

Examining the Effects of Nonprofit Brand Communications on Nonprofit Brand Evaluation

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Abstract Despite the importance for the nonprofit organizations to communicate with the donors to receive support from them in the nonprofit sector, there have been surprisingly few researches examining communication and fundraising in the nonprofit sector. To receive more support from the donors, nonprofit organizations should provide information about the needy, the organization itself, and its activities not just to donors, who might be accepted as customers, but to the public in general as well. Nonprofit organizations like profit organizations communicate with the environment mainly in two ways: controlled and uncontrolled communication. Having a strong brand also helps nonprofit organizations to send messages to the donors. The effects of these communication tools on donors' satisfaction, brand attitude, and giving intentions are examined in this paper. Results reveal that controlled communication and brand name play an important role in providing information to donor and affecting their satisfaction, attitudes and behaviors.

Keywords: Nonprofit Sector, Donating Behaviors, Communication Types, Nonprofit Brand

1. Introduction

Jeremy Rifkin (1995) suggested that charity organizations, also called nonprofit organizations, will have more impact in the market place and would provide more services and goods to people who are in need. The main goal of charity organizations is to reach the people who even can not obtain their basic needs instead of gaining profits. They use society's resources to provide people who might be called the needy with at least some of their needs (Andreasen and Kotler 2003). It is observed that their numbers have increased in the last decades due to the worsening income distribution in the societies. In addition, the range of their activities has become wider including home making, child rearing, volunteering, and community activity (Macarov, 1995). The changes in the society such as economic crisis, demographic changes in the working population, and deterioration in long lasting unemployment will result in the establishment of more such organizations. More charity organizations mean in a sense more competition to receive more support and demand for their services. Maybe, the competition in this sector will not be so harsh as the one in the profit sector, but still will force such organizations to benefit from marketing activities, especially marketing communication, more.

The increase in the number and importance of nonprofit charity organizations has been causing some problems. New threats and opportunities in the environment results in some changes the charity organizations' activities and organization structure. Especially diminishing resources and increasing competition among them force them to be more proactive and effective to reach and use funds. Due to the previously mentioned factors, donors abstain from supporting them with funds and contributing to voluntary activities, which is a fact even in highly developed countries (Sargeant, 1999). Another significant problem they face is related with the image of such organizations. Corruption (abusing the resources)

damages their image to a great extent and causes people look at them with suspicion. As a result, to overcome this problem, they have to act like for-profit organizations to gain resources they need and establish partnerships with organizations (Lowell et al., 2001).

Many charity organizations have become aware of the importance marketing in achieving such significant objectives. Kotler and Levy (1969) proposed to widen the scope of the concept of marketing, some researchers have been focusing on the applicability of marketing activities such as pricing, competition, service quality, promotion, customer satisfaction, and relationship marketing, and etc. in this sector (Rees, 1998). Managers of such organizations are also aware of the importance of developing marketing strategies to reach their goals. When the literature is reviewed, it is easily seen that there are researchers who have considerable doubts about the application of marketing strategies in this sector (Bussell and Forbes, 2001; Bennett and Sargeant, 2005). They fear that when such organizations apply marketing in this realm, there might be confusion with their mission in the eyes of the society and as a result their accountability might be questioned somehow.

An important marketing concept which has received so much attention and researched is communication of organizations with the environment. Charity organizations to survive have to deal with both communicating with their target group of people. Possible communication methods and ways nonprofit organizations might benefit from should be researched with great care.

Charity organizations should be aware of impacts of donors' attitudes, behaviors and how their satisfaction develops. Communication which has a great influence on such factors mentioned deserves comprehensive and many researches to understand the nature of such factors related with donors. It is the main purpose of this paper to address the way nonprofit organizations provide information to the donors and supporters of nonprofit organizations to increase their resources. In this article a detailed review of the available research was done and three models explaining communication ways were examined. The paper concludes by some suggestions for future researches.

2. Literature Review

A nonprofit organization should develop necessary abilities to carry out its mission, which is to provide the needy the services and goods they can not reach. This of course depends on their capabilities to persuade donors to support them and reach and create resources in case they fail to receive support from the donors. In either case, to be successful nonprofit organizations need to be involved in activities that will help them to raise awareness of society with social issues that affect deeply and heavily the society. Of the activities they benefit from is marketing communication activities which might help them reach and affect millions of people with the problems in the society. Advertising, direct and interactive marketing, public relations, and personal selling are popular marketing communication activities used by for-profit organizations. Each of them has unique features and functions as well as some limitations. While using them, managers of such organizations should consider the advantages and the disadvantages of each of them develop an integrated marketing communication mix.

"Nonprofit organizations obtain their revenue from a wide range of sources. Such sources of revenue include income from the people who consume and pay for the services of a particular organization, membership fees from those who may choose to join a particular organization, fundraising, government contracts and grants, interest or rents received from investments and other business activities" (Lyons, 2001).

