arising, it is important for PR practitioners to have established a tacit understanding about conflict and adjustment, and communication and coordination during the whole process. C2's description explained this process:

If you only cooperate with one organisation, every year you may have to spend time to adapt to this organisational accountability and the way they work. Before the understanding is formed, there may be an argument. It happens a lot to any cooperation when one party thinks the other party has to follow its instructions or thinks the other party cannot understand. But so far this kind of thing hasn't happened. We all control ourselves with very high [Emotional Quotient] so they can be prevented ... In fact, NPOs are not used to cooperating with corporations. They kind of feel like corporations want to oppress them or force them to do something beyond their capabilities. We are

very frank with them. And we think it is very normal. But somehow they just feel like we are going to oppress them (C2).

However, a broken relationship may occur if NPOs cannot provide good feedback, something in return, to corporations. When C2 compared her organisation's partners, she discovered the differences between them:

WVT was sponsored by many corporations and it could answer our requirements.³³ To be honest, I thought its position could hardly be taken. Such as this situation, it was hard to have more chances for cooperation because when both parties were very strong, we really could not have any voice on this cooperation. If we did have some suggestions, WVT did not care. That was reality. On the other hand, for United Way, the involvement of a corporation was something they cared about. Honestly, my responsibility was the brand of a corporation which had invested a lot of resources. Certainly, I would like to have something to tell my boss. I would like the name of the corporation to be seen somewhere in the shops or something like that. But WVT would just refuse, even though '30 Hour Famine' was co-sponsored by 7-ELEVEN and WVT (C2).

As C2's strong response indicates, conflict can be generated if both sides want to take charge; then cooperation tends to fall apart. In the interview, it was not hard to discern that there was a tense relationship between WVT and 7-ELEVEN. Regarding a solution to the conflict, C2 suggested that it is necessary to find an appropriate staff member as a bridge to adjust their partnership. The NPO PR practitioners, of course, should play this bridging role.

The eventual goal of for-profits for corporations came after effectively supporting a social purpose. Therefore, the NPO PR practitioner should also distinguish a shift of power, as the corporate posture must more carefully be concerned with the societal perspective of 'for-profit in disguise as the public good'. The brands have different values in the public mind because they are associated with quality and are seen as credible and reliable. NPOs and corporations are judged by different ethical standards by the public. NPOs that operate under corporate guidelines can expect to gain more donations. Concerning co-branding, a balanced relationship is the first anxiety for the NPO PR practitioners. From the previous examples, the NPO PR practitioners are significant negotiators to prevent too much corporate marketing placement in the not-for-profit communication campaigns.

³³ Requirement as corporate requests meaning additional benefits can accrue to the corporate image, for example, by gaining media exposure.

However, the practitioners should also have an open mind to satisfy the corporate intention.

To gain the trust of the public, an NPO's finances must be transparent (EV1, DN2, DC2, DC1). However, donor interviewees mentioned that supporters find NPOs' financial reports difficult to read and therefore 100 per cent transparency may not be achievable. Knowing what donations are used for is essential to winning the trust of the public (DN2, DC1, DC2, EV1):

Actually, this brand represents people's trust for it ... the brand is not just ... see this logo, see this name ... when you see this logo or company name, you realise that it entails many years of hard work, including building quality, reputation, after-sale service, and its entire culture, even the sense of being touched in the heart. That is a brand (DC1).

[Tzu Chi] is the organisation with a good reputation, WVT and Eden too. Taiwan has too many temples, if you build one, you need donations, but how would I know where your temple is? So I have to be discerning! Also, maybe a lot of people distrust frauds, so you still have to have a considerable reputation ... Like, for the August 7 flood last year, a lot of groups solicited donations. We would discuss who to donate to, and who to avoid. Some people would say, if I give them money, would they really use it? Are some government officials just keeping it for themselves? There are some doubts (DS1).

These views demonstrate that when values are attached to a brand, trust works. Therefore, a trustful brand can generate protection against attack because 'a good relationship with donors is built on trust' (DS2). The best way to create trust with stakeholders is through the provision of evidence, such as transparency of finance or visible actions (EV1, EV3, EV4, EV5, DN1, DN2, DS1, DS2).

In summary, it is important for Eden to show its current and potential supporters what it has done. The faith of Eden's donors is the most important reason to keep trust in the brand. 'If one day, the leader of Eden is corrupt, I might just leave. If a department of Eden is caught squandering funds and reported, the brand image will be badly hurt. Eden will lose many volunteers' (EV5). During the Wonderful Master Cleaning Team crisis, for example, 'Eden ... lost six individual donations, only one donor stopped donating because of his/her dissatisfaction or he/she thought the crisis should not have happened to Eden based on his/her higher standard to evaluate Eden' (E3). The appearance of mission drift can be countered not only by media relations but by those who understand the internal operations of the NPOs. 'A trust-building asset' (Dimitrov, 2008, p. 19) must regularly accumulate

NPO capital as a source to present and protect the NPO brand. Since the crisis occurred, Eden has learnt that actively contacting their stakeholders is a good way of handling the situation. The responses from individual donors and corporate feedback revealed a minimal negative reaction in donor relationships towards Eden. This means that Eden's donor relationships are built via a high value of trust being placed in Eden by its donors, in spite of what has been revealed as unskilful crisis communication.

Another important point is that for NPOs, understanding the corporate language is the first step to assist an NPO at the negotiating table with corporations. Thinking in a businesslike manner for an NPO is not a problem. However, projecting too commercial a message brings risk. Therefore, the NPO needs to send a message: 'Community organisations can counter the business-knows-business slogan with a non-profits-know-the-community-needs message' (Dimitrov, 2008, p. 19). In socially-oriented Taiwan, the social networks of decision makers sometimes act as technical advisors to moderate a tense relationship between corporations and NPOs. However, the NPO leaders ultimately must be the controllers, to keep the organisation along the right lines. The CEO has a responsibility to cultivate and manage the organisation's reputation, to avoid the NPO brand affecting people's perspectives, which is the source of the NPO brand value. Otherwise, the image of 'mission drift', 'marketisation' and 'for-profit in disguise' will come to be associated with the NPO brand. For this reason, Beaudoin (2004) stressed that NPO PR 'must seek ethical commonalities between the corporate world, public institutions, and NGOs' (p. 370).

7.4 Summary

Mission is the most important concern for an NPO. If its mission is to help people and save people, all revenue generated via fundraising or social enterprise must go towards helping those in need. If donations are not used in this way, the wealth can be said to have been collected illegally. This viewpoint on values is clear, without conflicts. There is no doubt (Su, 2009, p.36).

NPOs operate sheltered workshops with a market orientation and from a social marketing aspect. Even though NPOs emphasise that all methods, tools and strategies employed can be similar to those used in corporations, the key is whether

management objectives and values have been insisted upon. When PR becomes solely a marketing strategy, and profit organisations and NPOs do not maintain and negotiate with the public, the outcome is crisis.

The Event 66 and Wonderful Masters Cleaning Team crises were unavoidable. Once NPOs in Taiwan draw on the tools of branding and marketing, the potential for mission drift or for an NPO to attract the label of being a for-profit in disguise becomes intensified. This was not a problem when NPOs had no market orientation and no expectations of running their services like businesses. This chapter has described the sometimes complex reporting obligations of NPOs. Event 66 made transparent its financial structures. However, as Eden demonstrates, transparency can be extended further. The more transparent and clear the process of running social enterprises or social marketing is, the more people will understand and trust the organisation.

Co-branding brings with it a potential risk of mission drift when the parties cannot match their interests and mission. NPOs should have knowledge of, and the ability to understand, risk and issues management. Taiwanese NPOs have significant support among stakeholders and donors. Further, NPOs have started to realise that through PR they can continue to build trust and to deal with crises.

The goal of Chapter Eight is to probe media reporting of Eden and to examine the macrostructures of that reporting. Generally, the media have been positive in their reporting of Eden and its role as a caring organisation.

CHAPTER 8

THE COMMUNICATION CAMPAIGNS OF EDEN

Without doubt, market orientation cannot replace mission orientation in the operation of modern NPOs in Taiwan. When a crisis of mission drift occurs, as we saw in Chapter Seven, the NPO's complex financial structures can be exposed to the public and, as a result, the public might not trust Eden to help disabled people. The Eden crisis provides an opportunity to examine whether Eden can maintain good relations with corporations through image recovery, which is related to the Eden PR officers' ability to turn a crisis into an opportunity. Therefore, it is imperative to investigate Eden's standard public communication practices. As mentioned in Chapters Three and Five, the 1/3 fundraising income particularly combines with agenda setting. Certainly, agenda setting is one of the determining factors of the Eden brand. This view suggests a new exploration for this chapter. The research is divided into four sections based on interviews with Eden's employees—its main stakeholders; an examination of media framing with Eden's media exposure; and other NPOs' and experts' views as obtained from interviews.

The first section of the discussion focuses on an overall review of Eden's communication campaigns, including how Eden media access and agenda setting influence the awareness of stakeholders, and in comparison with Eden's senior and middle managers thoughts of their PR events. In the second section, 'news discourse analysis' is used as a technique of media framing to examine Eden's media exposure in four major newspapers: *Liberty Times*, *Apple Daily News*, *United Daily News* and *China Times*. Three main events have been selected ('25885-Love Me & Hug Me', 'Experience being physically challenged activity' and 'Riding with hope—cycling around the island charity trip') as a database, using macrostructure analysis to discuss how the media framed the main case and to examine structures of power in the text to understand the influence of the spokesperson in PR events. The results of this analysis will be explored to assist in a survey of whether Eden PR communication has appropriately achieved the goals of agenda setting. This material will be compared with the press releases because it is necessary to analyse the relation between the news source, the platform medium and the receivers. The third section presents a comparison of the volunteers' and donors' evaluations of Eden's

achievement. The comments of the main stakeholders will assist in understanding the issues that the Eden charity communications have towards fundraising and media relations. The fourth section will note how other NPOs' and experts' experience agenda setting and media relations. Finally, there will be a discussion of Eden's PR communication and whether it influences people's opinions of the Eden brand image.

8.1 The Communication Campaigns of Eden

Serial effective communication campaigns are the beginning of PR practices, which is one of the major ways to bridge the gap between an organisation and its stakeholders. Equally, it is the best way to evaluate how Eden organises communication campaigns to expose the Eden messages about social interests to the public. One employee of Eden, who was in charge of Eden's PR for many years, indicated that the concept of disadvantaged families is the core brand for Eden, and it is aimed at people with disabilities. Moreover, the brand focuses on disadvantaged communities' plans for small markets. One of these is the Happy Breakfast for domestic communities and another is Working Holiday for international communities. From the employee's statement, we can see that Eden is trying to use various communication campaigns to promote the brand. Media access has a significant influence on the effects of communication campaigns.

The Media Access of Eden

Media access is at the core of communication for an NPO, which is why NPOs strive for media access for exposure. According to volunteers, most of Eden's main promotion channels include posters, the Internet, blogs, PPT, BBS and TV (EV1–EV6). The Internet has occupied one of the most important media channels as an information provider for Eden, which is a significant clue to the NPO PR practitioners. Creating an Internet market as a new channel has become a new opportunity for NPOs.

The important communication sources that Eden has adopted includes a monthly publication with the new media—the Internet—as a medium, and a new magazine called *Hope Magazine* (E2, E3). Regarding resources, *Hope Magazine*,

which is the equivalent of *Global Views Magazine*,³⁴ emphasises care and social issues that provide positive and hopeful stories. Eden wants to create and develop more opportunities for the free media (E3).

Eden found a turning point on the Internet that is easier to control. Compared with other NPOs, the Sunshine Foundation strongly recommended using friendly media to provide different communication strategies. The Internet is a platform for direct interaction, and it can be used to create a service reputation and to receive donations as people become familiar with the organisation. N1 suggests that 'NPOs need to find their own market channel. With the coming of the information era, we should put more effort into making good use of the digital marketing channel'. Even though N1 explained that the Internet facilitated understanding of the organisation rather than actual contributions, the major function of young Internet users was to spread information. Likewise, N1 asserted that an innovative marketing strategy received a response from the Internet market:

...through email telling people that we didn't have much money for marketing but we still hoped everyone would act charitably by forwarding the video. At that time, people usually just deleted spam mails. However, it was rare to find a spam mail with a video attached (N1).

N1 not only used the Internet to obtain a result, but also used it to develop e-learning to achieve public education communication (i.e. by providing a place where people can play games), while the core values of the organisation were being promoted.

However, this magical power may disappear. N1 said that if other NPOs employed similar communication methods, the effects were diluted. Therefore, NPOs should use innovative new methods to attract people' attention.

The worldview of the Internet has gradually taught NPOs that they should develop more channels for communication with people. E1 indicates that 'real disadvantaged people do not know how to use any information'. Thus, it is worth closely examining how Eden establishes channels for the delivery of information to the disadvantaged and increases communication for supporters. Do Eden PR practitioners provide a simple and clear way to promote Eden awareness? How does Eden instil recognition?

³⁴ This is a famous business magazine in Taiwan. It provides global financial and economic stories.

In addition to the Internet, Eden senior management believed that there were several aspects to be considered. First, to build a disadvantaged group into a platform for public service (E1, E2) and invite people who have the same views to offer services. It should be more ‘from charity business to service industry ... Eden should pay more attention to effectiveness than enterprises do’, to make more profits to be able to offer more services: ‘Eden believes the social welfare industry is a force to change society’ (E1). An idea of a charity platform is the next goal for Eden. Eden senior management wishes to seek partners who have the same values to contribute to the same public interests in society:

Eden’s advantage is to have the greatest service volume. If we only count those we provide continuous services for more than 3 months, then we serve around 8,000 to 10,000 families per year, and we have served in total about 1.6 million people by the year of 2008 (E1).

Second, Eden uses participation in PR events to enable more interaction with corporations. The relationship does not only build donor relationships, but it also helps more people to understand Eden via corporate channels. Third, ‘Guardian Shops’³⁵ can link with corporations to build a network to assist in the recognition of Eden. Fourth, a real client store presents word-of-mouth when disadvantaged people actively interact with outside people. In this way, people would gradually get to know Eden better. Finally, Eden learnt to communicate from the aspect of social demands instead of asking for people’s help. It is obvious that Eden is beginning to enhance its advantages by presenting its achievements and professional performances via media access, as well as increasing its ability to be a public welfare platform. The changes should educate the Eden PR to design an appropriate communication on its re-branding recognition by stakeholders.

The Eden’s Agenda Setting for Fundraising

From The previous discussion showed that PR events are important channels as communication platforms for agenda setting as a communication tactic. This section focuses on what Eden’s employees think about the PR events and agenda setting.

³⁵ To invite shops such as coffee shops, supermarkets or retail shops to become Eden members of the Guardian Shops as a network for collecting customer donations (change).

Eden's senior managers believed that the best fundraising strategy is based on agenda setting. Under the concept of disadvantaged families, issues must be integrated based on the promotion of services. As E1 states, 'traditionally, we still use agenda setting as a main method to promote, and then we raise various resources from this platform'. We work under the principle that 'the purpose of the advertisement must contain value for social education'. Hence, Eden concentrates on the issue of disadvantaged families cooperating with corporations:

The idea of how to help the disadvantaged person is to help his/her whole family. Therefore, this is why we use the idea of 'HOME' which is the 'Disadvantaged families' ... Under this circumstance, we cooperate with enterprises by holding a series of activities (E2).

Additionally, when we discussed the major elements of media interest, E2 and E3 suggested that issues, touching stories, data and pictures 'Touch people and focus on that moment so that media will keep reporting' (E2). Eden believes that a special topic attracts media to cover the story.

In relation to the 25885 event, in which college volunteers take part in a flash mob in the street on the 25th day of every month, E3 stated that 'One took photos, one took the board, and the disadvantaged friend hugged people; we then put one photo on the website', which attracts more young people to participate because of the media reports:

I remember the first time they used text messages and websites, and then arrived at the SOGO Department Store of Fuxing MRT Station together. At first, we thought it was new and exciting, wow! Many people were hugging each other over there. Reporters were there too, and at the time, many people did not understand what they were doing, just that many people with intellectual and physical disabilities came out and hugged people. This is connected to the Hugs event along the High Speed Rail Station, and then it fanned out (E2).

E2 offered another example of the type of story that would successfully attract media attention:

The 'Screening month for children with developmental delays' we did last year was with college students and corporations. We went to an offshore island ... If you hold the event on an island, all the newspapers will report it and the event will be widely known (E2).

The above examples gained prominent coverage because the stories include emotional elements, sensuous experiences, fresh topics and people who can offer

photo opportunities. Based on these elements, three PR events held by Eden will be further explored below.

‘Experience being Physically Challenged’ Activity

The ‘Experience being physically challenged’ activity is representative of Eden. The event stresses a physical experience to help people understand how disabled people live. This activity is the first step for Eden stakeholders.



Figure 8.1 Experience being Physically Challenged Activity (Source: provided by Eden Social Welfare Foundation)
(exception to copyright: ss40, 103C)

The next two activities are also large PR events as brand activities at Eden.

‘25885—Love Me & Hug Me’ (Hugs)



Figure 8.2 25885—Love Me & Hug Me (Source: provided by Eden Social Welfare Foundation)
(exception to copyright: ss40, 103C)

Senior managers consider that the 25885 event creates a new image, which fits with the political environment of presidential and legislator campaigns in Taiwan

as a turning point for the ruling party and the main opposition party.³⁶ During that time, there was political opposition and conflicts between parties when Eden attempted to push the issue associated with acceptance and integration to attract media attention. Eden also invited leaders from different political parties to participate in creating an apolitical image of public welfare. Eden used the political debates as a metaphor for the similar situation between the public and disabled people. E2 suggests that this was a win-win-win situation.

How did Eden communicate with the society by hugs? ‘Last year, corporate bosses or politicians, would hug each other when we met together. Actions are better expressions than language or pictures’ (E2):

We observed the whole society and saw that it was tense. We wanted to make society more peaceful, so we thought of ‘25885,’ ‘*Love Me & Help Me*’, and ‘*Love Me & Hug Me*’ ... Political divisions are fairly rigid, so sometimes there were some social problems due to the lack of harmony between people. We could use this to accentuate intellectual and physical disabilities, so people could have better understanding of Eden ... it brought people who have intellectual and physical disabilities to the fore, so that they could be embraced by people (E2).

Eden’s goal was to present itself to the public as the 25885 event did, so that Eden could promote the value of actively hugging people. ‘We wanted first to let people know that Eden is 25 years old, and we wanted to make some internal organisational and cultural changes. Everyone hugs on the 25th of each month’ (E2).

The adoption of numbers, slogans and activities was designed for fast acceptance by young people to remind people that Eden was re-branding with a young image.

‘Riding with Hope—Cycling around the Island Charity Trip’

Riding with Hope is another event that has successfully been linked with agenda setting and Eden, which is a win-win event for donations and media exposure (EM2, EM3).

At the time we were holding the event ‘*Riding with Hope*’, the main sponsor was Nan Shan Life Insurance Company, Ltd. which sponsored about NTD 3 million. In addition, because the period of the activity was extended from 10 day to 14 days, the local media exposure was quite extensive (EM3).

³⁶ In the eight years before 2008, the ruling party was the DPP and the main opposition party was the KMT. However, the KMT replaced the ruling Nationalist Party in 2008.

EM3 explained that Eden used the phrase ‘wheelchair warrior’ to link all stories with Eden. What elements made this event successful? EM1 and EM2 believe that its success was due to rapidly developing high exposure in local media:

It was better to hold the event in the regions of each city and county rather than in Taipei City ... We did not make the extra investment but used this news event to advertise in every city and county. We also combined different elements according to the regional factors. Of course, the visibility of our voice from direct service departments, or the service departments in each area or the targets they serve, increased. Therefore, no matter whether internal or external, it was a very good activity to share (EM2).

EM1 stressed that this event was rapidly spread by word-of-mouth on Eden’s blogs, and the slogan eventually became more famous than the fundraising function (EM2).

Issues are at the core of Eden’s communication campaigns. Eden creates PR events as bridges to cross over to the public. These PR events have different communication purposes: ‘25885 promoted our brand, not fundraising. Riding with Hope or Experiencing being Physically Challenged activity has the function of social education, not fundraising’ (EM3). The Eden PR events appear to be concerned with transmitting information rather than fundraising. In contrast, the functions of the agenda setting of PR events reflects the societal status by which an NPO would like to raise awareness.

8.2 The Media Effect of Eden

Eden believes that the best fundraising strategy is based on agenda setting. In particular, a good issue can sufficiently link an organisation with the public and establish an intimate relationship. However, media coverage is the most important channel through which the public receives information. Meanwhile, it is another way to measure Eden’s media effect on agenda setting.

