



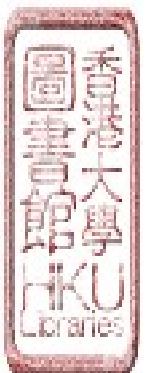
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# SOCIAL HEALTH OF A BRAND IN A NONPROFIT CONTEXT

June 2016

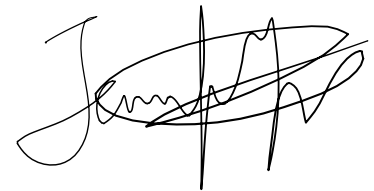
Jennifer Yip

Capstone project in partial fulfillment of  
the requirements of the Master of Social  
Science in Nonprofit Management



## DECLARATION

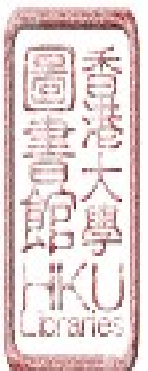
I declare that this Capstone project report, entitled 'Social Health of a Brand in a Nonprofit Context,' represents my own work, except where due acknowledgement is made, and that it has not been previously included in a thesis, dissertation or report submitted to this University or any other institution for a degree, diploma or other qualifications.



YIP, Jennifer

## ACKNOWLEDGEMENTS

Foremost, I would like to express my deepest gratitude to my husband, Vincent Tung, who encouraged me to go back to school and gave me the freedom to explore something I truly want to pursue. I would also like to sincerely thank Dr. Lori Noguchi and Dr. Chan Yu for passing on their advice and knowledge towards the completion of this capstone report.

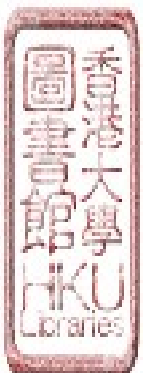


## ABSTRACT

There is a growing need to rethink brands towards a more strategic level and develop the understanding that brands can create greater social impact. The purpose of this research is to identify the dimensions of Social Brand Health for nonprofit organizations (NPO). This research integrates three key aspects: (1) brand health, and (2) more specifically, social health of the brand (3) in the context of nonprofit organizations. A socially healthy brand is a brand that is able to sustain positive social functions and social relationships over time. Relative to other sectors, NPOs have a more direct social impact to society.

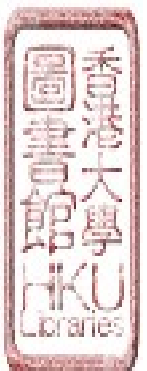
This research is one of the first studies to examine the social health of a brand in a nonprofit context. This study contributes to the overall and ongoing efforts of branding in a nonprofit context and identifies components of Social Brand Health of a NPO. A qualitative study using in-depth interviews with six small to medium sized NPOs was conducted based on a semi-structured questionnaire that was informed by the PROMIS system's classification of social health. Five dimension of Social Brand Health were identified from the interviews: Community, Social Objective, Network, Awareness, and Socialability.

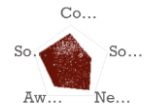
Recommendations were provided for NPOs to translate the findings into actions that they can carry out in order to improve their abilities and operations in their social environments. Overall, it is hoped that this study will further inspire attention in the important concept of branding for NPOs and peak interest in the specific area of Social Brand Health. In the long term, there may be opportunities to integrate Social Brand Health with a NPO's strategic management processes and to develop differentiable competitive advantages for the organization.



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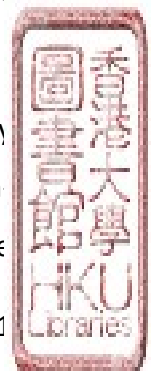


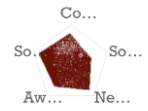
## CHAPTER ONE – INTRODUCTION

There has been a tremendous growth of nonprofit organizations (NPOs) over the past few decades. The ecology of the non-profit sector is changing, and not only has there been an increase in the number of NPOs but the scale and reach of their programs have also extended. According to the report, the World Giving Index 2015, despite reductions in government spending and corporate funding and economic uncertainty amongst the public, there has been an increase in the number of people donating money or their time (Charities Aids Foundation, 2015). With emerging technology and a greater online audience, society has become more connected than ever and more people want to be involved in creating social change (Smith, Thomas, & McGarty, 2015). The result is an increasing number of NPOs that seek to address the public's growing desire for social justice and giving, thereby fueling a greater need to maintain competitive advantages and to differentiate from others as NPOs compete for donors' attention, efforts, and donations.

One method to maintain competitive advantages and differentiation is through strategic positioning and emphasis on brand and branding techniques (Stride & Lee, 2007). Practitioners and researchers have identified branding as an approach to address competitive resource challenges (Gilbert, 2000). There is a greater acceptance and understanding that the success of organizations, commercial or non-profit alike, is tightly related to integrating strong brand strategies into their decision making process (Keller, 2009). Brand is defined as a representation of an organization that encompasses both the visible aspects and the perceptions and feelings consumers have towards the organization and its promise of delivery of a product or service (Aaker, 2012). While marketing and promotional campaigns are short-lived, a strong brand can represent organizations in the minds of consumers (Aaker, 2012). Moreover, marketing actions have a lagged impact which will appear in the future (Mizik & Jacobson, 2008).

Although academic interest in branding has grown as a part of general marketing strategy (Bennett et al., 2010), less research attention has been given to branding specifically in the non-profit sector (Hankinson, 2001). Non-profit branding needs to be examined differently from the





commercial sector as it has its uniqueness and is more than just a mere symbol (Michel & Rieunier, 2012). Furthermore, recent research suggests a connection between brand personalities of nonprofit organizations and consumers' pro-social behaviors (Shehu et al., 2015).

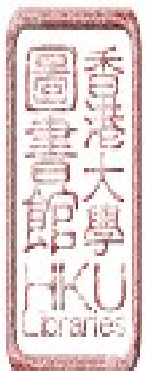
The majority of NPOs appear to use their brands as a fundraising tool; however there is a growing need to rethink brands towards a more strategic level and develop the understanding that brands can create greater social impact and organizational capability (Kylander & Stone, 2012). NPOs need to use opportunities to exhibit their brands and have a larger presence in their communities, their networks, and in general a greater public awareness of their organizations. Strategically and in the long-term, brands can drive broad social goals while also establishing stronger internal capabilities, identity and capacities (Kylander and Stone, 2012). Overall, branding is an emerging concept in the nonprofit sector (Stride & Lee, 2007).

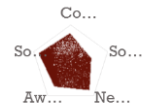
## Purpose of the study

The purpose of this research is to identify the dimensions of Social Brand Health for nonprofit organizations. This research integrates three key aspects: (1) brand health, and (2) more specifically, social health of the brand (3) in the context of nonprofit organizations.

First, the connection between brand and health (i.e., informing the concept of brand health) is a relatively new aspect of branding that is gaining momentum in the business marketing literature. According to Berg et al. (2007), there is a statistically significant correlation between brand health and sales. The study also suggests that as compared to the worst performing brands, customers of healthier brands are twice as likely to increase spending. Keller and Lehmann's (2009) long-term brand value model suggests two main dimensions of brand health: persistence and growth. Brand health contains the degree of which customers' spending can be maintained and the positive degree of which increased spending is seen by current customers over time and if new customers are attracted.

Second, within the concept of health, the World Health Organization (WHO) defines health as comprised of physical, mental, and social dimensions (World Health Organization



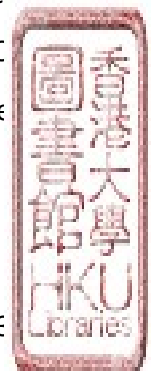


1946). The dimension of social health includes performing usual roles and responsibilities, participating in activities, and interpersonal relationships and connections. A person's ability to connect with individuals, groups, communities and society is the concern of social health (Hahn et al., 2014). Social health is an indicator of how a person functions as a member of society and normally, a socially healthy person has an easier time interacting with individuals and their communities.

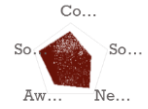
Relative to other sectors, NPOs have a more dynamic and direct social impact on the communities it operates in and helps fill in social gaps when other sectors are less effective. In a nonprofit context, social health is important because it demonstrates the function and relationships through which NPOs adds value to society.

Third, currently in the NPO sector, branding models and terminology remain imported from the commercial sector. Research by Kylander and Stone (2012) formed new terminology for NPO branding specific to the important and contributing nature of NPO brands towards social impact, mission driven values and unique organizational culture. NPOs are accountable to the public and labours on behalf of their interests. This manner of social conduct is as significant to the legitimacy and performance of a NPO as is fundraising and brand recognition. According to the theory of social exchange and trust, due to the intangibility and social ideals of NPOs, NPOs are perceived at an abstract level by their stakeholders (Venable et al., 2005).

According to Bryce (2012) a key quality of NPOs is their structural and cultural social capital assets that sustains a NPO's identity and drives its mission. Relative to other sectors, NPOs have a more direct social impact to society. Brand in a nonprofit context relates more specifically to the social values NPOs create by staying true to its promise to the public and its reason to be more than for name recognition and fundraising revenue. Therefore, the social health of a NPC and its brand is an important indicator of how the organization is performing as an agent for the public and member of society.