Zappala and Lyons (2006) summarize their revenue sources as a great variety of appeals, from bequests, from business as donations, sponsorships or grants as well as from trusts and foundations. They mention that some large nonprofit organizations use "a variety of fundraising techniques" such as telemarketing. They also suggest that "while fundraising techniques and activities vary, there is general consensus that fundraising is a philanthropic or altruistic activity and carried out for the benefit of a particular cause or issue rather than for commercial profit or benefit".

Many scientists including philosophers and economists have considered the donating intention and behaviors since the early times. Today, thanks to the developments in marketing science, researchers are trying to develop some theories how marketing might contribute to this sector (Guy and Patton, 1989). It might be suggested that nonprofit organizations like for-profit organizations benefit utilize marketing communication techniques used by marketers. Especially in "communicating organizational values to stakeholders, changing public opinion, building donor trust, achieving objectives and attracting a higher proportion of voluntary income marketing communication is believed to have the capacity to play a

great role. Authors such as Glaser (1994) and Sargeant et al. (2001) have suggested that nonprofit organizations' communication affects donors' perception about the management of the nonprofit organizations, their performance, and "a variety of benefits that might accrue to the individual and to the society from giving".

Donors' attitudes and behaviors might be influenced by providing "diverse sets of stimuli" through marketing communication. To develop positive attitudes and create desired behaviors towards the nonprofit organization, messages about the issues and organizations' mission might be given to the society. It is known that any communication form tends to affect a potential donor's perception and reaction. Benson and Catt (1978) suggest that donors receiving relevant messages are more likely to respond positively to the messages. For example, showing individuals who need help in some ways in the advertisements might stimulate the perception of the individuals.

Through all stages in the decision making process of individuals, so many external inputs can be supplied. To supply inputs, nonprofit organizations should be involved in communication methods such as "direct mail, telemarketing, face-to-face canvassing, door-to-door distribution, press advertising and, increasingly, radio advertising and DRTV (Direct Response Television)". They are believed to enhance fundraising capacity of organizations. Sargeant (1999) suggests that a number of the larger nonprofit organizations are trusted brand and well known and they are effective at using communication techniques.

Mainly, nonprofit organizations might communicate with their clients and the society in two ways: controlled and uncontrolled. While advertising and promotional activities are seen as controlled communication, word-of-mouth and non-paid publicity are considered as uncontrolled communication. Because nonprofit organizations have limited financial resources, they can not apply controlled communication techniques to a large extent. They might also fear that society might consider advertising expenditure as using the resources in a useless way. In addition to these two types of communication, brand names contain messages about the mission and image of the nonprofit organization. Stern (1983) mentions that "a good brand name can save millions of dollars over the product's life because it carries its own meaning, describes the product's advantages, is instantly recognized and serves to differentiate the product significantly from other competitors". Nonprofit organizations might use brand names as a significant information source to the donor, "for in most situations the attributes of service are difficult to communicate through other means".

2.1. Controlled Communication

Nonprofit organizations can communicate with donors in a variety of ways. Various media are already being used by such organizations though in a limited manner. Managers of such organizations should be aware of the demographic features of the donors in that different people might react differently to the various media. Thus, like in for-profit sector segmentation should be done in nonprofit sector which will make message giving task easier for the managers of nonprofit organizations. Because people having different characteristics and interests pay attention to and follow different media tools (Sargeant, 1999). To increase the effectiveness of communication, it is important to use the relevant media.

The nonprofit organization's values and mission should be communicated to the target people in order to get satisfactory support. For this, controlled communication and the right channels are significant in that people getting information from third parties may be misled with wrong or undisciplined information. Due to the nature of their different activities, using appropriate communication channels is a significant task for managers. However, for local charity activities, using national and sometimes international media might be suitable to reach even to a larger audience. Today many people are interested in local cultures, events and issues though the costs might be higher. Of the communication tools, advertisement is one of the most "visible, recognizable, and memorable elements of organizational communication for nonprofits". Through advertising organizations might reach millions of people and visual advantage of it might drive many people to support the nonprofit organization. "For instance, organizations providing services adopt a rational or informational approach to reduce uncertainty and increase people's satisfaction, their attitudes, and the likelihood of future intentions" (Stafford and Day, 1995). Besides advertising public relations is another significant controlled communication tool which can be used by such organizations less costly even some cases without any cost. Media actors are also concerned with social responsibility and they can do nonprofit organizations' announcement for free or at low price.