Agenda setting can be a technique for salient issues to become part of people’s memories. Individuals use the most salient and accessible issues in their memories to evaluate the performance of political actors (Scheufele, 2000), which is a phenomenon known as priming. Priming influences people’s long-term memories. This section will discuss how priming operates in media reporting. In addition, it will explore Eden’s media effect through the selected coverage of four major

newspapers—*Liberty Times*, *Apple Daily News*, *United Daily News* and *China Times*—to address the relationship between Eden’s brand value and media framing.



Figure 8.3 Riding with Hope—Cycling around Island Charity Trip (Source: provided by Eden Social Welfare Foundation)
(exception to copyright: ss40, 103C)

In Table 8.1 shows the number of items in 2007 and 2008 from the four newspapers. Compared with the coverage, the performance in 2007 (131 items) was better than 2008 (80 items). Additionally, the *China Times* and the *United Daily News* present a more friendly attitude towards Eden.

A complete list of the Eden press releases and media exposure by newspapers in 2007 and 2008 (see Appendices 8.1 and 8.2) provides an overview of Eden’s media exposure for each issue during the sample period. I discovered that reporters created positive images of Eden, which is exemplified in phrases such as ‘felt warm after hugged by Eden social workers’ (U/24/03/2007), ‘Love with Eden’ (U/01/06/2007), ‘Eden social workers help developmentally delayed children with love’ (C/12/12/2007), ‘Eden takes care of the disabled’ (U/29/05/2008), and ‘Eden housekeeper helps the disabled’ (C/29/05/2008). From these descriptions, Eden is clearly a place of love, and it can take care of people with disabilities. In English,

this might sound ‘corny’, but this is how images of Eden are conveyed in news stories. The priming is represented as the memory of a housekeeper who takes care of everything. When I asked volunteers and donors about their feelings towards Eden, they suggested that Eden is like a mother who takes care of people (EV1–EV5). These evaluations of Eden, where donors warmly praise Eden’s staff (DN2, DC1, DS1), successfully match the image created by the media. That is, priming helps Eden to successfully build a positive image in the public’s imagination.

Table 8.1 Eden’s Media Exposure in Selected Newspapers, 2007–2008

	<i>Apple Daily News</i>	<i>Liberty Times</i>	<i>China Times</i>	<i>United Daily News</i>	Total
2007	5	13	59	54	131
2008	2	16	25	37	80

Table 8.2 provides information on the top four themes: 25885—Love Me & Hug Me; Experience being Physically Challenged Activity; Riding with Hope—Cycling around the Island; Early Childhood Treatment—by individual performance of the sample newspapers.

Table 8.2 Distribution of the Top Four Major Events by Newspapers, 2007–2008

	25885— Love Me & Hug Me		Experience being Physically Challenged Activity		Riding with Hope— Cycling around the Island		Early Childhood Treatment	
	2007	2008	2007	2008	2007	2008	2007	2008
<i>Apple Daily News</i>	1	0	1	0	2	1	1	0
<i>Liberty Times</i>	0	0	2	1	2	1	1	1
<i>China Times</i>	12	0	6	2	6	2	12	7
<i>United Daily News</i>	11	1	6	5	6	5	4	4
Total items	24	1	15	8	15	8	18	12

Regarding two statistics (The data in Tables 8.1 and 8.2 show that it is not only that the 2007 performance was better than 2008, but it also reflected the four major thematic issues.

In a review of the performance of Early Childhood Treatment was the best with only slightly lower coverage in 2008. In contrast, the other three themes clearly present a dramatic decline. In addition, as seen in Table 8.3, the event of Riding with

Hope might be seen as the issue that had continuity, while others had no connection with media exposure. This report indicates that further examination of the three events is necessary.

Table 8.3 Distribution of Single News Stories on Specific Topical Events, 2007–2008

	25885—Love Me & Hug Me		Experience being Physically Challenged Activity		Riding with Hope—Cycling around the Island	
	2007	2008	2007	2008	2007	2008
<i>Apple Daily News</i>	1	0	0	0	1	0
<i>Liberty Times</i>	0	0	0	1	2	1
<i>China Times</i>	4	0	0	3	6	2
<i>United Daily News</i>	5	1	1	2	6	4
Total items	10	1	1	6	15	7

To observe the overall pattern of news stories by individual topical events, I chose a single news story about each event as a selected sample: 25885—Love Me & Hug Me on 25 May 2007 (10 items); Experience being physically challenged activity on 12 March 2008 (6 items); Riding with hope—cycling around the island on 15–31 August 2007 and 20 September 2007 (15 items) to 1 October 2008 (7 items) to cross-analyse with Eden’s press releases.

This study adopts van Dijk’s (1985) thematic structure of the press in analysing leads in news discourse. As the author suggests, leads can ‘be used to express or to infer the theme or topic’ (p. 77). Leads will be categorised as samples to analyse. All processes followed van Dijk’s (1987, 1988) discourse analysis based on a macrorule to transfer leads into micropositions; moreover, these micropositions were further transferred into macropositions (cited in Tsang, Chung, & Huang, 1997) (for an analysed example, see Appendix 8.3). The aim of macrostructure analysis is to discuss the framing of the ‘event’ in depth, as well as the framing of the newspapers. Further, the results will be used to discuss news schema, including the main event, consequences, context, previous events, history, verbal reaction, expectation and evaluation (van Dijk, 1988), to understand the value of news framing. A comparison with the value of content refers to whether Eden’s initial agenda setting fits in with the media.

Another important source for framing analysis of news sources relates to the brand's legitimacy and authorisation. The news sources will include two categories: institutions and the spokesperson's position, such as Eden Social Welfare Foundation and Director of Resources and Development Division. The news source institutions are the names of the institutions that news reporters had quoted (for an analysis of procedure, see Appendix 8.4). In the context of news framing, it is valuable to know the spokesperson's influence on the event via microstructure analysis.

25885—Love Me & Hug Me, 25 May 2007

The following lead in the press on 25 May 2007 was:

With the operation of the High Speed Railroad, the travel time between south and north Taiwan has been dramatically shortened, and the so-called one-day living circle in Taiwan was thus promoted. Eden Social Welfare Foundation initiated a national charity activity to collect hugs in THSRC line on 25th. THSRC helped to shorten commuting time, and closed the distance between people, which coincided with the removal of mental barriers declared by the Convention on United Nations Disabled Persons³⁷ (E/25/05/07, provided by Eden, translated by the researcher).

The Framing of the Event

Most newspapers focused on the schema of the main event (4 items), followed by context (3 items), evaluation and expectation (2 items) (see Appendix 8.5). Compared to the original press release, three important issues of the main event were the topical theme of '25885–Love Me & Hug Me', 'love hugged in THSRC stations' and 'sign convention for disabled persons'. The main event of the news story is consistent with Eden's theme in the press. In the schema of context were descriptions of city mayors and county magistrates offering warm hugs with people who have disabilities. The news schema of evaluation and expectation stressed that 'Hugs' broke through indifference.

Moreover, most newspapers used 'Eden Social Welfare Foundation' as the first major news source and 'city mayors and county magistrates' followed up as spokespersons in the first paragraphs. Then, in the middle or at the end of the article,

³⁷ The purpose of the 'The Convention on the Rights of Persons with Disabilities', approved by the United Nations General Assembly on September 2006, is to announce that disadvantaged people possess inherent dignity and value, a right equal to participation in the social life as a member of society, with barrier-free mentality, movement and employment (provided by Eden's press release of 25 May 2007).

there were some verbal reactions from Eden and the city mayors and county magistrates to enhance the aim of the event. Some news sources used real cases of disabled people.

The Framing of the Newspapers

China Times: In the 25885 event, *China Times* focused on the main event, evaluation and expectation, and context as the major news schema; it particularly emphasised the influence of the event: ‘Hugs’ break through indifference and shorten distances. In addition, it preferred to use representatives’ verbal reactions in the press to support its factuality.

United Daily News: This newspaper adopted both the main event and the context for its major news schema. It stressed topical statements, to the sign Convention for the Disabled persons at ‘25885—Love Me & Hug Me’, and descriptions of city mayors’ and county magistrates’ participation. However, *United Daily News* differed from *China Times* in that it used Eden and other spokespersons, city mayors and county magistrates, as news sources directly and indirectly in the story. Clearly, *United Daily News* considered that the host and government officials were the most reliable providers of information about the event.

Apple Daily News: This newspaper was only used to report events. It had a similar approach by stating the name of Eden’s and major spokespersons, city mayors and county magistrates as reliable news sources.

Experience being Physically Challenged Activity, 12 March 2008

The lead of the story was on 12 March 2008. This was an announcement of the event at a press conference; thus, the content mostly focused on details of the press conference. However, this event spread through Taipei, Taichung and Kaohsiung. The story developed over two days:

In order to attract more participants for Eden Foundation's ‘Experience being physically challenged activity’, students from National Kaohsiung Marine University wearing eye patches and blindfolds, found a way to fully express their creativity through an impromptu street dance on the crossroad of San-Duo Rd. Eden Social Welfare Foundation’s press conference for the 8th Experiencing being Physically Challenged Activity will be held at the eastern square at Shin Kong Mitsukoshi Department Store, at 1400 hrs, on March 12th. VIPs expected to join press conference and the following Physically Challenged Activity including chief of Kaohsiung City Bureau of Social Welfare, Hsu Chuan-Sheng, Deputy Director of Labour Affairs Bureau, Hsieh Li-Li, youth pop idol, Josephine, Hsu An-An, and members of Kaohsiung

City Council. Interesting images such as holding diapers with only one hand can be expected during the activity. Meanwhile, student representative, Chen Sheng-Yao from the co-host organisation, National Kaohsiung Marine University, will also share his own experience, and let you know that besides encountering obstacles; physically challenged experience can be full of surprises (E/12/03/08, provided by Eden, translated by the researcher).

The Framing of the Event

In terms of the macrostructure of the event (see Appendix 8.6), context (2 items) and evaluation and expectation (2 items) were preferred in the press, while other elements were used. In particular, when Eden's press release was related to context to describe the press conference, 'where invited VIPs from Bureau of Social Welfare, Labour Affairs Bureau, a pop idol, members of City Council, and students covered their eyes to experience disability through impromptu street dance', it clearly responded the next day in news reports using the context schema. However, a different phraseology was used by the newspapers. *China Times* and *Liberty Times* preferred 'students visually impaired share experience with young idol'. The schema of evaluation and expectation was stressed in the phrase 'experience of the difficulties of being physically challenged is the first step toward helping disadvantaged families', which was the expectation as a result of the event. Only *United Daily News* mentioned assisting 'Disadvantaged families'.

Eden was the major news source for these newspapers, and the pop idol was presented as a spokesperson in the opening paragraph. Participants' statements about experiencing disabilities provided powerful evidence to support the stories. The *China Times* preferred to use statements from governmental officials and organisations, which followed Eden's press release.

The Framing of the Newspapers

As Appendix 8.6 shows, only *Liberty Times* and *China Times* reported on Eden's press conference. Clearly, both news schemas followed Eden's press release context. After the press conference, press releases were reported by *China Times* and *United Daily News* when this event was held around northern, southern and central Taiwan on 30 March 2007. In its reports, *United Daily News* was more interested in the news schema of verbal reaction, as well as evaluation and expectation of a real case, to emphasise the difficulties of people with disabilities. *China Times* reported both schema of the main event and evaluation and expectation as formal news to echo the theme of the event: 'Understanding is the first step in providing help'.

After analysing the microstructure of news sources, newspapers preferred using participants in the event as spokespersons. *United Daily News* used Eden as the major news source at the end of the article and usually provided extra information about Eden's fundraising. However, *China Times* differed from *United Daily News* by using representatives from organisations such as Eden and the Labour Affairs Bureau of Kaohsiung City to promote barrier-free awareness and to support more disadvantaged families.

Riding with Hope—Cycling around the Island, 15–31 August 2007 and 20 September 2007–1 October 2008

The leads of the stories were reported on 12, 19, 21 and 31 March 2007. The event was designed as a series of stories:

“I want to tell people with intellectual and/or physical disabilities, that they too, can have wishes and dreams just like ordinary people. And they too could have the chance to make their dreams come true, if they only follow their dreams, and pursue them courageously. I would also like to inform everyone, that assistive devices for the disabled play an important role in helping people like us to achieve our dreams. Although Taiwan has been considered a developed country, there are still many disabled people who cannot afford to get appropriate assistive devices,” said the 38-year-old, severely handicapped Hsieh Ching-Kuai at a press conference aimed to express his desire and determination (E/15/08/07, **provided by Eden**, translated by the researcher).

Do you know bicycle riding can be part of charity work? Do you want to know the reason why someone who's suffering from a severe handicap is willing and determined to manoeuvre his electric wheelchair around Taiwan in spite of his frail body strength? And why each member of the 'Riding with Hope' team consisting of a 64-year-old Triathlon grandma, a 16-year-old high school student, and a 9-5 white-collar office worker who took 14 day leave without pay, is willing to pay for their own food and board to join the around-island charity tour? The answer to these questions is to raise fund for assistive devices and access aids such as wheelchairs, assistive tools, and easy-access transportation service for disabled, in order to help people with disabilities, both domestic and abroad, to get back their lost mobility. Donation hotline for the 'Recovering of lost mobility' charity event is (02)2230-6685 (E/19/08/07, **provided by Eden**, translated by the researcher).

In order to help intellectual and/or physically disabled friends to buy suitable assistive tools, Eden Foundation and Nan Shan Life Charity Foundation hosted a fund raiser called, 'Riding with Hope Cycling Round Island Charity Trip'. The *Riding with Hope* team will be led by the 38-year-old, severely handicapped, and electric wheelchair-bound Hsieh Ching-Kuai, and a group of 51 other volunteers on bikes. Together, the team will show their support to people with intellectual and physical disabilities by taking on an electronic Wheel-A-Thon and/or Cycle-A-Thon relay journey around Taiwan. This over 1,100-km-long-trip is expected to take 13 days to accomplish. There will be about 1,000 people from different branch offices of Nan Shan Life Insurance all over Taiwan, as well as local governmental officials and council members,

joining the cycling relay with the Hope Team at different places en route. A documentary recorded by various team members themselves of moving and touching stories along way in this meaningful, yet highly difficult task, *Riding with Hope Cycling Round Island Charity Trip*, will be published on the blog—<http://www.eden.org.tw/bike2008> to share with you (E/21/08/07, **provided by Eden**, translated by the researcher).

After tour on wheel for 13 days on either electric wheelchairs or bicycles, the *Riding with Hope cycling around island charity fund-raising activity* co-host by Eden Foundation and the Charity Foundation of Nan Shan Life Insurance Company, finally came to an end on the afternoon of Aug.31th. Led by Hsieh Ching-Kuai, Taiwan's 1st person to wheel around the island on electric wheelchair, the 50 team members who completed the whole journey from day 1, have returned to their original point, Taipei. Several disabled people from Eden's Wan Fang Centre for Disabled Youth, and the Minister and Chairperson of the National Youth Commission, Cheng Li-chiun, were among those who greeted the Hope riders (E/31/08/07, **provided by Eden**, translated by the researcher).

The Framing of the Event

The event commenced with an announcement in the press conference of the schema of verbal reactions to inspire people's attendance (E/15/08/07), and all stories began with 'an electric wheelchair warrior', Hsieh Ching-Kuai, to stress that 'assistive devices for the disabled do play an important role in helping people like us to achieve our dreams' (E/15/08/07). More information about the event, a charity fundraising 13-day trip for the 'Recovering of lost mobility' (E/19/08/07) was also used as the main event of the news schema. This was separated by schema of context and consequences in the news schemas by asserting that 'local governmental officials and Nan Shan members set to join the journey from different places en route' (E/21/08/07) and 'greeted by several disabled people ... at the finishing line' (E/31/08/07).

In contrast to Eden's layout of the stories, most news sources (see Appendix 8.7) focused on the schema of the main event (6 items), focusing on four terms: 'an electric wheelchair warrior, Hsieh Ching-Kuai', 'fundraising for the children's wheelchairs', 'cycling around island for fundraising' and 'supported by City Mayors and County Magistrates'. The next major news schemas of the leads were about the schema of context and consequences, which is important information for the coverage. However, the description of context (4 items) slightly differed from Eden's in mentioning Nan Shan members. The news schema presents stories in detail around an electric wheelchair warrior (Hsieh Ching-Kuai), specific cyclists and the 'Riding with Hope' team's journey. In relation to schema of consequence (4

items), it mostly reported responses from outsiders to the event. Finally, only one news schema showed a schema of verbal reactions (1 item) to echo the spokesperson's words in Eden's press. A review of these news schemas similarly followed Eden's and spread through all cities and counties except for the Taipei area.

Even though Eden offered four items press releases on 3, 20 and 27 September 2007 and 1 October in 2008, they were only reported through the Eden press releases of 20 September and 1 October. Eden's original news schema focused on the schema of main events and consequences; however, most newspapers' leads in the news schema were of the main event (four items), and context (three items). Clearly, the same event in 2008 (see Appendix 8.8) was not as interesting. The main event similarly focused on the issue of 'Riding with hope—cycling around the island' charity activity for wheelchairs. As a result, the main event fit in with the Eden theme. The difference between 2007 and 2008 is that there was no specific spokesperson throughout the story. Moreover, participants accompanied the cyclists as supporters during the journey, which was the major news schema of 'context'. The media exposure of 2008 was weaker than in 2007.

The above-mentioned spokesperson, 'an electric wheelchair warrior, Hsieh Ching-Kuai' was highly used as the Eden spokesperson in the news reporting in 2007 by selected newspapers. In both 2007 and 2008, Eden and Nan Shan Life Insurance Foundation were taken as important news sources. This was followed up by local governmental officials.

The Framing of the Newspapers

Appendix 8.7 shows that the news schemas were used differently by selected newspapers in 2007. *China Times* mostly took schema of the main event as the main news schema for leads; *United Daily News* differed from the others and was the friendliest towards Eden, using news schemas to report the event by main event, context and consequences. However, coverage by *Liberty Times* and *Apple Daily News* focused on context and consequences. The main event was the basic schema of both of *China Times* and *United Daily News*, to report that Hsieh Ching-Kuai was leading the 'Riding with Hope' team to cycle around the island to raise funds for wheelchairs. Conversely, *China Times* preferred to use a cyclist as a case to state the context, which differed from *United Daily News* and *Liberty Times*. Further, only

Apple Daily News gave a different angle of ‘gained response by checking on barrier-free space’ as consequences of news schema to give a final result in this event.

Likewise, in 2008 (see Appendix 8. 8), *China Times* used the cyclists as aspects of the main event and context in an attempt to increase the number of elements in the story. *United Daily News* was good at using the terms related to Eden such as ‘Eden’, ‘Riding with Hope—cycling around the island’, ‘Regain your lost mobility’ and ‘participants and/or children with delayed development’ to present a story in terms of main event and context.

Regarding news sources between 2007 and 2008, *United Daily News* mostly adopted the term ‘Eden foundation and Nan Shan Life Insurance’ and/or ‘Hsieh Ching-Kuai’ together as vital news sources with a few local governmental officials, Nan Shan’s members and cases. In contrast, *United Daily News* and *China Times* only selected ‘Eden [Social Welfare] Foundation’ as the major news source and other news sources are using several from Eden’s clients. However, the principle sponsor, Nan Shan, was mentioned less often. In the lead paragraph, *Liberty Times* usually had fewer mentions of the host and adopted Eden’s slogan ‘Riding with hope—cycling around the island’ and/or ‘an electric wheelchair warrior, Hsieh Ching-Kuai’ as news sources. Thus, ‘Eden’ and a few other news sources were used in the middle and/or at the end of the article.

8.3 Reviewing the Eden Communication Campaigns

The final review provides a guide for future plans to evaluate whether the PR practitioners success in agenda setting relies on their communication campaigns. Media outcome refers to the result of fundraising and the comments from stakeholders. Through this, it can be understood whether Eden sufficiently works on its media access and media relations. In the end, ‘Fundraising is essential for their success’ (Dimitrov, 2008, p. 13) at charity communication. That is, fundraising is the final evaluation of all communication processes.

Views on the Media Relations of Eden

Most donors obtain information on Eden through community service communication, and donors take part in Eden through its service network. As such, donors are good reviewers as the end receivers to recognise insufficient communication in the Eden PR practice via the media.

