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**UNIVERSITY OF CAPE TOWN
DEPARTMENT OF SOCIAL DEVELOPMENT**



**“An exploratory study of marketing and branding techniques used by registered
Western Cape, development and housing non-profit organisations”**

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RHSKER001

Minor Dissertation

Submitted in part fulfilment of requirements for the degree
Masters in Social Policy and Management

RESEARCH SUPERVISOR: ADJUNCT ASSOC. PROF. ERIC ATMORE

Declaration

This work has not been previously submitted in whole, or in part, for the award of any degree. It is my own work. Each significant contribution to, and quotation in this dissertation from the work, or works, of other people has been attributed, and has been cited and referenced.

Candidates signature

Date

University of Cape Town

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Abstract

This purpose of this research study was to explore the marketing and branding techniques used by registered Western Cape, development and housing non-profit organisations.

Utilising a qualitative research design, two forms of qualitative data collection methods were used. Data was collected through a self-administered electronic questionnaire and face-to-face interviews. The electronic questionnaire was designed using an online survey tool (ESurveyPro). The tools were used to explore the perceptions of marketing and branding held by management in the development and housing non-profit sector in the Western Cape Province, South Africa. The population for this research study was registered non-profit organisations that operated in the development and housing sector in the Western Cape Province. Population data was obtained from the South African Department of Social Development Non-Profit Registrar. The final sample consisted of 106 Western Cape, development and housing non-profit organisations. 100 questionnaires were administered of which 63 responses were received and 6 respondents were interviewed.

The data was analysed first by generating categories, themes and patterns and then by coding the data in preparation for the writing of the report. Findings were presented systematically in line with the main research questions of the study. The research study established that Western Cape, development and housing non-profit organisations understand the concepts of marketing and branding and acknowledge the important role they have to play in the development and sustainability of the sector. It was further found that the main obstacles to effective marketing and branding in the non-profit sector are a lack of understanding, knowledge and skills, lack of importance emphasised by non-profit management and limited availability of financial and human resources.

Finally, conclusions were drawn from the findings and on the basis of the conclusions recommendations were made to groups within the non-profit sector that include Western Cape Province non-profit sector management and donor and funding organisations as well as the recommendation for further research on non-profit management for a South African and African context.

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Chapter 1

Introduction

Contents

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1.4 Problem formulation

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1.6 Ethical considerations

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1.10 Summary

1.1 Introduction

This research topic arose out of the need for further research to be carried out on the marketing and branding practices of non profit organisations.

Chapter one introduces the research problem and presents the rationale behind the study and then introduces the research topic itself. This is followed by the main research questions and the main research objectives of the study. Also included in this chapter is the clarification of concepts used, ethical considerations, and finally the researcher's own reflection on the research process.

1.2 Rationale for research study

It has been argued that many private businesses and individuals' alike view the non-profit sector as one that is centred around welfare and philanthropy and is therefore not seen as being on par with their private sector counterparts. There may be some substance to the *welfare* component to this argument, the dramatic expansion in the non-profit sector on a global scale and the rise of powerful and influential non-profit organisations illustrates a shift from pure philanthropy towards partnerships between the non-profit sector and both private and public sectors.

The increase in the number of non-profit organisations is positive for carrying out the work required to ensure social justice and development as well as for the provision of essential services to vulnerable groups that would otherwise not have access to such services. Many non-profit organisations who have chosen to embrace the *challenge* of expansion have subsequently become leaders in the sector, whilst others have found themselves unable to meet the challenge. The question then is not whether there is a need for expansion in the non-profit sector, but rather, how do non-profit organisations ensure enhance their visibility in an ever growing *market place*? The answer, it appears

lies predominantly in effective business practices being adopted by the non-profit sector.

In recent times the non-profit sector has experienced the introduction of a number of business practices, used in the private sector. Included in these business practices are marketing and branding practices. Whilst the concepts of marketing and branding are relatively new to the non-profit sector, it can be argued that the effective use of such practices can result in the differentiation of one non-profit organisation from another whilst contributing to the long-term sustainability of the organisation.

If such an argument holds true, why then does it appear that only a small proportion of South African non-profit organisations have embraced the effective use of marketing and branding practices?

The above, supported by the lack of previous research on the subject in a South African context, provides the rationale for this research study, which aims to explore the marketing and branding techniques used by registered Western Cape, development and housing non-profit organisations.

1.3 Aim of the research study

This research study aims to provide insight into the marketing and branding practices used by development and housing non-profit organisations in the Western Cape Province. The study explores the perceptions held about marketing and branding practices within the non-profit sector and the perceived factors that enhance or hinder an organisation's ability to effectively apply such practices.

This is an exploratory study that aims to utilise the research findings and current literature to make recommendations that can be used to the benefit the non-profit

sector in the Western Cape Province to increase its capacity to implement marketing and branding practices more effectively.

1.4 Problem Formulation

1.4.1 Research topic

An exploratory study of marketing and branding techniques used by registered Western Cape, development and housing non-profit organisations.

1.4.2 Main Research Questions

1. What is the current understanding of the concepts: marketing and branding held by Western Cape Non-Profit organisations?
2. Do Western Cape Non-Profit organisations perceive marketing and branding to hold benefits for their organisations?
3. What marketing and branding techniques are currently used by Western Cape Non-Profit organisations?
4. Which factors enhance and inhibit Western Cape Non-Profit organisations' ability to brand and market their organisations?

1.4.3 Main Research Objectives

1. To explore the current understanding of the concepts: marketing and branding held by Western Cape Non-Profit organisations.

2. To determine whether Western Cape Non-Profit organisations perceive marketing and branding to hold benefits for their organisations.
3. To establish which marketing and branding techniques are currently used by Western Cape Non-Profit organisations.
4. To ascertain which factors enhance and inhibit Western Cape Non-Profit organisations' ability to brand and market their organisations.

1.5 Main Research Assumption

The main research assumption for this research study is that those non-profit organisations operating within the Western Cape Province that employ effective marketing and branding practices will enjoy greater programmatic and financial success when compared to those non-profit organisations that have less effective or no marketing and branding practices in place.

1.6 Ethical Considerations

De Vos, Strydom, Fouché and Delport (2005) suggest that all researchers have two basic categories of ethical responsibility, *"... responsibility to those, both human and non-human, who participate in a project; and to the discipline of science, to be accurate and honest in the reporting of their research"* (De Vos et al., 2005:56).

Unlike some sciences, social science research is, more often than not, concerned with human beings as the object(s) of study. This fact brings to the fore ethical challenges that are unique to the research conducted in the social sciences (De Vos et al., 2005).

De Vos (2005) lists a number of ethical issues to be taken into account when undertaking research within the social science and human service professions. These include: avoidance of harm to participants (physical and emotional), informed consent, confidentiality, competence of researchers, deception of subjects, cooperation with contributors, and debriefing of participants. Babbie and Mouton (2001) further include the issue of plagiarism as an ethical consideration in research.

The ethical considerations pertinent to this research study include:

Informed consent - all participants were fully informed about the nature of the research before commencement, and provided their written consent (electronic self-administered questionnaire) or verbal consent (face-to-face interviews) for participation.

Confidentiality and anonymity – to ensure the confidentiality and anonymity of the participants of this research study, no identifying details of the participants have been included in the reporting of the research data or the discussion of research findings. Information used for the purpose of research only.

Deception of subjects - as stated, all participants were informed of the true nature of the study carried out, thus leaving no room for deception.

Competence of researcher - the researcher has previously carried out research utilising the same data collection methods, as well as being academically trained to carry out such research, thus it is assured that the competence of the researchers is sound.

Plagiarism – the researcher has not presented another author's work as her own, all information gathered from other sources has been cited and referenced according to the Harvard referencing format within this research report.

1.7 Reflexivity

De Vos *et al.* (2005) emphasise the importance of reflexivity on the part of the researcher throughout the research process. Reflexivity is explained as “the ability to formulate an integrated understanding of one’s own cognitive world, especially understanding one’s own influence or role in a set of human relations” (De Vos *et al.*, 2005:363).

I have acknowledged my own ability to hold assumptions about the research and thus took care to remain objective during interviews and allowing the respondents to bring forth their own perspectives. I further validated each response and remained open to exploring the perceptions presented by the research respondents/participants.

1.8 Concept Clarification

a) Perception – The Concise Oxford English Dictionary (2006) defines perception as a way of regarding, understanding or interpreting something. For the purpose of this study perception is defined as an individual’s understanding or interpretation of a concept.

b) Non-profit organisation – section one of the South African Nonprofit Organisations Act 71 of 1997 defines a non-profit organization as “...*a trust, company or other association of persons established for a public purpose and of which its income and property are not distributable to its members or office bearers except as reasonable compensation for services rendered*”.

c) Marketing – In this study marketing refers to “... the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and

services to create exchange and satisfy individual and organizational objectives” (Grönroos, 1989).

d) Brand – In this study a brand is defined as “... a complex symbol that represents a variety of ideas and attributes. It tells the consumer many things, not only the way it sounds (as its literal meaning if it has one) but, more importantly, via the body of associations it has built up and acquired as a public object over a period of time” (Miller and Muir, 2005:4).

e) Marketing and branding techniques – Marketing and branding techniques refer to the practical methods, skill and art of marketing and branding. In this study various methods and skills of marketing and branding are investigated.

f) Development organisation – a non-profit organisation registered with the Non-Profit Directorate of the National Department of Social Development and operating within the development and housing sub sector.

1.9 Structure of the Research Report

The structure for this report is as follows:

Chapter 1: Introduction

This chapter introduces the research problem. It commences with the rationale behind the study before introducing the research topic itself. This is followed by the main research questions and main research objectives. Also included in this chapter is the clarification of concepts, ethical considerations, and finally the researcher’s own reflection on the research process.

Chapter 2: Literature Review

This chapter provides a comprehensive review of literature available on the topic of marketing and branding within the non-profit sector.

Chapter 3: Research Design and Methodology

This chapter outlines the key features pertaining to the research design. Included in the discussion of the research methodology is a description of the sample population, the sample size as well as sampling techniques used. Methods of data collection and data analysis will be explored and key limitations presented.

Chapter 4: Discussion of Research Findings

This chapter presents a discussion of the research findings in line with the main research questions of the study.

Chapter 5: Conclusions and Recommendations

Conclusions and recommendations are presented based on the discussion of the research findings contained in chapter four.

1.10 Summary

This chapter has introduced the research topic, questions, and objectives. It also provided insight as to why the research topic was selected. Furthermore it has presented all ethical considerations taken into account in whilst conducting this study.

Before such research could be undertaken a theoretical framework needed to be constructed. This was done by means of a comprehensive review of literature on the topic of marketing and branding. Upon completion of the research process this literature review was revisited and expanded to provide a theoretical framework for analysis. The following chapter will present a comprehensive review of the available literature.

University of Cape Town

Chapter 2

Literature review

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1.1 Introduction

1.2 Conceptualising marketing and branding

1.3 The nature of the non-profit sector

1.4 Marketing and branding in non-profit sector

1.5 Marketing and branding techniques in the non-profit sector

1.6 Summary

2.1 Introduction

This chapter provides a comprehensive review of the literature pertaining to marketing and branding strategies and practices within the non-profit sector.

The literature review is presented in five sections, each of which corresponds with one of the main research questions and objectives of this study as presented in chapter one of this report. The five sections comprise of: conceptualisation of the terms marketing and branding, the nature of the non-profit sector, marketing and branding in the non-profit sector, marketing branding and techniques in the non-profit sector and the factors that enhance and inhibit a non-profit organisation's ability to practice marketing and branding.