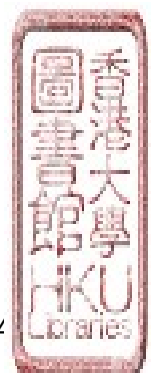
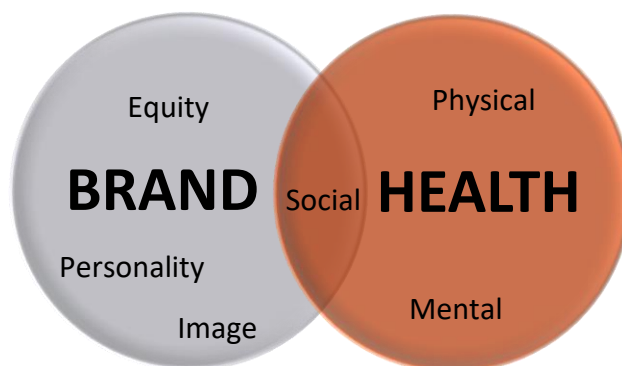
## CHAPTER TWO – ANALYTICAL FRAMEWORK

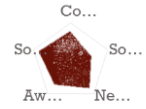
This research identifies the dimensions of Social Brand Health for NPOs. First, a review of branding in the marketing literature and social health from the medical literature was conducted. The concept of branding has many aspects that create a brand, however, rather than looking at a particular branding concept, this paper focuses on the area of brand health. Specifically, as health can be separated into three dimensions: physical, mental and social, this paper intends to take a deeper look into researching the social health of a brand in a nonprofit context. The aim was to integrate literature from these two bodies of knowledge to inform the proposed conceptual framework of Social Brand Health.

Second, exploratory qualitative research via in-depth interviews using semi-structured questionnaires with small to medium sized NPOs were conducted. The objective was to identify additional dimensions of Social Brand Health specifically in the nonprofit context to complement the dimensions from the literature. More details are provided in the Methodology section of this paper. Third, the study results were analyzed to provide insight into the significance of Social Brand Health for NPOs. An assessment tool of Social Brand Health was created that is informative and instructive for small to medium sized NPOs in the broader community.

Overall, the analytical framework based on the key theories related to branding and health is illustrated in Figure 2.1.

**Figure 2.1: Analytical framework for Social Brand Health**





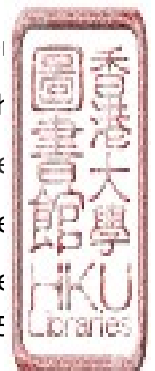
## CHAPTER THREE – LITERATURE REVIEW

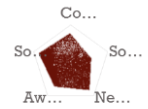
### Branding in the nonprofit context

A brand is defined as a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers (American Association of Marketing, 2015). Often, a brand refers to a symbol such as a name or logo and can reflect a collection of images and ideas represented by a customer's experience. In the marketing literature, researchers have studied brands in many dimensions which involves a consumer's collective experiences and perceptions (Berthon et al., 2007). Strong brands can elicit authority and credibility in the deployment of resources when compared to weaker brands, helping an organization build key relationships and acquire crucial human, financial and social resources (Kylander & Stone, 2012).

Within the context of the nonprofit sector, branding has become increasingly significant in light of an intensifying competitive environment (Shehu et al. 2015). According to Kylander and Stone (2012), for stakeholders of NPOs, brand can acts as a time-saving device and provide a shortcut for decision making in an environment full of choices. For instance, when evaluating a NPO's trustworthiness and to reduce uncertainty, individuals often rely on a brand to make decisions (Aaker, Fournier & Brasel, 2004). Table 3.1 summarizes three key brand constructs (i.e., brand image, personality, and equity) that are currently explored in the nonprofit context (Venable et al., 2005).

Michel and Rieunier (2012) suggests that non-profit branding needs are distinctive and should be examined differently from the commercial sector. The authors contend that more than a mere symbol, brand image is also a signifier related to the content in the mind of a consumer and is an important tool for differentiation among NPOs. From Michel and Rieunier's research brand image explained up to 31% of individuals' intention to donate and 24% of intention to give time. Another important aspect of brand image is that it reflects one's judgement of value towards an organization's qualities (Michaelidou et al., 2015). In a recent study to investigate





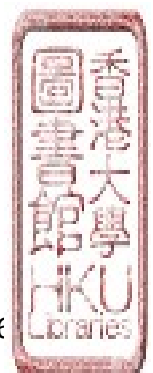
the brand image of NPOs, Michaelidou et al., 2015 found that intentions to donate money and time were related to six dimensions: usefulness, efficiency, affect, dynamism, reliability, and ethicality.

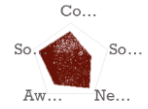
In addition to brand image, Venable et al. (2005) examined the concept of brand personality in a nonprofit context. The authors argue that stakeholders perceive NPOs on an abstract level because of NPOs' intangibility and moral standing. Thus, current and potential stakeholders place personality traits and attributes to NPOs in order to have a better understanding and grasp about their functions. NPOs' personality also creates a differentiation between organizations, which then has an influence on potential contributions. The authors suggested four primary dimensions of brand personality for NPOs: integrity, ruggedness, sophistication and nurturance.

Finally, brand equity can be a NPO's name and symbol that add to or take away from the value provided by its programs or services (Aaker, 2009). It connects the set of brand assets and liabilities of a brand and is directly affected by brand image and consumer behavior and preferences (Keller, 1993).

**Table 3.1. Examples of brand constructs in a nonprofit context**

Brand dimension	Description	Relevant references
Image	Directly affects brand equity and consumer behavior and preferences. Creates 'halo-effects' towards other activities.	Bennett & Sargeant (2005); Keller (1993); Stride & Lee (2007)
	Consumers' perceptions of what brand stands for, and reflects the promises an organization gives to consumers with regards to their programs and services. Associations formed by consumers pertaining to the usefulness, efficiency, dynamism, affect, reliability and ethicality of NPO.	Michaelidou et al. (2015)



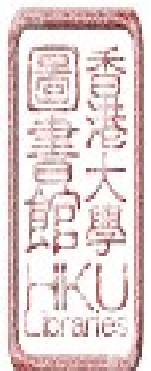


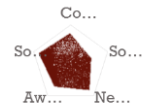
	Brand image explains up to 31% of intentions to give money and 24% of intentions to give time.	Michel & Rieunier (2012)
Personality	Conveys perception of trust-worthiness for stakeholder involvement.	Shehu et al. (2015)
	Four dimensions of nonprofit brand personality: integrity, ruggedness, sophistication and nurturance.	Venable et al. (2005)
Equity	The set of brand assets and liabilities connected to a brand is brand equity. Brand equity can be a NPO's name and symbol that add to or take away from the value provided by its programs or services.	Aaker (1991)
	Impacted by brand image and consumer behavior and preferences.	Keller (1993)

## Health

In addition to the constructs above, branding in a nonprofit context is also related to a NPO's social values and connection with the community and the public. As result, the social health of a NPO and its brand could be an important indicator of organizational performance. This section connects the literature on health with specific focus on social health to inform the concept of Social Brand Health for NPOs.

The WHO (1946) defines health as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. It is a positive concept which emphasizes social and personal resources in addition to physical capabilities. Determinants of health are both intrinsic (genetics, behavior, habits, lifestyles, etc.) and extrinsic (health care sector and support). Moreover, WHO describes a healthy well-being to include factors such as the social, environmental, economic and technological elements of person's surroundings.



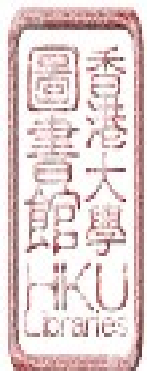


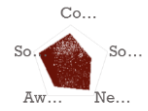
Physical health is defined as a good body health. Where good health is due to regular physical activity, good nutrition and adequate rest (Medical News Today, 2015). Mental health and physical health are often viewed together as one system. Mental health is defined the cognitive and emotional well-being of an individual. According to WHO, it is "a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community." Mental health is more than just the absence of mental disabilities and can be determined by socioeconomic, biological and environmental factors. Social health involves the ability to form satisfying interpersonal relationships with others. It also relates to the ability to adapt comfortably to different social situations and act appropriately in a variety of different settings (Study.com, 2015).

## Social health

Following along the WHO definition of health as comprising physical, mental, and social dimensions, social health is an individual's participation in activities, connections with others, and carrying out one's everyday roles and responsibilities. Social health includes the ability to relate to individuals, groups, communities and society as a whole (Hahn et al. 2014). Additionally, physical and mental health can be enhanced from positive social interactions and social health is an important predictor of health, happiness, and longevity (BeWell@Stanford, 2015).

The Patient-Reported Outcomes Measurement Information System (PROMIS) is a system which produces highly reliable and precise measures of patient-reported medical status for physical, mental and social well-being. The system classifies social health into two primary sub-components: social function and social relationships (McDowell, 2006). Social functions is comprised of an individual's satisfaction and ability to participate in social roles. These roles may exist in marital relationships, family responsibilities, work/school responsibilities and social activities. Social relationships on the other hand, include companionship, support (emotional and instrumental), informational, and social isolation. These are the different ways in which individuals connect with others, which includes communication, companionship and





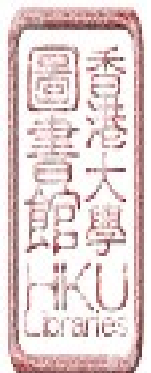
understanding, and the quality, reciprocity and size of an individual's social network (PROMIS, 2015). The WHO's International Classification of Functioning, Disability and Health (ICF) uses the term "participation" to describe social health and functioning (World Health Organization 2001). In a nonprofit context, social health is important because it demonstrates the social functions and relationships in which nonprofits bring forward to society.