Although most donors believe that Eden is responsible for the supervision of its communication (DN1, DS1, DS2), Eden still holds back when it comes to financial transparency (DN2). DN2 offered his view; for instance, when funding breakfast for children, it is harder to be transparent because ‘it might be difficult to state these things before the completion of the project. But after completion and after people have donated, so what?’ (DN2). This statement suggests that Eden does not provide enough communication on the project, so people do not understand the specific activities involved.

Volunteers are the closest to NPOs, except for the employees themselves. It is important to ascertain how volunteers consider Eden’s media relations. As the first section mentioned, middle management thought that ‘Riding with Hope’ was a successful event for Eden with donations and media exposure.

In relation to the ‘Riding with Hope’ event, volunteers suggested that local news reports had better reporting than national news (EV1, EM3). EM3 explained that ‘the regional reporters can report on the paper directly, and they have 24-hour shift. As long as you have stories, they can report it for you’. Some volunteers stated that the coverage by *United Daily News* was better than *China Times* (EV1, EV4, EV5). ‘I think the reporter [*United Daily News*] used the name ‘Eden Foundation’ and ‘Riding with Hope’ many times. That makes for successful news for Eden’ (EV5-50):

The first sentence of the report in *China Times* was ‘Nurse Practitioner Reborn after a War against Cancer’. It means that the focus of this story was on the nurse practitioner, according to the way I interpret the title. When the first sentences in *United Daily News* and *Liberty Times* were about Eden, people who knew about Eden or cared about Eden would continue to read the story, which was a good thing. The disadvantage was that it was not possible to get an idea of what the activity was about from the title. The title in *United Daily News* was ‘50 People Cycling around Taiwan, Collecting Donations for the Disabled, Eden Wheeling through Taiwan’, which was a very long one. But the key points were all included in the title. I prefer it (EV4).

Heath and Heath (2007) suggested that ‘Writing message is strategic: it is perhaps the greatest communication skill. There is no strategy without a message that ‘sticks’—the simple, unexpected, concrete, credible, emotional and storytelling phrase’ (cited in Dimitrov, 2008, p. 21). According to reviewing the skills of writing new story, volunteers were of the opinion that Eden did not receive much exposure in newspapers. Of Eden’s success in producing press releases, most volunteers

asserted that the professional skill of the PR practitioners is insufficient (EV1, EV2, EV4). Some indicated that it was unprofessional to use a long headline (EV1, EV2, EV4), 'If I have no patience, I wouldn't want to read it' (EV1):

I am serious. I think Eden's press releases suck ... The purpose of a title is to help readers get an idea of what this article is about. This headline is too long ... And that subtitle says nothing about the activity. I think the subtitle should be related to the content of the story (EV1).

I think the definition of a good press release is that you don't have to read the story with all the details - you can grasp everything from the first few sentences. The message, delivered in this press release was too confusing. Was it about the activity or about the kind of person this nurse practitioner is? (EV4).

There was not only the problem of the press release, EV5 also expressed that Eden does not issue press releases for every activity and few journalists cover Eden events unless Eden invites celebrities. It is essential to add some interesting elements in the story to gain media attention such as 'human interest, probably celebrities, or a touching incident, to help describe a story' (EV4).

The controversial issue of this activity is needed by the media. When a reporter is covering a story about a charity group, the important thing is to make readers feel the warmth, feel that a donation is needed, which means readers feel empathy for the characters in the story. Or you can write the story in a more lovable way (EV3).

Volunteers suggested that Eden should have a specific department to handle the media (EV5, EV6). Clearly, volunteers think that Eden should pay more attention to increasing media relations, and donors also feel the same. Most donors agree with the idea that media is an important channel to deepen impressions of NPOs (DN1, DN2, DC2, DS1).

All donor participants acknowledge that advertising is important to NPOs (DN1, DS1, DC2). However, Eden prefers to be a low-key organisation with insufficient visibility.

All donors stress that NPOs should be visible to the public, and that the media is the best channel for this. In summary, Eden's success in gaining media attention usually relies on the abilities of organisational publicists, and media relationships are powerful in affecting media exposure. For example, in Eden's case, most interviewees agreed that, compared with *China Times*, *United Daily News* was friendlier and offered more information about the event. In particular, *United Daily News* 'caught the key points' (EV1); further, it 'displayed Eden's phone number for

donations' (EV4, EV5). This suggests that *United Daily News* has a better relationship with Eden.

By In contrast to the stakeholders, middle management indicated that Eden's publicists are not good at providing media materials:

We were reviewing it internally. In fact, we do not have much exposure in the print media in Taiwan now. The exposure we get is from the network media and electronic media, which is instantaneous. However, we have not adopted our writing style to suit the characteristics of these two media. For example, we often use one script of press release, the same one, which not offers different style of 'context' [for different kinds of media] (EM3).

Next Media came into Taiwan,³⁸ and the staff did not fully understand TV media. Eden was facing a difficult position at that time. Therefore, Eden changed its strategy to develop local news, which relies on human-interest stories. However, publicists could not sufficiently provide assistance: 'Many touching stories or surprising cases will not be reported unless we pay for it, but this is not what we want' (E3). In contrast to E3's view, some volunteers support media purchase:

In fact, one good thing about spending some money on media is that if everybody knows about the activity, the importance increases. If everybody knows about it, the media may think it's worth reporting. I think Eden didn't do well in this area. It probably has something to do with budget and its organisation (EV4).

The argument for media purchase generated debate at Eden: 'Our Foundation is also learning that increased exposure through news placement or news purchase, will it affect our donation' (EM3). Even though WVT usually performs well in the media by relying on celebrities as spokespersons (EM3, EM5), the reality is that Eden has no budget for celebrities:

Last year, I investigated WVT invitation of F4³⁹ to Mongolia with newspaper reports of Liberty Times or China Times for 3 consecutive days. I was very curious about why WVT had a power to invite F4, the most popular performing group at that time, and gain reporters' attention for 3 consecutive days. Afterwards, I heard that F4 were not volunteers for that event, and World Vision spent about NTD 14 million. I ask myself if I want to apply the same method and the answer is no (E1).

³⁸ 'Next Media Limited ('Next Media'), Hong Kong's largest publicly listed Chinese-language print media company', publishes in Hong Kong and Taiwan. In Taiwan, Next Media published Next Magazine, Apple Daily and Sharp Daily.

³⁹ A Taiwanese male group comprised 4 pop idols.

Eden has several concerns: first, it is costly and may result in a loss of domination (E1); second, the level of manipulating spokespersons and social network is 'three to four level lower than WVT' (E1). Based on the problems of budget and social networks, Eden prefers to integrate a corporate promotional schedule, but it cannot be controlled by Eden (E3). This situation might be related to the reality of employing and training the Eden PR officers. Accordingly, E3 avowed that 'our internal training department does not focus on this part either. I think there should be a team to handle internal training for future brand promotion' (E3). E1 considered that directly hiring professionals would be the most practical method. However, it was hard to find someone with a wide range of experience in PR in management positions because Eden could not afford to pay such employees: 'So far, we do not have someone who can influence or attract others to serve Eden' (E1).

These facts might be the main reason that Eden senior managers think that Eden's PR performance was amateurish: Eden did not value or focus on this field in training and could not hire an experienced professional. Clearly, Eden still preferred to operate traditionally for resource collection (E1). NPOs can be approved by the Ministry of the Interior, which means that official support has given the organisation legitimacy (such as the Eden Foundation), meaning that Eden's brand offers a quality guarantee (E2). E1 supports the point that the most powerful promotion is by word-of-mouth: 'We rather do those changes quietly'. Eden stresses that service is the most important experiential communication tool and the basis for word-of-mouth communication. As a result, the Internet became the major free media tool for Eden to replace buying commercials. EM2 and EM3 acknowledged that the application of the cyber-market generates more influence. This is how Eden has begun to guide media coverage on its own, which also shows that the new media application will be an area employed for the NPO PR practice for communication strategy.

Media relations can decide the visibility of the communication processes to provide stakeholders with an understanding of an NPO. However, according to the interviewees, Eden cannot handle media relations by the PR practitioners. A critical media capital for the PR practitioners is subsidising news, but Eden lacks this. Eden would rather use word-of-mouth as the major communication factor.

Views on the PR Events of Eden

The PR events are one of the major public communication campaigns by which an NPO can design a package concerning agenda setting. The effects of PR events certainly guide NPOs to evaluate success in their work. In particular, stakeholders are the end receivers to reflect the NPO fundraising in the communication processes. Thus, the attitudes of the Eden stakeholders provide a clue to understanding the problems in PR communication for Eden, when responses from donors and volunteers express scant media ability by PR events to reach Eden's goals.

From the interviewee discussions, some problems were observed. The 25885 event was a branding activity; however, the biggest problem was the lack of an extensive connection with Eden (E2, E3, EM2). Therefore, Eden attempted to extend this afterwards. E2 stated that the event used connections with Guardian Shops, a service telephone number and services. Conversely, 'I thought that the required manpower and resources cost too high. "Hugs" needed more discussion on whether it is the core of Eden' (E3). If Eden wants to become a movement, it needs to extend the old issues. However, the 'Hugs' activity is still lacking in some factors. E3 further expressed that 'Hugs plays a good assist role [for Eden] but it is not the main course'. Second, in terms of media exposure, opinions are divergent on the issue of whether media exposure helps fundraising. When asked, E1 said 'Do the many promotional events cause any increase in donations? No' (E1). However, some of the middle managers responded that effects could not be noted after the events (EM1, EM2, EM3). E1, EM2 and EM3 indicated that the biggest function of these events is social education. Eden did not set any fundraising function in such events. However, it was possible that 'some direct donation was hidden or mashed' (EM2):

We went to Nan San's service area to send out our donation DM⁴⁰. Many of the employees who did not participate in the event became donors because of seeing the touching story brought back by their bosses who rode bicycles. Therefore, effectiveness was indirect or extended (EM3).

As such, the main goal of PR events for Eden is to focus more on educational communication. People received a fresh understanding of Eden. The donations that Eden received did not drop dramatically due to the financial crisis: 'I personally

⁴⁰ DM means direct mail, a kind of mail-order advertising used for publicity. DM is sometimes folded in the newspaper.

believe this is an influential factor' (E2). That is, potential donations might have occurred after these events. E3 confessed that 'as long as we are in the press, we get donations. If we stop holding activities, no one remembers Eden' (E3). This statement indicates an internal problem: the issue of internal promotion being parallel to resources:

We also reviewed where intersection of resources and promotion is. Where is the gathering point? Or has it become two trends? Indeed, in the event of 'Riding with Hope', direct donation was very little which means the fundraising activity design was not enough. For example, we had to fundraise along the way (EM3).

The PR events held by Eden had different goals, as mentioned by senior and middle managers. The 25885 event was focused on branding, but volunteers did not understand the message that Eden wanted to transmit. Conversely, the other two events—'Riding with hope' and 'Experience being physically challenged'—were focused on social education, but volunteers thought the news was only reported in local editions, meaning that there was a limitation in the messages to individual donors. The unclear messages would influence stakeholder visibility and fundraising ability. These problems are useful to an overall discussion on the performance of media exposure and also to understand the core messages that work in the PR events held by the Eden PR practitioners.

8.4 Other Views on Agenda Setting and Media Relations

Issues are the major elements that drive the media; in turn, the media is highly influential. Hence, the media will increase opportunities to gain beneficial conditions. As mentioned in Chapter Seven, in relation to CAUF, 'If you want to maintain a good reputation for your brand, you have to develop the resonance to fit in with their service demands' (N2.1). In contrast, a good issue is a critical element to attract the media's attention.

A good issue provider should be a trustful news source/spokesperson. The Sunshine Foundation posited the three elements that media look for in a story: a touching story, an NPO as an authoritative information source and a spokesperson. N1 believed that the following ensues:

For example, we called those little kids 'little sunshine', the older ones 'middle sunshine', and the big ones 'big sunshine' We told the reporters touching and inspiring stories of our sunshine kids. These touching stories

were presented through media, these stories were not commercials but they were news reports, which were more easily accepted by the public. NPOs have a better chance than commercial groups to be reported in the newspaper because people believe stories told by NPOs more than commercial groups. Therefore, our focus would get media's attention. Of course, the most important element of all is the story itself. It has to be a touching story. And it has to be something the public and media care about. Then it has to be a tearjerker. It has to touch people. In a press conference, it would be nice if the person involved could show up with some tears in his eyes. Then you would see camera flashes one after another. The reporters would love to catch that moment which touches people (N1).

Rainbow is like Sunshine, in that they prefer to 'buy' people's feeling with stories. In particular, Rainbow is good at story telling:

We usually start with a story that shows the concept of Rainbow and follow with corresponding activities. Every single story and activity contains the concept and spirit of life education. For instance, the Christmas drama that we performed last year was called 'Best Christmas'. It has a drama that you would feel connected to and touched after watching. The drama contained a core concept that is related to life education which is to accept the true you and to face yourself truthfully (N3).

A touching story is, in fact, the key to form an emotion at the moment where resonance has occurred. P2 offered the famous charity event, the '30-hour famine' to explain why this event successfully attracts media:

It is a very successful demonstration to the public. They have always utilised a big square as the venue to accommodate a huge number of people to gather together. This activity lets people experience starvation for a period of 30 hours. WVT is a world-wide organisation so they are focused on children living in states of extreme poverty in Africa. Pictures of these children certainly earn a lot of compassion from the public. Aside from those pictures, they also ask people to be present to experience starvation themselves. Additionally, they invite celebrities whom were active in the entertainment sector at the time to join the '30 hour famine' which will certainly encourage their fans to participate. In such a case, WVT is able to mobilise a huge number of people to experience the 30 hours of starvation (P2).

Instead of using service targets as their spokespeople, NPOs such as WVT sometimes prefer to use celebrities as spokespeople. However, most NPOs are worried that celebrity scandals could ruin their cause and their NPO brand. Thus, NPOs would not put their brands at risk, and the NPO PR practitioners should be concerned about this risk:

We have noticed that some NPOs to use celebrities as a strategy. It does help exposure of their organisations. But sometimes spokespersons themselves are more popular than organisations. If these spokespersons do something they should not do, the organisations' images would be hurt right away. It could be very negative (N1).

However, budget has become an ongoing problem for an NPO: 'It is often difficult to contact them. We could get rejected by his or her agent before we could talk to the celebrity' (N3.1). These responses from the NPO participants have taught us that a result relates to the organisation's media relations and its social resources (that is, social networks). N1 suggested that a better way is to find suitable celebrities that fit with the NPO's marketing goal: 'Short-term effects of collecting donations depend on marketing. If during a period of time, I consider something very important and its value needs to be exposed, then someone has to promote it' (N1). Conversely, P2 suggested that the simplest way to gain celebrities' support is to confirm their schedule for promoting a movie or a singer's album. For example, when an NPO has an alliance with a corporation in which a significant amount of corporate resources (that is, massive advertising) are used for celebrities to gain free-of-charge promotion. It is a deal of mutual benefit.

8.5 Summary

Issue management is clearly the most important component for an NPO in predicting a charity's success or failure of communication to the public. A good issue can assist the NPO brand in being viewed as a trustful and reliable information source to the media. Interviewees believe that appropriate celebrities/entertainers as spokespeople also play an important role as representatives of an organisation, and this can also enhance the media effects.

This chapter provided an overall review to examine NPO PR practice in Taiwan in order to discover the problems that NPOs generally face and how they try to learn agenda setting in communication campaigns. First, Dimitrov (2008, p. 12) provided five basic communication modes: advocacy, charity, community service, public education campaigns, and Internet campaigns and techniques. From Eden's main case, in the early stages, Eden was clearly focused on advocating social welfare for people with disabilities. However, Eden has changed to focus on charity communication for fundraising, community service communication and PR events for social education.

CHAPTER 9

CONCLUSION

This chapter summarises the main findings of the research addressed in this thesis and draws conclusions from these findings. In doing so, recommendations for the future of NPO PR practice are discussed. There are two main dimensions to the findings: methodological and theoretical. The first section considers Research Question 1: The role of branding within PR and media representations of NPOs to their stakeholders. The second section considers Research Question 2: The power relations of cooperative sponsorship and the ethical problem of mission drift. The final section suggests how NPOs should rethink relationship management in the practice of NPO PR and offers recommendations for NPO PR practitioners working in these areas.

In my interviews, interview employees indicate that Eden [the organisation] stressed its core value is serving people in need. Eden emphasises word-of-mouth from services rather than marketing skills because of concern about the public perception of the not-for-profit brand. However, stakeholders and donors believe effective communication strategies will promote understanding about the organisation's contribution to society. The results of this research will help in understanding the connection between branding and relationship management for NPO PR practice.

Research Question 1: How Do NPOs in Taiwan Build Relationships with Their Publics to Raise Funds and Fulfil Their Social Missions?

1a. What role does branding play in the broader PR strategy to engage stakeholders?

A corporate identity is the total visible presentation of the corporate image. In this research, I found that a better understanding of the use of branding as a PR strategy can result in better communication with stakeholders. The CAUF and Sunshine have succeeded in turning service into brand identity. However, Eden, like most NPOs, prefers to rely on word-of-mouth from services instead of corporate identity. Service quality reveals their core identity and the basis of the brand, which itself is the guarantee of the brand image. A sheltering place, a *Garden of Eden*, is what Eden wants to offer disadvantaged people. The core message about values must

be communicated by PR activities to Eden's stakeholders. While senior managers may not have a well-defined strategy for future presentation of the corporate identity through logos, for example, or indeed for how the diversification of services might be presented to the public, there is no doubt about their commitment to the Liu Hsia philosophy. This philosophy also appears to inform the openness and appreciation of all who are associated with Eden. However, one way to address the problems with diversification is to strategically link Eden with other brands.

Comparing findings among donors, volunteers and the media, the key description is of Eden as a social welfare organisation serving people with a disability. Donors and volunteers strongly link the image of intellectual and physical disabilities to the official Eden logo, viewing it as a caring place that provides hope for disadvantaged people. The history of Eden and of Ms Liu Hsia is also linked to the logo. However, it has a less salient message with 'disadvantaged families' in its current form.

This research has found that a contradiction between branding and positioning is afflicting Eden; there is conflict between the new Eden and the old Eden. The development of the brand has marked a turning point for the organisation. Both Ms Liu Hsia and the idea of intellectual and physical disabilities are central elements of the Eden brand identity. However the current brand image cannot fully represent the comprehensive services that Eden provides around Taiwan. Nevertheless, the Eden brand is the central element in a strong bond of trust between Eden and its stakeholders, which results in loyal relationships that ensure support and also protect against damage to Eden's image and reputation.

1b. How do the media represent NPOs to stakeholders?

The power of a charity brand not only depends on policymakers within the organisation, but also substantially on media discourse. Those who set the media agenda direct PR in various ways as particular 'frame sponsors' (Van Gorp, 2007, p. 68). A corporate identity can be framed as a strategic public discourse into communication processes (Kernstock, et al., 2009). From a framing and priming approach, frame effect leads the priming effect based on individual judgments (Iyengar & Kinder, 1987; Iyengar, et al., 1984; Iyengar & Simon, 1993; Scheufele, 2000). Whereas the literature shows that brand association and brand impression are the proximal sources of brand image, the 'cluster of attitudes and associations that

customers connect to the brand name' (Biel, 1992, p. 8) through individual cognition is also influential. Thus, both priming and brand image are memory-based. Through the course of this research, it was found that PR practitioners may use the power of branding as a communication tool to frame and shape perceptions. Hence, in this thesis, two dimensions were examined. One was the way corporate PR practitioners from Eden perform a frame sponsor's function. The other was to review priming effects in terms of how journalists think of the Eden brand and how their individual cognition acts to reframe the perspective of readers.

The implications for PR practice as part of a broader communication strategy are clear—and media performance, remains one of the central tasks of Taiwanese PR practice (Wu & Taylor, 2003). How the media represent NPOs to stakeholders depends on how the NPO PR practitioners work on media relations and media channel management using their own communication strategies. A significant finding is that, although donors and volunteers thought Eden did not have access to enough media channels, Eden does have an average media power in society, which also relates to the Eden brand value.

Media coverage is the source of a priming effect intent on building a particular brand image. A strong brand value creates trust from the media in the organisation as an important news source. Therefore, the name of the organisation comprises the most reliable and credible news source and is frequently presented in the media. In this way, NPO organisational names can be an important brand builder as frame sponsors within news media. Spokespersons (that is, celebrities, entertainers and officers) and corporate partners certainly assist this process. Further, NPO events and the context of news schemas are major frames used by news media in conveying the NPO brand. Once a salient issue or service experience is purposely framed by an NPO in its charity communication, news media help both directly and indirectly by influencing readers' and viewers' cognition and thus the way people judge the brand.