2.2 Conceptualising marketing and branding

2.2.1 Marketing

Marketing is a part of the daily lives of the majority of the world's citizens (Kotler, 1980). Marketing has become so deeply embedded in our everyday society that the purchases we make have become second nature, without us ever thinking about what informs a particular choice (Kotler, 1980).

For example, a "typical" grocery shopping trip list may include: a loaf of bread, a litre of milk, a box of breakfast cereal, a bar of soap, washing powder, a jar of peanut butter and a tub of margarine. Whilst the list presented may be perceived as normal, it is the unconscious choices that we make when purchasing such items that stem from the marketing efforts of the manufacturers of particular products that result in the second nature purchasing of a specific brand item, for example: *Sasko* bread, *Clover* milk,

Kellogg's cornflakes, *Lux* body soap, *OMO* washing powder, *Black Cat* peanut butter and *Rama* margarine.

Kotler (1980) claims that, "The marketing system has made all this possible without any effort on our part" (Kotler, 1980: 4). When posed with the question, "What is marketing?", many may respond by saying that marketing is concerned, primarily, with selling, promoting and advertising, with a large emphasis placed on selling (Kotler, 1980). This perception is not unwarranted especially if one considers the plethora of advertisements and offers to purchase which individuals are exposed to every day.

To refer back to what Kotler (1980) refers to as a *marketing system*; whilst selling is a key component of such a system, it is imperative that one acknowledges the other components in the system: needs assessment, marketing research, product development, pricing and distribution.

Taking the *marketing system* into account, Kotler (1980) proposes the following definition for the concept of marketing:

Marketing is human activity directed at satisfying needs and wants through exchange processes (Kotler, 1980: 10).

This definition has subsequently been cited and supported by other authors in the field of marketing (Lovelock and Weinberg, 1984; Foxall, 1989; Kinnell and MacDougall, 1997).

Grönroos (1989) moves away from, what he terms, a limited Western prescribed definition of marketing, and rather suggests that when looking to define the concept of marketing, there is a need to look beyond those definitions that emanate from Northern

America. As an alternative Grönroos (1989) proposes that a market-orientated approach, as used in a European context, is considered.

The concept of marketing, as viewed through the lens of the market-orientated response, is defined as a philosophy in which a company or organisation bases "... all its activities on the needs and wants of the customers in selected target markets" (Grönroos, 1989:52).

Such a philosophy sees marketing infiltrating all facets of an organisation's operations rather than a decentralised area of work reserved for marketing specialists.

Grönroos (1989) therefore suggests that following definition:

Marketing is to establish, develop and commercialise long-term customer relationships, so that objectives of the parties involved are met. This is done by a mutual exchange of keeping promises." (Grönroos, 1989:57).

2.2.2 Branding

Ritchie, Swami and Weinberg (1999) argue that the brand can be seen to be the cornerstone of an organisation's marketing. But, before one can enter into a discussion around the concept of branding, a definition of branding needs to be developed to ensure that a mutual understanding is held.

In terms of establishing a definition of a brand, Ries and Ries (1998) argue that every proper noun is a brand; this implies that both organisations and individuals can be viewed as brands.

Gray (2002) further argues that a brand must embody everything that an organisation stands for and represents.

The American Marketing Association (1960), as cited in Stride and Lee, 2007:108, defined a brand as "...a name, term, sign, symbol or design, or a combination of them, intended to identify goods or services of one seller or group of sellers and to differentiate them from those of competitors".

For the purpose of this research study, Miller and Muir's definition (2005) will be used. They define a brand as:

"... a complex symbol that represents a variety of ideas and attributes. It tells the consumer many things, not only the way it sounds (as its literal meaning if it has one) but, more important, via the body of associations it has built up and acquired as a public object over a period of time" (Miller and Muir, 2005:4).

Miller and Muir (2005) expand this definition by further identifying five themes that they believe to be essential in understanding the brand concept. Those five themes include:

1. The value of a product or service is enhanced beyond functional purpose by the brand;
2. A brand provides a symbol of continuity and trust and a link between the organisation and its stakeholders;
3. Everything that the organisation does has the potential to impact a brand, and the brand can thus be seen to be as a result of behaviour;
4. A brand can be seen as a collection of feelings and perceptions;
5. A brand holds the potential to provide an organisation with purpose and direction.

If one considers the definition provided by Miller and Muir (2005), the brand and thereafter branding activities can be said to be based on the concept of singularity.

Ries and Ries (1998) suggest that branding creates the perception that there is no other product or service that compares to the branded product or service. It can then be assumed that branding provides an organisation or individual the opportunity to differentiate itself from others in an attempt to gain a share of the relevant market.

Stride and Lee (2007) add to the notion of singularity by noting that whilst differentiation remains the key objective of branding, the focus has shifted away from the tangible aspects of a brand; that is the name, symbol and logo, to the intangible elements of the brand; namely brand personality, values and emotional benefits.

This view is supported by Sargeant, Ford and Hudson (2008) who argue that brands are to be regarded as more than mere simple design devices. Whilst the authors agree that branding is important for the purpose of differentiation, they further believe that brands hold a certain personality as well as an emotional dimension, thus leading the authors to conclude that “organisations are therefore seen as both developing and communicating distinctive personalities through their brand” (Sargeant, *et al.*, 2008:470)

The concepts of marketing and branding can, and have been for many years, seen as commonplace in the private, for-profit sector. However, the same cannot be said for the non-profit sector. It appears that the non-profit sector has not been as accepting of such practices.

2.3 The nature of the non-profit sector

The state of the South African NPO register 2009/10, as presented by the South African National department of Social Development, defines a non-profit organisation to be:

“Nonprofit Organisations is an associated term for civil society organisations that range from faith and community based organisations, charities (welfare), traditional organisations like social and sports clubs, and a host of other development and social forms of organisations working tirelessly on the social fabric of society. These organisations are commonly referred to as nongovernmental organisations (NGOs), community based organisations (CBOs) and faith based organisations (FBOs)” (Department of Social Development, 2010).

This definition then indicates the non-profit sector, as the name suggests, consists of a group of civil society organisations that do not generate a profit from their activities. The non-profit sector is made up of nongovernmental organisations, community based organisations and faith based organisations.

In contrast to its private sector counterparts that values within the non-profit organisation can be seen as intrinsic to the organisation itself and thus not optional or negotiable. It is this very dependence on values that can be seen to differentiate the non-profit sector from the private sector (Stride and Lee, 2007).

The non-profit sector has in recent times been referred to as the *third sector* in relation to the private and public sectors (Kotler, 1979; Helmig, Jegers and Lapsley, 2004). The reference to the non-profit sector as the *third sector* initially arose out of the acknowledgement that the non-profit sector began to play a more significant role in the

global economy (Kotler, 1979; Nason, 1989; Helmig, *et al.*, 2004; Pope, Isely and Asamo-Tutu, 2009).

Pope, *et al.* (2009) provides evidence of this increased role of non-profits within the global economy. Their research found that from the beginning of the twenty-first century, in the United States of America, jobs within the non-profit sector grew at a quicker rate than that of its for-profit and public counterparts. Job creation is a contribution to the economy and results in additional taxes in the form of income tax as well as the taxes levied on commercial goods (Pope, *et al.*, 2009).

In addition to the economic contribution made through job creation, the non-profit sector is also seen to offer economic relief to state departments or the public sector (Kotler, 1979; Pope, *et al.*, 2009). Such relief comes in the form of the provision of services that the public sector would otherwise have needed to provide (Kotler, 1979; Pope, *et al.*, 2009).

The growing role that the non-profit sector is playing in the economy worldwide can, in part, be attributed to the global expansion of the non-profit sector.

2.3.1 The expansion of the non-profit sector

In recent years there has been a considerable expansion of the non-profit sector globally. Stride and Lee (2007) report that in 2000 the England and Wales non-profit sector presented with an annual growth rate of 10,000 organisations, whilst Sargeant, *et al.* (2008) speak to an increase in the non-profit sectors of both the United States of America and the United Kingdom. The global expansion of the non-profit sector includes the South African non-profit sector.

The South African National Department of Social Development reported an increase in non-profit organisations by 25% over the period 2007 to 2010. The annual totals for

non-profit organisations are presented in in Table 1 (Department of Social Development, 2010).

Table 1

Year	Total Non-Profit Organisations	Increase from previous year (Number)	Increase (%)
2007/08	49 826		
2008/09	55 341	5 515	10%
2009/10	65 633	10 292	15.7%
	Totals	15 807	25.7%

Table 1 – Expansion of Non-profit Sector in South Africa, 2007 - 2010

This rapid expansion of the non-profit sector has resulted in additional pressure being placed on already limited donor funds. To contextualise this in terms of the *private* sector context, one may say that the expansion of the non-profit sector has led to an *overcrowded marketplace* (Stride and Lee, 2007; Sargeant, *et al.* 2008).

Laidler-Kylander, Quelch and Simonin (2007) also present this notion of a changing non-profit landscape. In their discussion around international non-profits, the authors make reference to the substantial increase in the number of non-profits in operation globally. This increase is illustrated in the 19.6% increase in the number of international non-profit organisations between the years 1990 to 2000. It is stated that 25% of all international non-profit organisations are said to have been started after 1990 (Laidler-Kylander, *et al.*, 2007), illustrating that this expansion is fairly recent.

The dramatic increase in the number of non-profit organisations on a global scale has contributed to the need for non-profit organisations to differentiate themselves from the *competition* as well as to build trust within key stakeholder communities (Ritchie, *et*

al., 1999; Hankinson, 2000; Laidler-Kylander, *et al.*, 2007; Stride and Lee, 2007; Sargeant, *et al.*, 2008).

It can be argued that the increase in *competition*, generated by the expansion of the non-profit sector has made the need for differentiation vital to ensure that funding is secured to guarantee the survival of the non-profit organisation. This argument is in line with the findings of Ritchie, *et al.* (1999) and Laidler-Kylander, *et al.* (2007) who cites the increase in the number of non-profit organisations as the main factor contributing to the increased competition for financial and human resources.

The changing landscape of the non-profit sector is not only due to the expansion of the sector but also a result of the changes in the way that the sector is funded. Funders are now placing a greater emphasis on accountability and the need for effective monitoring and evaluation practices and procedures. This in turn results in a demand for a greater degree of professionalism and business acumen from the management of those non-profit organisations that are recipients of the funding.

Government departments in South Africa have begun to move away from the mere allocation of funds to organisations in favour of procurement of specified services. For example, if the South African Department of Social Development is mandated to reach a specified amount of people through counselling services, they will outsource the counselling services to non-profit organisations to meet their mandate. This move is in line with international trends that have shifted to a procurement mind-set to ensure that the state can indirectly meet their service provision requirements (Pope, *et al.*, 2009).

In recent times the non-profit sector has seen the introduction of numerous business practices often employed in the private sector. Included are marketing and branding practices (Kotler, 1979; Stride & Lee, 2007; Pope, *et al.*, 2009). Whilst the concepts of

marketing and branding are relatively new to the non-profit sector, the effective use of such practices can assist in enhancing the sustainability of the organisation.

2.4 Marketing and branding in the non-profit sector

2.4.1 Marketing in the non-profit sector

Over the years, many *traditional* corporate practices have made their way into the management of non-profit sector. Marketing, however, has been one of the last *traditionally* corporate practices that has been adopted by the non-profit sector (Kotler, 1979).