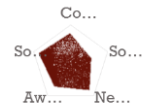
## Brand health

The connection between brand and health is gaining attention in research. Brand health can be regarded as the current and future long-term value of a brand and the difference in competitive position. According to Berg et al. (2007), unlike other concepts of branding, brand health is tangible.

The short-term orientation of brand performance is a major limitation of all existing measures of brand. It is possible that over the long-term, brands may be damaged by short-term performance measures. In order to satisfy upper management's performance criteria, short-term results are usually the focus of many brand managers (Lodish & Mela, 2007). However, short-term marketing actions like price promotions can be detrimental to the long-term performance of a brand (Ataman et al., 2010). Moreover, time is required to fully understand the impact of marketing and brand building actions. Usually, the first impact of branding actions can be seen from a change in consumer attitudes. Then the process to move to consumer purchase behaviour takes some time to reflect a dollar value (Hanssens et al., 2009). Therefore, there is a growing need to have a long-term measure of brand.

Mirzaei et al. (2015) proposes a new measure, called brand health index (BHI) that considers the lagged impact of marketing actions, and evaluates the performance of a brand or a long-term basis. They define a healthy brand as a brand that experiences a sustained positive sales growth over time (Mirzaei et al., 2015). Too often, NPOs focus their communication tactics on increasing visibility, brand differentiation and brand recognition for fundraising success





however, the emerging paradigm is a shift to focus on the broader and more strategic role of brand in overall organizational performance (Kylander and Stone, 2012).

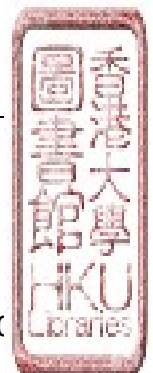
## Social Brand Health

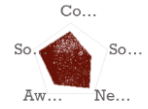
Despite recent research on general brand health, to the best of the author’s knowledge, no study to-date has specifically explored the social health aspect of a brand. This specification is critical as a socially healthy brand is a brand that is able to sustain positive social functions and relationships over time. This research looks to analyze social health using the item bank of the PROMIS system on social health. The system has undergone extensive qualitative and psychometric assessment, and demonstrates strong properties. PROMIS has demonstrated to accurately measure social function and social relationships (Hahn et al., 2014).

Table 3.2 summarizes the two primary components of social health using the PROMIS classification, including their sub-components and a brief description of its meaning.

**Table 3.2. Components of social health**

Components	Sub-components	Description
Social functions	Ability	Ability to participate in social roles and activities.
	Satisfaction	Satisfaction with social roles and activities.
Social relationship	Companionship	Availability of someone with whom to share enjoyable social activities such as visiting, talking, celebrations, etc.
	Emotional	Feelings of being cared for and valued as a person; having confident relationships.
	Informational	Availability of helpful information or advice.
	Instrumental	Availability of assistance with material, cognitive or task performance.
	Isolation	Perceptions of being avoided, excluded, detached, disconnected from, or unknown by, others.



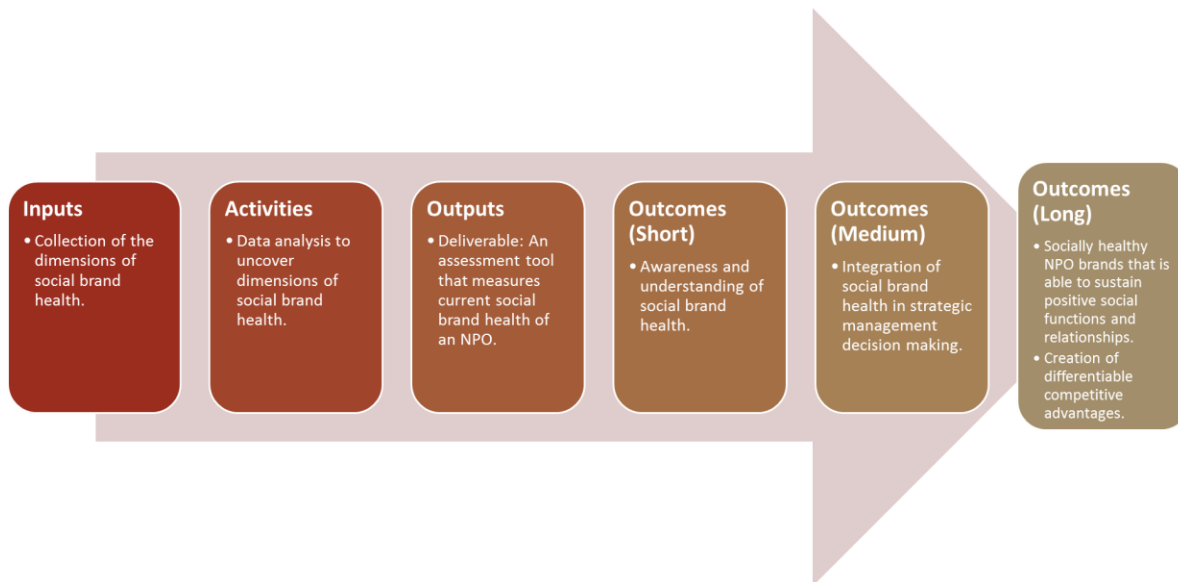


## CHAPTER FOUR – METHODOLOGY

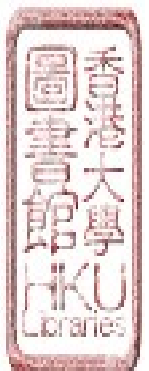
### Logic model

This study seeks to identify dimensions of Social Brand Health specifically in the nonprofit context to complement the dimensions reviewed in the literature. A general logic model theory is used to describe the performance and outcomes of this project. Figure 4.1 illustrates the logic model of this research.

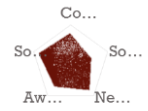
**Figure 4.1. Logic model for Social Brand Health**



Inputs include using both literature review and in-depth interviews with a semi-structured questionnaire to develop the dimensions for Social Brand Health in a nonprofit context. The information gathered was used to create the output and deliverable of this research project, a Social Brand Health assessment tool. The short-term intended outcome of this research is an increase in awareness and understanding of the importance of social health of brands for NPOs. In the medium-term, the intent is that the tool will be integrated within the marketing strategies and decision-making of small to medium sized NPOs that lack dedicated marketing staff. Lastly, the long-term intended outcome is for the viability of socially healthy nonprofit brands which is







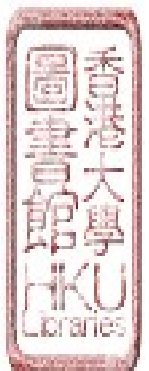
able to sustain positive social functions and relationships. Not only is does branding help create differentiable competitive advantages, strategically in the long-term, brands can drive broad social goals while also establishing stronger internal capabilities, identity and capacities (Kylander and Stone, 2012).

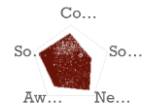
## Data collection and analysis

A qualitative approach via in-depth interviews with six small to medium-sized NPOs were conducted. These NPOs have a dedicated marketing and communication department and interviewees included a director, a founder, and a project managers. These individuals and their organizations were selected as they suggested that they have made efforts in the area of branding. Furthermore, these senior members held or are holding influential positions in their organizations. Their roles and experiences allowed them to share deeper insight into their NPOs' marketing and branding strategies.

The interviews were approximately an hour long and conducted in a causal space (e.g., offices or coffee shops) in order to provide a comfortable and open environment for discussion. One interviewee who is located in Beijing, China was interviewed via Skype. Two interviewees answered interview questions in Cantonese while the rest were in English. Interviews were done in order to identify dimensions of Social Brand Health by inquiring about their brand and organization.

Participants were not briefed about the theoretical concepts of Social Brand Health prior to the interviews in consideration of potential social desirability bias in the research process (Hollander, 2004). For example, by explaining the theoretical concepts to participants prior to the study, there is a risk that participants may research certain areas (e.g., strategies for building social functions and relationships) in order to seem more knowledgeable about the concept during the interview. Social desirability could be particularly relevant as participants are senior level managers who represent their organizations (Thompson & Phau, 2005). Nevertheless, the





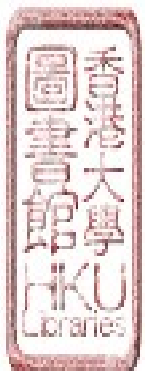
researcher observed that some participants attempted to “over-sell” the role of branding in their NPOs, hoping to seem knowledgeable on the subject matter during the interviews.

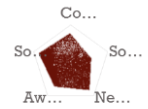
In the study, participants were provided with a general introduction to capture their interests at the start of the interviews; more specifically, participants were informed that branding is a form of competitive advantage and a method of differentiation from others. Their organization’s brand can be viewed as a person with an image and personality, therefore, like a person, your brand contains three aspects of health: physical, mental and social. The focus of this research is examining your brand’s social health. Furthermore, the researcher explained social health as one’s participation in society, connection with others and carrying out everyday roles and responsibilities. The objective was to help participants to start thinking in this frame of mind without directly linking and providing examples for branding in a nonprofit context.

After this introduction, interviewees were asked a series of semi-structured interview questions which were guided by the items of social health from the PROMIS scales while keeping in mind the context of branding for NPOs (see Appendix A). For example, to warm up interviewees, they were asked to share their thoughts about their NPO’s brand and importance of branding to their organization. They were also asked to provide their opinion on examples of good brands in the nonprofit sector.