9.1 Implications of Managing Relationships for Eden

This study explored a range of relationship management issues to understand how they assist a charity brand in PR practice. When Hutton (1999) considered relationship management as the core of PR for better communication with

stakeholders, branding was absolutely tied in with strategic communication to the organisation by helping to build awareness and trusting, credible, loyal and reliable relationships (C. H. Chang, 2010). The findings of this study suggest that the perception of employees forms the basis of the corporate brand in the minds of its publics, which include donors and volunteers. Throughout this process, it is essential that the Eden brand promotes trust in people; this is the factor that cements relationships with its stakeholders—a trusting authority reinforces brand loyalty.

Two types of human resources contribute to the Eden brand: volunteers and Eden employees. Human resources such as volunteers and employees are the core value of the brand in linking with donors and corporate relationships. Volunteer groups contribute various social goals as social capital towards raising Eden's brand value. Additionally, the volunteer contributions reflect the achievement of Eden's mission. These resources eventually return to the Eden brand as its assets. In addition, with the not-for-profit sector's transformation, NPOs have begun to more seriously value their corporate brand. In becoming an elegant and fashionable brand, NPOs believe they can infuse more social power to their organisation.

The other two significant relationships for NPOs—the news media and corporate sponsors—are certainly relevant to the brand value. These two resources determine whether an NPO is quickly accepted and becomes well known. Even though a crisis gives people a negative perspective and is to be feared, a crisis can actually be a useful catalyst for an NPO to examine its communication skills and relationships (that is, its relationships with news media and general relationship power, revealing those that will respond to the NPO's crisis by expressing support or helping to solve problems). Looking at Eden, its relationships with both the media and its corporate sponsors are closely linked to the internal culture of the organisation; which takes the attitude on working relationship management that relationships are to be restricted at Eden.

Research Question 2: How is Internal Cooperation and Collaboration with Other Corporate Sponsors Changing NPOs' Practices?

2a. How do NPOs negotiate power relationships with corporate sponsors?

If co-branding is conducted within a good relationship, it can lead to the sharing of corporate knowledge and the use of corporate channels for charity promotions. In this way, co-branding obviously increases the strength of an NPO, as

private resources can allow an organisation to grow without an over-reliance on government resources. However, this can be a double-edged sword owing to the possibility of moral decay in the NPO through mission drift or a lack of rigour in the relationship. From the perspective of corporations, NPO partners must also be closely evaluated, to ensure satisfactory and measurable effectiveness for the corporation is achieved by the relationship.

This study provides insight into the power relationships involved in corporate sponsorship of NPOs. Power, in the view of critical theorists 'is inherent in relations' (Curtin & Gaither, 2005, p. 96). Power not only provides social capital but may alter the balance in communication. Co-branding is thus another key topic discussed in this thesis. The findings of this research identified corporate decision makers as the most important element in maintaining strategic alliances; and thus as playing a key role in co-branding. For example when the CEO of Citibank changed, so did the cooperative relationships, with UWT replacing the original long-term partner, CAUF. My findings show that corporations stress that the achievement of cooperative plans (that is, CSR programmes) have to satisfy NPO senior managers and corporate stakeholders. Therefore, it is easier to make a strategic alliance between NPOs and corporations when they place value in the same things. That is to say, corporate internal discourse appears to play an important role in deciding on a sponsorship with NPOs. The mixed-motive model of PR, referred to in Chapter Three, seeks an open dialogue process to build healthy and valuable interrelationships with decision makers.

9.2 Power Relationships and Power Shifts

NPOs must negotiate their way carefully when facing the complexity of power relationships with corporate sponsors. The core of Confucianism is a human-centred system that stresses interpersonal relationships with mutual benefits. The relationship between corporations and NPOs is like a seesaw. If an NPO, a resource-poor group, is on the lighter side, the board will not balance and the result will be asymmetrical communication, where the corporation dominates. Corporate participants in this study disclosed that the corporate brand is the first consideration in any relationship with charity activities. The alliance will not succeed if the NPO will not cooperate sufficiently in promoting the corporate brand. In the case of Eden,

the emphasis in marketing activities can be a source of discomfort. Dominance by one partner may result in a breakdown in communication, endangering the relationship if corporations have a different view about implementation and evaluation of their sponsorship.

If NPO PR is approached with commitment and trust, and incorporates relationship marketing as a form of strategic management, the value-adding and relationship resources can improve the NPO brand (Hutton, 1999). Alternatively, once an NPO becomes a powerful brand, a power shift occurs that can give NPOs a stronger voice in dealing with corporations, permitting them to communicate on a more equal basis. This phenomenon reflects Beaudoin's (2004) view that NPOs eventually assume a corporate posture. Over time, NPOs have increased their capacity for change from an oppositional stance to a cooperative stance towards corporations. It is possible to open a door to symmetrical dialogue to reach common values through negotiation and compromise when corporations and NPOs hold similar power in their sponsorship arrangements and in corporate community relations.

From a PR perspective, there are several dimensions to the transformative changes in this cooperative relationship, one of which is a shift of power from a corporation to an NPO. Four kinds of shifts of power have been discussed here. The first is when an NPO as a resource-poor group in a long-term partnership with a corporation gains a shift of power derived from its access to media (for example, in the case of the Sunshine Social Welfare Foundation, CAUF and WVT). The second is when some of the corporate brand power shifts to an NPO. In this case, the charity products come to represent a quality option in the corporate community relations marketplace. The third shift occurs when power of knowledge is transferred from a corporation to an NPO, assisting in its social enterprise management. Finally, the fourth power shift discussed here was social network shift. This occurs as part of successful strategic alliances, which strengthen NPO brands and shift corporate social networks towards them.

Another dimension of the transformative changes that can occur as part of a cooperative relationship is symmetrical negotiation. A more symmetrical communication can be achieved by an NPO that has made the shift from a resource-poor group to a branded NPO. Depending on individual circumstances, NPOs may

be able to accomplish three types of symmetrical communication: media capability, a strong social network and specific knowledge capability. Some situations are mutually influenced. As discussed, when an NPO accumulates media power, it can become a strong charity brand. This phenomenon implies the brand has negotiation value with corporations. A strong social network facilitates the brand becoming well-known to the public. Finally, knowledge capital creates power and leads to the third symmetrical communication.

2b. *How do NPOs avoid the risk of mission drift?*

In Chapter Seven, the effect of media on social power and people's perspectives was discussed. The emphasis corporations place on their return on investment has led NPOs to becoming increasingly concerned. This means the pursuit of 'numbers' by NPOs is an inevitable trend in Taiwan. The findings of this thesis also revealed that such an emphasis has resulted in NPOs frequently being obliged to examine the potential ethical problems and changing social perspectives raised in this process. In this section, two major issues are summarised in relation to mission drift; that is, that co-branding can result in mission drift and/or in the commercial perception of social enterprises or their behaviour being misconceived by the public.

Mission drift involves two-way asymmetric communication based on different positions assumed during co-branding. An NPO would stress that a not-for-profit brand should pay attention to social perceptions with a clear line between public welfare and commerce. This problem normally occurs when the two parties have different working styles with different goals for their organisations. Power dominance as previously discussed has stayed at the core of ethical problems. From the NPO side, credit must go to public perceptions; corporate domination might lead to unfavourable brand and reputation impact. Corporations consider that NPOs should understand what they are trying to do for their brand and, as a result, the NPO may appear to its publics as being disadvantaged in the collaboration. Servicing clients' interests is the major reason for NPOs entering into these alliances; thus making them essential, even if stressful.

9.3 Rethinking Relationship Management for Not-for-Profit Organisations

With the rising tide of enterprising not-for-profits and commercialisation, NPOs now have to face competitive environmental changes. As a consequence of these competitive pressures, not-for-profits realise they can be more successful if they have a clearer idea of how they are perceived, what those perceptions are based on, how they are different from competitors in relation to these perceptions, and how they can differentiate their brand from others to strengthen their position. This trend shows the way in which business management techniques are now in place in the NPO sphere. Can these commercial funding policies pull not-for-profits away from their core value of their social mission? This possibility has required NPO PR practitioners to rethink their practices. This thesis has shown that such reconsideration is due to the incorporation and use of market-oriented concepts in NPO PR and is related to NPOs ethics and morals being challenged and tested by social perspectives. This thesis has also brought a new way to consider some determining factors in the analysis and exploration of branding and its implications for relationship management in the not-for-profit sector.

NPOs have relationships with stakeholders such as individual donors, corporate sponsors, employees, volunteers and the news media. In these relationships, branding can be seen as a variable element that plays a critical role in the communication process. In particular, the strength of a brand relates to the power relationship network upon which it can draw. Further, the more visible and credible the brand identity of an NPO is, the stronger its social power network. From this study, a loyal relationship is relevant to individual donor relationships as a source of fundraising, and this is equally true for corporations. In addition to donations from corporations, a high-profile corporate relationship can enhance the power network of the NPO through power shift. This, in turn, can result in shifts in an NPO's social resource network, including in its access to the media; the shift of corporate brand power to an NPO; the shift of knowledge; and, finally, the shift of a corporation's social network to the NPO.

The unique Chinese cultural trait of 'guanxi' may also give a person or an organisation accumulated social power; such as occurs in co-branding for NPOs. However, such alliances may create difficulties. Eden, as my thesis has shown,

considers that alliances between different industries are both attractive and risky to their brand. It could be argued that the public sphere is disappearing due to corporate hegemony because CSR programmes add value to public perceptions of the corporation by reinforcing its brand. The ultimate purpose of most CSR programmes is self-interest. In this research, CSR programmes have received attention through building corporate discourse. Therefore, ethical communication has a significant role in NPO PR practice. In particular, NPOs should seek a win-win situation when negotiating with corporate partners. Accordingly, it is important to verify that there is an ethical brand component in the social mission of the NPO.

Unlike corporations, most resource-poor groups rely on power shifts based on negotiation and compromise. If truth really is attached to power, the NPO brand should have a high standard of ethics and morals, as the NPO strives for power shifts in the public interest. Hence, moral judgments in these situations are built on trust. This all relates to how the NPO brand works. Relationship management is at the heart of fundraising, a source of loyal relationships; and an ethical practice will obviously strengthen the organisation's reputation and its brand value.

9.4 Research Significance

This chapter has summarised the main findings of the research, reporting that NPOs are in a complex environment and seeking new knowledge for their survival. There is no doubt that the concepts of business management, marketing and branding have been frequently adopted in NPO practice. PR scholars believe that it is worth investigating which of these activities are present in NPOs, and also to consider the variable influences of political, economic and cultural factors. In addition to the information derived from the interviews, analysis of the content of media coverage and the NPO's news releases has assisted in providing understanding of the performance of communication campaigns, and whether priming and/or framing effects influence the brand of an organisation (in this case, Eden).

This research has investigated increases in the complexity of NPO PR and suggests ways to rethink practice. To improve the quality of NPO PR practitioners' outcomes, education on ethics is required to ensure that organisations stay on the right path. Upgrading skills in communication in dealing with external parties (that is, corporations and government) is also important in NPO PR performance because

negotiation and compromise with external parties is an essential part of PR practice in Taiwan.

Consideration should also be given to a monitoring system to ensure accountability (that is, social perspectives, social mission, value gatekeeping and the public sphere) because NPOs should function based on trust. Encouraging media access builds visibility and credibility by conveying important information to the public and generating a greater revenue stream that can be invested in further services under the social mission umbrella. In enhancing the NPO brand to improve stakeholder associations with the organisation's identity, service quality can protect the brand; trust builds loyal relationships and fundraising, and a strong brand also provides influential relationships. Finally, NPO PR practice must reinforce relationship management with openness, acceptance and monitoring. The adoption of appropriate communication strategies for public understanding of the NPO's annual performance is essential. Nevertheless, as highlighted in this thesis, in Taiwan, NPOs frequently use marketing PR strategies that appear to focus more on technical communication skills than on strategic management expertise. The main finding of my research is that the effectiveness of NPO PR practice is limited unless relationship management comes to occupy a more important role. I would therefore suggest that ethical relationship management by NPOs, rather than marketing-oriented PR, has a greater role to play.

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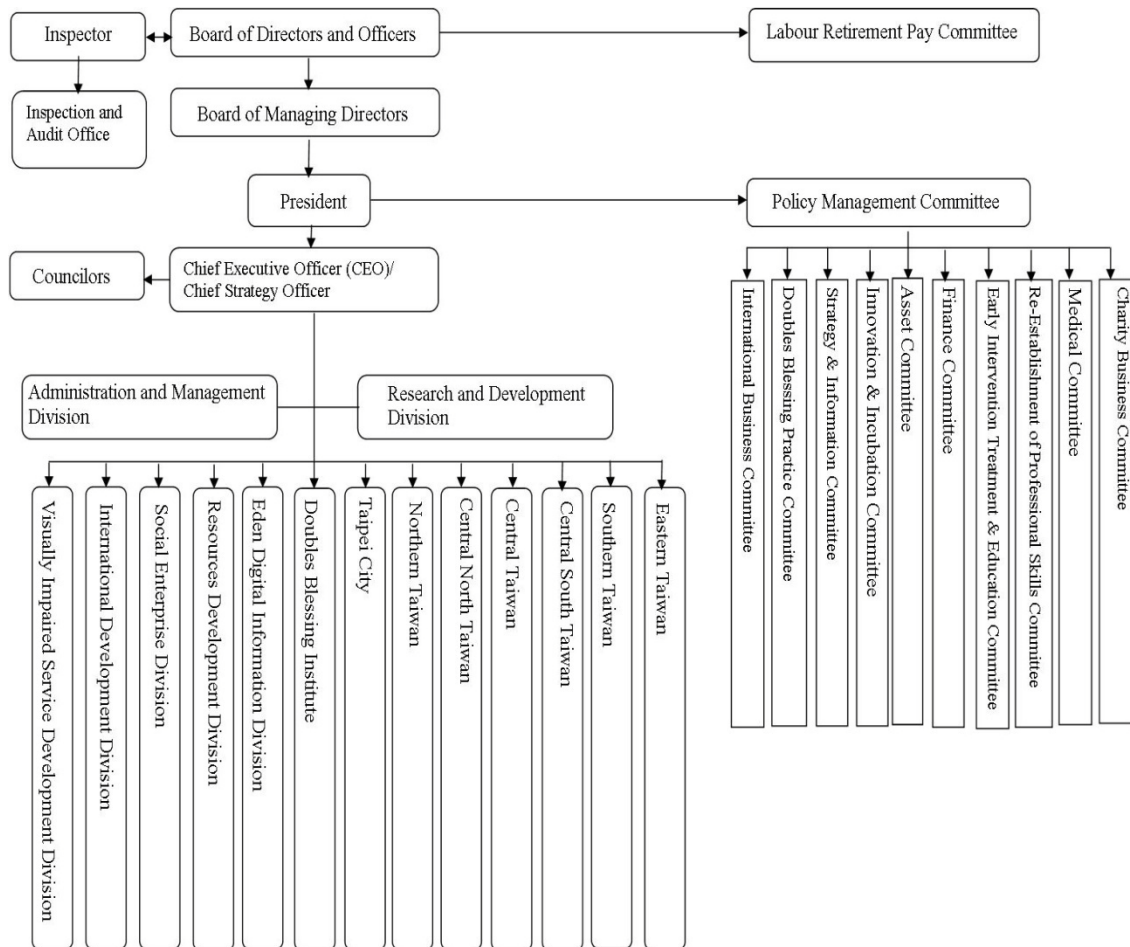
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APPENDICES

Appendix 2.1

The organisational chart of the Eden Social Welfare Foundation

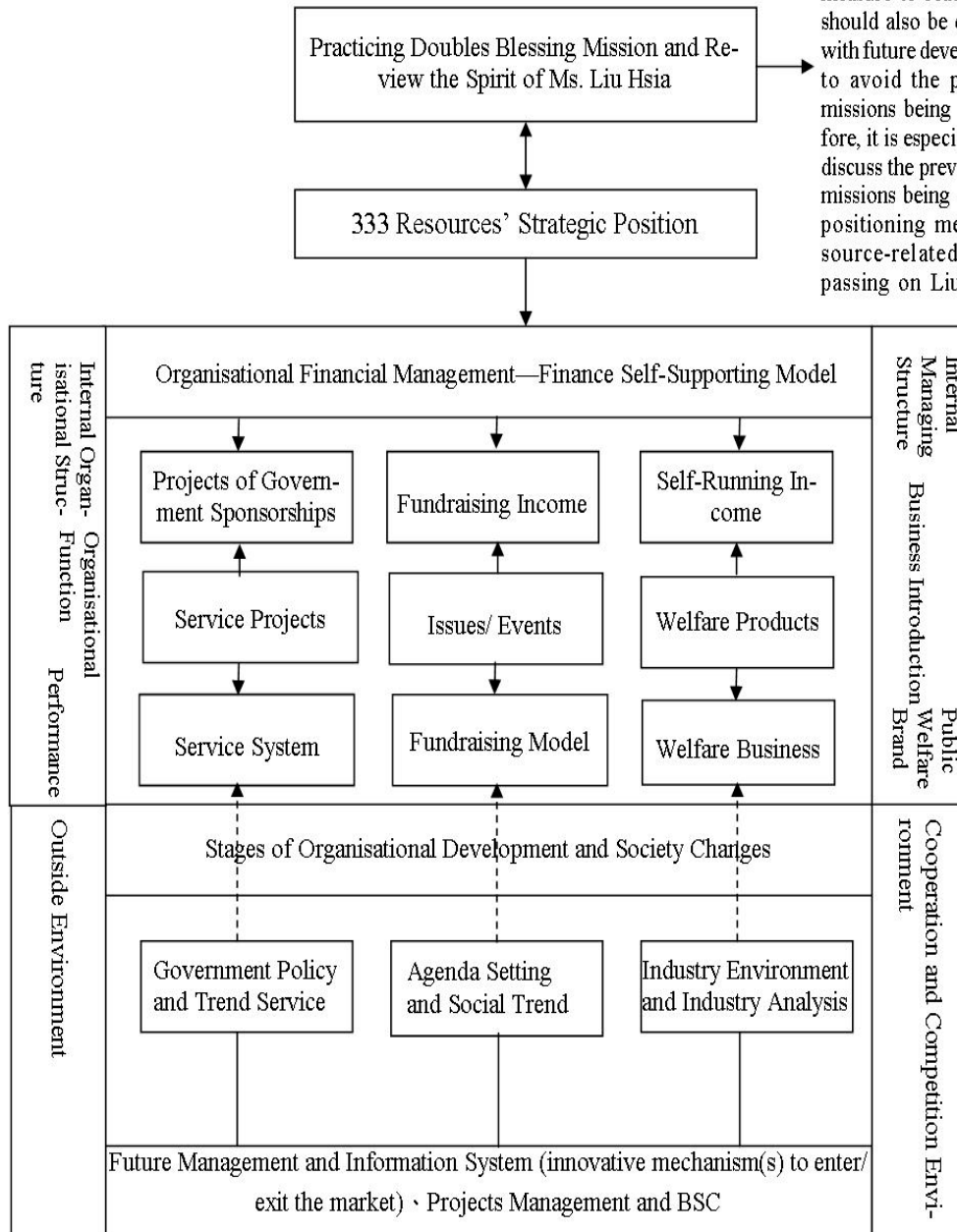


Source: Adapted from Eden's official webpage
http://www.eden.org.tw/about.php?level2_id=3&level3_id=35
 (exception to copyright: ss40, 103C)

Appendix 2.2

The “333 Rules” of financial management (Source: Z. -L. Chen, 2009, p.81)
 (exception to copyright: ss40, 103C)

Resource retrieval should be reviewed periodically and randomly for it is related to implementation of organisations’ objectives and missions and is a measure to reach their goals. It should also be deeply discussed with future development in order to avoid the phenomenon of missions being diverted. Therefore, it is especially necessary to discuss the prevention of Eden’s missions being diverted and the positioning mechanism of resource-related strategies for passing on Liu Hsia’s spirits.



Appendix 4.1

Information letter

Dear

Research project:

Branding and Public Relations in the Taiwanese Not-for-Profit Sector: A Case Study of the Eden Social Welfare Foundation

I am about to begin a research project into how Taiwanese not-for-profit organisations perceive their own organisations' brands and their strategies in promoting those brands. I am also interviewing senior management in for-profit corporations that have foundations designed specifically to support particular charities and those without any foundations but who donate to charity. The fieldwork results will be correlated with contemporary theories on branding. The research will assist not-for-profit organisations in Taiwan in their planning of brand image and brand identity and, by extension, ongoing sponsorship support.