The concept of marketing is often seen as synonymous with the private (for-profit) sector, and more specifically with large corporations (Kotler, 1980). This perception can be seen to be linked to that which was previously presented, that the primary purpose of marketing is to sell a product, increase product sales and maximise profits. This perception can also be linked to the previous perception that marketing was exclusive to the private, profit-making sector, and the assumption that such activities are manipulative in nature as they create superficial human needs (Kinnel and MacDougal, 1997).

Since the early 1970's there has been a shift in the notion that marketing is a tool exclusively used by the private sector and it has slowly been adopted by numerous public and non-profit organisations. (Kotler, 1979; Kotler, 1980; Lovelock and Weinberg, 1984; Helmig, Jegers and Lapsley, 2004). Such developments have taken place globally across all types of public and non-profit organisations. Pope, *et al.* (2009) suggests that such perceptions could result from the *dominant exchange paradigm* that is core to the traditional practice of marketing, a paradigm that speaks to marketing as being a key step to influencing the exchange of money for the products or services being marketed.

The introduction of marketing practices into the non-profit sector was and continues to be met with a level of resistance, with the practice being deemed unethical by many who perceive it as a manipulative practice, exclusive to the business world (Lovelock and Weinberg, 1984; Kinnel and MacDougal, 1997; Ritchie, *et al.*, 1999; Sargeant, *et al.*, 2008).

The resistance demonstrated by non-profit organisations towards the more traditional for-profit marketing practices could also be attributed to the dominant exchange paradigm that is seen as core to the traditional marketing philosophy. A philosophy and practice that is not suited to the needs of the non-profit organisation (Pope, *et al.*, 2009).

Lovelock and Weinberg (1984) see the marketing function of non-profit organisation management as something more than a practice concerned with research, product development, pricing (if any) and distribution. These authors, just as importantly, see the marketing function as:

... a bridge linking the organisation with its external environment, providing orientation towards customers and other constituencies, and helping management to position its efforts against those of competitive forces (Lovelock and Weinberg, 1984:10).

The use of the phrase “against those of competitive forces”, as cited above, may be viewed by some as “out of place” in a discussion surrounding the non-profit sector, but could this in fact be justified?

The non-profit sector is one that was previously dominated by religious organisations and generous benefactors who established “charitable” welfare and cultural

organisations to serve the needs of the marginalised or less fortunate. However, the sector has undergone a drastic change, with a notable increase in the number of non-profit organisation and also the number of non-profit organisations offering similar services.

Coupled with the dramatic increase in non-profit organisations is the increasing competition for limited donor and state grants, donations and volunteers (Lovelock and Weinberg, 1984; Kinnell and MacDougal, 1997; Hankinson, 2000; Stride and Lee, 2007; Sargeant, *et al.* 2008).

Ritchie, *et al.* (1999), see such an expansion of the non-profit sector as having “created a situation of heightened competition for financial and human resources” (Ritchie, *et al.*, 1999: 29).

Competition can be equated to an increase in overlapping service provision which ultimately results in increased pressure on fewer resources (Kinnell and MacDougal, 1997; Ritchie, *et al.*, 1999). Such conditions warrant the importance of a market-orientated approach to service delivery, development of a strategic marketing plan and the development of a more effective public profile (Kinnell and MacDougal, 1997).

An understanding of the concept of marketing is essential to counter the threat of competition in a way that is foremost ethical as well as intelligent (Lovelock and Weinberg, 1984; Pope, *et al.*, 2009). Viewing the concept of marketing within the non-profit sector is to see marketing as a communication exchange tool that allows the non-profit organisation to communicate with their stakeholders is a way to negate the resistance held towards the concept of marketing within the non-profit sector (Ludik, 2004; Maynard, 2005).

Many non-profit organisations are heavily dependent on government and/or donor funding. As a result, any cuts in government's and/or donor social services budget can leave non-profit organisations in a weak financial position. Government cut backs in public or state run departments have the potential to increase the need for the services offered by non-profit organisations thus placing further pressure on the already unstable financial position of the organisation. Circumstances such as these, leave non-profit organisations seeking alternate assistance and funding sources (Lovelock and Weinberg, 1984; Stride and Lee, 2007).

Lovelock and Weinberg (1984) propose that an effective marketing strategy that incorporates a resource-attraction strategy can assist organisations to continue to provide quality services.

Kotler (1979) argues that marketing is essential for the effective functioning of non-profit organisations, which he terms the third sector. He argues that "... marketing offers a much richer understanding of what is happening and throws light on new opportunities" (Kotler, 1979: 44). Kotler (1979) goes further to suggest that marketing practices hold the potential for non-profit organisations to, first and foremost, survive but also to grow as an organisation and to intensify their contributions to general welfare (Kotler, 1979). In Kotler's (1980) later research he identified one of the fundamental differences between for-profits and non-profits in the application of marketing practices is the publics at which marketing activities are aimed. Kotler (1980) defines a public as "any group that has an actual interest in or impact on an organisation's ability to achieve its objectives" (Kotler, 1980: 52). The author suggests seven types of publics, consisting of six external publics and one internal public, generic to all organisations. These six external publics are: financial; media; government; citizen action; local and general (Kotler, 1980).

Pope, *et al.* (2009) cautions non-profit organisations against assuming that the traditional marketing practices used in the for-profit sector can be applied, as is, to the non-profit sector. This warning is based on the fact that there are inherent differences between the two sectors. In the for-profit sector the focus is on increasing profit margins through focussing on the provision of products and services that customers are then persuaded to purchase (Grönroos, 1989; Pope, *et al.*, 2009), whereas, the process within the non-profit sector is one that is more complex. Non-profit organisation can be seen to have three distinct target markets, all of whom respond to different marketing strategies based on their distinct needs. The three target audiences include: beneficiaries; donors and volunteers. A possible fourth target audience, namely potential human resources, could also be included (Kotler, 1980; Pope, *et al.*, 2009). The fact that each of these distinct target markets have different needs, necessitates the need for diverse marketing strategies.

2.4.1 Branding in the non-profit sector

Laideler-Kylander, *et al.* (2007) boldly argues that the world's new "super brands" can be found in the non-profit sector. According to Laideler-Kylander, *et al.* (2007) "non-profit organisations command unprecedented levels of trust and non-profit brand valuations are on par with major international corporations" (Laideler-Kylander, *et al.*, 2007: 253).

Earlier in this review the definition of branding as defined by the American Marketing Association (1960) was provided. This definition places significant emphasis on the product or service being sold and the need to differentiate from competitors.

This definition has, in part, been challenged by Kotler (1997) who argues that it is no longer sufficient to merely promote a product or service, but rather that product or service needs to stand out from those of its competitors. Various authors argue that the

branding concept must be underwritten by the values of the organisation (de Chernatony and Dall'Olmo Riley, 1998; Ritchie, *et al.*, 1999; Hankinson, 2000; Miller and Muir, 2005; Laidler-Kylander, *et al.*, 2007; Stride and Lee, 2007; Sargeant, *et al.*, 2008).

In addition, Stride and Lee (2007) have highlighted the trend of organisations moving away from branding focused solely on the product towards branding that embodies and reflects the values of the company or organisation.

Along with other general marketing practices, the non-profit sector has been resistant to the formal adoption of branding (Gray, 2002; Cuerta, 2003; Stride and Lee, 2007; Sargeant, *et al.*, 2008). There are arguments both for and against adopting branding and other marketing practices within the non-profit sector. Those who support the use of branding within the non-profit sector believe that it is a tool that can assist non-profit organisations to develop trust among stakeholders, strengthen awareness and build loyalty from donors and supporters. In addition, those who favour marketing within non-profits hold the belief that the use of branding can be an effective response to the increased *competition* for limited donor funds in the ever expanding non-profit sector (Laidler-Kylander, *et al.*; 2007; Stride and Lee, 2007).

The practitioners on the opposing side of the argument believe that the unquestioned adoption of techniques developed and used in the for-profit sector has contributed to the over-commercialisation of the non-profit sector. It is argued that such commercialisation holds the potential to erode the unique nature of the non-profit sector (Stride and Lee, 2007; Sargeant, *et al.*, 2008).

The branding concept is however not something that is completely foreign to the non-profit sector. Branding or forms of branding are often used in an effort to increase visibility of the organisation within the communities and among funders.

Ritchie, *et al.* (1999) view branding as the central focus of an organisation's marketing strategy. If this is in fact true, and extensive evidence exists that it is, then brands and the branding process have an important role to play within the non-profit sector.

It does appear that, the non-profit sector is slowly beginning to accept the value of branding activities. There is however still a number of non-profit management structures who still perceive branding to be too commercial for the sector (Sargeant, *et al.* 2008). Evidence of the uptake of branding practices within the non-profit sector can be seen in the advanced level of branding within large national and international non-profit organisations. Clearly the significance of non-profit brands is receiving greater attention (Helmig, *et al.*, 2004; Stride and Lee, 2007).

Much has been written about the resistance of non-profits to branding on the basis that it is a commercial practice. Ritchie, *et al.* (1999) offer an alternate reason for this resistance – the costs associated with the branding process. They argue that it can be difficult to locate the financial and human resources necessary to maintain the process, and as a result many non-profits have chosen not to adopt a branding strategy.

In response to the resistance ascribed to branding in the non-profit sector, Sargeant, *et al.* (2008) makes the following observation:

Non-profit organisations have long been concerned with maintaining a consistent style and tone of voice and conducting periodic reviews of both policies and actions to ensure that a consistent personality is projected (Sargeant, et al., 2008:615).

This, in essence, forms the fundamentals of brand management, which raises the question: "Have non-profit organisations, even if not acknowledged as such, been practicing branding all along?"

Gray (2002) argues that non-profit organisations with a strong brand often have a large donor, volunteer and supporter base compared to those that do not. A strong brand encompasses what the organisation stands for and this includes their mission, vision and objectives. It is out of the organisational ethos that the organisation brand is born, and it is this brand that can have an immense impact on how the organisation is perceived by the public (Cuerta, 2003; Gray, 2002).

The question then is: is branding a relevant and appropriate concept within the non-profit sector? Many authors argue that the concept of branding is extremely relevant to the Non-Profit sector (Hankinson, 2000; Gray, 2002; Cuerta, 2003; Stride and Lee, 2007; Sargeant *et al.*, 2008).

To emphasise the importance of branding within the non-profit sector, Gray (2002) refers to an organisation that pre-1971 carried the name: *Don't Make a Wave Organisation*. Prior to its re-branding strategy in 1971, the organisation did not enjoy favourable support partly as a result of a misperception of what the organisation did. However, in 1971 *Don't Make a Wave Organisation* reintroduced themselves as *Greenpeace*. This re-branding strategy ensured that the brand encompassed the ethos of the organisation, and as a result, this organisation is today extremely successful.

The name of an organisation is a powerful marketing and branding tool. It is the face of the organisation, the first impression. Consider the names of other powerful non-profit organisations such as: UNICEF and Oxfam (International) and Red Cross Children's Hospital, Cotlands, Childline, Treatment Action Campaign (TAC) and the SPCA (National). These are all well-known organisations with very clear brands in the non-profit world, but why are they so well known?

There is no denying that the name of an organisation and the logo attached to it play a role in the successful branding of the organisation. However, if this brand is not backed

with reliable, quality service delivery, the name and the logo are just that, a name and a logo (Cuerta, 2003; Gray, 2002).

While it may be all fine and well to support the notion of branding being used within the non-profit sector, Hankinson (2000) cautions that a brand is not something that is simple and straightforward, it is more complex than simply meeting donor requirements. The author stresses that a brand cannot be developed in isolation but rather the non-profit organisation must evaluate other organisational objectives to ensure alignment and ultimately effectiveness.