Moving towards the concept of social health, interviewees were asked to define an ideal socially healthy person. This led to questions about the social health of their brand. For example, interviewees were questioned on what components they thought a socially healthy brand should have, and factors would improve or harm it.

Finally, to provide further prompts of Social Brand Health to interviewees, they were asked questions related to the subcomponents of social functions and social relationships as per the PROMIS scale. For example, related to the sub-component of ability within social functions they were asked “How satisfied are you with how your organization participates in the area of (e.g. education, rehabilitation services – examples pertaining to their specific goals)?” As another



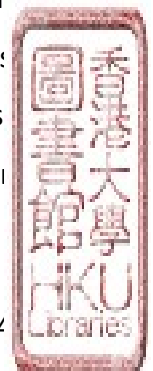


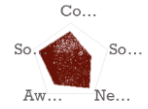
example, related to the sub-component of isolation within social relationships, interviewees were asked “Do you feel that your brand isolated from others?” See the Table 4.1 for details of other interview prompts based on the PROMIS system.

**Table 4.1. Interview prompts based on the PROMIS system**

Component	Sub-components	Possible lead in questions
Social Functions	Ability	“How satisfied are you with your organization’s ability to meet its goals?” “How satisfied are you with how your organization participates in the area it has made for itself?”
	Satisfaction	“How satisfied are you with the ability of your organization at meeting the needs of those who depend on you?”
Social Relationship	Companionship	“Do you have another organizations which you can share ideas, work, etc. with?”
	Emotional	“Do you have other organizations you confide with who understands your problems/similar issues?”
	Informational	“Do you have an organization or someone to turn to when you have problems?” “Can you think of any?” “Is this number big?”
	Instrumental	“Is help available if you need it?”
	Isolation	“Do you feel that your brand is isolated from others?” “Do you ever feel left out?”

A grounded theory approach was used to identify the underlying dimensions of Social Brand Health (Glaser & Strauss, 1967). This approach seeks depth and quality from the data rather than results which could be generalized to the broader population. This approach involves moving from descriptive codes from the transcript to fewer, conceptually abstract codes (Maitlis 2005). Each word or phrase was deemed to indicate a single concept if it contained a similar





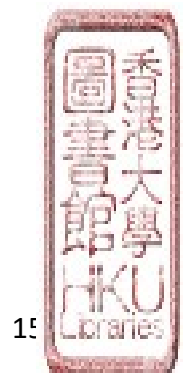
reference; for example, words like “recognize” and “know” were classified to have a similar meaning.

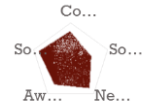
Interpretative themes were extracted from the codes according to whether they were qualitative similarly or dissimilar (Miles & Huberman, 1994). For example, phrases that indicated “lack of resources and funding” and “resource constraints” were categorized into the capital resources of “socialability” to denote a NPO’s level of preparedness to respond to its communities. The researcher was still mindful, however, of the need to remain open to the data as other ideas, concepts, and examples may emerge.

After data analysis, one interviewee requested the initial write-up on research findings that contained the interviewee’s responses to be sent for review prior to final submission. The interviewee wanted to review to ensure no confidential data was reported that may disclose the identities of both the interviewee and the NPO. Only very minor changes to a response was requested by this interviewee.

The timeline of this research was as follows: the proposal and literature review was completed and ethical consent forms signed in December. Interviews and data collection started in January and was completed at the beginning of February. Data analysis commenced in March and the deliverable was drafted in April and finished in May. June was used for the finalization of the research report. Figure 4.2 outlines the completed timeline.

**Figure 4.2. Completed timeline of research and deliverable**

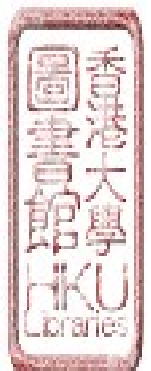
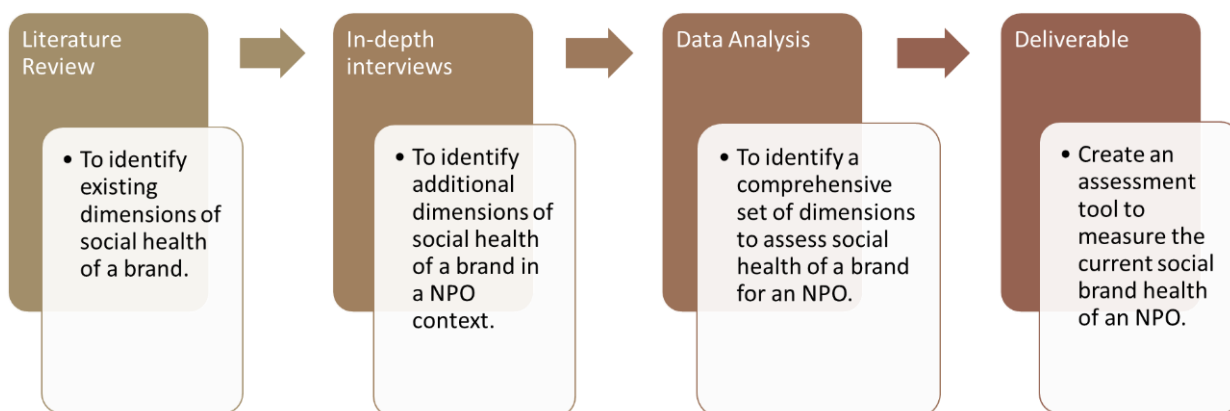


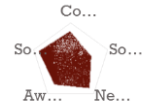


## Deliverable

The deliverable of this research is the creation of a qualitative and non-valuation index on Social Brand Health in a nonprofit context. Currently, it is difficult to determine a NPO's social situation, or how socially effective its brand or organization is as the concept lacks a quick, simple and low-cost method of assessing it. Therefore, in the perspective of low resource costs, this tool is a self-reported reflection of the social functions and social relationships that are important for the well-functioning of a NPO. Effective and efficient, the tool does not require a lot of time from many people to complete the questionnaire, nor is it necessary to employ extensive resources and knowledge about brand and marketing to uncover a NPO's Social Brand Health. It contains a simple grading system and score on the five different areas of Social Brand Health. From the results, a NPO can then develop strategies to improve their social health or provide a direction when thinking about its social interactions. The intent is that tool can be employed internally within the NPO to reflect the social health of a brand and that measurement can be done in regular intervals to assess change. Figure 4.3 summarizes the process outline from literature review and in-depth interviews to data analysis and the deliverable.

**Figure 4.3. Process outline for the deliverable**





## CHAPTER FIVE – FINDINGS

### Interviewee profile

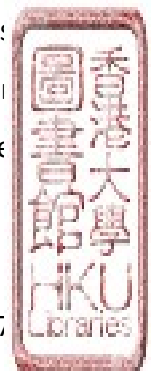
Six small to medium sized NPOs participated in the in-depth interviews based on a semi-structured questionnaire. At the end of the interview, all interviewees were asked to rate, out of ten, their NPO's Social Brand Health after gaining an understanding of the term through the course of the interview. All interviewees had experience with marketing and branding at their organizations and were either the individual involved in the area or a key decision maker.

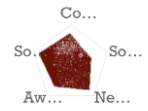
A variety of NPOs with different service types were interviewed. Out of the six NPOs, the first interviewee was a former employee in the Development and Communications Research Department of the Hong Kong Society for Rehabilitation (HKSR) which is in the service of rehabilitation for persons with chronic illnesses, disabilities, and the elderly. She rated her organization a seven out of ten on its Social Brand Health.

The second interviewee was the CEO and founder of Charitable Choice, an online charitable giving platform that hosts other NPO initiatives and encourages a gift card form of charitable giving. She provided a rating of five out of ten for her organization as it is only in its fifth year of operation and is in the process of rebranding.

The third interview was conducted with the Executive Director of a local NPO working for socially disadvantaged students in advancing their education opportunities. This interviewee provided a Social Brand Health rating of five out of ten, specifically due to the lack of public awareness about the organization.

Fourthly, the former Director of Fundraising and Branding of Teach Future China was interviewed via Skype. Teach Future China focuses on teacher training to university graduates for the betterment of education for rural children in China. He gave his organization a rating of five out of ten as he feels that there is uncertainty on exactly how well the NPO is doing.





The fifth organization interviewed was the Deputy Director for Asia of a legal network NPO that is committed to public interest law and protecting rights. The Deputy Director felt strongly about the Social Brand Health of the NPO and rated the organization a nine out of ten because of the strong support network of people who are willing to help; however, the interviewee mentioned that awareness of the organization is low.

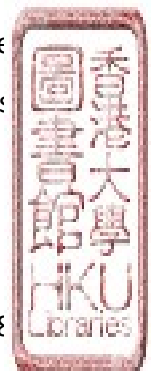
The last interview was organized with the Project Manager for Food Angel, a NPO for food rescue and the production of hot meals for underprivileged communities in Hong Kong. She gave her NPO a rating of eight out of ten and said that it could be higher if there was a dedicated human resource.

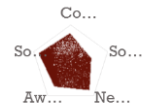
On average, interviewees provided a rating of 6.5 out of ten on the Social Brand Health of their organizations. See Appendix B for more details in the data audit sheet.