Participants in this research project will be selected from the social welfare nonprofit organisations which have offered social welfare services for over 10 years and have nation-wide branches in Taiwan. The interviews will allow participants to express their views on their organisation's strategies and their own reflections on contemporary branding issues.

Participation is entirely voluntary. Should you agree to participate in this research project, you will be required to participate in a focus group interview, which will take approximately two hours. The interview will take place at your convenience. The interview will be audio/video recorded, and later transcribed. Original audiotapes will be deleted after they have been transcribed, and the recording video will only be used for research. All information relating to this research project will be stored securely and remain confidential. Only the research and supervisor will have access to information collected and the data will be stored in a locked cabinet in the university for a minimum of 5 years after publication of the thesis. The research is not under any kind of funding or sponsorship, and the result will be only used for academic purposes.

You may benefit from participating in this research project by helping to develop the knowledge about how not-for-profits can improve their branding strategy and, as a consequence, explore better ways of gaining sponsorships to support charitable activities. The results of this study may be published in reports, journals and conference proceedings. To ensure confidentiality, all personal information that may identify individuals will be removed, and codenames will be substituted for participants' real names. Should you choose to withdraw from this research project, you may do so at any time, without any penalty or personal disadvantage. Therefore, you may easily and comfortably express your views and experiences on the topic. In addition, a copy of the results of this research will be sent to the participating groups when the thesis has been submitted and approved.

If you would like to participate in this exciting new research, please complete the form attached to this letter and return it in the reply-paid envelope provided. If you have any questions or require any further information about the research project, please contact Wu, I-Hsuan on 618-434126657 (Australia) a Taiwanese contact on 0939571947 from Dec. 2008 to Dec. 2009, or via email at ihsuanw@our.ecu.edu.au. I-Hsuan is doing this research as part of the requirements of her PhD studies at Edith Cowan University. You can also speak to Dr. Dennis Wood's at Edith Cowan University. Dr. Dennis Wood contact details are provided below. If you have any concerns or complaints about the research project and wish to talk to an independent person, you may contact:

Research Ethics Officer

Edith Cowan University
100 Joondalup Drive
JOONDALUP WA 6027
Phone: 618- 6304 2170
Email: research.ethics@ecu.edu.au

This research project has been approved by the ECU Human Research Ethics Committee. If we don't hear from you, we may give you a quick call to see what you think about our project.

Thank you so much for your patience. Your response is an integral part of my doctoral research, therefore, your participation would be greatly appreciated!!

Researcher: I-Hsuan Wu
Signature:

Supervisor: Dr. Dennis Wood
Signature:

Edith Cowan University
Faculty of Education and Arts
Mobile phone: 618-434126657
Email: ihsuanw@our.ecu.edu.au

Edith Cowan University
Faculty of Education and Arts
Office Phone: 618-93706667
Email: d.wood@ecu.edu.au

Appendix 4.2

Consent Form

Identification of project	Branding and Public Relations in the Taiwanese Not-for-Profit Sector: A Case Study of the Eden Social Welfare Foundation
Purpose	The aim of this study is to investigate how Taiwanese not-for-profit organisations perceive their own organisations' brands and their strategies in promoting those brands. Qualitative research techniques, including focus groups, in-depth interviews and media framing analysis, will be used to elicit those perceptions.
Procedures	The procedures involve completing an in-depth interview. I understand my participation will require approximately 2 hours.
Confidentiality	All information collected in the study will remain anonymous, and my name will not be identified at any time. The data I provide will not be linked to my name and, furthermore, will be grouped with data others provide for reporting and presentation.
Audiovisual recording	I understand that the in-depth interview will be recorded using by audio/video technology. Original audiotapes will be erased after they have been transcribed. The researcher and the supervisor will be the only people who will have access to the data and be stored in a locked cabinet in the university for a minimum of 5 years after publication of the thesis.
Risks	I understand that there are no foreseeable personal risks associated with my participation. The researcher will attempt to minimise this inconvenience by ensuring efficient and interviewee/participant friendly times for contact.
Benefits	I understand that the thesis provides the opportunity for not-for-profits to improve their branding strategy and, as a consequence, find better ways of gaining sponsorship to support charitable activities.
Freedom to withdraw and to ask questions	I understand that I am free to ask questions and/or to withdraw from participation at any time without penalty and/or to decline to answer certain questions.
Name, Address, Phone Number of Principal Investigator	I-Hsuan Wu Edith Cowan University, Australia Faculty of Education and Arts Mobile phone: 618-434126657

Email: ihsuanw@our.ecu.edu.au

Obtaining a copy of the
research results

I understand that I may obtain a copy of the results
of this research after Mar. 2011 by contacting Dr.
Wu, I-Hsuan.

Printed Name of Participant

Signature of Participant

Date

Researcher: I-Hsuan Wu
Signature:

Supervisor: Dr. Dennis Wood
Signature:

Edith Cowan University
Faculty of Education and Arts
Mobile phone: 618-434126657
Email: ihsuanw@our.ecu.edu.au

Edith Cowan University
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Office Phone: 618-93706667
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Appendix 4.3

Demographic Information of the 41 Interview Subjects

No.	Sex	Age	Position	Organisation	Category
1	M	D	C.E.O	Eden Social Welfare Foundation (Eden)	Senior Manager (Main Case)
2	M	D	Director of Social Enterprise Division	Eden	Senior Manager (Main Case)
3	F	D	Director of Resources and Development Division	Eden	Senior Manager (Main Case)
4	M	D	Supervisor of Volunteer Centre	Eden	Middle Manager (Main Case) -Focus Group
5	F	C	Senior Specialist of Resources and Development Division	Eden	Middle Manager (Main Case) -Focus Group
6	M	D	Supervisor of Northern Resource Centre	Eden	Middle Manager (Main Case) -Focus Group
7	F	D	Supervisor of Southern Resource Centre	Eden	Middle Manager (Main Case) -Focus Group
8	F	D	Supervisor of Central Resource Centre	Eden	Middle Manager (Main Case) -Focus Group
9	F	D	Supervisor of Donation Service Centre	Eden	Middle Manager (Main Case) -Focus Group
10	F	C	Deputy Supervisor of Northern Resource Centre	Eden	Middle Manager (Main Case) -Focus Group
11	F	A	College Student	Eden	Volunteer (Main Case) -Focus Group
12	M	B	College Student	Eden	Volunteer (Main Case) -Focus Group
13	M	B	College Student	Eden	Volunteer/ Eden Staff (Main Case) -Focus Group

14	M	B	College Student	Eden	Volunteer (Main Case) -Focus Group
15	M	B	College Student	Eden	Volunteer (Main Case) -Focus Group
16	M	B	College Student	Eden	Volunteer (Main Case) -Focus Group
17	M	D	Manager/Host	Asia Radio Station	Donors -Representative of Northern Taiwan (Taipei)
18	F	F	Housewife	None	Donors -Representative of Northern Taiwan (Taipei)
19	M	D	Leader of Taichung District	-Taiwan District of Kiwanis International -Law Firm	Donors -Representative of Central Taiwan (Taichung)
20	F	E	Vice President of Central Area	Enterprise Volunteer of Eden	Donors -Representative of Central Taiwan (Taichung)
21	F	D	Store Manager	Cosmetics Company	Donors -Representative of Sothern Taiwan (Kaohsiung)
22	F	C	Teacher	Elementary School	Donors Representative of Sothern Taiwan (Kaohsiung)
23	F	D	Manager of Labour Security Centre	HCT Transportation	Corporations
24	M	D	Leader of Taipei Office	HCT Transportation	Corporations -HCT staff
25	M	B	Staff of San- Chong Office (Driver)	HCT Transportation	Corporations -HCT staff
26	F	D	Manager of Corporation Communication Team	7-ELEVEN Convenience Store (Good Neighbour Foundation)	Corporations -The representative of Corporate Foundation
27	F	D	Assistant Vice President of Country Corporate Affairs	Citibank Taiwan	Corporations (the Citi Foundation)

28	M	D	Director of Marketing Department	President Transnet Corp. (T-Cat)	Corporations
29	M	F	C.E.O	Chunghwa Telecom Foundation	Corporations -The representative of Corporate Foundation
30	F	D	Consultant of Public Relations Department	Global Views Monthly Magazines	Corporations
31	M	F	President	Altamode Cosmetics Company	Corporations
32	F	E	Chairman	Altamode Cosmetics Company	Corporations
33	F	D	Director of Education and Promoting Division	Sunshine Social Welfare	Other NPOs
34	F	D	Vice CEO	Children Are Us Foundation	Other NPOs
35	F	D	Team Leader of Management and Public Affairs Team	Children Are Us Foundation	Other NPOs
36	M	E	Secretary General	Rainbow Family Life Education Association	Other NPOs
37	F	D	Assistant General Secretary	Rainbow Family Life Education Association	Other NPOs
38	F	D	Vice C.E.O	Angel Heart Family Social Welfare Foundation	Other NPOs
39	F	D	General Manager	Idea Wealth Integrated Marketing Consultants Ltd.	Experts
40	M	D	Director General	Taipei 17 Young Party	Experts
41	M	*	Associate Professor, -CEO of AMBA Program of College of Commerce	National Chengchi University	Experts -Board member of Eden Foundation Consultant of WWT

Age: A: under 19 years old, B: 20-29 years old, C: 30-39 years old, D: 40-49 years old, E: 50-59 years old, and F: above 60 years old

Appendix 4.4

Pre-session questionnaire for middle management and volunteer groups

Please check ✓ the most suitable box □ that applies to you. In some cases you may choose to tick more than one box.

This information is used only to give us an idea of the variety of participants.

It WILL NOT be used to identify you.

1. Gender: Male Female
2. Age: 19 and under 20 – 29 years old 30 - 39 years old
 40– 49 years old 50 – 59 years old 60 and over
3. Education Level:
 Junior High School and under Senior High School
 Junior College College/ University
 Master's Degree and above
4. Position: Management level Normal staff Volunteer
 Full Time Part Time
- (i) If you are a volunteer, your usual occupation is:
 Public Servant Educator Student
 Business IT Service-related
 Industry Others _____
5. Department: _____
6. Related Charity Working Experience:
 1 year and under 2-4 years 5-7 years
 8 years and above
7. Monthly Income:
 None under NTD 24,999 NTD 25,000-39,999
 NTD 40,000-54,999 NTD 55,000-69,999
 NTD 70,000 and above
8. Which media do you use to get information?
 TV Newspaper Website
 Magazine Others _____
9. Which Newspapers do you usually read every day?
 Liberty Times Apple Daily News United Daily News
 China Times
 Others _____
10. If you are a volunteer, please answer the questions below:
(i) How long have you been a volunteer for this organisation (Eden Social Welfare Foundation) 1 year and under 2-4 years 5-7 years
 8 years and above
(ii) Average times a week for voluntary activity
 1 time and under 2-4 time 5 times and above
(iii) Do you attend other not-for-profit organisations to do voluntary work as well?
 Yes NO

Appendix 4.5

Taiwanese NPOs personality adjective adopted from M.-I. Chen (2007, pp. 91-92); exception to copyright: ss40, 103C.

	Adjective items		Adjective items
1	Simple	35	Gentle
2	Family-oriented	36	Friendly
3	Honest	37	Outdoorsy
4	Loyal	38	Masculine
5	Real	39	Reminiscent of an American cowboy
6	Healthy	40	Indomitable
7	Creative	41	Rustic
8	Pleasing	42	Responsible
9	Sentimental	43	Efficient
10	Kind	44	Reputable
11	Brave	45	Active
12	Fashionable	46	Public-spirited
13	Exciting	47	Enthusiastically helpful
14	Dynamic	48	Credible
15	Cool	49	Just
16	Youthful	50	Rosy
17	Imaginative	51	Standardised
18	Unique	52	Clean
19	Fashionable	53	International
20	Independent	54	Attentive
21	Contemporary	55	Careful
22	Trustworthy	56	Sanctimonious
23	Diligent	57	Individual
24	Reliable	58	Focused on fame and power
25	Smart	59	Committed to the public interest
26	Professional	60	Environmental
27	Groups	61	Patient
28	Successful	62	Protective of the vulnerable
29	Charismatic	63	Unselfish
30	Influential	64	Cheerful
31	Elegant and Fashionable	65	Compassionate
32	Charming	66	Aesthetic-minded
33	Good Looking	67	Romantic
34	Joyful	68	Considerate

Appendix 4.6

Discussion guide for middle management in the focus group interview

Categories	Dimensions	Question Outline
Brand Image (Brand Elements)	Brand identity	-How do you feel about your own brand? Do you have any stories about the brand that you would like to convey? -What kind of symbols, signals, colours, music, icons or slogan and catchphrase do people associate with the brand?
	Brand personality	-If the brand were a person, what do you think that person would be like? Why? -What sort of companies would like to co-brand with your brand? What kind of characteristics do you think they have?
	Brand association	-What sort of services, products, or activities are associated with the brand in the public's opinion? -How do you introduce the services or products (activities) of your organisation to people?
	Brand experience	-What kind of particular message strategy do you like to display in advertising or press releases? -Does the brand offer any interaction or experiences to people or corporations in order to maintain a long term close relationship? -What commitments, expectations, or passions would you like the brand to give to people?
Brand Loyalty	Brand competition strategy	-How do you plan a cooperative project for corporations and what feedback strategy will you be able to provide when co-branding? -What is your biggest difference from competitors' brands? What is your edge?

Categories	Dimensions	Question Outline
Brand Loyalty	Brand promotion strategy	-What strategy do you have for increasing the promotion of brand channels? -How do you push the brand to the main media in order to gain/evoke resonance in the public?
Other	Service (product) Market	-Please state your organisation's service items. Which items do you provide to corporations?
	Professional Status	-Could you describe your employee status in the organisation? -How do corporations get to know and trust the organisation's brand through public information?
Crisis Communication	Risk	-Do you think the brand is commercial? -Do you agree with a charity brand being a business? Why? -Did you know of any internal policies to overcome this problem? Do you have any suggestions for this problem?
Media Effects	News representation	-How do you think the media represents your organisation? -What do you think about how your organisation is represented?

Appendix 4.7

Discussion guide for volunteers in the focus group interview

Categories	Dimensions	Question Outline
Brand Image (Brand Elements)	Brand identity	-How do you feel about your own brand? Do you have any stories about the brand that you would like to have conveyed? -Which kind of symbols, signals, colours, music, icons or slogan and catchphrase do people associate with the brand?
	Brand personality	-If the brand were a person, what do you think that person would be like? Why? -What sort of companies would like to co-brand with the brand? What kind of characteristics do you think they have?
	Brand association	-What sort of services, products, or activities are associated with the brand in the public's opinion? -How do you introduce the services or products (activities) of your organisation to people?
	Brand experience	-Does the brand offer any interaction or experiences for you or the public? -What commitments, expectation, or passions would you like the brand to give to you? Did you ever experience any?
Brand Loyalty	Brand competition strategy	-Why did you choose this charity brand to volunteer for or donate to? -What is the biggest difference from competitors' brands? What is the charity brand's edge?
	Brand promotion strategy	-What do you think about how the brand is shown in the main mass media?

Categories	Dimensions	Question Outline
Other	Service (product) Market	-Please tell me about your voluntary or donation experiences.
	Professional Status	-Could you describe human resources management in the organisation? -Do you get a sense of trust from the organisation's brand through public information?
Crisis Communication	Risk	-Do you think the brand is commercial? -Do you agree with a charity brand being a business? Why? -What do you think of the collaboration between not-for-profit organisations and corporations? -What will influence your support for this charity brand? Why?
Media Effects	News representation	-How do you think the media represents this organisation? -What do you think about how this organisation is represented?

Appendix 4.8

Summary of the interview with the Eden and other NPOs' senior managers:

Could you please first describe your background and your experience in Eden/
NPOs?

Could you talk about background stories of the organisation's brand?

What sort of services, products, or activities do people associate with the brand?

If the brand were a book, what would you think of the book?

What sort of companies do you think would like to co-brand with your brand?

Does the brand offer any interaction or experiences to people or corporations?

Could you describe what benefit is gained by your organisation which cannot be
gained from your competitors in another corporate alliance?

According to past years' experiences, how will you plan your promotional strategy
to make a powerful brand?

Do you agree that your charity brand is a strategic resource? Why?

Do you think the brand is commercial?

Are you satisfied with the performance of media representation? Why?

Describe the annual income from corporate donation in the past years?

How do employees earn trust and respect via their professional services?

In comparison with social welfare organisations, how do you think of the recent
performance of the organisation ranks?

Appendix 4.9

Summary of the interview with corporations:

What makes your company collaborate with social welfare foundations?

Would you explain how your company chooses the social welfare organisations to collaborate with?

So far, which social welfare organisations have collaborated with your company? In what way have you collaborated together?

What are the most common problems when collaborating with each other?

Is there any charity brand which you want to co-brand with the most? Please justify your answer.

Which charitable organisation can make you trust it become you trust its brand?

Among the charitable organisations you know, who do you think values innovation the most?

From your experiences of collaborating with them, which charitable organisation should still increase its popularity and reputation?

When you collaborated with these brands, were there any heart-warming and meaningful stories or experiences that resonated with your firm?

When coming in contact with these brands, have you had any disappointing or unexpected experiences?

Does your firm provide any marketing or PR resources for the charity event you sponsored?

What is your view of a charity brand being commercially marketed and managed?
How do you feel about Cause-related marketing?

In your opinion, how should a charitable organisation maintain its relationship with the corporation? What would be the factors that affect the continuity of the partnership?

Appendix 4.10

Summary of the interview with donors:

What makes you start donating or attending charity events?

How do you choose which charitable organisations to donate to?

So far, which charitable organisations have you donated to? How did you donate to them, in cash, credit cards or transfer of funds?

Among the charitable organisations that you know, which values the innovation of its organisation?

Based on your observation over the past few years, which charitable organisations still need to increase their popularity?

In the process of coming in contact with the brands, do you have any pleasant experiences?

When coming in contact with the brands, have you had any unexpected or disappointing experiences?

What do you think when a charitable organisation cooperates with an enterprise?

What is your view of charity brands being commercially marketed and managed?

Has this economic recession affected you when donating to the charities?

How did you get to know Eden? How long have you been donating to them?

Are there any reasons that make you donate continuously? Has there been any incident which has really impressed you?

How do you obtain information? Does the information affect you in any ways when it comes to donation?

Do you trust this organisation because you trust its brand?

Finally, how should charitable organisations maintain their relationships with you when they want to be supported continuously?

Appendix 4.11

Summary of the interview with experts for P1:

Can you tell us about your background in public relations work?

Generally, what are the services your company provides? Can you share your experiences with us?

Considering your public relations practice, what do you think are the conditions a successful public relations activity should possess?

Have you ever helped a NPO with its charity activities, such as a fundraiser? Can you share some cases with us?

How does an enterprise choose which public welfare organisation to be its partner?

What do you think is the key to a smooth collaboration between an enterprise and a NPO?

According to your experiences, what kind of activity content is favoured by enterprises or non-governmental groups?

Do you think public welfare brand is a strategic resource? How do you think more opportunities to collect contributions can be earned with public welfare brand when there are so many NPOs?

Do you agree that NPOs should create professional brand images? How should they be packaged?

In every charity activity, how do both parties provide their marketing or public relations resources?

According to your experiences, if an enterprise is willing to support this project, what does it want in return?

Generally speaking, what is the problem most likely to occur in the process of collaboration between both parties?

Which case do you personally think is the most successful one or the one you are the most proud of? Why?

Which case do you personally think has been the most difficult or frustrating one? Why?

When a public welfare brand engages in market-oriented marketing management, what is your opinion?

With your senior experiences in public relations activities, which NPO do you think is doing the best currently in public relations activities and could be used as a reference?

With your senior experiences in public relations activities, how do you see mass media today? How do you think a piece of news which is not the mainstream can get attention from mass media?

According to your rich experience of mass media, which NPOs do you think are very good at managing mass media? Why? Which ones should improve their management of mass media? Why?

Is having a good relationship with mass media helpful for an organisation's promotion of its services, fundraising activities, or enterprise supports? On the other hand, if an organisation has a good professional brand image but is not good at managing the relationship with the mass media, do you think the performance of its related activities to collect contributions or get supports from enterprises would be influenced?

How do you think a NPO should use public relations skills in all kinds of fundraising activities?

Appendix 4.12

Summary of the interview with experts for P2:

Can you tell us about your background and experience of public relations work?

Can you talk about the content of your current job?

Where did you get funds to support the projects you would like to promote?