2.2. Uncontrolled Communications

Uncontrolled communication is a significant tool in sharing messages among the people. Word-of-mouth (WOM) communication which is a type of uncontrolled communication has the potential to affect donors' attitudes and behaviors. In some cases it might be more effective than controlled communication because people sometimes use others' experience and opinion as reference in their decision making process. "Furthermore, WOM is believed to be much more trustworthy than any other influence, because the communicators are independent in the environment, and are usually our friends and family, that is, the people we trust" (Derbaix and Vanhamme, 2003). In cases when people face a "high-risk situation and as the difficulty of the task and the number of information sources increase", they might depend on the messages provided by people around them through WOM. Based on Lin and Fang (2006), it can be suggested that "risk reduction is one of the most important motives for donors to seek WOM communication". The source of risk is mainly the difficulty of controlling the activities of nonprofit organizations' activities. Unlike for-profit organizations, evaluating whether the money is spent in an efficient way is extremely difficult.

"Word of mouth engenders a stronger sense of relationship and has also been found to increase compliance" (Aune and Basil, 1994). People intent to be a member of a group by complying the norms and beliefs of the group, to have a strong relationship with them, and also to be accepted as a member by the group. Soliciting the group and the group members in their decisions, they obtain advice and opinion when and to which organization to support. Furthermore, "wagon effect" works in most decisions and this increases the functionality of WOM.

Advertising and in some cases media publicity is a paid form of communication. Nonprofit organizations whose resources are limited should rely on WOM and benefit from the advantages of public relations to send relevant messages to the target people. Moreover, it is believed that word-of-mouth and non-paid publicity have stronger influence on donor satisfaction, brand attitudes, and donors behavior than controlled communication tools (Swanson and Kelley, 2001). Mangold et. al. (1999) explain the reason of that by suggesting that communications that are not for market purpose are believed to have more credibility for the public. Uncontrolled communication and non-paid publicity might enhance brand attitudes of people in case they are positive. On the other hand, it is observed that when they are negative, they are likely to diminish positive brand attitudes (Ennew et al., 2000). Bone (1995) suggests that "negative uncontrolled communication has greater effect on brand attitudes than does controlled communication".

Media publicity communicates the message of the nonprofit organizations more effectively because it can be perceived by the audience as "an independent endorsement" instead of organization's self-promotion activity (Hall, 1993). Thus, nonprofit organizations may use strategies for public relations and publicity tools available to the organizations. Some common strategies to be used include "news releases, special events, speakers' bureaus, sponsorships and newsletters".

Some other reasons for nonprofit organizations to think that media publicity is a particularly valuable resource for them are as follows. First, it is a way to assure society that the money is used wisely to accomplish nonprofit organizations' mission (Swanson and Kelley, 2001). When nonprofit organizations announce their activities to the public using various media tools, they are able to persuade existing and prospective supporters that their donations are handled in an effective way and maximum benefit is obtained. Media publicity is also a valuable resource for nonprofit organizations to justify their activities to decision makers and law makers such as politicians in a country. These are the people who have the authority to limit or widen the activities of the organizations.

2.3. Brand Names

Wray (1994) debated the need of branding in the nonprofit sector and suggested that in this sector "a strong brand should both draw on, and project the beliefs and values of its various stakeholders". Brands reveal the values and mission of the organizations and symbolize what the organizations stand for. Thus, they help donors to understand why it might be worthy to support the organization. Branding has recently gained popularity in for-profit sector and the value of it is admitted by marketers and businessmen. It has so many advantages for the businesses and it creates advantages for customers as well. So it is not surprising that branding is newly being valued in the nonprofit sector (Grounds and Harkness, 1998).

Branding a nonprofit organization starts with carefully choosing a suitable brand name. It should be kept in mind that brand names create “high levels of brand awareness, stimulate strong consumer preference, and contribute to the success of the organization” (Hassay and Peloza, 2009). Thus, brand names help donors to evaluate the organization and recall the benefits of non-profit organizations’ services (Janiszewski and van Osselaer, 2000) in making service inferences and evaluations. Hence, it cannot be disputed that brand names are a valuable source of information to donors thus “equity” for the organization.

Deciding whether brand names function as either controlled or uncontrolled communication is a difficult task in that it is partially controlled and partially uncontrolled. “It is accepted as a controlled communication due to the fact that nonprofit organizations create brand image and provide brand knowledge via advertisements. Managers of nonprofit organizations target, create message, select media and evaluate campaign. “On the other hand, the meaning that is attached to or transmitted by the brand name comes from other sources as well” (Hassay and Peloza, 2009). The users’ personal experiences with the organization and learning others’ experiences with the brand will result in “information and meaning being attached to the brand name in memory”.

In cases when there is not satisfactory available information regarding the non-profit organization that the brand name becomes more functional in providing information to the society (Degeratu et al., 2000). Because of the nature of activities of nonprofit organizations, some people might not evaluate the organization’s activities objectively and might miss the mission of them. Thus, brand names help the donors to evaluate organizations in a healthy way and infer their reason for being.