Kuzwayo (2007) highlights the importance of the high reliability organisation in that he differentiates between success and the promotion of such and the reliability of an organisation. Lovelock and Wienberg (1984) preceded Kuswayo in his thinking and emphasize that while individual project and programme successes are important, they need to be seen in the bigger scheme of things that being the reliability of the organisation to be able to deliver what it says it does.

It is important to acknowledge that when branding, it is critical for a non-profit organisation that its purposes, mission and values of the organisation be communicated effectively, something that may not have been achieved in previous profile raising techniques (Stride and Lee, 2007).

Considering the importance of values within the non-profit sector, it will be imperative to take into account the value dimension when it comes to non-profit branding. Stride and Lee (2007) acknowledge that the organisational values of non-profit organisations are of central importance when trying to understanding the distinctive nature of such organisations. However, there appears to be a limited amount of literature relating to the impact of organisational values in the branding process within the non-profit sector.

Because branding holds the ability to convey the values and beliefs of a non-profit organisation which is why it provides a compelling reason as to why it deserves support from donors (Sargeant, *et al.*, 2008). Taking into consideration the ever expanding non-profit sector, the attraction of and securing of donor support can be seen as the most valuable benefit of effective branding within the non-profit sector. Thus, effective non-profit branding can be a key component in attracting donors to the organisation.

Cuerta (2003) believes that the mission and values of a non-profit organisation to be at the core of the organisational brand. Cuerta (2003) further defines the non-profit brand as “...the shared emotional perception participants and supporters hold in connection with the programs and services a nonprofit offers” (Cuerta, 2003:1). The author suggests a non-profit brand building process. This process involves the non-profit organisation taking into account the vision and values of the organisation coupled with the goals and objectives as well as the internal and external factors that impact the organisation and the perceptions held by its beneficiaries. A graphical representation of the process is presented in Figure 1.

Figure 1

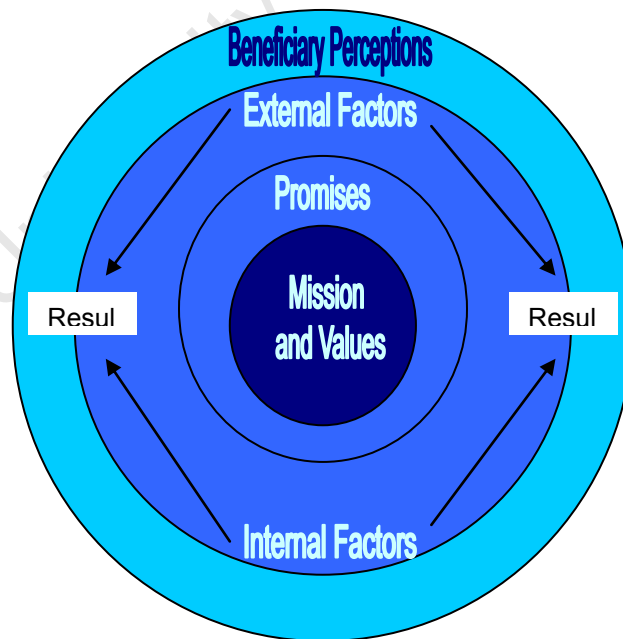


Figure 1 - Graphical representation of the Non-Profit brand building process

As adapted from Cuerta (2003:2-4)

Other authors support the concept of internal and external alignment in the development of a brand within the non-profit sector (Hankinson, 2000; Gray, 2002; Naddaff, 2004; Stride and Lee, 2007).

There are those who, in addition, see branding in the non-profit sector to be unique and complex in that a non-profit organisation needs to strategically develop a brand that will appeal to and deliver the correct message to a diverse audience (Ritchie, *et al.*, 1999; Laidler-Kylander, *et al.*, 2007; Sargeant, *et al.*, 2008).

It is clear that many non-profit organisations have begun to embrace the branding process at a tangible level; however it is not apparent whether non-profit organisations are applying the intangible aspects with the same effectiveness and enthusiasm. Sargeant, *et al.* (2008) highlights the importance of taking into account the complexities of the creation and maintenance of a successful brand.

Based on the literature, it appears that for brand development within the non-profit sector to be truly effective, non-profit organisation practitioners must ensure that they incorporate both the tangible and intangible aspects of branding.

2.5 Marketing and branding techniques in the non-profit sector

The literature reviewed thus far has focused on what marketing and branding is, the nature of the non-profit sector and the motivation for the use of marketing and branding in the non-profit sector. Whilst the literature makes a convincing argument for the incorporation of marketing and branding in non-profit management it is important that the most appropriate marketing and branding tools or techniques for the situation are used if one wishes for them to be effective.

This section explores some of the marketing and branding techniques proposed by the literature for non-profit organisations.

Maynard (2005) advises management within the non-profit that before attempting to apply marketing techniques, take the time to clearly define the target audience. This will ensure that effective marketing strategies are developed for each of the target audience at whom marketing is aimed. This suggestion is consistent with the multiple public complexities faced by the non-profit sector, as referred to earlier in this review (Kotler, 1980).

The development of a clear marketing strategy will ensure that practices are standardised and scheduled (Ludik, 2004; Maynard, 2005; Pope, *et al.*, 2009). The effective planning of marketing communications should also result in the most effective use of the limited resources available for marketing (Ludik, 2004; Maynard, 2005; Pope, *et al.*, 2009).

Maynard (2005) presents eight elements that she perceives as part of successful marketing. These eight elements presented are:

1. Identify target audiences – this element allows the organisation to define the audiences that they wish to reach through their marketing activities. At this stage it is important to typify the demographics of the audiences.
2. Maintain consistent communication – in order to maintain communication a communications strategy should be developed for the year. The strategy should include a timeline that outlines what communications will be sent out and when.
3. Create visual identity – communication needs to take place on a visual and verbal basis. A memorable image that is well designed will strengthen the organisations image and awareness of the organisation.

4. Use message repetition – the repetition of the same message or slogan aids in the familiarisation of the message with the target audience.
5. Multiple communication tactics – the targeting of different audiences often require different communication tactics. Whilst the use of varied communication tactics can also assist with establishment and maintenance of a wider, more positive image.
6. Select appropriate media – the appropriate media needs to be selected based on the audience that the organisation aims to target.
7. Develop strong, well known identity – the combination of these elements, with time, can result in a well-known identity and strong presence.
8. Tell the story of your mission – through the communication strategies employed, the organisation needs to share the current achievements of the organisation.

The importance of a marketing strategy that includes the maintenance of the organisation’s brand is shared by Ludik (2004) who highlights some of the marketing tools that can be used by non-profits to implement the strategy. These tools are presented in Table 2.

Table 2

Some Marketing Tools for Non-Profit Organisations		
Partnerships	Communication Tools	Online Marketing
<ul style="list-style-type: none"> • Corporates • Other non-profit organisations • Government • Experts • Funders 	<ul style="list-style-type: none"> • Bulk SMS • Electronic newsletters • Direct mailing • Corporate fundraising 	<ul style="list-style-type: none"> • Organisation Website • Email Signatures

Table 2 – Some marketing tools for non-profit organisations

(As adapted from Ludik, 2004)

In the years after Ludik's (2004) presentation of marketing tools and techniques there has been an increase in online or internet marketing tools, also referred to as e-marketing tools. These tools are often available to the public at little or no cost. Internet marketing is defined as "the use of the Internet to achieve marketing objectives" (Pope, *et al.*, 2009: 189). The rise of internet marketing paired with greater accessibility to internet via wireless access points and even mobile cellular phone capabilities has provided non-profit organisations with a cost-effective way to maintain communication with their target audiences (Pope, *et al.*, 2009).

Despite such services being readily available, Pope, *et al.* (2009), found that non-profit organisations were not using the internet to its full potential with many non-profit organisations being satisfied with only their organisational website.

Pope, *et al.* (2009) advocates for the effective use of all internet marketing tools including social media; websites; blog posts and funding websites. Internet marketing, while providing a cost-effective tool for regular interaction with target audiences, provides a platform for non-profit organisations to promote their brand and rally support for their cause (Pope, *et al.*, 2009). This view is shared by Laidler-Kylander, *et al.* (2007) who concludes that branding plays a vital role in the non-profit sector, but a brand that is not marketed effectively will not attain the support that it needs.

2.6 Factors that enhance or inhibit effective marketing and branding in the non-profit sector

The literature speaks to three main factors that either enhance or inhibit the ability of a non-profit organisation to market and brand themselves effectively. These factors are understanding, knowledge and skills, importance attributed to marketing and branding by non-profit management and access to financial and human resources.

- *Understanding, knowledge and skills*

Ritchie, *et al.* (1999) and Miller and Muir (2005) highlighted the need for understanding of both marketing and branding, and added that an absence of knowledge of marketing and branding techniques and the skills for implementation would be a hindrance to effective marketing and branding. More recently, Pope, *et al.* (2009) also highlighted this need by non-profit managers, if they wish to effectively implement such strategies within their organisation.

- *Importance attributed to marketing and branding by non-profit management*

The ability of a non-profit organisation to market and brand itself effectively is dependent on the attention given to marketing and branding by non-profit management. If marketing and branding is viewed as an important factor by management, there is a greater likelihood that marketing and branding techniques will be implemented in their organisation (Kotler, 1980; Lovelock and Weinberg, 1984 and Ritchie, *et al.*, 1999).

- *Access to financial and human resources*

The most widely cited factor determining whether or not a non-profit organisation is effectively able to practice marketing and branding is the availability of financial and human resources. Non-profit organisations often lack the financial resources to cover the costs of materials and fees associated with marketing techniques (Miller and Muir, 2005; Sargeant, *et al.*, 2008; Pope, *et al.*, 2009). The lack of financial resources contributes to the lack of human resources, as non-profit organisations are required to make use of existing staff to implement marketing and branding techniques in addition to their existing job requirements which can limit the effectiveness of the implementation (Miller and Muir, 2005; Sargeant, *et al.*, 2008).

2.7 Summary

The non-profit sector has become known as the *third* sector and is rivalling its counterparts in the private and public sectors through its direct and indirect contribution to social and economic development across the globe. However, the rapid expansion of the non-profit sector has also heightened competition for limited financial and human resources.

The changing non-profit sector has also resulted in the need for an individual non-profit organisation to differentiate themselves from other organisations within the sector. One way to facilitate such differentiation is to ensure that the organisation's name, purpose and values are widely and publically known. The most effective way to achieve this level of awareness is through marketing and branding.

It is apparent from the literature reviewed that marketing and branding most definitely have their place in the non-profit sector. The effectiveness of the application of these techniques can be seen in those non-profit organisations, both locally and abroad, that have fully and effectively embraced marketing and branding techniques and practices. These practices have ensured successful communication of not only their organisational services, but also the mission and values of their organisation. The literature review has also confirmed marketing and branding to be inextricably linked with the brand being referred to as the cornerstone of the marketing process.

Whilst there is still a level of resistance to the use of such practices within the non-profit sector, it appears that this resistance is being slowly worn down as the pressure for visibility and survival within an ever growing sector is becoming more pronounced.

It is, however, imperative that non-profit organisations do not only focus on the design elements that are the tangible aspects, of branding, but rather ensure that the brand

they create and what they are marketing falls in line with the organisational mission and values as well as its services. It is only through this alignment that marketing and branding campaigns and practices will bring forth positive and meaning results for the organisation.

Finally, this review has highlighted the importance of a well thought out marketing strategy that outlines the communication strategies for the organisation's specified audiences and maintenance strategies for the organisation's brand, as it is the strategies that will ultimately dictate the tools to be used and the tasks required to ensure that awareness of the organisation is raised and maintained and that continuous interaction between the non-profit organisation and its stakeholders is achieved.