## Themes of Social Brand Health

Based on the interviews with six small to medium sized NPOs, five dimensions of Social Brand Health were identified. Categorized under social functions are the dimensions of Community, and Social Objectives. Categorized under social relationships are the dimensions of Awareness, Network, and Socialability.

First, Community refers to a NPO's connection and engagement amongst its community members that it potentially impacts through its mission and goals. Community contains the group that a NPO is actively finding, building relationships and engaging with and can include those within its target beneficiary groups. A NPO can have multiple community groups which it is involved with. This theme was represented with keywords such as "interact," "connect," "engage," and "participate." The results suggest that it is important for a NPO to be an active member of its community and build "connections" with its community. The results also suggest that NPOs need to feel like they belong to the community.



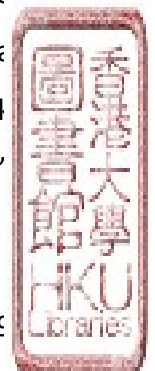


For example, Ms. Yim, a former employee of HKSR emphasized the importance of “keeping in touch with their sponsors and beneficiaries”; however, she questioned the effectiveness of HKSR’s current method of producing newsletters, three times a year. Nevertheless, to be “an active member of society,” according to Ms. Wilson, Founder and CEO of Charitable Choice, a NPO must “keep in touch regularly” and be an “active and consistent, not dormant” organization in order to win the “trust of supporters.” To another interviewee, “participation in society” requires “connecting with people” and “growing the community” as “more presence is needed.”

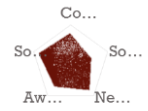
Growing the community may pertain to more than just engaging with people; it is also about developing an organization that “belongs within its community,” involving “partners and donors” as well as other “stakeholders” in the wider community. Stakeholders can also include volunteers that say, “I want to do this too and therefore I want to help,” as Mr. Zhou, former Director of Fundraising and Branding for Teach Future China declares.

Second, Social Objectives represents the ability of a NPO to meet its mission and goals, thus fulfilling the needs of its beneficiary groups. It also takes into consideration a NPO’s ability at providing social impact to its community through meeting its desired mission. Interviewees used common keywords like: “impact,” “fulfill,” “capability,” and “reputation”. These keywords were used in the context of whether a NPO has the “capability” to meet its social mission and goals. Interviewees also revealed how important it is for their organization to “fulfill” the needs of those that depend on it and make an “impact” on its community.

For example, Ms. Wong, Project Manager for Food Angel revealed that due to the “positive reputation” of Food Angel, they often “attract others to help our cause and further the communities we serve.” According to Ms. Wilson, an “impactful and proven reputation” for a NPO is one where it is always “thinking of others” and thus has “program continuity” and a “track record” for “making a difference.” Ms. Yim also suggested that a NPO must “do socially good,” “have a good understanding of others,” and be “helpful whenever possible.”





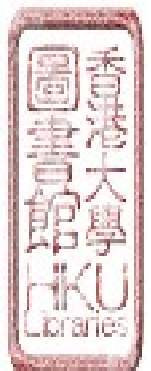


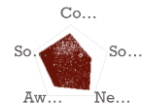
One interviewee brought up the importance for a NPO to have the “experience to perform” and the “capability to perform.” Mr. Zhou boldly argued that the purpose of a NPO is to “fulfill its goals and disappear” since a NPO should provide a “solution to the problem” and “fulfill its social value.” Another interviewee expressed that NPOs are oriented towards “doing the right thing” through a “clear mission and impact” and therefore it is about “doing more,” and understanding the “impact of the organization to society.”

The third dimension, Awareness, involves how well the community recognizes the NPO’s values, work and mission as well as its *raison d’être*. This perception of awareness can provide meaning to a NPO’s sense of belonging and connection back to the community. Common keywords that interviewees mentioned for this theme were: “recognize,” “remember,” and “word of mouth.” These key words were used in the context of the community recognizing the values of the organization. Awareness may be derived from the services and programs of the NPO. Even more importantly, the public and community’s “knowledge” of a NPO’s mission will raise its awareness.

For example, an interviewee emphasized that when a NPO is “very easily recognized” and its “message is relevant”, it “stands out in the minds of others” and can “appeal to more people, the right people.” In Mr. Zhou’s experience, he suggested that branding did help his organization and in the fact that “more people became aware and made action.” Another interviewee stressed that the NPO “wants strong brand awareness” in order for its “target audience to remember us and share our organization within the community.” Recognition is achieved when a NPO is able to “turn a dry topic into something relatable” and can be accomplished through “coherence and coherent story telling” so that “others can remember and connect with” the NPO’s mission and values.

To spread the awareness of a NPO, according to Ms. Yim “word of mouth is very important” as well as a “good reputation and history.” Additionally, awareness is “not only that the target audience is aware” of the organization, but a “general awareness” that “instills confidence and trust” is more important. The concept of reputation is also echoed by Ms. Wong’s





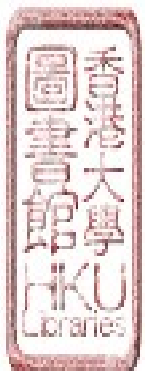
comments that greater recognition and knowledge comes from a “public perception of a positive image.” History is also essential to the awareness of a NPO, as history allows for the development of a “track record” which is a “communication of achievements” for an “established,” “trusted association” that is “remembered for its services.”

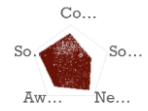
The fourth theme is Network and this includes the social networks that a NPO has built and can count on for support. Keywords suggested by interviewees were: “quality,” “collaborations,” “support,” and “leverage”. Through “quality” networks, a NPO can benefit from their connections and thus “leverage” its influence and information. Networks are also important feedback mechanisms which, after a relationship of trust has been developed, NPO’s can share its problems, receive advice and “collaborate” when needed.

For example, the interviewee of the legal network NPO indicates their organization has a good “reputation with a small number of people, but strong people” and that they have “very good support network of partners.” Their network includes “local partners” and also a network of “donors for advice.” The interviewee expressed confidence in their NPO’s “strong network and can share work with others that work with them” and believes that the mantra for NPOs is “United we stand, divided we fall.”

Sometimes, networks come from “unofficial connections” of other people “willing to help.” Food Angel “used referrals” and “sixth degrees of separation” and was successful in obtaining “celebrity endorsement through a board member’s connection.” The ability to “bring in others for their influence,” and to “leverage off other” more “established brands” provides “pro-bono advertising” and “makes the choice easy” for potential donors according to Ms. Wilson. The majority of interviewees emphasized “quality of their networks over quantity” and Mr. Zhou stated that “small does not mean lonely,” and that an “appropriate mental support” network where one “can tell problems to and receive feedback” is important.

Formal network connections and “collaborations” with its partners allowed Food Ange to “spread its services and resources to others in order to reduce food waste.” Collaborations car



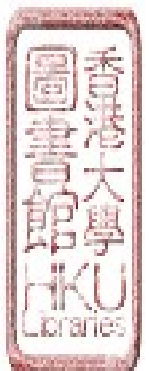


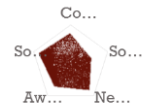
also be obtained outside the usual networks; for example, HKSR's "collaboration with a local artist" and its "media contacts" provided the organization with a connection to other audiences. Another interviewee stated that "networking for awareness" is effective and it is important for a NPO to "work with corporations, government, other NPOs, and others with expertise." Moreover, "networks can bring about volunteers, and donors which can then benefit more beneficiaries," as a result, a network can bring in new people to aid in a NPO's cause.

Finally, Socialability represents the ability of a NPO to engage socially with its community and stakeholders. Sociability reflects the NPO's own "expertise" of how to "communicate" with its target groups, whether it has the "capacity" and resources to employ such knowledge and if it has the tools and other instrumental support required to make effective use of its ability to be social. Socialability also represents a NPO's use of plausible communication channels to engage with its community.

Human and capital resources were mentioned as important components of Socialability. According to Mr. Zhou, there is a "need to improve on the level of professionalism with capacity and knowledge" of their organization. He emphasized that branding is important; however, it is "difficult to understand its effectiveness and impact to the organization. Therefore, an "experienced person" "with expertise" and "specific skills" would be required although "improvements equals money." Another interviewee indicated that there are "capacity and human resource constraints" and due to this, their organization is currently faced with a "lack of a coherent manner of communication." Ms. Yim also mentioned that "cost is a main consideration" and remarked on her organization's "lack of a concrete marketing plan" and rather "just an annual list of things to do." This mindset appears to stem from a "lack of a budget for marketing and promotions" and therefore her organization looks for "free approaches" whenever possible.

To Ms. Wong and Ms. Wilson, their organizations were "not aware of the possibilities" or other approaches to further their social capacity and struggles in the understanding of "other possible efforts in the area" of branding and communications. However, Ms. Wilson recognized





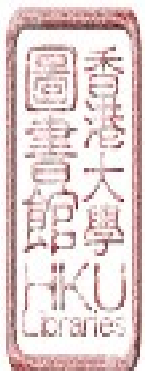
the significance of “interactions with stakeholders through good communication” and Ms. Wong noticed the positive effects of their Facebook page likes in that their “members are helping to spread their message.”

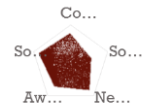
To summarize, a socially healthy brand is a brand that is able to sustain positive social functions and social relationships over time. Social functions for a NPO organization can be defined as a NPO’s connection and interaction with its community and the ability of the NPO to meet its social objective and provide for the needs of its beneficiary groups. Social relationships includes a NPO’s network of support, its own socialability to engage socially within its capacity, and its level of awareness from the public and its community to reflect the meaningful development of its organization to society.