In essence, brand names help the people to distinguish the non-profit organization from the similar ones and allow them reach more resource in a more competitive environment (Beverly et al., 2005). As discussed above, brand names are equity for the organizations and play an important role in shaping people’s attitudes and behaviors (Bendapudi, et. al., 1996). This reveals that creating and sustaining a desirable brand name for non-profit organizations is of high significance as individual donors are strongly influenced by brand name in their “giving intentions or behaviors” (Hou, et. al., 2009).

People use some cues to evaluate the organizations’ performance and brand names function as a cue for the people. Strong brand names indicate that an organization is successful in its mission and activities (Bearden and Shimp, 1982). These cues reveal “organization-related attributes not involved with the organizations’ functional aspects” and donors evaluate the organizations’ in a sense performance using the brand name as a strong and reliable indicator. Especially when they don’t have experience and information about these organizations, donors use brand names as extrinsic cues. In many researches it has been found out “that brand name can help customers decrease search cost and cognitive effort while evaluating the nonprofit organizations, and therefore reduce their perception of risk related to quality”.

Bearden and Shimp (1982) mentioned that “reputation of the brand is a significant factor in decreasing the risk perception of the donors”. Therefore, if a brand is well-known, donors perceive less risk (Kapferer, 2002) and thus are more likely to support it and contribute to its activities. The brand perception in the literature is defined as “the total impression that donors have of a brand, based on their exposure to the brand”. Researchers mention that this consists of both “the image that people form of the brand and their experience with the brand” (Gelder, 2004). Therefore, it can be expected that donors’ attitudes and behaviors vary towards different nonprofit organizations. Based on Tapp’s (1996) suggestions it can be proposed that a “strong, favorable, and unique” nonprofit organization image might increase the donation income received by non-profit organizations.

Donors use a variety of associations to form an overall evaluation of how functional nonprofit organizations are. Their functionality is directly linked to the services and activities they create. The associations used by donors are related with perceived attributes or features of activities and services provided by the nonprofit organization (Huang and Ai-Ping, 2003). They help to differentiate them from similar ones and thus they might be considered functional even if competing ones damage the trust of the people towards such organizations. As it can be easily seen in branding literature, brand names consist of associations creating image of them.

2.4. Satisfaction

Based on Spreng et al (1995) suggestions it can be inferred that satisfying the donors is an imperative for nonprofit organizations because satisfied donors develop positive brand attitudes and repeat their donation. They argue that “overall satisfaction with brand consists of satisfaction with services provided

by the organization and satisfaction with the information". Thus, satisfaction of people whether supporter or user of the services of the non-profit organizations in the non-profit sector can be considered as "a subjective judgment of the information" used in donating to an organization. Communication plays a great role in developing satisfaction of people. Because with communication, organizations remind people the benefits people gained from the brand. As a result, it might be suggested that effective communication affects donor's satisfaction level of a nonprofit organization's activities.

Donor satisfaction can be explained with "the expectancy disconfirmation model". This theory suggests satisfaction with consumption experiences depends on expectations, performance, and disconfirmation (Smith and Balton, 2002). Thus, donors' satisfaction depends on "their expectations of nonprofit organizations' activities and decisions, their performance, and dis/confirmation of expectations". Donors have expectations about the results of the nonprofit organizations' activities and decisions and they evaluate their performance by checking how much their expectations are met. The more their expectations are met, the more satisfied they become.

2.5. Brand Attitudes

Brand attitudes, which are defined as "the overall evaluation of a brand- whether good or bad" have three dimensions (behavioral, emotional, and rational) which are susceptible to communication with the environment (Low and Lamb, 2000). It is widely known that positive brand attitudes are crucial to "the success and sustainability of brands in the long run". Nonprofit organization can affect these three dimensions with various communication types. That is why managers of nonprofit organizations need to spend effort on creating and maintaining positive attitudes towards their brands and this is usually achieved through communicating the brand. In creating "positive brand attitudes" advertising, non-paid publicity, and word-of-mouth have a significant role (Kempf and Smith, 1998). However, while nonprofit organizations can control information provided to the donors in advertising, it is not possible to do it with word-of-mouth and publicity. When donors are provided negative information via word-of-mouth and publicity, positive brand attitudes may easily be reduced. Like communication tools mentioned above, brand names can be used as a powerful communication tool to develop positive brand attitude in the donors. As brand names have the ability to evoke feelings such as trust, confidence and the like, they should not be overlooked as it is "a valid and beneficial way of communication in creating brand attitudes".

Brand attitudes determine what donors like and dislike, know about the nonprofit brand, and have intention to use or support non-profit organizations' activities. These dimensions have been comprehensively researched in the field of advertising in the for-profit sector. The findings reveal that a positive relationship between advertising effectiveness and attitudes exist. Similar relationships have also been found out between positive brand attitudes and brand loyalty. As such, it is important that organizations communicate relevant messages about themselves to create positive attitudes within the donors which will affect the organizations performance (Webb et al. 2000). To attract more funds in the nonprofit sector, nonprofit organizations need to devise strategies to develop positive attitudes using effective communication tools.