The next chapter presents the research design and methodology used to conduct the research study.

University of Cape Town

Chapter 3

Research design and methodology

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3.1 Introduction

This chapter outlines the research methodology and key features pertaining to the design of the research study. In addition, the study population and sample as well as the sampling techniques used are presented. The methods of data collection and data analysis are set out and finally, limitations in the research design and methodology are discussed.

3.2 Research design

The research design can be likened to a blueprint of how the researcher intends to conduct the research study. The research design is concerned with the desired outcomes of the study (Babbie & Mouton, 2001).

This research study followed a mixed qualitative and quantitative research design. The qualitative design was borne out of the interpretivist paradigm. Babbie and Mouton (2001) argue that the interpretive tradition is concerned with the fact that "...human beings are engaged in the process of making sense of their worlds" (Babbie & Mouton, 2001:28). They further argue that because people are actively and continuously constructing, developing and changing their everyday interpretations of their worlds, the interpretive tradition allows this to be taken into account in the undertaking of social science research (Babbie & Mouton, 2001).

De Vos, *et al.* (2005) contend that the interpretive paradigm allows the researcher to undertake an inquiry that is inductive and naturalistic in nature with the absence of predetermined hypotheses.

The qualitative research methodology is further suitable to a research study that seeks to understand rather than explain (De Vos, *et al.*, 2005; Babbie & Mouton, 2001).

The topic of marketing and branding techniques and practices used within the Western Cape non-profit sector has received minimal attention. Limited information is available on the practices used, the implementation of such practices and the effectiveness thereof. Whilst a qualitative research paradigm is most suited to gain an understanding of marketing and branding within the non-profit sector the study also used elements of a quantitative approach as was demonstrated by the nature of some of the questions in the self-administered questionnaire and in the presentations of the findings.

3.3 Research methodology

Whilst the research design provided the blueprint for the research study, the research methodology outlines the methods and tools that are used to conduct the tasks required to achieve the desired outcomes (Babbie & Mouton, 2001). The focus of the research methodology is on the tools and procedures used in the research study.

3.3.1 Population

This research study focused on South African non-profit organisations, more specifically, those non-profit organisations operating within the Western Cape Province. The first criterion for inclusion in this research study was that of geographical location. To be included in the study population the organisation had to be based within the geographical boundaries of the Western Cape Province.

The second criterion for inclusion in the research population was that the organisation had to be a non-profit organisation, registered with the Non-Profit Directorate of the National Department of Social Development.

The South African National Department of Social Development non-profit organisations database, as at 31 March 2010, recorded that there were 65,633 registered non-profit

organisations nationally. A total of 6,262 (9.5% of the total number) of these organisations were based within the Western Cape Province (Department of Social Development, 2010).

The South African non-profit sector, as recorded by the Non-Profit Directorate of the National Department of Social Development, is divided into eleven categories, namely: international; business and professional associations; environment; law, advocacy and politics; philanthropic intermediaries and voluntarism promotion; culture and recreation; religion; development and housing; health; education and research and social services.

This research study sampled the development and housing non-profit category as the population of this study. This then provided the third and final criterion for inclusion in the study population; the non-profit organisation had to operate within the development and housing category of the South African non-profit sector register. This category was chosen as it was made up of the least number of non-profit organisations in comparison to the other categories. The category was therefore selected so that the sample would be a meaningful portion of the total study population.

The development and housing non-profit category is made up of organisations that aim to develop the potential of their beneficiaries. This can be achieved by a variety of means, for example: skills development, youth development and low cost housing development.

Table 3 provides a breakdown of the number of non-profit organisations registered with the national department of Social Development as well as the number of registered non-profits in the Western Cape Province and the number of registered development and housing non-profits in the Western Cape Province.

Table 3

Number of registered NPO's in South Africa	65,633
Number of registered NPO's in Western Cape Province	6,262
Number of registered development and housing NPO's in Western Cape Province (<i>Study population</i>)	1,383

Table 3 – Breakdown of population data (as adapted from www.dsd.gov.za)

To establish the final population for the study the South African Department of Social Development non-profit organisation database was used. This option was selected as it ensured that the all three of the criteria for inclusion were met.

The data base was accessed via the South African Department of Social Development's website, www.dosd.gov.za and then exported into a *Microsoft Office Excel* worksheet to allow the researcher easier access to the information as well as efficient storage thereof.

3.3.2 Sampling

This research study utilised two sampling techniques, namely a probability sampling technique for the electronic self-administered questionnaire and a non-probability sampling technique for the face-to-face interviews.

- Probability sampling (Electronic self-administered questionnaire)

Babbie and Mouton (2001) contend probability sampling to be an effective way to ensure that the sample selected is representative of the respective population. The same authors explain "reality" to be rather heterogeneous and thus to ensure

representativeness of the population, a sample would need to display the same variations that are observed within the population from which the sample is derived (Babbie & Mouton, 2001).

To obtain the sample of respondents that was approached for their participation in the self-administered electronic questionnaire component of the data collection, a probability sampling technique was used, more specifically; systematic sampling with a random start was used for this research study.

Babbie and Mouton (2001) argue that the technique of systematic sampling provides similar, if not superior, results to that of simple random sampling and it proves more efficient and user friendly. This probability sampling technique was selected as it was important that all members of the population enjoyed an equal opportunity for participation in the study.

- Non-probability sampling (Face-to-face interviews)

Babbie and Mouton (2001) explain non-probability sampling as a sampling technique often used in the carrying out of social research. Such sampling techniques are used when specific data is required, according to certain criteria which may not be appropriately addressed through the use of probability sampling techniques, and when insufficient or no listings are available to conduct probability sampling (Babbie & Mouton, 2001).

To obtain a sample of respondents for participation in the face-to-face interview component of the data collection, a non-probability sampling technique, namely purposive sampling, was used. Purposive sampling, also referred to as judgemental sampling, sees the researcher using his/her own judgement to select a sample. This

judgement is often determined by the researcher's own knowledge of the population and the aim of the research study (Babbie & Mouton, 2001).

Whilst the sample selected through the probability sampling technique was done systematically, the purposive sampling was done to generate a sample to be as representative as possible of the different types of non-profit organisations within the population. Purposive sampling was selected ahead of quota sampling as not all of the information required for the finalisation of the matrix required was available.

The sample selected through this process was made up of six non-profit organisations with:

- varied number of years established;
- varied annual expenditure and
- varied number of staff.

3.3.2.1 Sampling Process

The data base of non-profit organisations, accessed via the South African Department of Social Development's website, was exported to a *Microsoft Office Excel* worksheet. Once all of the population details were included in the worksheet, it was calculated that in order to obtain the desired sample size of 110, every thirteenth member of the population would be selected to make up the sample for the study.

To implement the technique of systematic sampling with a random start, a number was randomly selected between one and ten (three) and from there on every thirteenth member was selected.

Once the desired sample was obtained from the total population a respondent database was created using the *Microsoft Office Excel* programme. This database recorded the

following information: organisation name; organisation contact number; email address; website address and, where possible, the organisation contact person.

The sample for the face-to-face interview component of the research study was then selected, by means of purposive sampling, from the sample of 106 generated from the implementation of the systematic sampling technique.

3.3.2.2 Sample Size

Through the implementation of the selected sampling techniques a sample of 106 non-profit organisations were drawn from the total population of 1383 non-profit organisations. (Table 4 presents the sample size in relation to the total population data).

Table 4

Number of registered NPO's in South Africa	65,633
Number of registered NPO's in Western Cape Province	6,262
Number of registered development and housing NPO's in Western Cape Province (<i>Study population</i>)	1,383
Research study sample size	106
Ratio of sample to population (106:1383)	7.66%

Table 4 – Breakdown of sample data in relation to total population

The list of all 106 non-profit organisations was then divided into two categories using the purposive sampling technique.

Based on the researcher's knowledge of the population and the sample derived through systematic sampling, and the analysis of available information, six non-profit organisations were selected to form the sample for the face-to-face interview data

collection component of the research study. The total of six organisations was decided on the basis of financial and time resources.

The dissection of the list was to establish those respondents that would complete the electronic self-administered electronic questionnaire, one hundred respondents, and those that would be interviewed, six respondents. The interviewed sample did not complete the self-administered electronic survey.

Of the initial one hundred respondents selected for the electronic self-administered questionnaire portion of the study, thirty-eight of the respondent's e-mail addresses were no longer valid, thus the sampling process was repeated to ensure a sample of one hundred respondents. This was done by again randomly selecting a number between one and ten (three) and selecting every thirty-fourth organisation until the replacement thirty-eight respondents were selected.

3.4 Data Collection

3.4.1 Data Collection Method

The data for this study was collected using two data collection methods, namely: an electronic self-administered questionnaire and face-to-face interviews.

These two data collection methods were selected with the intention to obtain a broad overview of the marketing and branding practices used by the respondents. I decided that this was best achieved through the use of a self-administered electronic questionnaire. The decision to also conduct face-to-face interviews allowed the researcher to gain detailed insight into the perceptions held by respondents towards marketing and branding practices within the non-profit sector, as well as a greater

understanding of how marketing and branding techniques are implemented within the Western Cape non-profit sector.

3.4.2 Data Collection Tools

3.4.2.1 The self-administered electronic questionnaire

The majority of the data collected for this study was done by the means of a three section, electronic, web-based, self-administered questionnaire. The three sections of the questionnaire covered: organisation information; marketing; and branding. The majority of the questions were closed questions with some questions providing space for additional comments.

ESuveysPro, an online survey tool, was used to create and host the electronic self-administered questionnaire and was the platform for the majority of the data collected. *ESuveysPro* was chosen as the questionnaire tool as it allowed for registration and electronic questionnaire hosting at no cost to the user, and it did not impose any time limitations for the duration of the hosting period. Furthermore, *ESuveysPro* allowed for flexibility in the types and styles of questions used in the questionnaire.

ESuveysPro provided a user-friendly interface and allowed for respondent inputs to be stored online to be accessed by the researcher at any time. An additional advantage of using *ESuveysPro* as the questionnaire tool was the built-in automated response saving feature. This allowed respondents to have their responses saved automatically, thus allowing them to continue the completion of the questionnaire at a later stage.

First, questions were developed and then inputted into the online software tool. Various styles of questions were selected to ensure that the best data possible could be collected. Thereafter, the questions were divided into sections and additional notes

were added to guide the respondents through the completion of the electronic self-administered questionnaire.

A reproduction of the electronic self-administered questionnaire can be found in Appendix I of this report. The web-based version of the electronic self-administered questionnaire can also be viewed directly at the following link:

www.esurveyspro.com/survey.aspx?id=406bc7ee-4a66-405b-b493-95ae2465d346

3.4.2.2 The Interview Process

A semi-structured interview schedule, a tape recorder and field notes were used to collect detailed data concerning the perspectives held by ten of the respondents of the total sample.

The semi-structured interview schedule was divided into six sections, namely:

1. Respondent profile
2. Organisational profile
3. Marketing in the organisation
4. Branding of the organisation
5. Enabling and inhibiting factors
6. Perceptions on proposed strategies

The sections were based on the main research questions and main research objectives and were utilised as a guide for the researcher when conducting the face-to-face interviews with the respondents. The interview schedule was used to guide the researcher through the interview, whilst still allowing the researcher to explore the responses further, if so required.

The semi-structured interview schedule is presented in Appendix 2 of this research report.