## CHAPTER SIX – DISCUSSION

This research is one of the first studies to examine the social health of a brand in a nonprofit context. Existing studies on the area of brand health typically focused on monetary aspects. For example, in a study by Berg et al. (2007), it was shown that there is a statistically significant correlation between brand health and sales, and that healthier brands are more likely to see increasing in customer spending. In contrast, the present research separated health into its three categories and added the social health perspective to the area of brand health, taking into account the importance of relationships and social roles with society. Furthermore, this idea when applied to the context of NPO is particularly fitting given the social dynamics of the sector among society, when compared to the commercial sector, and government sector.

This study also highlights the critical role of branding for NPOs. Specifically, the context of this study with small to medium sized organizations is informative and instructive for other similar sized NPOs in the broader community as it provides insight into the significance of branding in the social sense. The findings capture the importance to NPOs of community building fulfilling social objectives, creating awareness, developing supportive networks, and fostering socialability and capacity in order to respond and react to their communities.



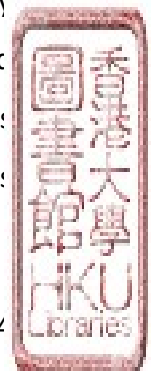


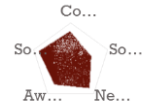
The findings also suggest that small to medium sized NPOs are already aware of the importance of branding; however, there is a lack of capacity and capability from within their organizations and also quite possibly the open-mindedness of management and funders. Additionally, the findings indicate that NPOs are focusing their brand practices more on the area of resource development and fundraising, which exemplifies a linkage to the social objective of NPOs which is to raise funds to sustain the continued operations of their programs and services. Since the results demonstrates five crucial dimensions of Social Brand Health, there are opportunities for NPOs to capitalize on each of these dimensions.

Currently, it is difficult to determine the state of a NPO's Social Brand Health and how socially effective its brand or organization is as the concept lacks a quick, simple and low resource cost of assessing it. Therefore, along with this study is a proposed measurement which brings about insight of Social Brand Health by evaluating NPOs through a self-reported assessment (see Appendix C). The current state of Social Brand Health is important because branding plays a critical role for NPOs in helping to communicate the organization's social missions, foster connections with its communities, create networks of like-minded people, and generate awareness for the organization along with developing the skills and capacity to engage with the public. The concept of social health is likely more critical for NPOs compared to other sectors as NPOs have a more dynamic social connection and impact on the communities it operates in and aids in filling in social gaps where other sectors are less effective.

## Theoretical contributions

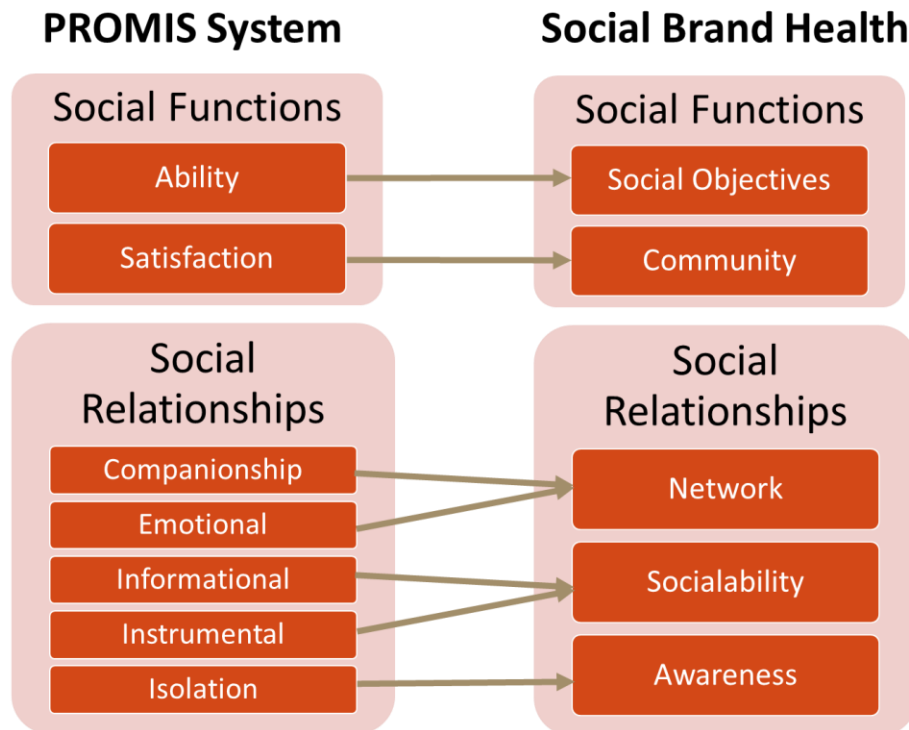
Academically, as described above, Social Brand Health in a nonprofit context is a relatively new area and offers a new perspective for brand and brand performance for NPOs. This study contributes to the literature in branding for NPOs by identifying five dimensions of Social Brand Health. These dimensions are extensions from the literatures' understanding of social functions and social relationships from the PROMIS system (McDowell, 2006). Figure 6.1 below illustrates:



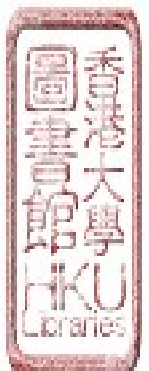


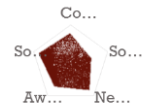
the relationships between components of social health from the PROMIS system to the five dimensions of Social Brand Health.

**Figure 6.1. Relationship between the PROMIS system and dimensions of Social Brand Health**



First, the dimension of Social Objectives found for Social Brand Health provides support to the social function of Ability from the PROMIS system. This suggests that Social Objectives is the ability of a NPO to meet its social mission and goals. Second, the dimension of Community offers support for the social function of Satisfaction in the PROMIS system since a NPO's connection and sense of belonging provides satisfaction from its social role with its community. Next, the dimension of Network is related to the components of Companionship and Emotional under social relationships given that having a quality and supportive network aids in the Social Brand Health of a NPO through the availability of caring networks. The dimension of Socialability provides support to the Informational and Instrumental components of social relationships since the accessibility of a NPO to useful information and its capacity is necessary for a healthy social





brand. Finally, the dimension of Awareness provides support to the aspect of Isolation since awareness is critical to prevent the feeling of isolation; in other words, a healthy social brand is one where the NPO does not feel unknown or excluded by stakeholders in its community.

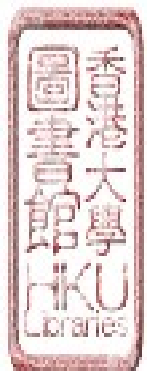
## Managerial implications

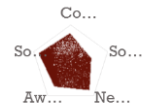
According to Kylander and Stone (2012), there is a growing need to re-evaluate the importance of brands and to utilize branding in the fundamentals of NPO strategic planning in order to foster the value of NPOs' social impact and capabilities within society. Therefore, NPOs should start examining their brands as more than a symbol and aspect of fundraising.

There are important managerial implications for NPOs for each of the five dimensions of Social Brand Health. For the dimension, Community, NPOs can reach out to their communities by being active in both their offline and online engagements with community members. McAlexander et al. (2002) found that connections among social interactions between the organization and community members greatly influenced a positive attitude and relationship with the brand. Furthermore, social communities can be used as a tool to build and maintain strong lasting connections.

Nevertheless, each NPO will have a different interpretation of what "community" means to them. Even from within the organization, staff may view the community in different ways; hence, it is important to establish, early on, a general understanding and definition of key communities in order to engage with appropriate groups. NPOs can enhance the Community aspect of Social Brand Health by encouraging and providing avenues for feedback from their different communities. For instance, one possible approach could be to formally and strategically introduce community surveys into the operations of the organization.

Social Objectives for NPOs is very important as it helps differentiate the programs and services it provides when compared to others and also offers the breadth of essential services required by society. Due to the extensiveness of the sector, there is no one-size-fits-all solution to help NPOs on improving their impact and capabilities. Rather, it is specific and unique to each



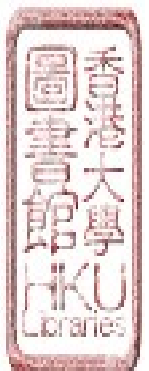


individual organization. For example, a NPO like World Vision would regard fulfilling its social objectives and producing social impact quite differently than an organization like the World Wildlife Fund or a local NPO like HKSR. Furthermore, the capability of a NPO to meet its goals and needs of its beneficiaries and communities would be dependent on a variety of factors, such as the availability of resources and location of operations.

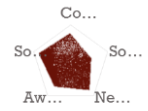
Moreover, all NPOs desire a positive reputation; however, each organization has their own interpretations of their reputation and how they want others to see them. For example, some NPOs may wish to have the reputation of being a progressive activist, while others may want to be viewed as a helpful and reliable support group. Whatever it is, depends on the NPO. As a result, reputation, similar to brand personality, and should be strategically developed and managed (Venable et al., 2005).

For the dimension of Awareness, NPOs can improve the recognition of their organizations' mission, values and work through branding with a consistent message. For example, one of the interviewees of this paper emphasized the importance of a coherent and relevant message. Due to the complexity of the organization's operations, in this interviewee's opinion, it is difficult for others to grasp a quick and firm understanding of the NPO's work and remember their brand. To enhance awareness, NPOs need to review their existing brand and communication material about their vision, mission and services, and examine it from an outsider's point-of-view to determine if it understandable and whether it is relevant to its audiences.