2.6. Donating Intentions

The ultimate goal of managers of nonprofit organizations is to develop the desired behavioral response towards the brand. Arora and Stoner (1996) and other researchers have found out that "a positive relationship exists between attitude toward the brand and behavioral intentions". Like donor response variables such as satisfaction, brand attitudes and behavioral intentions, influence of different types of communications on donor response needs to be explored (Peloza and Hassay, 2007; Hibbert and Home, 1995). Donor intentions a form of their response to non-profit organizations are likely to be effected from communication activities. The less known issue is how the various types of communication affect them an in what ways.

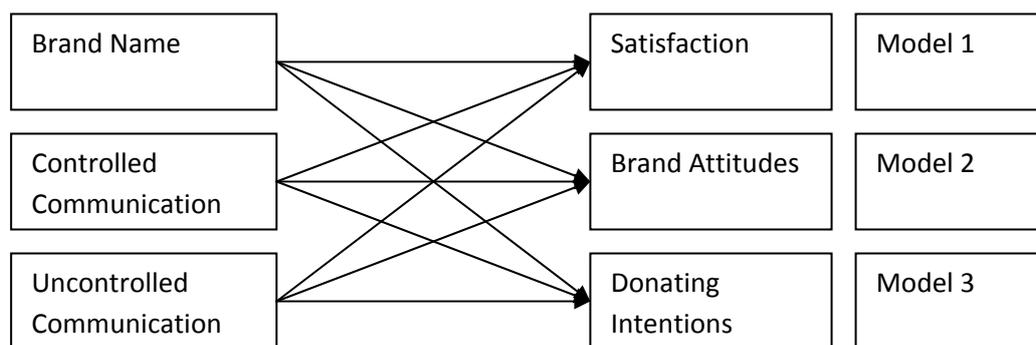
Diffusion of innovation theory, stresses the importance of communication as it develops some kind of attitudes and behaviors within the people. In the literature, some researchers stress the significant effect of communication on donors giving intentions. For example, Petty, Cacioppo, and Schumann (1983) examine how advertising affects attitude change and they posit "a person's diligent consideration of an issue needs relevant information". So it can be concluded that communication tools have the potential

associate nonprofit organizations with either positive or negative cues. Thus, managers of nonprofit organizations should spend effort to send messages to the donors through relevant communication tools to associate the nonprofit organization with positive cues. These positive cues might consist of their activities which are successful in helping the needy. Hibbert and Horne (1996) support the idea that “greater understanding of stimuli in donation is important for different levels and types of donation in order to elicit optimal responses”. Particularly, providing information about both the activities of the nonprofit organization and the situations of the needy may stimulate the giving intentions of donors.

Based on the literature survey, following hypotheses were developed and they are depicted in the models below:

- H1: Brand names affect satisfaction positively.
- H2: Controlled communication affects satisfaction positively.
- H3: Uncontrolled communication affects satisfaction positively.
- H4: Brand names affect brand attitudes positively.
- H5: Controlled communication affects brand attitudes positively.
- H6: Uncontrolled communication affects brand attitudes positively.
- H7: Brand names affect donating intentions positively.
- H8: Controlled communication affects donating intentions positively.
- H9: Uncontrolled communication affects donating intentions positively.

Models



3. Methodology

3.1. Measures

Respondents were first asked to choose a nonprofit brand that they were know and have ideas about its activities. They were then asked to answer the questions in the questionnaire referring to their chosen brand in mind as their frame. Questions were borrowed from the work of Grace and O’Cass (2005). They searched effectiveness of communication in service industry. Non-profit organizations serve as a service industry, so it is thought that it would be valid and relevant to use their measures some of which they developed from the works of Holbrook and Batra (1987), Bansal and Voyer (2000), Caruana et al. (2000), Yoo and Donthu (2001), and Oliver and Swan (1989). The questions were adopted to nonprofit context. Scales were all five-point Likert-like scale and ranged from “strongly agree” (5) to “strongly disagree” (1).

The measurements had been standardized and validated by other researchers. An independent samples t-test was done to test non-response bias to compare responses between early and late respondents. Results indicated that there were no significant differences between early and late respondents, so it can be assumed that the probability of non-response bias is minimal.

To analyze the data some evaluation procedures such as exploratory factor analysis (EFA) and reliability analysis were done. Reliability coefficients were estimated via Cronbach’s alpha in order to assess it against the suggested level of 0,70 (Sureshchandar et al., 2001). Principal component factor analysis using varimax rotation was done and factors with eigenvalues close to 1 were included in the analysis. All factor loadings and reliability estimates are shown in Table 1 along with the survey items. After deciding

that the data were suitable for further analysis to test the hypothesis, variables were computed and regression analyses conducted.