The tape recorder was used to ensure that accurate transcriptions could be made, whilst the field notes were used to record observations made during the interviews. Each of the respondents gave verbal permission for the recordings to be made.

3.5 Data analysis

De Vos *et al.* (2005) explain qualitative data analysis as a process of transforming data into findings.

“This (process) involves reducing the volume of raw information, sifting significance from trivia, identifying significant patterns and constructing a framework for communicating the essence of what the data reveal (De Vos, et al., 2005:333).

Cresswell (1998), as cited in De Vos, *et al.* (2005), describes qualitative data analysis as a spiral, where the researcher moves in analytical circles as opposed to following a fixed linear approach. De Vos, *et al.* (2005) present the *data analysis spiral* in a linear format but caution that the steps may not follow on from each other rigidly but may rather overlap or take place ahead or after their intended position.

The data analysis process for this study followed the *data analysis spiral*. The steps followed and actions taken are presented below.

3.5.1 The data analysis process

a) Planning for the recording of data – When planning this study, considerations about the method of data collection were taken into account. Such considerations included the ease with which data would be able to be retrieved for analysis, as well as ensuring the maximum accuracy of the data.

b) Data collection and preliminary analysis – During the data collection process, a preliminary data analysis was carried out. This allowed the researcher to identify emerging patterns within the data already collected thus allowing for those patterns to be further explored over the remainder of the data collection period. Whilst this was carried out for both the electronic self-administered questionnaire and the interviews, the task was especially relevant for the interview component of the data collection phase.

c) Managing (organising) data – The data collected was managed and organised in two ways. The data generated from the questionnaire was exported into a *Microsoft Office Excel worksheet*. This allowed for easy access to the data and allowed for further analysis. The data collected from the face-to-face interviews was transcribed and stored electronically on the researcher's personal computer. The field notes compiled during the interviews were captured electronically and stored alongside the corresponding transcription.

d) Reading and writing memos – All transcriptions and questionnaire responses were read by the researcher. Whilst reading the data collected, I took care to ensure that the different data collected was viewed as a collective and not as two separate groups of data.

e) *Generating categories, themes and patterns* – Once all the data had been read a number of times, various categories, themes and patterns were identified.

f) *Coding the data* – The identified categories, themes and patterns were coded electronically, making use of varying colours to differentiate between them.

g) *Testing emergent understandings* – When all data had been coded, corresponding coded data was grouped together. This led to general patterns emerging from the data. These understandings were then compared against remaining data to ensure that all understandings were mutually exclusive.

h) *Writing the report* – The final phase of the *data analysis spiral* is the presentation of the findings, a product of the data collection and analysis process.

The findings of this study can be found in chapter four of this research report.

3.6 Assumptions

It was assumed that the directors and/or senior staff members of the non-profit organisations approached to be respondents to this study would have the technological ability to complete the web-based questionnaire. Furthermore, it was assumed that the respondents would be capable of responding to the interview questions with no external help from co-workers or other persons. Lastly, it was assumed that the director/senior staff member did, in fact, complete the returned questionnaire.

3.7 Limitations of the research design and methodology

The study presented a number of limitations. Firstly the research was limited to those non-profit organisations with active email addresses operating within the development and housing sector of the Western Cape Province non-profit sector.

Secondly, the research was limited by the by the fact that only 43% of the 100 respondents completed all 32 of the questions making up the electronic self-administered questionnaire. This presented as a limitation in that some of the findings were restricted to the number of complete responses received for each question.

Finally, the nature of the main data collection method, a web-based questionnaire, was impersonal with little interaction between the researcher and respondents. However, the option to contact the researcher was provided with the provision of an email address and mobile number.

3.8 Summary

This chapter outlined the research design and methodology used in this research study. It introduced the reader to the assumptions held by the researcher towards the data collection method, as well as the limitations presented during the data collection process.

The following chapter presents the findings generated from the data collection as well as a discussion of the findings.

Chapter 4

Presentation and analysis of findings

Contents

- 2 Introduction
- 3 Response rates
- 4 Respondent profile
- 5 Understanding the concepts of marketing and branding
- 6 Perception of marketing and branding
- 7 Current marketing practices
- 8 Factors that inhibit or enhance marketing and branding activity
- 9 Summary

4.1 Introduction

This chapter presents an analysis of the findings of this research study. The findings are presented in both written and graphic form, following the main research objectives set out in the first chapter of this report.

The findings are presented alongside existing literature so that they can be interpreted in comparison to similar and contradictory research findings, considering the lack of research on this subject within the context of non-profit organisations in the Western Cape Province and in South Africa.

4.2 Response rates

The response rate to the electronic self-administered questionnaire was 63 responses from 100 questionnaires. Of those 63 responses only 43 respondents provided responses for all 33 questions that made up the questionnaire. The fact that only 43 complete responses were received from the 100 questionnaires contributed in the inability to report the full findings of the electronic self-administered questionnaire. This was as a result of some questions revealing findings of little substance.

The response rate for the face-to-face interviews was 100%. All six organisations that formed the sample for this data collection method agreed to participate in the research study and subsequently completed the interview process.

4.3 Profile of respondents

The profile of the respondents is presented in two separate categories; those respondents that completed the electronic self-administered questionnaire, and those respondents that participated in the face-to-face interviews.

4.3.1 Organisational profile of electronic self-administered questionnaire respondents

The section of the electronic self-administered questionnaire pertaining to the organisation was completed by all of the 63 respondents. 51 of these organisations were based in the Cape Town metropole, and 12 were based outside of the Cape Town metropole.

The organisational profile is presented in four sections: organisation years of operation; organisation annual expenditure; staff complement and volunteer complement.

The first element of the organisational profile looks at the number of years that the respondent organisation has been in operation. There were five possible options and the respondent was asked to select the option which best described his/her organisation. Of the 63 respondents, the largest percentage, 26%, of the respondents were found in those organisations that had been in operation for ten years and longer. This group made up 41% of the total respondents. Sixteen organisations (26%) were in operation. Three respondents were in operation for less than one year (5%); nine organisations that were in operation for between four and six years (14%) and finally nine organisations that had been in operation for between six and ten years (14%), these findings are illustrated in Figure 2.

Figure 2

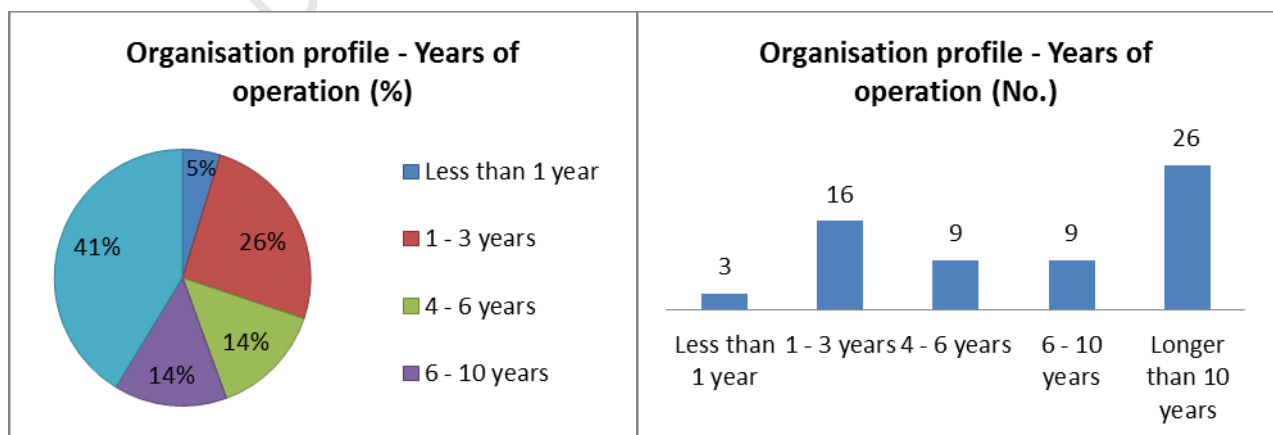


Figure 2 – Organisation profile – Years of operation (N=63)

The second element of the organisational profile looked at was the 2009/10 annual expenditure of the organisation. Organisations were asked to select the response that best represented the annual expenditure of their organisation. Of the 63 respondents, 25 of the respondents reported an annual expenditure of between R0 and R500 000; 4 reported an annual expenditure of between R500 001 and R1 000 000; 6 reported an annual expenditure of between R1 000 001 and R1 500 000; 7 reported an annual expenditure of between R1 500 001 and R2 000 000 and 21 respondents reported an annual expenditure in excess of R2 000 001. The percentage breakdown of this in relation to the full respondent group is presented in Figure 3.

Figure 3

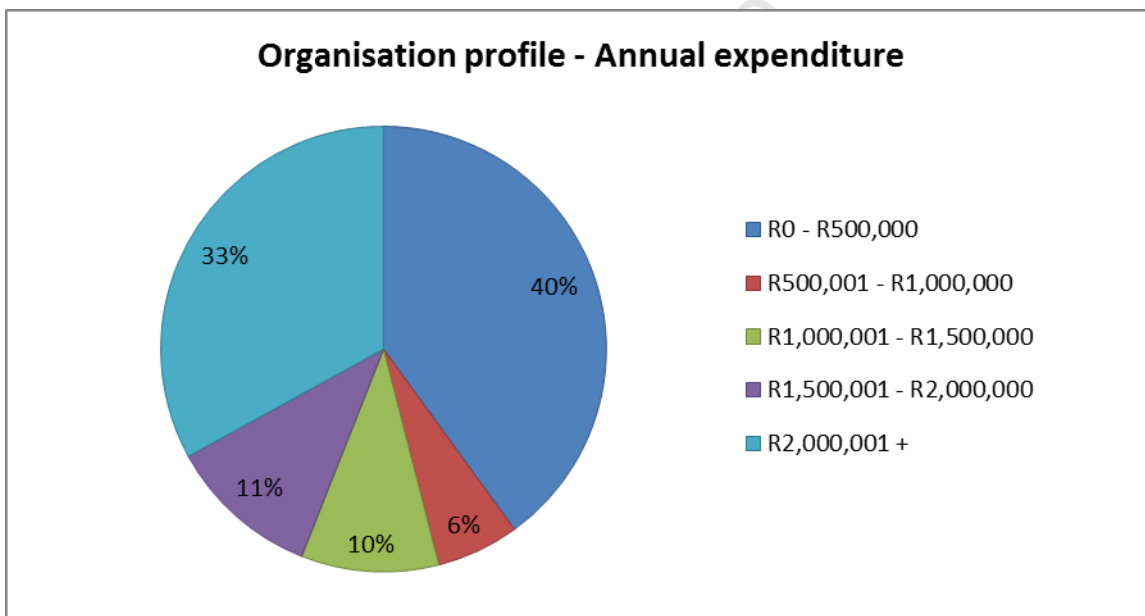


Figure 3 – Organisational profile – Annual expenditure (N=63)

The third and fourth elements of the organisational profile looked at the staff and volunteers complements of the organisation. Figure 4 presents the staff and volunteer component profile of the research respondents at the time at which the research was conducted.