How do you choose your partners?

What do you think is most important in a collaborative project?

What kind of role do you think you may play in the process of collaboration?

Have you ever assisted a NPO with its charity activity to collect contributions?

Do you agree that NPOs should create professional brand images? Why?

Do you think a public welfare brand is a strategic resource? Why?

What kind of NPOs can be accepted by sponsors most easily?

How do you think the content of an activity should be designed to be favoured by enterprises or non-governmental organisations? Please share your experiences with us.

According to your experiences, what would an enterprise offer in return to support this project?

If there are three or more enterprises/organisations involved, how do you coordinate their requirements?

In every charity activity, how do both parties provide their marketing or public relations resources?

How do you think a relationship between an enterprise and a NPO should be maintained? Generally speaking, what is the problem most likely to occur in the process of their collaboration?

Which case do you personally think is the most successful one or the one you are the most proud of? Why?

Which case did you personally find the most difficult or frustrating? Why?

How do you think more opportunities to collect contributions can be earned with public welfare brand while there are so many NPOs?

With your senior experiences in public relations activities, how do you see the mass media today? How do you think a piece of news which is not the mainstream can get attention from the mass media?

According to your rich experience with the mass media, which NPOs do you think are very good with managing the mass media? Why? And which ones should improve their management of mass media? Why?

Is having a good relationship with mass media helpful for an organisation's promotion of its services, fundraising activities, or enterprise supports? On the other hand, if an organisation has a good professional brand image but is not good at managing its relationship with mass media, do you think the performance of its related activities to collect contributions or get support from enterprises would be influenced?

Do you think making brand alliances with different NPOs is helpful for an organisation's promotion of its services, fundraising activities, or enterprise supports?

As far as I know, your unit is currently working on a project of volunteer support.
Can you use it as an example?

From the aspect of public relations, how do you think a NPO should improve its
resource integration and build its relationship network?

How do you think a NPO should use public relations skills in all kinds of fundraising
activities?

Appendix 4.13

Summary of the interview with experts for P3:

Can you talk about the NPO-EMBA, which was founded by you? What kind of course is that? And what are the requirements to be a student?

Can you talk about the role the NPO-EMBA plays in the platform project and its functions? What is its relationship with the NPO-EMBA program?

Many different NPOs in Taiwan have started to be involved in public welfare. Why did you want to create a public welfare platform, the NPO-EMBA platform, through an academic unit?

How do you use this platform to facilitate the government, enterprises, or other NPOs to work together in social welfare? What do you see as the goals of this platform?

When you are promoting some public welfare project and ask for support from enterprises, do you think they can completely trust the NPO-EMBA platform? Why?

Do you think enterprises which trust the NPO-EMBA team and offer support would also trust other social welfare groups? Why?

How do you choose which social welfare groups or enterprises could be partners of the project?

What do you think enterprises' performances in CSR have been since the implementation of this project?

Can you provide your viewpoints on public welfare brands and enterprise alliance?

What kind of problem do you think is most likely to occur in the process of collaboration in an alliance with different brands of organisations?

Can you tell us the most successful public welfare activity case you have read or heard about?

Why do you think it is the most successful one?

And the most unsuccessful one?

Why?

In your opinion, which NPOs in Taiwan have very good exposure? Why?

In your opinion, is having a good relationship with mass media helpful for an organisation's promotion of its services, fundraising activities, or enterprise supports? On the other hand, if an organisation has a good professional brand image but is not good at management of relationship with mass media, do you think the performance of its related activities to collect contributions or get support from enterprises would be influenced?

In the future, how should NPOs increase their brand values to obtain more support from enterprises?

Appendix 4.14

The table of the processes of development for meaning units

Meaning Unit	Code	Incident	Framing	Other	Researcher's reflection	Transcript
Employees are also an important source of people's trust in the organisation	DN2-99		Peers are also a very important method of establishing trust built piece by piece.			Working together with peers is also a very important method of establishing trust. This does not just depend on a brand's reputation—a brand's reputation must be built piece by piece.
Eden's staff is industrious and active	DN2-95			Employees clearly understand Eden's operations and know how things need to be communicated by which people close to Eden gradually begin trusting this organisation.	The attitude of the organization's employees may indirectly influence the public's impression on and trust in the organization.	I feel that my colleagues in Eden all know the issues that need to be raised, how things need to be communicated, as well as how to help everyone clearly understand what is being done in the course of Eden's operations. Also, when you see a colleague, you won't get the feeling that he or she easily gets angry, is difficult to get along with, or is hiding something from you. People close to Eden gradually begin trusting this organisation.
Good feelings about Eden	DN2-60		Eden is a very hard-working and devoted organisation. Whenever I participate in their events, I feel like I am doing something meaningful.		Stronger sense of trust makes people more confident with their choice to make donations.	Eden has given me the feeling that they are a very hard-working and devoted organisation as well as large, healthy, and joyous. I also have never felt embarrassed or uncomfortable during their events. Whenever I participate in their events, I feel like I am doing something meaningful.
Eden's staff is devoted	DN2-41			Eden's staff members would like me to know them as friends by which help people naturally understand what they are doing.	Every employee or volunteer is a spokesman of the brand, the best marketing vehicle, and the best medium to spread out public praise.	From what I have seen about Eden, for me to serve as one of their volunteers, Eden's staff members would like me to know them as friends. Thus, we can be fully informed about what they are doing.

Appendix 6.1

The HCT Visit Records for “Caring Volunteers”

Eden Social Welfare Foundation

The HCT Visit Records for “Caring Volunteers” (translated English version)

Subject’s name:

Volunteer’s name:

Date of visit:

Time:

1. Visiting Status (status of the subject and his family members. multiple responses):	
(1) Subject to be visited	<input checked="" type="checkbox"/> The subject <input type="checkbox"/> The subject’s spouse <input type="checkbox"/> The subject’s children (No. of persons:__) <input type="checkbox"/> The subject’s grandchildren (No. of persons:__) <input type="checkbox"/> The subject’s parents <input type="checkbox"/> The subject’s brothers, sisters, or sisters-in-law (No. of persons:__) <input type="checkbox"/> The subject’s other relatives (No. of persons:__) <input type="checkbox"/> The subject’s personal nurse <input type="checkbox"/> The subject’s neighbours (No. of persons:__) <input type="checkbox"/> The subject’s friends (No. of persons:__) <input type="checkbox"/> Others (No. of persons:__)
(2) Purpose of the visit	<input checked="" type="checkbox"/> Concern about the subject’s living conditions _____ <input type="checkbox"/> Concern about the subject’s health _____ <input type="checkbox"/> Concern about the subject’s emotion and moods _____ <input checked="" type="checkbox"/> Concern about the subject’s interactions with family with her husband <input type="checkbox"/> Others _____
(3) Problems and needs of the subject’s family, raised by the subject or found by the volunteer	<input type="checkbox"/> Medical needs _____ <input type="checkbox"/> Educational needs _____ <input type="checkbox"/> Employment needs _____ <input type="checkbox"/> Accommodation needs _____ <input type="checkbox"/> Problems concerning the caregiver’s ability _____ <input type="checkbox"/> Problems concerning living conditions or personal finances _____ <input type="checkbox"/> Problems concerning accommodation _____ <input type="checkbox"/> Needs for recreational or supportive activities _____ <input type="checkbox"/> Legal issues _____ <input checked="" type="checkbox"/> Others interpersonal relationship with others
2. Volunteer’s Needs (the volunteer’s ideas, suggestions, and feelings about this visit)	
(1) Volunteer’s visiting status and thoughts	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes _____ (e.g. The interaction with the subject was wonderful, the subject was very friendly, the subject wasn’t available, or the subject was hostile and it was difficult to have a conversation with him)
(2) Is there anything the volunteer needs?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes The subject has gone to Neihu very often recently. I have heard that her boyfriend’s father is in the hospital so she has gone there to take care of him. The husband is being not taken care of. (e.g. more information on the subject’s family members is needed, the subject needs more knowledge of his disease, or more volunteer training is needed)
(3) Expected date for next visit	2009.07.04
3. Volunteer Feedback and Signature:	

The husband has been living in a nursing home for years. The subject visits him sometimes. Because the subject had been living alone and did not have anyone to go to for support, her need to develop new relationships was great. Eventually, she started to make friends. Only a short time after meeting this male friend, the subject

started to call him her boyfriend. To prevent the subject from being taken advantage of, a counsellor was sought to provide the subject with psychological advice regarding sexual relations as well as her relationship with her boyfriend.

The male friend's father is currently recovering from surgery at the Tri-Service General Hospital. The male friend is taking care of him. Whenever the subject is free, she goes to the hospital to visit them.

It is appreciated that the volunteer cares about the subject's interpersonal relationships and raised this issue. In the future, care for the subject's living status and interpersonal relationships can be continued. The volunteer's visit is much appreciated.

Appendix 6.2

The HCT's client story from C1.1's experience

My first case was a student, in the second year of middle school, who was hit while playing dodge ball and hurt his spine and became paralyzed. I remember [the story] very well. The first time we chatted with her mother to establish a relationship. The second time, her younger sister talked to me a little bit. The third time, I asked her, what hobbies do you have? Her mother said to me, she goes online. I don't play online games, and she told me about Kartrider, which I had never heard of. I called my son and asked him, do you know Kartrider? He told me, I am playing, why? And I told her, my son doesn't know how to play, can we connect and play? She taught me, and I bought Kartrider to play, and the three of us played. This was the first step. She had not come outside for two years and doesn't talk to people, but we started talking about a lot of games with my son as well. Later, she taught me to use instant messaging. We just wanted her to have some satisfaction. Later, we really got to know each other, and I happened to ask her and the Eden volunteer, asking if she wanted to go outside? I told her I went to Guandu⁴¹ every day. It's beautiful to ride a bike there in the sunset. She said: No. She was embarrassed. But I took her to see the sunset, and when I came back her mother cried so hard. Her daughter hadn't left the house for two years, and we were able to bring her out of there...I reported on the girl at headquarters, telling all the directors. Her mother was so grateful, almost kneeling in front of me to thank me.

⁴¹ One of famous scenic spots in Beitou District in Taipei County at the junction of Danshui River and Jilong River.

Appendix 6.3

The HCT's client story from C1.2's experience

When I visited them by myself for the first time, she didn't even let me in. I had to push my volunteer identification through the door before she would believe I am the Eden volunteer. The first time I was accompanied by other Eden volunteers, and it was fine, but I was shut out when I went by myself. I didn't like it at the first few times. Even though she was on my delivery route, she was always suspicious of me every time I visited...The woman I counsel feels alienated from people. Her husband is much older than her and is sick, so she thinks she has a bad life to be married to him and have to take care of him. They also don't have much income, and can't really work either...A lot of times, I really did want to go, but was afraid to get shut out again. So I didn't go. But whenever I passed by that road, I felt bad for not going. Yes, it was difficult. Later, it took a long time, but he finally opened the steel door, and we chatted by the door and slowly got to know each other. I was shut out about a dozen times...The one who opened the door made me feel like I accomplished a lot, like I finally took care of something, and she was finally willing to open the door to see me, and I don't need to crawl up on the wall to say, Miss Wen, please open the door, I am a volunteer from HCT Transportation, I want to ask you about some things...Newspapers had reported on this, and my photograph was on it. [The company] put [the news report] on the bulletin board. I sent the newspaper back to my family in the South, and my grandmother made a big copy of it at the family altar. I felt pretty glorious about that when I went home.

Appendix 8.1

Eden press news and media exposure in 2007, tabulated by the researcher

Source	Date (D/M)	Headline	Project Subject
Eden	03/01	The “Sending warmth by portraying landscapes” fundraising activity starts online! Our comic master, Liu Xing-qin, donates his works for the first time.	
UDN	04/01	Selling “A-San-Ge”: Liu Xing-qin donates 30 drafts of his work the first time.	Raising funds for people with disabilities
Eden	10/01	Love for the remote areas! Twelve mini elementary schools converge to revitalize themselves.	
Eden	11/01	“Return my voting right!” disabled people the test accessibility of voting stations.	
UDN	11/01	12 remote elementary schools obtain sponsorship.	The Happy Breakfast plan
Eden	13/01	Eden choir spreads happiness worldwide with music.	
China Times	13/01	Japanese restaurant supervisor demonstrates leadership for disabled people	Vocational training programme
Eden	20/01	“God of Wealth as an angel to disadvantaged families,” Eden promotes donations of Red Envelopes	
UDN	21/01	Flash mob of 400 internet users hug disabled people. Students walk with eyes covered, experience life with disabilities	“25885 Love Me & Hug ME”
China Times	21/01	Income from Eden charity fun fair: lower than expected	
China Times	21/01	Flash mob of 500 people join the Love Me and Hug Me activity on street	
Eden	23/01	Enterprises and NPO collaborate on Eden Day. Invitation to coffee, comics, and charity events. Mayors and comic masters first time join the Eden Day and appeal to enterprises to provide disabled people with job opportunities.	

UDN	25/01	Sale of the “I-Taio-Lung” painting for charities	Raising funds for people with disabilities
China Times	25/01	Liu Xing-qin donates his works to sponsor Eden.	Raising funds for people with disabilities
Eden	29/01	No ramps! Doorsills everywhere! Our voting stations are not disabled-friendly. Disabled-friendliness survey shows improvements needed by Central Election Commission.	
Eden	31/01	Time to go home! Developmentally delayed children celebrate Chinese New Year with cheer.	
UDN	01/02	Return to Eden: developmentally delayed children cheered.	Developmentally delayed children
China Times	01/02	Foreign mother transforms developmentally delayed child into top student	New Immigrants
China Times	01/02	Parents of developmentally delayed children shed tears at Thanksgiving party	Developmentally delayed children
Eden	03/02	Disabled people scream for job opportunities at year-end Convention on the Rights of People with Disabilities regulates sheltered workshops and oppresses charitable organisations Great benefits for disabled but few job opportunities	
Eden	05/02	Handmade woolen crafts create new opportunities for the visually impaired	
Eden	06/02	A thousand for a family: Eden volunteers donate Red Envelopes First time for disadvantaged families: Grocery shopping for Chinese New Year	
UDN	07/02	Selling roasted ducks for fundraising to help social welfare organizations	Raising funds for people with disabilities
UDN	07/02	Visiting education and nursing institute: students are happy and volunteers are moved	Working Holiday
UDN	07/02	Visiting education and nursing institute for 6 days Volunteers are moved	
China Times	07/02	Volunteers say tearful goodbyes to students in education and nursing institute	

China Times	10/02	Send love to disadvantaged families on the Lantern Festival	Raising funds for people with disabilities
UDN	13/02	Cancer patient becomes volunteer to care for developmentally delayed children	Developmentally delay children
Eden	02/03	Cathay and Eden invite you to care about new immigrants families with children's books and home visits	
Eden	05/03	168 TNT employees satisfy the needs of elementary schools in remote areas Eden appeals for enterprises' help	
Eden	08/03	200 people cover their eyes to experience life with visual impairment Pop stars from the second round of Pop Idol invite you to care for disadvantaged families	
Eden	10/03	Travelling with love: Young volunteers provide educational services in remote areas.	
Libertytimes	3/11	37 volunteers realize their dreams in remote areas	Working Holiday
China Times	13/03	Happy gardeners: Developmentally delayed children learn how to garden	Developmentally delay children
UDN	17/03	Eden invites you to join the Study and Service tour group	Working Holiday
Libertytimes	17/03	The 921 shelter factory in Nantou makes friends in wheelchairs with diplomacy	Raising funds for people with disabilities
Eden	22/03	Let's join the 25885 activity to make Taiwan a warm place	
Eden	22/03	Effects of the 25885 activity widespread. The 25885 activity makes Taiwan a warm place	
China Times	22/03	Students of Kainan University collect receipts for fund raising.	"25885 Love Me & Hug ME"
Eden	24/03	Eden holds the 4th "Angel walk through the world" memorial service on Tomb Sweeping Day Attending Christian memorial services is a great way to relieve grief	
China Times	24/03	Love Me and Hug Me receipt-donation activity obtains great feedback	
UDN	24/03	"Feeling good after hugs": feedback from Love Me and Hug Me the receipt-donation activity	"25885 Love Me & Hug ME"

UDN	24/03	Children from single-parent families felt warm after being hugged by volunteers.	
UDN	25/03	“ 885 hugs within one hour,” promoted by Eden	
UDN	25/03	Persian and Russian students join Love Me and Hug Me receipt-donation activity	
China Times	25/03	25885 hugs on street melt indifference	
China Times	26/03	Therapists treat developmentally delayed children with patience	Developmentally delay children
Eden	28/03	“Regarding children’s development, do you still go with the flow?” Eden invites parents to care about children’s development.	
China Times	30/03	Early screening for developmental delay is still not popular.	Developmentally delay children
Apple Daily	30/03	Screening for developmental delay is held this Sunday	
Eden	31/03	2500 people with eyes covered fumble their way through Taipei streets People crowded National Taipei University of Education for the 7th Experiencing the World of Disabled program 25885 LOVE ME and HUG ME receipt-donation activity warms everyone’s heart	
UDN	01/04	Experiencing life with disabilities 5 elbows together cannot fold one piece of clothing Two thousand people attended, a 71-year-old being the oldest and a five-year-old being the youngest	“25885 Love Me & Hug ME” (“Experience being Physically Challenged Activity”)
UDN	02/04	The 25885 LOVE ME and HUG ME activity promoted by Eden	“25885 Love Me & Hug ME”
China Times	02/04	Developmental delay? Age 0-6 is the best time for treatment.	developmentally delay children
Eden	03/04	Students in remote areas go to school hungry Join The Happy Breakfast plan to feed them.	
UDN	04/04	30,000 students in remote areas go to school with hungry!	The Happy Breakfast plan
Libertytimes	05/04	Free screening for children's developmental delay offered!	developmentally delay children

Libertytimes	05/04	Disabled children visit with laughter.	Disabled-friendly tourism
UDN	09/04	Eden: Public facilities in parks are not wheelchair-friendly	people with disabilities
Eden	23/04	Donate anywhere any time :Taiwan Chain Stores and Franchise Association cooperate with Eden to promote donations for charities	
China Times	26/04	The 25885 Love Me and Hug Me activity: Open arms to disabled people	“25885 Love Me & Hug ME”
UDN	02/05	Fund raising for developmentally delayed children	
Eden	03/05	2005 International Accessible Tourism Conference Union Press Release	
		2005 International Accessible Tourism Conference Union Press Release: Create “disabled-friendly tourism” in Taiwan to meet the international standard	
Eden	03/05	Donate anywhere in any time :Taiwan Chain Stores and Franchise Association cooperate with Eden to promote donations for charities	
Eden	05/05	“Bravo, Mom!”30 visually impaired mothers and sons tell a different story on Mother’s Day	
China Times	06/05	Developmentally delayed children show appreciation by washing moms’ feet	Developmentally delayed children
China Times	11/05	People donate enthusiastically for the Love Me and Hug Me activity	“25885 Love Me & Hug ME”
UDN	12/05	Close bonds shown by developmentally delayed children on Mother's Day	Developmentally delayed children
Eden	15/05	V-Live Big Eyes change the way you experience the world See whatever you want to see Rate charged NT 4 per minute	
China Times	18/05	To change toque blanches: colour and wear glasses	Regular activity
Eden	25/05 (Head Office)	Eden challenges traditional Taiwanese culture with hugs Mayors of Taipei, Kaoshiung and Taichung join the 25885 activity and hug the disabled Remove indifference with hugs; Fight for benefits peacefully	

Eden	25/05 (Taipei City)	Eden challenges traditional Taiwanese culture with hugs Mayor Hao and Eden open their arms to disabled people Remove indifference with hugs; Fight for benefits peacefully	
Eden	25/05 (Taiping County)	Eden challenges traditional Taiwanese culture with hugs Mayor Chou His-Wei and Eden open their arms disabled people Remove indifference with hugs; Fight for benefits peacefully	
Eden	25/05	Cathay and Eden start the Visiting New Immigrants program to create a multi-cultural society	
China Times	26/05	Show support for the disabled. Taichung City and County signed 25885 Declaration	"25885 Love Me & Hug ME"
China Times	26/05	From North, Central to South, THSRC stations kick off "hugs event" To pass love forward to the disabled, organizers wish to collect 885 hugs	
China Times	26/05	25885, friends with disabilities need your hugs	
China Times	26/05	"Love me & Hug Me" event fills THSRC stations with love	
Apple Daily	26/05	Charity event collect hugs as building blocks for love city	
UDN	26/05	Embracing the disabled, 885 hugs collected north to south	
UDN	26/05	Disabled people get together at the "Love Me & Hug Me" event	
UDN	26/05	Disabled people urge "Love Me & Hug Me"	
UDN	26/05	Love Me and Hug Me!	
UDN	26/05	"Love Me & Hug Me" fills disabled children's hearts with warmth	
Apple Daily	28/05	200 people fight for the positions of overseas volunteers	
China Times	31/05	Help disadvantaged women in the 921 shelter factory	People with disabilities (921 Earthquake)
Eden	01/06	Millions of disabled people benefited from the telecom exhibition Taiwan Mobile, Taiwan Fixed Network and TCCDA together offer discounted prices	