Table 1: Questionnaire

Survey item	Mean	Std. Dev.	Loading
Brand name			
The brand name of this organization tells me a lot about what to expect.	4,10	0,86	0,82
The brand name of this organization tells a lot about this organization.	3,95	0,89	0,83
The brand name of this organization means something to me.	4,26	0,73	0,79
The brand name of this organization sends a message to me.	4,32	0,80	0,64
The brand name of this organization tells me everything I need to know.	3,90	0,97	0,78
Reliability			0,83
Controlled communication			
I like the advertising and promotions of this organization.	4,18	0,77	0,72
I react favorably to the advertising and promotions of this organization.	4,32	0,63	0,74
I feel positive toward the advertising and promotions of this organization.	4,26	0,81	0,68
The advertising and promotions of this organization are good.	3,91	0,93	0,75
The advertising and promotions of this organization do a good job.	3,80	0,92	0,71
I am happy with the advertising and promotions of this organization.	4,13	0,89	0,80
Reliability			0,82
Uncontrolled communication			
Publicity revealed some things I had not considered about this organization.	3,65	1,21	0,82
Publicity revealed some different ideas about this organization.	3,51	1,10	0,72
Publicity helped me formulate my ideas about this organization.	3,75	1,09	0,87
Publicity influenced my evaluation of this organization.	3,71	1,10	0,78
My friends/family have been significant in affecting my views about this organization.	3,29	1,25	0,84
My friends/family mentioned things I had not considered about this organization.	3,29	1,19	0,76
My friends/family provided some different ideas about this organization.	3,25	1,23	0,79
My friends/family helped me formulate my ideas about this organization.	3,38	1,20	0,83
My friends/family influenced my evaluation of this organization.	3,24	1,25	0,86
Reliability			0,87
Satisfaction			
I am very satisfied with the service provided by this organization.	3,93	0,94	0,83
This organization does a good job of satisfying the needs of society.	4,04	0,92	0,85
The services provided by this organization are very satisfactory.	3,84	0,96	0,90
I believe that using the services provided by this organization is usually a very satisfactory experience.	3,88	0,87	0,81
I made the right decision when I decided to support this organization.	4,24	0,75	0,63
Reliability			0,87
Brand attitude			
Overall, I think the services of this organization are good.	4,18	0,71	0,78
Overall, I think the services of this organization are nice.	4,04	0,88	0,77
Overall, I think the services of this organization are very attractive.	4,01	0,86	0,87
Overall, I think the services of this organization are very desirable.	4,18	0,78	0,86
Overall, I think the services of this organization are extremely likeable.	4,01	0,91	0,80
Reliability			0,87

Donating intentions

I am likely to support this organization in the future.	4,20	0,87	0,84
I will probably support this organization in the future.	4,07	0,92	0,84
I will possibly support this organization in the future.	3,53	1,25	0,56
I have every intention of supporting this organization in the future.	4,07	0,92	0,77
Reliability			0,73

3.2. Sample

Table 2 shows demographic features of the respondents in the survey. 150 People were reached to carry out the survey, but in total 136 surveys were obtained and used in the analyses. An analysis of the demographics revealed that 51,9 percent were female and 48,1 were male. 72,8% of respondents were between 17 and 30, who might be considered as young people. 18,4 percent of the respondents were between 31 and 40, who might be considered as middle aged. 5,1% of people were 51 and above. 19,1% of respondents were graduate, 27,2 were undergraduate, 43,4 had high school education, and 10,3 had secondary school education. Respondents who earned more than 3000 dollars monthly were 3,4%, people who earned 2999-2000 constitute 5,8%, 27,5% of the respondents earned between 1999. 1000, 22,5% earned between 999-500 and 22,5% earned 499 and less.

Table 2 : Demographic Features of Respondents

Sex	Female	Male			
%	51,9	48,1			
Age	17-30	31-40	41-50	51 and above	
%	72,8	18,4	3,7	5,1	
Education	graduate	undergraduate	high school	secondary school	
%	19,1	27,2	43,4	10,3	
Income(\$)	above 3000	2999-2000	1999-1000	999-500	Below 499
%	3,4	5,8	27,5	22,5	22,5

3.3. Findings and Discussion**Correlation**

Descriptive statistics related to the constructs in the model are shown in Table 3. It is observed that brand name has medium level of correlation with the variables satisfaction ($r=0.39$, $p<0.01$), brand attitude ($r=0.40$, $p<0.01$), and donating intentions ($r=0.35$, $p<0.01$). Controlled communication has medium level of correlation with the variables satisfaction ($r=0.52$, $p<0.01$), brand attitude ($r=0.57$, $p<0.01$), and donating intentions ($r=0.28$, $p<0.01$). Finally, uncontrolled communication has no correlation with the variables satisfaction and donating intentions. It has a weak correlation with brand attitude ($r=0.17$, $p<0.01$).