Figure 4

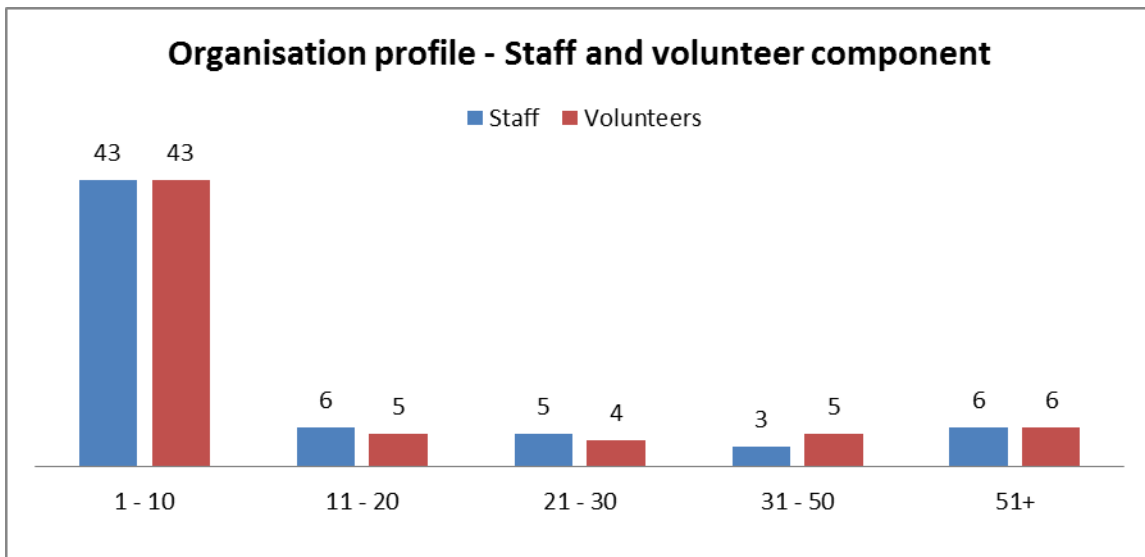


Figure 4 – Organisational Profile – Staff and volunteer component

It is of interest to note here that the staff complement numbers recorded per category almost perfectly matched the volunteer complement recorded in the same categories.

4.3.2 Respondent profile of face-to-face interviews

4.3.2.1 Personal profile

There were six respondents that made up the sample for the face-to-face interviews. The semi-structured interview schedule included two questions pertaining to the profile of the respondent: the respondent's position within the organisation and the length of time that the respondent had been employed by the organisation. Of these six

respondents, five respondents had been with their organisation since its inception. Two of the six respondents were founding directors in their respective organisations while the other four respondents were made up of a programme director; operations manager; financial director and a programme manager. These findings are presented in table 4.

Table 5

	Position in the organisation	Years employed at the organisation
Respondent 1	Founding Director	3
Respondent 2	Programme Director	6
Respondent 3	Founding Director	10 months
Respondent 4	Operations Manager	1
Respondent 5	Financial Director	19
Respondent 6	Programme Manager	2

Table 5 – Interview respondent profile – Personal

4.3.2.2 Organisational profile

All six of the organisations at which interviews were conducted were based in the Cape Town metropole. Five work exclusively in the metropole, and one works throughout the Western Cape Province.

The face-to-face interviews looked at the years of operation; staff complement; volunteer complement and annual expenditure of the organisations. One of the organisations had only been in operation for ten months, whilst two of the organisations had been operating for close to twenty years (eighteen and nineteen years). The remaining three organisations had been in operation for two, three and six

years respectively. The annual expenditure of the respondent organisations ranged between R 80 000 and R 9 500 000. This information is presented in table 5.

Table 6

	Years of operation	Staff complement	Volunteer complement	Annual expenditure
Respondent 1	3	2	Intermittent	R 80 000
Respondent 2	6	6	15	R 1 000 000
Respondent 3	10 months	2	0	R 500 000
Respondent 4	18	71	Intermittent	R 9 500 000
Respondent 5	19	8	7	R 3 000 000
Respondent 6	2	2	4	R 400 000

Table 6 – Interview respondent profile - Organisation

4.4 Understanding marketing and branding

The understanding of marketing and branding held by the organisations was explored through the face-to-face interviews. The finding of the understanding held by respondents of marketing and branding is discussed separately.

4.4.1 Understanding marketing

Each of the six respondents interviewed was asked what they understood marketing to be. The findings will be presented are following sub-categories: marketing as an awareness tool; marketing as a communication tool; marketing as a commercial tool.

4.4.1.1 Marketing as an awareness raising tool

All six of the respondents made reference to marketing being a tool that allows a non-profit organisation to raise awareness about its services and programmes.

“...the way we look at it, like, marketing is interpreting the spirit, the ethos of who we are in a way that the greater community can access and so it is two things. It is a tool to raise awareness about who we are, and a tool that allows or provides a way for people to engage with us.” – Respondent 3

This finding can be seen to agree with Grönroos's (1989) definition of marketing as a way to raise awareness about the organisation with the objective of forging long-term relationships.

4.4.1.2 Marketing as a communication tool

Based on the responses received, marketing was perceived to present itself as a tool for the non-profit organisation to communicate with a number of role players.

“...I would say that it is a way to communicate to your customers, who in our case would be the beneficiaries of our programmes, current and potential funders, partners and other role players.” – Respondent 1

The perception of marketing, as a tool for the non-profit organisation to communicate with those outside of the organisation is one that is supported by the existing literature [Ludik, 2004; Maynard, 2005; Pope, *et al.*, 2009]. For example, a youth development organisation may wish to market its skills development programme to their beneficiaries, the youth.

Kotler (1980) found that non-profit organisations face a challenge unique to the sector in that the need to communicate with a number of publics with different needs. The author found these publics to include financial; media; government; citizen action; local; general as well as internal public. This view has been supported more recently by Pope, *et al.* (2009).

The findings of this research confirm the findings Kotler (1980) and Pope, *et al.* (2009) and highlighting the importance for the non-profit sector to effectively communicate with various role players involved in the sector.

“I think that NPO’s, well it is most definitely relevant for us; need to communicate at a variety of levels from grass roots or community level to a funder level. The different levels could also be seen from the point of view of local, provincial, national and international level. Therefore marketing needs to take all of these levels and different contexts into account in order to ensure visibility at all levels.”
– Respondent 5

This finding further corresponds with the definition of marketing provided in an article by Lovelock and Weinberg (1984) who see marketing as “...a bridge linking the organisation with its external environment, providing orientation towards customers and other constituencies” (Lovelock & Weinberg, 1984: 10).

4.4.1.3 Marketing in the commercial sense

When defining the concept of marketing, literature makes reference to marketing in terms of its place within the private, or for-profit, sector and the misconceptions that exist around non-profit management being able to apply marketing to the non-profit sector in a carbon-copy fashion to that of their for-profit counterparts.

“Well I suppose for me, marketing is like advertising.” – Respondent 2

“...it is about, essentially, sort of selling a product in different ways, to gather support for it or to get people, you know, not only funding, but you can also attract people that need assistance.” – Respondent 1

The second of these respondent comments is in agreement with the concept of the *dominant exchange paradigm* presented by Pope, *et al.* (2009), something to which the authors see as a misperception of the marketing process held by non-profit management.

Kotler (1979) strongly argues for the use of marketing as an opportunity for the non-profit sector to make use of the market research process to reassess the needs within a specific community, thus allowing for gaps within service delivery to be identified. The same author goes on to add to this by highlighting the benefit of a needs assessment, equated to the market research process. This benefit is the opportunity for organisational expansion or the adaptation of services within an organisation to fill the identified gap, thus creating opportunity for increased support (Kotler, 1979).

The possibility of marketing being defined, in part, as a needs assessment or research process was not found to be part of the understanding of the respondents in this research study.

4.4.2 Understanding branding

The respondents understanding of the concept of branding was explored through both the face-to-face interviews as well as the electronic self-administered questionnaire.

The findings are presented in terms of the five sub-categories that emerged in the analysis of the research data. These five sub-categories are: branding as the identity of the organisation; branding as not just the visual; branding as a fluid concept; internal and external brand adoption and the link between marketing and branding.

4.4.2.1 Brand as the identity of the organisation

All of the face-to-face interview respondents understood branding, or the process of branding, to be concerned with the identity of their organisation.

“I think branding is concerned with the identity of the organisation. I think that branding communicates who the organisation is. I also think that branding involves the organisations image.” – Respondent 3

“Branding is your look, it’s kind of what I said earlier about marketing, identity is your look, it’s something that surpasses time, hopefully. If someone sees the logo or any portion of the logo, if done correctly, it already comes to mind who you are and what you do.” – Respondent 1

“I suppose branding is like your identity in a way and the thing for me is that if people think of you that is what they think of first.” – Respondent 6

“I think that a brand can be seen as the organisation’s identity. I say identity because, if done properly, a brand should tell people who the organisation is and what the purpose of the organisation is.” – Respondent 2

4.4.2.2 Branding as not just the visual

Along with the brand being seen as synonymous to an organisation's identity, it was found that the brand was understood to be more than just a visual identification and that for a brand to be effective it needed to be more than just a logo or something visual representation. It needs to embody the values and the ethos of the organisation.

"I think that the logo and things give the organisation a face but at the same time there needs to be something behind that face. So I think that the organisations image needs to include or embody our values as an organisation and in saying that I think that the values of the organisation must be backed by performance."

The understanding of a brand and the branding process was shared by the respondents who completed the electronic self-administered questionnaire. 95% of the 45 respondents that completed the section on branding in the electronic self-administered questionnaire perceived branding as more than just logos and slogans and ninety seven percent of the respondents agreed that branding was a tool to communicate the services of the organisation.

These findings present the understanding of the brand to be more than just visual aspects of an organisation and something that must embody the values of the organisation. This supports multiple authors the views of (Gray, 2002; Cuerta, 2003; Stride and Lee, 2007; Sargeant, *et al.*, 2008). Gray (2002) and Cuerta (2003) who have written on the subject argue that the name of an organisation and the logo attached to it play a role in the successful branding of the organisation. However, the name and the logo are not backed with reliable, quality service delivery, the name and the logo are just that, a name and a logo (Cuerta, 2003; Gray, 2002).

4.4.2.3 Branding as a fluid concept

Throughout the discussion of branding, the respondents perceived branding to be a fluid concept within an organisation. This idea was based on the understanding that if a brand is to represent the values and purpose of the organisation, the organisation must be open to rebranding itself should it find itself in a position in which its purpose or values shift.

“...a brand is not static and as organisations grow and change so the strategy needs to be readdressed so that your brand reflects the changes within the organisation. Branding needs to continuously speak to who you are as an organisation.” – Respondent 5

This finding supports the view of Sargeant, *et al.* (2008). They emphasise in the need to maintain the brand of an organisation and, where necessary, to redefine the brand to ensure that the brand always reflects the organisation's purpose.

4.4.2.4 Internal and external brand adoption

Cuerta (2003) argues that in order to ensure the effectiveness of the organisation's brand, the internal adoption of the brand is crucial. These sentiments were echoed by Naddaff (2004) and Stride and Lee (2007), both of whom add that the effectiveness of the organisation's brand is underpinned by the internal adoption of the brand which will in turn play a significant role in the facilitation of the external adoption of the brand.

It is evident from the findings of this research study that the respondents hold the same understanding of effective branding. 95% of the electronic self-administered questionnaire respondents believe that both the internal and external adoption of an organisation's brand is required to ensure a brand's effectiveness.

4.4.2.5 The link between marketing and branding

Another theme that emerged from the research findings was the link between marketing and branding. The respondents saw marketing and branding as interdependent practices in which the organisation's brand is the element that informs the marketing strategy.

“And again like I mentioned when we were talking about the marketing, if there is no brand to market, marketing efforts will be futile.” – Respondent 4

“I think that the one is pointless without the other. I mean, if you have a brand but you don't market it people aren't going to know about it, and at the same time, what are you going to market if you don't have a brand?” – Respondent 6

These research findings support those of Ritchie, *et al.* (1998). Ritchie, *et al.* (1998) refer to branding in the non-profit sector as the cornerstone of marketing. Based on these findings it could be suggested that the brand forms the foundation on which the organisation's marketing activities, and subsequently the marketing activities, are to be based.