For the dimension of Network, NPOs can utilize the concept of six degrees of separation to connect with people who are willing to help and leverage off their influences. Food Angel is a good example of a NPO that has leveraged a supportive network to foster connections. Ms. Wong mentioned that Food Angel was able to use a Board of Director's network and connection to recruit a well-known celebrity to help endorse their organization. Through leveraging the popularity and recognition of this person early on in the development of the NPO, Food Angel was able to quickly gain legitimacy and credibility, and as a result, recognition, funds and volunteers for their programs. Co-branding is another advantage which may emerge from a



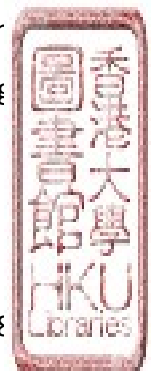


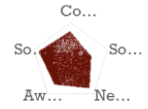


quality network. Quality networks can come internally from board members, staff, volunteers and donors or externally through partner NPOs, relationships with commercial members, the government and the media.

Finally, for Socialability, NPOs can enhance their knowledge and capacity of brand building by training employees so they can better engage and communicate with their target audiences in the community. There are many courses available in the area of branding as well as social media for building stronger communities and relationships. For example, Ms. Wong mentioned that Food Angel was able to benefit from its Facebook community members who helped spread the awareness and message of the organization to others. However, due to expertise and resource constraints, she is unaware of other possibilities in expanding on this benefit nor does she have a better understanding of the potential. According to research conducted by Zaglia (2012), the author suggested that social media brand communities can be created without a lot of effort and offers brand and organization benefits via a quick access to a large number of people, at low costs, and relative ease of applicability. NPOs can consider developing their capacities in online platforms for building community engagement and brand awareness.

Finally, included in Appendix C is a sample of the Social Brand Health assessment tool which can be used by NPOs to evaluate their current Social Brand Health on each of the five dimensions. Small to medium-sized organizations that lack resources and manpower can also utilize the tool to assess their marketing and branding policies and begin to develop a strategic plan around the concept of Social Brand Health. As the tool is relatively simple to use and cost effective, therefore is less of a capacity and capability burden on the organization. According to Proust et al, 2013, while financially NPOs may find it difficult to hire staff for marketing, it can also be possible that NPOs are facing financial issues due to the lack of dedicated marketing individuals.





## CHAPTER SEVEN – LIMITATIONS, FUTURE RESEARCH AND CONCLUSION

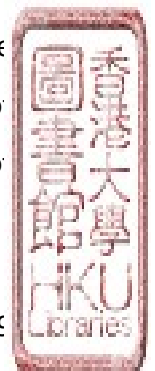
### Limitations

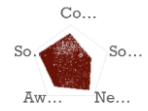
There are limitations in this research that needs to be acknowledged. First, this study is limited by the small sample size of six small to medium sized NPOs. A larger and more representative sample should be examined in terms of service and program, organization size, and management expertise. Second, only small to medium sized organizations were considered for this study. The findings may not be generalizable to larger NPOs with dedicated marketing and branding resources. Third, the NPO sample group was formed using participants mainly from Hong Kong and one from Mainland China. This sample is not representative of all NPOs internationally.

Fourth, prior to conducting the in-depth interviews, interviewees were not assessed on their level of knowledge about branding; therefore, the depth and clarity of the responses could be influenced by the lack of prior predisposition about the topic. Finally, two of the six interviewees responded to the interview in Cantonese. There is a possibility that some meaning from their responses were lost in translation. Furthermore, their responses were subjected to more interpretation by the researcher compared to interviewees who provided directed quotes in English. This element was difficult to control due to the local context of this research.

### Future research

There are many interesting areas for future research. For example, although the findings of this research suggest five dimensions of Social Brand Health, a quantitative study may be required to validate these dimensions. Future research could assess the validity and reliability of the psychometric properties of the dimensions of Social Brand Health with a larger sample of NPOs on an international level.





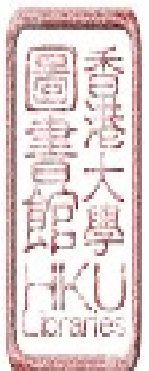
Future research could also examine the importance of each dimension to NPOs and assess whether one dimension is more salient than another. For example, with regards to fundraising and donor initiatives, results in the dimension of Awareness may suggest that donors recognize the NPO for its mission, values and work, and thus are more willing to donate to the cause. With regards to NPO programs, results for Social Objective could suggest that programs are aligned with the mission and goals of the organization.

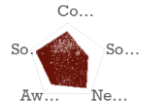
Additionally, future research could examine the Social Brand Health of a NPO using both an examination from within the organization together with research from external stakeholders in order to provide a more holistic perspective of social health. As a component of social health and brand includes elements of how others perceive the organization, gathering insight and opinions from external stakeholders could strengthen the concept of Social Brand Health more comprehensively.

## Conclusion

This research contributes to the overall and ongoing efforts of branding in a nonprofit context and identifies components of Social Brand Health of a NPO. Concepts of branding from the marketing literature was integrated with research on social health to develop the proposed conceptual framework of Social Brand Health. A qualitative study using in-depth interviews with six small to medium sized NPOs was conducted based on a semi-structured questionnaire that was informed by the PROMIS system's classification of social health. The six NPOs from Hong Kong and China represented different service categories, and had varying levels of prior knowledge and experience on branding. Five dimension of Social Brand Health were identified from the interviews: Community, Social Objective, Network, Awareness, and Socialability.

Recommendations were provided for NPOs to translate the findings into actions that they can carry out in order to improve their abilities and operations in their social environments Overall, it is hoped that this study will further inspire attention in the important concept of branding for NPOs and peak interest in the specific area of Social Brand Health. In the long term





there may be opportunities to integrate Social Brand Health in NPO's strategic management given its ease of evaluation and relevant social perspective. Finally, it is hoped that through a better understanding of Social Brand Health, NPOs will be able to sustain socially healthy functions and relationships which can develop into differentiable competitive advantages for the organization.

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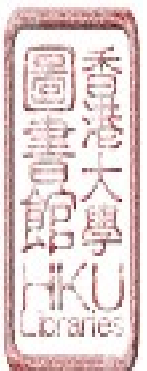
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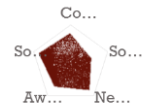
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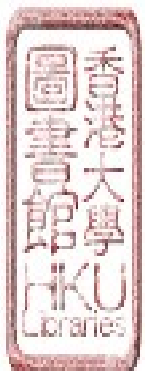
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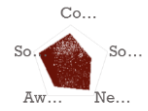
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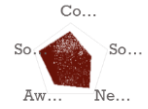
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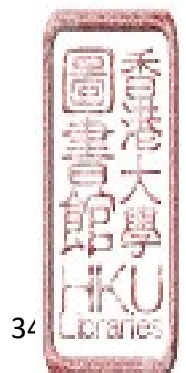
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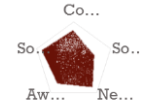
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## APPENDICES

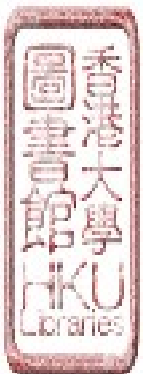
### Appendix A: Semi-structured questionnaire

1. Warm up
  - a) Can you share your thoughts about your organization’s brand?
  - b) Can you share how your organization does branding?
  - c) Does your day to day role involve an aspect of branding?
  - d) How important is branding to your organization?
  - e) Do you think branding helps your organization? How so?
2. More towards ‘good brand’
  - a) What are some good examples of brands in your area?
    - Benchmarks, other organizations
  - b) How would you define an ideal brand?
3. Move towards social health
  - a) How would you define an ideal socially healthy person (person’s participation in activities, connections with others, and carrying out one’s everyday roles and responsibilities)
4. Repeat again what social health of a brand is
  - a) Imagine your organization’s brand as a person...
    - Based on this concept of brand health, what components do you think a socially healthy brand should have?
  - b) What is an example of an organization or brand that you think has good social health?
  - c) What factors do you think would improve the social health of a brand?
  - d) What factors would harm it?
5. To summarize, if you had to define social health for a brand, how would you define it?

How would you rate the social health of your brand from 1 – 10 (10 being the highest)

- In the most ideal situation, if your organization could do better in marketing/communication/branding what do you think that would look like?

Component	Sub-components	Possible lead in questions
Social Functions	Ability	“How satisfied are you with your organization’s ability to meet its goals?” “How satisfied are you with how your organization participates in the area it has made for itself?”
	Satisfaction	“How satisfied are you with the ability of your organization at meeting the needs of those who depend on you?”
Social Relationship	Companionship	“Do you have another organizations which you can share ideas, work, etc. with?”
	Emotional	“Do you have other organizations you confide with who understands your problems/similar issues?”
	Informational	“Do you have an organization or someone to turn to when you have problems?” “Can you think of any?” “Is this number”
	Instrumental	“Is help available if you need it?”
	Isolation	“Do you feel that your brand is isolated from others?” “Do you ever feel left out?”