Table 3: Correlations and Descriptive Statistics

	Mean	Std. Dev.	1	2	3	4	5
1 Satisfaction	3,98	0,72	1				
2 Donating Intention	3,96	0,73	,37**	1			
3 Brand attitude	4,08	0,67	,70**	,45**	1		
4 Controlled communication	4,10	0,60	,52**	,28**	,57**	1	

5 Brand name	4,10	0,65	,39**	,35**	,40**	,26**	1
6 Uncontrolled communication	3,45	0,83	0,04	0,04	,17*	,26**	0,09
** Correlation is significant at the 0.01 level (2-tailed).							
* Correlation is significant at the 0.05 level (2-tailed).							

3.4. Regression Analysis

Regression analysis was used to examine the effect of communication variables (brand name, controlled communications, and uncontrolled communications) on the satisfaction of donors from the services of nonprofit organizations. Table 4 indicates that 34 (adjusted R square is 0,34) percent of satisfaction was accounted for by the independent variables of brand names and controlled communication and F statistics was 24,01. The model is significant at $p < 0.001$ level. As such, the communication variables explained a considerable amount of the variance in satisfaction. The results also show that controlled communication has a beta weight of 0,48 ($p < 0.05$), which is higher than the beta weight of brand name (a beta weight of 0,28, $p < 0.05$). Uncontrolled communication is not significant in this model either ($p = 0.13$). Hypotheses 1 and 2 are accepted, but 3 is rejected.

Regression analysis was done to examine the effects of communication variables (brand name, controlled communications, and uncontrolled communications) on brand attitude. The results presented in Table 4 indicate that brand name and controlled communication explain 39 percent of the variation in brand attitude (F statistic of 29,23). The model is significant at $p < 0.001$ level. Controlled communication with a beta weight of 0,50 ($p < 0.05$) has a higher effect on brand attitude than brand name with a beta weight of 0,27 ($p < 0.05$). As in the other models, uncontrolled communication is not significant ($p = 0.76$). Hypotheses 4 and 5 are accepted, but 6 is rejected.

Finally, regression analysis was utilized to examine the effect of the communication variables (brand name, controlled communications, and uncontrolled communications) on donating intentions of people. 15 percent of variation in donating intentions is accounted for by controlled communications and brand name (F statistic of 8,67) and the model is significant at a level of $p < 0.001$. The dependent variable uncontrolled communication is not significant in the model ($p = 0,62$). The results also show that controlled communications had a significant positive effect on donating intentions with a beta weight of 0,22 ($p < 0.05$), as did brand name with a beta weight of 0,30 ($p < 0.05$). Therefore, in terms of donating intentions brand name had the largest positive effect, with controlled communications also having a significant but smaller effect on donating intentions. While hypotheses 7 and 8 are accepted, 9 is rejected.

Table 4: Results of Regression Analyses

Dependent variable	Independent variables	Beta	Sig.	R ²	F-st.	Sig
Satisfaction (model 1)	Brand name	0,28	0,001	0,34	24,01	,001
	Controlled communication	0,48	0,001			
	Uncontrolled communication	-0,11	0,13			
Brand attitude (model 2)	Brand name	0,27	0,001	0,39	29,33	,001
	Controlled communication	0,50	0,001			
	Uncontrolled communication	0,02	0,76			
Donating intentions (model 3)	Brand name	0,30	0,001	0,15	8,67	,001
	Controlled communication	0,22	0,01			
	Uncontrolled communication	-0,04	0,62			

4. Conclusion

The findings suggest the important role of brand names and controlled communications in the evaluation of nonprofit brands. That uncontrolled communication is not significant in three models needs to be explained as the result contradicts with the literature. The reason why uncontrolled communication is not

meaningful in the models might be explained with people's attitudes about the nonprofit organizations' mission. They might abstain from giving information to the people about such organizations, carrying out 'holy mission of helping the needy', which may influence others either in a positive or negative way for the fear that they do not want to mislead others about a delicate issue (helping the needy). Controlled communication has the strongest influence on satisfaction and brand attitudes, whereas brand name is more affective on donating intentions. In terms of satisfaction, the result is desirable when we view donor satisfaction in "the context of expectancy disconfirmation theory". This might be so because nonprofit advertisements make the organization offerings in a way concrete by showing images that reflect the nonprofit organization experience as a whole. This might have an impact on donors' pre-donating expectations. Similarly, the nonprofit brand name has a significant positive influence on satisfaction and this result was as expected and in line with the literature. Information or meaning attached to the nonprofit brand name is derived from the donors' or others' past experience with nonprofit brand. In the literature, it is suggested that brand names are used as predictor of future nonprofit brand performance and may be effective in the expectation levels of donors. Thus, nonprofit organizations should be careful when deal with the issues related with their brand names.