UDN	01/06	Love with Eden: Shuttle buses for rehabilitation centres expand their service areas	People with disabilities
Libertytimes	07/06	3G digital wheelchairs provide a clear view	
Eden	08/06	Fun Fair of New Immigrants starts in Sanchung Mayor of Sanchung, magistrates and Taiwanese moms learn how to make Vietnamese rice dumplings	
China Times	10/06	Fun Fair of New Immigrants filled with south Pacific style	New Immigrants
Eden	20/06	Graduates from Keelung Municipal Dung Shih Elementary School join the 25885 activity Experience love and free their minds	
China Times	21/06	Hugs on thanksgiving party to experience love	“25885 Love Me & Hug ME”
China Times	24/06	Lunchboxes made by disabled people for only NT100 per month! Eden requests the public’s support	People with disabilities
Eden	26/06	VIBO Telecom Co. donates 100 3G Multi-functional Adjusting Children’s Wheelchairs worth NT2.58 million. Guard disabled people 24/7; Love never stops.	
UDN	26/06	Care for disabled people Love Me and Hug Me	“25885 Love Me & Hug ME”
Eden	27/06	Enterprises donates wheelchairs for the 25885 Love Me and Hug Me activity	
UDN	27/06	VIBO donates 3G wheelchairs, guarding the disabled from distance	Raising funds for people with disabilities
UDN	27/06	VIBO donates hundreds of wheelchairs with photoelectric cells	
Libertytimes	27/06	Humanitarians donate 3G wheelchairs with enthusiasm	
Eden	28/06	Give back lost mobility and restore basic needs to 50,000 disabled people Fund raising for shuttle buses of rehabilitation centers to serve the disabled	
China Times	28/06	Latest version of wheelchairs benefit disabled children	Raising funds for people with disabilities
UDN	28/06	Tai Te-Liang donates 27 Multifunctional Adjusting Wheelchairs	

China Times	30/06	Eden children step on to Tien-Ping-Hao	“25885 Love Me & Hug ME”
Eden	06/07	Public hear of the Yilan shelter house: listen to the local people and create a win-win situation	
China Times	14/07	Help foreign spouses and observe Taiwanese children Eden publishes children’s books in six languages	New Immigrants
Eden	17/07	Travel for 14 days and learn how to love for life 2007 summer vacation volunteers have new experiences: to serve and study simultaneously	
China Times	18/07	“I have found a new meaning in my life!” says a cancer patient working as a volunteer in north Thailand	Working Holiday
Eden	21/07	Mission impossible? “Riding with Hope ”First person to travel around Taiwan in wheelchairs 50 people protect him till the end	
Eden	21/07	Wheelchair Basketball opens up the sports world of 110cm people First Wheelchair Basketball game: Thailand vs Taiwan	
Eden	21/07	Friendship between Eden and Thailand Thailand Wheelchair Basketball Team encourages hundreds of convicts	
Eden	21/07	Wheelchair Basketball opens up the sports world of 110cm people Thailand vs Taiwan, to regain the lost mobility for the disabled	
China Times	22/07	In Taiwan vs Thailand Wheelchair Basketball Game, wheelchairs turn upside down	Raising funds for people with disabilities
Eden	25/07	Tremendous business opportunities in tourism: Eden promote Accessible Tourism for the disabled	
Eden	27/07	Dark does not stop him from flying high and far	
Libertytimes	29/07	Eden "Ai Yi Wu" café provides five-star meals	Raising funds for people with disabilities

Eden	30/07	Amputee Ambassador Tun Channareth meets Mayor Hu Thousands of wheelchairs donated overseas	
China Times	31/07	Love without boundaries: join the Eden charity banquet	Raising funds for people with disabilities
China Times	31/07	Fund raising activity: Chen Chu experiences the inconveniences of being disabled	
Eden	02/08	“Who do you want to be within charity events?” Supporting pop stars and charitable organisations are just a click away. “Who do you want to hug the most in the 25885 activity?” Voting starts online and open with a press release	
Eden	XX/08	Nortel Networks sponsors Eden to regain lost mobility	
UDN	07/08	Eden children tour around Anping Fort	Regular activity
Eden	10/08	New Immigrants Seminar takes place at Taipei Cultural Centre this Saturday	
UDN	12/08	Babies' smiles make adults happy on sports day	Regular activity
Eden	XX/08	Seriously disabled people visit Shihsanhang Museum of Archaeology 126 volunteers from Kuo Hua Life Insurance assist till the end	
Eden	15/08	Mission impossible?! 2000 cyclists take turns to guard the disabled touring around Taiwan in wheelchairs Challenging the mission impossible: fund raising for Multi-functional Adjusting Children's Wheelchairs	
China Times	16/08	Wheelchair warrior plans to wheel-around island in 2 weeks	Raising funds for people with disabilities (“Riding with Hope” cycling round island charity trip)
China Times	18/08	Helping others and being helped: scholarship donated for wheelchairs	Raising funds for people with disabilities
Eden	19/08	Mission impossible!?! First disabled person travels around Taiwan in electronic wheelchair Trip starts on 8/19 regardless of the weather conditions	

		The longest relay with love to regain mobility for 304 children	
Eden	20/08	Eden disabled artist shows liveliness at art exhibition	
Libertytimes	20/08	Around the island fund-raiser charity motion set by wheelchair/bike riders	Raising funds for people with disabilities (“Riding with Hope” cycling round island charity trip)
Eden	21/08	Mission impossible?! Ride 12km from Hsinchu to Taichung Eden hopes cyclists overcome unfavorable weather conditions 210 people join the cycling relay to raise funds for children’s wheelchairs	
China Times	21/08	Overcome disabilities to become a great artist	
Eden	22/08	Mayors and MPs join “Riding with Hope” Trip Challenge the mission impossible to raise funds for Multi-functional Adjusting Children Wheelchairs	
Apple Daily	22/08	Wheelchair warrior tests the “disabled friendliness” of our environment	Raising funds for people with disabilities (“Riding with Hope” cycling round island charity trip)
Eden	23/08	First local social welfare organization enters its tenth year Amputee Ambassador visits Taiwan to congratulate Thousands of wheelchairs donated Travel around the island to promote anti-landmine	
Libertytimes	23/08	Disabled telemarketers sell gift sets of moon cakes of “Oliver leaves” for Moon Festival	Regular activity
UDN	23/08	Hsieh Ching-Kuei, seriously disabled, fund raises around Taiwan in wheelchair	Raising funds for people with disabilities
UDN	24/08	“Riding with Hope” team wishes to make dreams come true for the disabled Around the island in 14 days, Hope team includes severely handicapped Hsieh Ching-Kuai	(“Riding with Hope” cycling round island charity trip)

		Targeted at raising fund for 500 children's position wheelchairs, 10 to be donated by Tainan county	
UDN	24/08	I am a visually-impaired Top sales!	Regular activity
China Times	24/08	9-year-old Li Yu-Xi join Eden's island-round bicycle tour for charity	Raising funds for people with disabilities ("Riding with Hope" cycling round island charity trip)
Libertytimes	25/08	Children from the Early Intervention Program team up with "Riding with Hope" team	
China Times	25/08	To pursue dreams, wheelchair rider tours around the island	
China Times	25/08	Electric wheelchair rider happily tours around the island	
UDN	25/08	1100 kilometers Wheelchair Tour de Taiwan aimed at raising fund for wheelchairs With seriously twisted spinal cord, Hsieh Ching-Kuai is set to lead "Riding with Hope" team around Taiwan	
UDN	26/08	Singer Wang Leehom attends the grand opening of Eden NU Café	Regular activity
Eden	27/08	First local social welfare organisation enters its tenth year Amputee Ambassador visits Taiwan with congratulations Thousands of wheelchairs donated Travel around the island to ban landmines	
China Times	27/08	Donations needed for wheelchairs!	Raising funds for people with disabilities
China Times	30/08	Wheelchair warrior Hsieh Ching-Kuai arrived at Ilan on his around island trip	Raising funds for people with disabilities ("Riding with Hope" cycling round island charity trip)
UDN	30/08	"Riding with Hope" cycling team arrived at Ilan yesterday	
Eden	XX/08	Appreciation non-stop! "Riding with hope" charity trip successfully completed 2000 people protect cyclists in turns. Internet users cheer for the team. Tears and sweat convey the love.	

UDN	01/09	Travelling around Taiwan makes him a “dodging-stone” expert Hsieh Ching Chih mocks himself as “a snail on the road” Saw the beautiful scenery he had never seen before and lived in 12 hotels during 13 days of travelling He travels like an able-bodied person	Raising funds for people with disabilities (“Riding with Hope” cycling round island charity trip)
UDN	01/09	To support Eden, Government heads donation of wheelchairs	
China Times	01/09	Wheelchair warrior ended tour upon accomplishing fund raising goal	
China Times	04/09	Door to door services for early intervention treatment has started!	Regular activity
Eden	05/09	Help Eden with moon cakes: MP Liao orders the first and hope everyone will follow	
China Times	06/09	Early intervention treatment clinic in Hengchuen serves developmentally delayed children in remote areas	Developmentally delayed children
UDN	08/09	Swollen leg made him a stay-at-home boy. Job training gets him out of the dark	people with disabilities
China Times	10/09	Please yield your seats when you see the “Priority Seat” sign	Regular activity
China Times	12/09	Door to door for story telling service helps the disadvantaged	Developmentally delayed children
China Times	12/09	The most creative fundraising event: vote for your idols online! Fans of Pop Idol, Hsing Kuang Pang, win the most votes	“25885 Love Me & Hug ME”
Eden	14/09	Creativity contest for fundraising events. Donate to vote for the pop stars you want to be in a charity events. Fans of Pop Idols win! Pop stars, Ha Hsua Yuan and Wang Chien Wei, voted The Best Presenters of Charity Events, perform for the first time! Experience the visually-impaired hugs in front of Nation Taiwan University.	
Eden	14/09	Sponsor charitable organisations with moon cakes. Taipei MP sells moon cakes for donations	
Apple Daily	15/09	Basketball players with eyes covered to play with visually-impaired children	Raising funds for people with

China Times	18/09	Laughter heard at the charity events for disabled people	disabilities
UDN	15/09	Children's art club from National Taiwan University of Arts wins the hearts of elementary students	The Happy Breakfast plan
China Times	27/09	Developmentally delayed child, Kai Hsiang, starts his second life at Eden	Developmentally delayed children
Libertytimes	04/10	Children's developmental stages in rhyme recorded in 6 languages to provide convenience for foreign spouses	New Immigrants
Eden	09/10	Emerging notification system established for the disabled. Help the disabled return to workplaces Eden's vocational training programme enables them to work happily	
Eden	10/10	Happy birthday, Wu Shuang! 200 international fans celebrate his birthday. Pop star appeals to fans to help Eden provide vocational training for the disabled.	
UDN	12/10	Social worker convinces parents of the hearing-impaired child by learning sign language at her own expense.	Developmentally delayed children
China Times	18/10	Former gang joins Eden shelter factory and creates miracles	Developmentally delayed children
Libertytimes	25/10	Tung Lin hair salon sponsors Eden's promotion on vocational training for the disabled	Raising funds for people with disabilities
China Times	26/10	We fundraise for vocational training of the disabled through taxi drivers	disabilities
Eden	27/10	Results of the "Revitalizing Plan" shown: 12 mini elementary schools provide biology classes, art classes, create picture books, shadow puppets. Send love to elementary schools in remote areas	
UDN	28/10	12 elementary schools in remote areas develop characteristics to revitalize themselves	The Happy Breakfast plan
China Times	28/10	Pop stars join Eden's activity with the disabled	Raising funds for people with disabilities
Eden	17/11	Exhibition for disabled people's arts shows liveliness: Eden Vocational Training plan helps the disabled return to work	

UDN	20/11	Electric wheelchair power failure, nightmare for the disabled	Raising funds for people with disabilities
China Times	21/11	Laundry services provided by Vocational Training Centre for Disabled People	Raising funds for people with disabilities
Eden	22/11	Knowing More about Multi-cultures and Multi-national Marriages seminar	
Libertytimes	22/11	Cisian elementary school soccer team eat breakfast happily every day	The Happy Breakfast plan
UDN	24/11	Foreign spouses are easily divorced! Taiwanese husbands treat their foreign spouses as slaves	New Immigrants
China Times	27/11	Door to door storytelling service: Lin Chiu-Chin educates the disadvantaged children	Developmentally delay children
Eden	30/11	Former student of job training for the disabled is now CEO of Eden Thousands fundraise for disabled people's job training	
Eden	XX/XX	Eden sponsored by Day And Night for 20 years Day And Night donates 150 000 toothbrushes Thousands sell toothbrushes to celebrate Eden's 25th anniversary Five music bands perform at the event Top model Tsai Shu Jen hugs the disabled and fans	
Eden	XX/XX	Eden sponsored by Day And Night for 20 years Donor, Ying Ying Peng continuously donates for 25 years Thousands sell toothbrushes to celebrate Eden's 25th anniversary Five music bands perform at the event Top model Tsai Shu Jen hugs the disabled and fans	
China Times	30/11	Eden sells toothbrushes to help developmentally delayed children	Raising funds for people with disabilities
UDN	02/12	Sell toothbrushes for charity to celebrate Eden's 25th anniversary	
China Times	02/12	Eden sells toothbrushes for charity	
Eden	08/12	Feeling warm this winter: disabled children regain lost mobility	
China Times	12/12	Eden social workers help developmentally delayed children with love	New Immigrants

China Times	19/12	Job training for Shiau Jen to help out single mothers	Raising funds for people with disabilities
Eden	25/12	Send love at Christmas: Restaurants fulfill disabled people's dream Seriously disabled people dine with their families in restaurants for the first time	

Appendix8.2

Eden press news and media exposure in 2008, tabulated by the researcher

Source	Date (D/M)	Headline	Project Subject
Eden	01/01	Nu Skin year-end charity event Large sum of money spent to create dazzling sound and lighting effects	
China Times	04/01	Hua-nan elementary school benefited from the “Happy Breakfast” plan promoted by Eden	Regular activity
Libertytimes	04/01	Students from Yuan-Ming junior high school donate their piggy banks to send love	
Eden	19/01	Happy new daughters-in-law in Taiwan Foreign mothers are commended Cathay and Eden provide the “New Immigrants Visiting” service to make every family happy	
Eden	25/01	Riding on THSR, visiting Love River Disadvantaged families from north and south Taiwan realize their dreams by visiting Kaohsiung	
China Times	25/01	Door to door service for early intervention treatment	Regular activity
China Times	26/01	Disabled children visited Love River and rode on Ferris Wheel with laughter	Disadvantaged families
UDN	26/01	Walking along Love River, shopping in Dream Mall and riding on THSR Disabled children happy to visit Kaohsiung	
China Times	31/01	Students from 10 elementary schools assemble hundreds of wheelchairs with love	
UDN	01/02	Rotary club donates 600 wheelchairs Eden assembled them all	
China Times	03/02	Disabled cleaner happy to receive red envelope	
Libertytimes	06/02	Caring for the serious disabled people, Kuei-Lien missed her Chinese New Year family reunion	
UDN	14/02	Multi-functional adjusted wheelchair makes Hsiao-Chiang’s struggle easier	
UDN	20/02	Experiencing the inconvenience of being disabled through the charity event, the public cherish their lives more	Raising funds for people with disabilities

Libertytimes	20/02	Change diapers with one hand to experience the inconvenience of being disabled	("Experience being Physically Challenged Activity")
China Times	24/02	Experiencing the inconvenience of being disabled, mayor of Hsin-Chu country changes diapers with one hand	
UDN	28/02	Trial of accessible tourism starts in Danshui. Disabled people inspect the facilities and access. Brochures will be printed for reference.	Accessible Tourism
UDN	05/03	Having learnt new skills and supported each other, elders from day-care nursing center are happy and content	Disadvantaged families
Eden	12/03	Knowing more about disadvantaged families is the first step to helping them Applications for the 8th "Experiencing life with disabilities" start on 3/29	
Libertytimes	13/03	Experiencing disability, follow young idol across street blindfolded	Raising funds for people with disabilities ("Experience being Physically Challenged Activity")
China Times	13/03	Experiencing disability, put yourself in the position of disadvantaged people	
China Times	18/03	Eden establishes the Wen Hsin Children Day Care Centre	Regular activity
China Times	25/03	No more indifference! Disabled children happily work at car wash happily	
China Times	30/03	With eyes covered, hands tied, and mouth gagged, students try to feel what's it like to be disabled	Raising funds for people with disabilities ("Experience being Physically Challenged Activity")
China Times	30/03	Experience the difficulties of challenged people, hundreds of students walk with eyes covered	
UDN	30/03	Experiencing difficulties of being Physically Challenged, 700 people walk blindfolded	
UDN	30/03	After experiencing visually impairment, wheelchair user feels more self-confident	
Eden	28/03	2008 developmentally delayed children gear up to fly high "25885 Love Me, Help ME" screening for development delay starts this April	
Eden	19/04	"Care more about your children" promotion and education on children's healthy development	

China Times	01/04	Inclusion and transition for caring developmentally delayed children	Developmentally delayed children
China Times	02/04	Early intervention treatment helps developmentally delayed children to regain happy childhood	
UDN	02/04	Delay in development? Be careful not to miss the best time for treatment	
China Times	08/04	Developmentally delayed children ride on MRT, run around in MRT station happily	
Libertytimes	22/04	Sell famous artists' works to fund raise for Eden	Reconstruction plan
UDN	22/04	Artist with cerebral palsy, WuHsiung, loves painting and donates his works to charity	Regular activity
Eden	01/05	Improve language skills and cognitive abilities of children from disadvantaged families Eden recruits volunteers for door to door story-reading services	
Eden	03/05	Connect your family members with love "I Love Mom's Hugs" fun fair Lien Sheng-Wen and Tsai Yi-Shan hand in hand caring for children's development	
UDN	06/05	Disadvantaged women make their own career by learning sewing in sheltered workshos	Regular activity
Eden	07/05	Mother's love never stops More mothers than fathers parent and educate their developmentally delayed children	
UDN	08/05	Call it a heavy burden for mothers 90% of fathers never parent and educate their developmentally delayed children	Developmentally delay children
UDN	09/05	Moms commended for taking care of the disabled children	
Eden	20/05	Teachers and students of special education classes from Pai-Ling Junior High School donate to help earthquake-stricken Szechuan	
UDN	21/05	Eden recruits volunteers for day care centres in Szechuan	Reconstruction plan
UDN	21/05	Race with wheelchairs: Dragon boat races on land start this Saturday	Raising funds for people with disabilities ("Experience being Physically

			Challenged Activity”)
UDN	23/05	Mayors thumb up for coffee from Ai-Yi café Tea and deserts, buy 5 get 1 free	Regular activity
China Times	23/05	New items from Ai-Yi café care for your skin and charity	
UDN	27/05	Eden recruits hundreds of volunteers to comfort people in earthquake-stricken Szechuan	Reconstruction plan
UDN	29/05	Eden takes care of the disabled and spreads gospel	Regular activity
Eden	01/06	Successful businessman returns his hometown Together with Mayor of Peng Hu County, Wang Chien-Fa, and Eden, President of Everpro Insurance Brokers Co. Ltd, Wu Wen-Yung, promotes tourism, revives economy and increases resources for children’s medical care and education	
Libertytimes	02/06	To help developmentally delayed children, people from Peng Hu start with their hometown.	Developmentall y delay children
UDN	02/06	Free screening for developmental delay in children promoted by Eden, starts from Peng Hu Everpro Insurance Brokers Co. Ltd sponsors 5 millions and its president donates 4 million to return his hometown	
China Times	03/06	Day care centre for the disabled started!	Regular activity
UDN	06/06	Dragon “Wheelchair” races: Vice mayor experiences the disabled world	Raising funds for people with disabilities (“Experience being Physically Challenged Activity”)
Eden	13/06	Eden donates 500 wheelchairs to China to help Szechuan rebuild their home after earthquake	