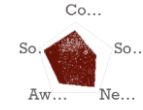


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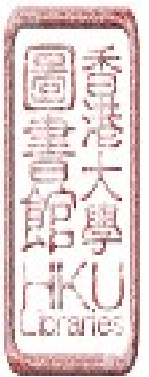
Jennifer Yip

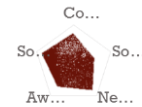
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Appendix B: Data audit sheet



											Key words on dimensions of Social Brand Health				
ID Code	Organization Name	Description	Interviewee name	Interviewee Title/Position	Date	Location	Interviewer name	Method of data collection	Other notes	Rating of NPO's SBH	Community	Social Objectives	Network	Awareness	Sociability
Org1 HKSR	Hong Kong Society for Rehabilitation	Rehabilitation services for persons with chronic illnesses, disabilities, and the elderly	Inti Yim	Former employee of the Development and Communications Resource Department	14-Jan-16	Cafe	Jennifer Yip	In-depth interview in both Cantonese and English	Interviewee spoke in Cantonese. Interviewer used both English and Cantonese.	7 -> 5 pts existing reputation, 2 pts communication	"interact with others" "involve with more than just beneficiaries" "keep in touch with sponsors, beneficiaries"	"does socially good" "understanding of others" "helpful when possible" "reliable"	"sixth degree of connection" "will partner with smaller NPOs" "collaboration with local artist" "bring in others from their influence" "celebrity endorsement" "media contacts"	"We collaborated with a local artist that matched with HKSR and through this collaboration it bought in awareness from his networks about our organization." "Word of mouth is very important" "good reputation and image" "history" "not only target audience is aware of them" "remembered for its services"	"cost main consideration" "look for free approaches" "how to connect with" "resource development and funding is needed" "increase human resource" "better technology for ease of donations" "open-mindedness of upper management" "cost considerations" "lack of concrete marketing plan, just annual list of things to do" "lack of budget for marketing and promotions"
Org2 CC	Charitable Choice	Online charitable giving platform that hosts other NPO initiatives and encourages a gift form of charitable giving	Cheryl Wilson	Founder and CEO	19-Jan-16	Their office	Jennifer Yip	In-depth interviews in English		5 -> due to being only 5 years old and in the process of rebranding	"Active member of society" "keep in touch regularly" "interaction" "trust of supporters" "active and consistent, not dormant"	"impact and proven reputation" "thinking of others" "program continuity" "track record" "making a difference"	"connections through board" "quality of network over quantity" "expand and improve network" "connections with well established brands" "leveraging off others" "makes choice easy for others" "pro-bono advertising"	"track record" "communication of achievements" "media exposure" "awareness instills confidence and trust" "well known" "history" "established" "trusted association" "large size" "older" "making a difference"	"not aware of possibilities" "interactions with stakeholders through good communication"
Org3	Organization3	Local NPO working for socially disadvantaged students in advancing their education opportunities	Interviewee3	Executive Director	26-Jan-16	Their office	Jennifer Yip	In-depth interviews in English	Prefers to be kept anonymous. Would like copy of final paper.	5 -> due to lack of public awareness. 9 -> internally	"participation in society" "more presence is needed" "connect with people" "growing community"	"doing the right thing" "clear mission and impact" "helps more people" "doing more and more" "bigger network can bring about benefits to beneficiaries" "it's about growth" "more about impact of organization to society"	"networking for awareness" "do more with leveraging" "work with corporations, government, other NPOs, others with expertise" "wide and broad network" "want others to help us help more people" "network can bring about volunteers, donors which can then benefit more beneficiaries" "unofficial connections" "mostly willing to help" "network with quality" "big is tiring" "small doesn't mean lonely" "appropriate mental support" "can tell your problems to, receive feedback" "feels comfortable with" "can express yourself to others"	"clearer message for awareness" "people know about you" "general awareness" "very easily recognized" "message is relevant" "stands out in the minds of others" "appeal to more people, the right people"	"hire someone with expertise" "specific skills"
Org4 TFC	Teach Future China	Teacher training to university graduates for the betterment of education for rural children in China	Yi Wei Zhou	Former employee. Director of Fundraising and Branding	27-Jan-16	Skype	Jennifer Yip	In-depth interviews in English	Currently located in Beijing. Would like copy of final paper.	5 -> unsure if they're doing well	"connection with others" "others to connect and say 'I want to do this too and therefore I want to help.'" "resonants with target audience" "comfortable with being part of society" "make connections" "keep relationships" "relationship building"	"fulfill its goal and disappear" "has solution to problem" "Fulfill social value" "have future direction and path" "meet goals" "Balancing organization demands with donor function. "donors wants their dollars to go 100% to programs and services"	"unofficial connections" "mostly willing to help" "network with quality" "big is tiring" "small doesn't mean lonely" "appropriate mental support" "can tell your problems to, receive feedback" "feels comfortable with" "can express yourself to others"	"more people become aware and made action"	"improvements equal money" "needs to improve on level of professionalism with capacity and knowledge" "experienced person" "have lots of stories to tell but how?" "attempted different online platforms"
Org5	Organization5	Legal network NPO committed to public interest law and protecting rights	Interviewee5	Deputy Director for Asia	28-Jan-16	Cafe	Jennifer Yip	In-depth interviews in English	Prefers to be kept anonymous. Would like copy of final paper.	9 -> strong support, ppl willing to help, but awareness is low	"connect with more of its community and increase its range" "Good example is an organization that belongs within its community" "engage with partners and donors" "connect with more stakeholders"	"have experience to perform" "capability to perform is more important"	"United we stand, divided we fall." "very good support network of partners" "local partners" "reputation with small number of people but strong people" "strong support" "donors for advice" "strong network and can share with others that work with them" "used referrals" "six degrees of separation" "spread services and resources to others so there's less waste." "Word of mouth is very effective" "work with others" "celebrity endorsement through a board member who had connections with" "others willing to help"	"want stronger brand awareness" "target audience to know us and share within the community" "coherence and coherent story telling" "others can remember and connect with" "turn a dry topic into something relatable"	"environment affects social health. For example the Hong Kong environment is all about social engagement, but need to tread carefully." "capacity and human resource constraints" "want to reach coherent man communicative layers of expli
Org6 Food Angel	Food Angel	NPO for food rescue and the production of hot meals for underprivileged communities in Hong Kong	Astor Wong	Project Manager	02-Feb-16	Their office	Jennifer Yip	In-depth interview in both Cantonese and English	Interviewee spoke in Cantonese. Interviewer used both English and Cantonese.	8 -> marketing improvement if more dedicated HR Average is 6.5/10	"Can attract others to do to further serve their community." "engage with volunteers"	"other NPO's asking Food Angel partner with them and can attract others to us to further serve our communities." "Cooperation" "Positive thinking that has an affect on others to do good and then do more"	"public perception of a positive image"	"unaware of o in this area." "resource capa page likes and to spread the	





## Appendix C: Sample of the Social Brand Health assessment tool

This is a measurement tool to evaluate the dimensions of Social Brand Health for nonprofit organizations.

Please indicate from **1 – Strongly disagree** to **5 – Strongly agree** your thoughts about your NPO for the following 15 statements.

#	My nonprofit organization:	Scoring
1	Is an active member of the community.	2
2	Builds connections with the community.	2
3	Belongs to the community.	2
4	Meets its social mission and goals.	2
5	Fulfills the social needs of beneficiaries.	3
6	Provides social benefits for the community.	3
7	Has a quality network of supportive stakeholders.	4
8	Benefits from the connections of supportive stakeholders.	3
9	The community recognizes the organization's values.	2
10	The community is aware of the organization's work.	2
11	The community is aware of the organization's mission.	2
12	Knows how to engage with the community.	4
13	Equipped with resources to engage with the community.	4
14	Makes use of communication channels to engage with the community.	3
15	Overall, I believe my organization has positive social brand health.	4

Please select the "Results" tab below to view your results.



Your NPO's Score (out of 5)

2.0	Community relates to the connection and engagement amongst its community members that it potentially impacts through its mission and goals. Community contains the group that a NPO is actively finding, building relationships and engaging with and can include those within its target beneficiary groups. A NPO can have multiple community groups.
2.7	Social Objectives involves the ability of a NPO to meet its mission and goals, thus fulfilling the needs of its beneficiary groups. It also takes into consideration a NPO's ability at providing social impact on its community through meeting its desired mission.
3.5	Network includes the social networks a NPO has built and can count on for support. Through quality networks, a NPO can benefit from their connections and thus leverage its influence and information.
2.0	Awareness is defined as how well the community recognizes the NPO, its values, work and mission, its raison d'etre. This perception of awareness can provide meaning to a NPO's sense of belonging and connection back to the community.
3.7	Socialability represents the ability of a NPO to engage socially with its community and stakeholders. A NPO's level of preparedness can be reflected through its own knowledge of how to engage with its target groups, whether it has the resources to employ such knowledge, and the tools and other instrumental support required to make effective use of its ability to be social.

Your average score on Social Brand Health is: 2.7

Your belief that your organization has a positive Social Brand Health was: 4

The difference between your average score and your belief of your Social Brand Health is: -1.3

If the difference between your average score and your belief of your Social Brand Health is:

- "Greater than 1", then you may be **underestimating** the positivity of your Social Brand Health as the tool shows otherwise.
- "Less than 1", then you may be **overestimating** positivity of your Social Brand Health as the tool shows otherwise.
- "Between -1 and 1", then you are in a **similar line** of thinking with regards to your organization's Social Brand Health.