Controlled communications have the strongest effect on nonprofit brand attitudes and the effect of nonprofit brand name was significant in the model. The variance explained in brand attitudes by these two communication variables was the highest, which complies with the literature. This indicates that brand communications play a great role in creating the brand image which has great influence on the feelings and thoughts within the donor. As discussed in the literature part, brand attitude formed of feelings, opinions, and intentions are bases of the donor behaviors. As this is the case, controlled communications and nonprofit brand names must work closely together to maximize and achieve consistency of the communication of the nonprofit organization image to develop positive attitudes and behaviors in the public. It is believed that controlled communication and brand name affect each other positively and create a synergy in the formation donor attitudes and behaviors.

Finally, regarding donating intentions, brand names and controlled communication have positive impact. Although the effect of brand name seems higher the difference is trivial, so it can be concluded that managers of nonprofit organizations should deal with them to create positive intentions within the audience.

Some recommendations for the managers of nonprofit organizations are done in this part of the study. When we examine and compare the various communications tools regarding their effects on donor evaluation and intentions, it has been observed that different communications vary in terms of their effect on donor reactions. So based on the findings it can be suggested that certain kinds of communication tools might be more influential in creating positive donor attitudes and behaviors. Managers of nonprofit organizations keeping this in mind should generate the right marketing communication mix considering the target audience and its mission.

The findings suggest that controlled communications and brand names have a considerable effect on donor satisfaction. Therefore, these communication tools should be used effectively to create advantages for the nonprofit organizations. However, peoples' attitudes toward nonprofit organizations and their activities vary from the profit sector. So advertising and other controlled communication alternatives such as advertising, non-paid publicity, etc. should be used to send realistic messages about nonprofit organizations and their activities. This will help the donors know what to expect and how have their expectations will be met. The content of such promotional activities should include both the situations of the needy and the activities of organizations for them. Likewise, the brand names can be utilized as a tool that reinforces donor trust towards the nonprofit organization and thus increase their performance. Another issue which is out of the scope of this study is how to evaluate their performance. Searching this will help the managers of nonprofit organizations carry out relevant and effective communication activities.

As both controlled communications and brand names have a significant effect on people's attitudes and behaviors, managers of nonprofit organizations should benefit the techniques which are used in the for-profit sector. Keeping in mind the effects of attitudes on donor behaviors, people having positive attitudes towards nonprofit organizations are more likely to support the nonprofit organizations. As a result, these tools should be used effectively to develop positive brand attitudes so that nonprofit organizations could obtain enough donations and voluntary support to increase their resources and achieve their missions.

The results of this study reveal that brand names and controlled communication impact donors' intention. Therefore, to have consistent and sustainable resources, managers of nonprofit organizations which depend on mainly donations should endeavor to effect the future intentions of people to encourage them to support the nonprofit organization not only financially but in other various ways such as participating in the charity campaigns.

Finally, though uncontrolled communication shows no significant effect on donor satisfaction, brand attitudes, and donating intentions, it is well known from the researches done in profit sector that uncontrolled communication has high potential for donors to provide with them information about the nonprofit organizations. Therefore, nonprofit organizations should not neglect the possible effects of uncontrolled communication and should carry necessary efforts to manage uncontrolled communication tools.

There are some limitations of the research that should be mentioned. First, the findings may not be generalizable to other organizations, regions or different age groups. Because this study is just a preliminary and exploratory research in which a limited number of sample was used. Convenience sample was used which makes generalization not possible. This process was limited to donors in Yalova, a small city in Turkey. As most of the subjects were from the local area, these subjects and the findings may not be representative of the general population. A more sophisticated sample collection method is needed to eliminate this potential shortcoming. The number of the samples is rather small, which made it difficult to do some other analyses to explain the results and relationships better. Another one is that various types of helping behaviors should not be treated as homogenous. For example when people supporting a nonprofit organization by providing finance and supporting them by attending their activities voluntarily, they might exhibit different behaviors. So different ways of communicating may be effective on different helping behaviors distinctly, which is not possible to see in this research. Finally, marketing activities are not so widely applied in the nonprofit sector in Turkey, which might have affected the results of the study.

This research can be extended in several important ways. Some other related dependent variables can be added into the models such as the content of the advertisements. Some of the more interesting topics for future research are ones that could increase the effectiveness of nonprofit advertising. One of the highgain opportunities for research is to seek a better understanding of the relationship between communication density and other constructs in the study. Another research area might be how donors perceive nonprofit organizations owned by the government and the ones established by the civil initiative. Respondents have answered the questions regarding the nonprofit organizations they are familiar with. So a potential research area focuses on communication tools used by the different types of nonprofit organizations which provide service to the needy to make comparisons.

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