Eden	16/06	Grand opening for Eden's massage centre, Chih-Sheng branch Take care of your health even salary is no raised	
Eden	6/26	Reconstruction plan after earthquake: Eden "Reconstructions with Hope" activity Shelter workshops and shops donate 500 wheelchairs Hundreds of volunteers recruited for reconstruction in Szechuan	
China Times	28/06	Husband and wife wake up at 4 am to make breakfasts for tribal children	The Happy Breakfast plan
China Times	29/06	Eden housekeeper helps the disabled	People with disabilities
UDN	30/06	Cerebral palsy patient, Hsiao Chun, loses job after being assessed Council of Labor Affairs: the purpose of modifying legislation is to remove past unfairness	People with disabilities
UDN	01/07	Eden sells assistive aids to help the disabled become more independent	Raising funds for people with disabilities
Eden	02/07	Eden volunteer for life, Chang Chi, leads other volunteers to visit Feng Shan early intervention treatment centre Taipei "Just love singing" volunteer unions visit and attend Feng Shan early intervention treatment plan	
China Times	03/07	Chang Chi leads female volunteers to visit developmentally delayed children	
China Times	06/07	Developmentally delayed children fly high Special education teachers are sad for their leaving	Regular activity
Eden	11/07	"Happy Breakfast" plan is a success! It feeds 800 disadvantaged children in remote areas within a year!	
UDN	12/07	To help disadvantaged children have breakfast, Eden hopes for support	The Happy Breakfast plan
China Times	15/07	Graduated from shelter factories with professional skills	People with disabilities

UDN	21/07	Accessible tourism is a success in Tamshui! Disabled people visit Tamshui with great convenience Aluminum adjustable ramps, wooden ramps and rental wheelchairs solve the inconvenience of going up and down stairs	People with disabilities
China Times	28/07	Door to door services for early intervention treatment, developmentally delayed children can walk with both feet	Regular activity
Eden	02/08	50% of enterprises comply with the government policy when employing the disabled New legislation: employing a fixed percentage of disabled people starts next year International disabled CEO seminar introduces the new legislation for enterprises	
UDN	06/08	5299 Share your love: Prince Hotel has many special offers	Regular activity
Libertytimes	07/08	The blind plays piano beautifully at Eden charity event	People with disabilities
Eden	15/08	New gift sets from Eden shelter factory in Taoyuan add new meaning to the Moon Festival	
Eden	14/08	Lai Ming-Wei and Huang Mei-Chen live for love Together with Wang Hung-En and Tseng Ching-Wen, they appeal to the public and fund raise for Eden's wheelchair foundation	
UDN	22/08	Developmentally delayed children visited Shan-Chih Parents and children had a great time	Regular activity
Eden	29/08	Don't let your children fall behind others, even after school!	
Eden	29/08	Survey on levels of disadvantage in 25 counties and 319 towns undertaken for the first time	
Libertytimes	30/08	Street vendor sponsors Eden for 30 children's lunches	Raising funds for people with disabilities

Eden	03/09	2008 “Riding with Hope” round Taiwan charity trip regains the lost mobility for the disabled. Eden and Nanshan Life Insurance invite the public to ride for charity	
UDN	12/09	The disabled celebrate Moon Festival: shooting the sun, running to the moon and a lot of applause	Regular activity
Eden	20/09	2008 “Riding with Hope” round Taiwan charity trip Eden and Nanshan Life Insurance appeal to the public to regain the lost mobility for the disabled	
UDN	21/09	Eden “Riding with Hope” round Taiwan charity trip starts!	Raising funds for people with disabilities (“Riding with Hope” cycling round island charity trip)
UDN	22/09	Traffic jam: Thousands of bikes visit Hsinchu	People with disabilities
Libertytimes	23/09	Eden called on riders to join “Hope Team” fund raiser for assistive devices	
UDN	23/09	Fearless in the face of the approaching Typhoon Hagupit, more than 400 people show up to accompany the Hope team Registered nurse, Su Bai-Xi put off work and family to provide medical help	Raising funds for people with disabilities (“Riding with Hope” cycling round island charity trip)
China Times	23/09	A registered nurse & cancer survivor joins charity bike team	
China Times	26/09	“Master Q” & Eden ‘s “Riding with Hope” team promise to meet up in Ilan Turn left, and turn right, 2 bike riders’ happy encounter	
UDN	26/09	Tour de Taiwan Hope team arrives in Kaohsiung, aim at raising funds to purchase assistive devices for the disabled Young children and pupils to accompany	

		“Riding with Hope” team	
Eden	27/09	2008 “Riding with Hope” round Taiwan trip to fund raise for assistive aids 3,000 people from Eden and Nanshan Life Insurance accompany cyclists to regain the mobility for the disabled	
UDN	27/09	Cycling around Taiwan for charity	Raising funds for people with disabilities (“Riding with Hope” cycling round island charity trip)
Eden	01/10	Huge success of “Riding with Hope ” round Taiwan charity trip promoted by Eden and Nanshan Life Insurance Hundreds of friends and relatives wait to welcome them home	
UDN	02/10	Developmentally delayed children accompany “Riding with Hope” cycling team	Raising funds for people with disabilities (“Riding with Hope” cycling round island charity trip)
Libertytimes	07/10	Fu Yu jeweller sponsors “Happy Breakfast” plan Sell bracelets and famous photographers’ works to raise funds	
Libertytimes	08/10	Protect Eden; Make donations more transparent Using barcodes to donate 1 dollar, Welcome supermarket has accumulated 1.4 million of donations	Regular activity
Libertytimes	09/10	Eden “Happy Breakfast” plan feeds 800 children	The Happy Breakfast plan
Libertytimes	16/10	Learning new skills, children from Chien Ho community are happy	Regular activity
Eden	22/10	Travelling in wheelchairs is not a dream Eden promotes accessible tourism	

Libertytimes	23/10	Multifunctional adjustable wheelchairs make children more comfortable	Raising funds for people with disabilities
Libertytimes	23/10	Rotary club donates 10 wheelchairs giving wings to disabled children	
UDN	26/10	Phoning home, foreign spouses commend Taiwanese husbands Free international phone calls creates long queue at new immigrants' carnival Food stands and dance performances from every nation makes the carnival bustle with excitement	New Immigrants
Eden	25/10	Japanese disabled traveller, Mr. Mutaoyingteng, visited Taiwan again after 8 years He has travelled 88 countries to inspect accessible tourism around the world in wheelchair	
Apple Daily	30/10	Japanese disabled traveller, "Riding on Kaohsiung MRT is very comfortable!"	People with disabilities (International Diplomacy)
Eden	31/10	Eden promotes accessible tourism President of Taipei International Travel Fair, Yen Chang Shou, invites the disabled to travel with peace of mind	
UDN	15/11	Oh-hi-yu 31 Labrador Retrievers lead 40 blind people travelling around Taiwan Together with families, 85 Japanese listen to the sound of waves, smell the fragrance of flowers and tastes of Taiwan Eden hopes to promote accessible tourism	People with disabilities (International Diplomacy)
UDN	20/11	Developmentally delayed children learn how to escape a fire Female volunteer fire fighters dress up as bunny rabbits	Regular activity
Eden	26/11	"Happy Breakfast" plan: together with Mercedes, Eden sells "Dream Desk Calendars" for charity With 600 dollars, you can provide breakfast for children in remote areas for their breakfast	

Eden	01/12	Eden obtains sponsorship from famous American department store "Target"	
Eden	02/12	Eden "Elders Community Nursing Home Plan" Xing-Zi biological science and technology and Kang Na Hsiung company led care for the elderly. Cape no. 7 movie star, Chuang Qin-Yan invite people to send Love Stamps	
UDN	02/12	Fund raising on campus for Eden Wheelchair dancers talk about their view of life Even one dollar can help them out	
China Times	04/12	Basketball player, Lo Kuo-Hui, raises funds for students' breakfasts	Regular activity
Libertytimes	04/12	Lo Kuo-Hui raises funds for Eden "Happy Breakfast" plan	
Apple Daily	04/12	Lo Kuo-Hui sells bicycles to fund raise for children's breakfasts	

Appendix 8.3

News Framing Example

According to Tsang, K.-J., Chung, W.-W., & Huang, Y.-H. (1997), “Proposition” is core meaning of a sentence. There is a core concept corresponding to every declarative sentence. This core concept is called a “microposition”. Micropositions consist of two parts, “relationships”, which are usually verbs, and units related to those relationships, which are usually objects. If one sentence includes a verb and a description of action, it can be considered as a microposition.

1) Micropositions consist of relationships (verbs) and objects (units related to those relationships).

Besides having the elements of verbs and objects, the principles of creating micropositions also include the following:

- sentence with a verb or a description of an action is considered as a proposition.
- If there is a comma “,” in conditional clauses, there are two propositions, while there is only one proposition if there is no comma.
- For a sentence with someone “saying” or “expressing” something, several propositions can be separated by the objects according to the meanings.
- For each of clauses with “based on”, “with regard to”, and “as a result of”, one proposition can be recorded.

2) Combinations of several micropositions can be used to express meanings of higher levels, which are called “macropositions”. Similarly, combinations of several macropositions are macro-macropositions of even higher levels. More abstract meanings can be manifested this way. This kind of macroposition structure is the keynote of news reports.

According to the discourse analysis process proposed by van Dijk (1987, 1988), the following principles apply to the macroposition structure (cited in Tsang, K.-J., Chung, W.-W., & Huang, Y.-H., 1997):

--All high-level propositions should consist of two or more propositions of lower levels.

--When constructing high-level propositions, it is not necessary that micropositions are adjacent. In short, micropositions can be obtained from different paragraphs or positions, as long as their meanings are similar, to form macropositions.

--To form a macroposition with micropositions, the four methods below can be used:

a. Deletion: Some words in micropositions (words for unrelated backgrounds, such as time, location, action plans, etc, people, or adjectives, such as numbers) are deleted or micropositions not related to key points of the full text are deleted.

b. Generalization: Micropositions with similar properties are combined to form a proposition of higher level.

c. Construction: Several micropositions used to express the same schema are replaced with a new schema. From the aspect of cognition, readers must have schemas or scripts for specific facts.

d. Zero: Some micropositions are kept because they are keynotes of the full text and represent high-level meanings themselves.

3) According to the above-mentioned principles, the keynotes (meanings of the highest level) of any news reports can be obtained. Finally, by considering every event as a schema of a news event, keynotes of single piece of news can be included, in order to observe what role of structure this single piece of news plays in the overall event.

A case example by “25885- Love Me & Hug Me”:

Newspaper	Date	Headline	Lead
UDN	26/05	Embracing the disabled, 885 hugs collected from south up to the north	To celebrate its 25th anniversary and to echo U.N.’s Convention for the Disabled Persons last year, the Eden Social Welfare Foundation hosted a hug-a-thong event, “25885, Love Me & Hug Me” campaign along THSRC yesterday. It hoped that the love hug action initiated by physically disabled people would bridge the gap between people.

News Framing Result:

	Microposition	Deletion/ Generalization/ Construction/ Zero	Macroposition
microposition1	Eden celebrated the 25th anniversary to echo U.N.'s Convention for the Disabled Persons last year.	Zero: Eden celebrated the 25th anniversary to echo U.N.'s Convention for the Disabled Persons last year	
microposition2	The Eden Social Welfare Foundation hosted a hug-a-thong event, "25885, Love Me & Hug Me" campaign along THSRC yesterday.	Generalization: "25885, Love Me & Hug Me" event was hosted at THSRC which bridge the gap between people through the love hug action initiated by physically disabled people.	Eden launched "25885-Love Me & Hug Me" love hugged along THSRC stations to echo Convention for the Disabled persons.
microposition3	It hoped that the love hug action initiated by physically disabled people would bridge the gap between people.		

Appendix 8.4

News Source Selection

In this research, there are two rules to determine news source:

- 1) According to the position title and institution quoted in the news reports.
- 2) According to the standpoint of news source when speaking.

In this research, news sources may be institutions or individuals. Afterwards the researcher would make records according to the occasions where news sources were during the events, orders of appearances of different news sources, and the relationships of the roles news sources played. The method of recording is listed below:

- 1) A recorder reads all reports related to a news event and induce that event to several development stages.
- 2) According to the content of specific reports from each newspaper, the number of reports from that newspaper in each stage is calculated.
- 3) News sources being quoted in different stages by each newspaper are recorded.
- 4) The order of the appearances of news sources in each newspaper is recorded.
- 5) The “adjectives” used by specific news sources in each newspaper are analysed, in order to understand the rhetoric commonly used in each newspaper for different news sources.
- 6) Through these orders and frequencies of appearances of news sources, the framework meanings of news sources quoted by each newspaper can be explained.

Appendix 8.5

Macrostructure analysis of the 25885 event in news schema by lead

Main Event	Eden collected hugs in THSRC stations to endorse the United Nations Convention on Disabled Persons. (E/25/05/07) ⁴²
	Eden “25885-Love Me & Hug Me” collected hugs. Also, it signed a convention as a promise to respect all people who have intellectual and physical disabilities. (C/26/05/07)
	Eden launched “25885-Love Me & Hug Me” love hugs activity at THSRC stations to echo the Convention for the Disabled persons. (U/26/05/07)
	Eden, together with its disabled friends, signed the "25885" Love Me, Hug Me Declaration at a THSRC station. (U/26/05/07)
	Eden “25885-Love Me & Hug Me” Collected Hugs. Taichung signed a convention to become a “Barrier-Free” model city. (A/26/05/07)
Context	Eden “25885-Love Me & Hug Me” County magistrate warmly hugged disabled people. (C/26/05/07)
	At Eden “25885-Love Me & Hug Me” charity event, the Taichung city mayor and county magistrate initiated the first hugs. (U/26/05/07)
	High Speed Rail passengers at the Chiayi THSRC station responded to “25885-Love Me & Hug Me” by giving warm hugs, thereby filling children’s hearts with radiant smiles. (U/26/05/07)
Evaluation and Expectation	Eden “25885-Love Me & Hug Me” hugs at THSRC station help people break through indifference and/or intangible barriers. (C/26/05/07)
	Eden “25885-Love Me & Hug Me” encouraged the public to embrace people with disabilities at THSRC station, and brought everyone closer. (C/26/05/07)
Others	Any person with a disability who wants to find a job or rent a house faces unfair treatment. (U/26/05/07)

⁴² Code: E/25/05/07, “E” means press came from Eden, “C” means China Times, “U” means United Daily News, “L” means Liberty Times”, “A” means Apple Daily News, 25/05/07 means the date of the news was reported by newspapers.

Appendix 8.6

Macrostructure analysis of the Experience being Physically Challenged Activity in news schema by lead

Main Event	500 students experience the difficulties of being physically challenged at National Kaohsiung Marine University. (C/30/03/08)
Context	At Eden's press conference for its "Experience being Physically Challenged" activity, VIPs from the Bureaus of Social Welfare and Labour Affairs, famous performers, City Council members, and students were invited to experience disability by performing an impromptu street dance while blindfolded. (E/12/03/08)
	At the Eden Press Conference, college students, followed some famous performers, experienced what it was like to be visually impaired. (C/13/03/08)
	Students and celebrities were blindfolded to experience visual disability. Students fully expressed their creativity through impromptu street dance. (L/13/03/08)
Verbal Reaction	Wheelchair user Lin Hsin-Pei, after experiencing visual impairment, feels more lucky. (U/30/03/08)
Evaluation and Expectation	700 students' experience of the difficulties of being physically challenged is the first step toward helping disadvantaged families. (U/30/03/08)
	Having one's eyes blindfolded, one's hands tied, or one's mouth gagged is the first step in helping him or her to understand the kinds of difficulties that challenged people face. (C/30/03/08)

Appendix 8.7

Macrostructure analysis of the 2007 Riding with Hope event in news schema by lead

Main Events	The “Riding with Hope” cycling tour is a charity fund-raising trip for the “Recovering of Lost Mobility” program. (E/19/08/07)
	The electric wheelchair warrior, Hsieh Ching-Kuai, circles the island in 2 weeks to raise money for children’s wheelchairs. (C/25/08/07)
	Hsieh Ching-Kuai wheels around island, doing fund raising for wheelchairs. (C/30/08/07)
	Fundraising for “Riding with Hope--cycling around the island” provided by the Keelung city government and city council. (C/01/09/07)
	Seriously disabled Hsieh Ching-Kuai wheels around Taiwan for fundraising, assisting people with disabilities to become mobile. (U/23/08/07)
	The Deputy Magistrate of Tainan raises funds for southern Taiwan’s “Riding with Hope--Cycling Around the Island” program. (U/24/08/07)
	Hsieh Ching-Kuai leads “Riding with Hope” cycling tour around island to collect donations for children’s wheelchairs. (U/25/08/07)
Consequences	“Riding with Hope” around the island cycling tour ends, and is greeted near the finish line by several disabled people from Eden along with the Minister and Chairperson of the National Youth Commission. (E/31/08/07)
	Electric wheelchair warriors’ dream come true--“Regain your lost mobility”. (C/16/08/07)
	The Eden wheelchair warrior, Hsieh Ching-Kuai, touched many people’s hearts during his 13-day around-the-island charity expedition. (U/01/09/07)
	The Eden “Riding with Hope” around the island cycling tour for charity approved by Keelung’s people with disabilities. (U/01/09/07)
	The “Riding with Hope” cycling around the island charity fund-raising team, composed of people with disabilities, helped to raise awareness about barrier-free spaces. (A/22/08/07)

Context	<p>The Eden Foundation and the Nan Shan Life Insurance Company Charity Foundation are co-sponsoring the “Riding with Hope” around-the-island cycling tour for charity. Hsieh Ching-Kuai will undertake a 13-day expedition around Taiwan, with local governmental officials and Nan Shan members joining the journey from different places en route. Touching stories from this journey will be posted on the blog. (E/21/08/07)</p>
	<p>9-year-old Li Yu-Xi determinedly cycled around the island for charity. (C/24/08/07)</p>
	<p>As Hsieh Ching-Kuai, who is seriously disabled, arrived at the Social Welfare Service Centre in Ilan, he is closer than ever to realizing his dream. (U/30/08/07)</p>
	<p>The “Riding with Hope” team also serves as volunteers along the way to help raise funds. (L/20/08/07)</p>
	<p>Children with delayed development team up with the seriously disabled Hsieh Ching-Kuai for “Riding with Hope”. (L/25/08/07)</p>
Verbal Reactions	<p>Seriously disabled Hsieh Ching-Kuai says that assistive devices for the disabled play an important role in helping people to achieve their dreams. (E/15/08/07)</p>
	<p>I would like to inform everyone that assistive devices for the disabled play an important role in helping people like us to achieve our dreams. However, these devices are unaffordable to many disabled people in Taiwan. (C/25/08/07)</p>

Appendix 8.8

Macrostructure analysis of the 2008 Riding with Hope event in news schema by lead

Main Event	In order to raise funds for assistive devices for the disabled to “Regain lost mobility”, the Eden Foundation and the Charity Foundation of Nan Shan Life Insurance Company co-organised an around-the-island cycling tour called “Riding with Hope”. (E/20/09/08)
	Mr. Su Po-Xi, to celebrate his successful fight against cancer, took part in the “Riding with Hope” charity cycling event. (C/23/09/08)
	“Riding with Hope” was a 12-day around-the-island cycling expedition for charity. Thousands of people joined this Tour de Taiwan as it made its way around the island. (U/21/09/08)
	In order to raise funds to purchase assistive devices for the disabled to “Regain lost mobility”, Eden and Nan Shan, co-organisers of the charity event “Riding with Hope”, have arrived in Kaohsiung. (U/26/09/08)
	The “Riding with Hope” activity was held at Eden’s Nan-Tou County Post-921 Earthquake Sheltered Workshop to raise funds for assistive devices. (L/23/09/08)
Consequences	Even a Super Typhoon could not deter the “Riding with Hope” team’s determination to complete the 12-day wheel-a-thon charity activity. Hundreds of relatives and friends gathered on the streets to wish the cyclists a safe journey home. (E/01/10/08)
Context	Cyclists and Eden’s “Riding with Hope” team bump into each other in Ilan, and look forward to getting together again in the future. (C/26/09/08)
	Riders participating in the 2008 “Riding with Hope, Cycling Around the Island” tour are accompanied by more than 400 other cyclists and supporters, all of whom are fearless of the changing weather conditions brought on by the typhoon. (U/23/09/08)
	As the “Riding with Hope, Cycling Around the Island” tour reached its final destination, the cyclers were joined by children with delayed development on their tricycles for a short ride. The atmosphere was very warm and touching. (U/02/10/08)