4.5 The perception of marketing and branding in the non-profit sector

4.5.1 The perceived importance of marketing and branding within the non-profit sector

Much of the literature reviewed speaks to a large-scale resistance to the application of marketing and branding principles within the non-profit sector (Lovelock and Weinberg, 1984; Kinnel and MacDougal, 1997; Ritchie, *et al.*, 1998; Sargeant, *et al.*, 2008). The findings of this research study however, do not support this notion of a broad based

resistance to these practices. Responses from this sample suggest a need for, and an acceptance of, such practices within the non-profit sector.

The research explored the understanding of the importance of marketing and branding within the non-profit sector through an electronic self-administered questionnaire and the face-to-face interviews.

45 respondents (71%) answered the question on whether they believed marketing to be important in the non-profit sector. As seen in figure 5, 98% of the forty five respondents indicated marketing to be important.

Figure 5

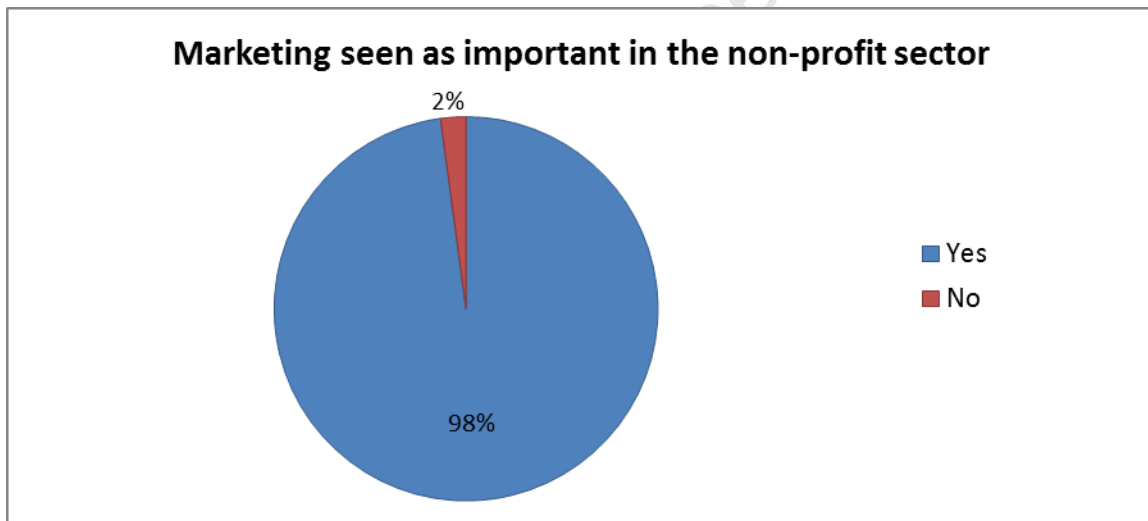


Figure 5 – Marketing seen as important in the non-profit sector

The same number of respondents provided their input on their perceived importance of branding within the non-profit sector. Of which, 75% perceived branding to be extremely important, 18% saw branding to be somewhat important, whilst 7% saw branding to not be very important in the non-profit sector. These findings are represented in figure 6.

Figure 6

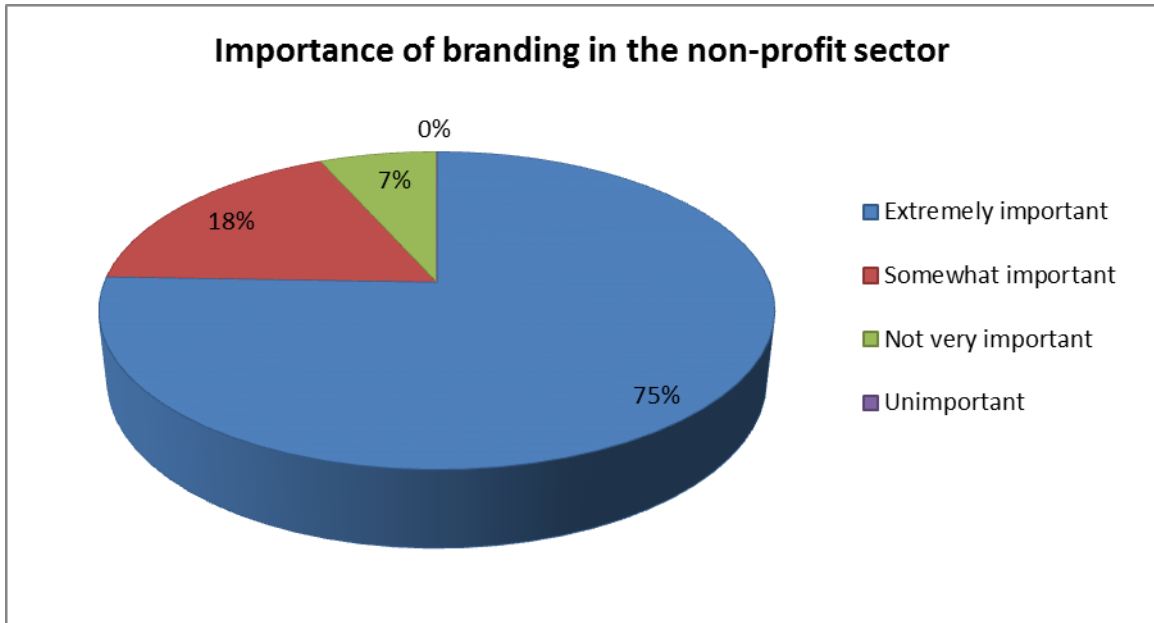


Figure 6 – Importance of branding in the non-profit sector

Coupled with the favourable responses held towards the importance of marketing and branding within the non-profit sector, 92% of the respondents from the electronic self-administered disagreed with the statement that branding is exclusively for commercial/private sector use. These findings could indicate an acceptance of branding within the development and housing non-profit sector in the Western Cape Province.

The acknowledgement of the importance of both marketing and branding was also seen in the responses received during the face-to-face interviews. All six of the respondents that took part in the face-to-face interviews understood marketing to be of extreme importance within the non-profit sector, with the majority of the respondents also seeing marketing activities as an intrinsic part of the organisation's activities and ultimately contributing to the success of the organisation. The findings of the face-to-face interviews are explored in more detail below.

4.5.1.1 Marketing

When asked why they felt marketing to be important factor within the non-profit sector, three reasons emerged as the basis of the respondent organisations motivation for the importance of marketing within the non-profit sector. These reasons are: increased visibility through communication; the attraction of funding and partnership building.

- Increased visibility through communication

Findings indicate that marketing plays an important role in the non-profit sector in that it allows an organisation to raise awareness about the mission, vision, goals and objectives of the organisation, and to increase its visibility within the sector.

“I think that there are so many non-profit organisations out there and you need to get your name out there, for funding as well.” – Respondent 1

“You can’t operate in isolation, people need to know who you are and no matter what community you are in, you can’t do things on your own.” – Respondent 6

“I think also that in a growing sector like the non-profit sector is, without effective marketing you will become invisible and then even if the work that you are doing is amazing no one will know about it which could, in theory, have severe implications on the securement of funding without which an organisation cannot survive.” – Respondent 5

“...marketing provides organisations a way to communicate with people outside of the organisation, so if you don’t market, you don’t communicate and if you don’t communicate, how do you get support for your organisation. So yes, I do think that it has a very important role to play in the sector.” – Respondent 2

Increased visibility of the organisation was found to be a one of the underlying factors for the need for marketing within the non-profit sector. It also alludes to the challenge posed by the increase in the number of non-profit organisations currently operating within the Western Cape Province. These findings agree with the literature that details expansion of the non-profit sector at a national and international level (Laidler-Kylander, *et al.*, 2007; Stride and Lee, 2007), as well as the expansion of the South African non-profit sector as confirmed by the South African National Department of Social Development.

- Attraction of funding

The link between effective marketing and the attraction of funding emerged as a common theme amongst management in the non-profit sector who took part in the face-to-face interviews. All of the respondents made reference to the need for an increase in effective marketing as a strategy to maintain current funding as well as secure additional funding.

“But definitely where funding is limited and people want funding, marketing becomes more important.” – Respondent 1

“...in today’s society there is so much competition for funding and things like that, you have to function and treat the organisation like a business, and every business markets to get ahead of its competitors.” – Respondent 2

Attracting and securing of funding in the non-profit sector has never been an easy task for non-profit organisations. The expansion of the non-profit sector has resulted in additional pressure being placed on already limited donor funds (Stride and Lee, 2007; Sargeant, *et al.*, 2008). These research findings confirm the role that the expanding

sector has to play in securing funding as well as the important role that marketing plays in attracting funders to the organisation.

- Partnership building

The third theme to emerge in the discussion about the importance of marketing was the potential for marketing to be used as a tool for the development of strategic partnerships between non-profit organisations. The role of partnerships was highlighted regularly within the discussions. Respondents felt that through the formation of partnerships with other non-profit organisations, whose services complement those of their organisation, a more holistic service could be offered to the beneficiary. It was acknowledged by the respondents that such partnerships can be enhanced through the effective marketing of the organisation.

“... one of the most important marketing activities is relationship building and networking, and this so vital within a sector that an organisation cannot survive independently.” – Respondent 4

*“What marketing enables is for people to see who you are and you can speak to different needs and their focus areas and find a way for them to get involved and increase the work that you do and generating support for the work that you do.”
– Respondent 3*

These findings explain the need for partnership building as an essential tool to meet the needs of the beneficiaries, something that organisations alone cannot do.

4.5.1.2 Branding

All of the interview respondents commented on the important role that branding has to play within the non-profit sector. The main benefit of branding was based on the understanding of what branding is; the identity of the organisation. Respondents saw branding to be essential in effectively communicating the organisation's values and purpose to the public.

"I think that it is important in any sector because if you don't have an identity, an image, then how will you stand out? And if you don't stand out or you aren't recognizable, how will you market yourself?" – Respondent 6

"I think that if an organisation is not able to share with others who they are and what the purpose is that they serve, that organisation will find it difficult to gain support for the work that they do. And again like I mentioned when we were talking about the marketing, if there is no brand to market, marketing efforts will be futile." – Respondent 2

"I think it is important to let people know who you are..." – Respondent 1

The findings of the electronic self-administered questionnaire also found branding to be important because of the role that it has to play in setting the organisation apart from other similar organisations. It was also found that branding is perceived to have an influence on how the public view the organisation. 96% of respondents agreed with the statement that "branding differentiates one organisation from another" whilst 97% of the respondents saw an organisation's brand to effect "the way in which an organisation is perceived".

These findings are aligned with the literature that presents branding as a means to differentiate one non-profit organisation from another as well as an essential tool to communicate what the organisation is about (Ries and Ries, 1998; Miller and Muir, 2005; Stride and Lee, 2007). Findings further highlight the need for the brand to be strongly linked to the marketing process, something that can spearhead the non-profit organisations marketing efforts.

4.6 Marketing practices

This research found that 83% of the 47 electronic self-administered questionnaire respondents and 100% of the interviewed respondents engaged in marketing activities. Of those organisations that said that they did engage in marketing activities 13% reported that they spent no funds on marketing activities. The full breakdown of the percentage of the annual expenditure used for marketing as reported by the responding organisations can be found in Figure 7.

Figure 7

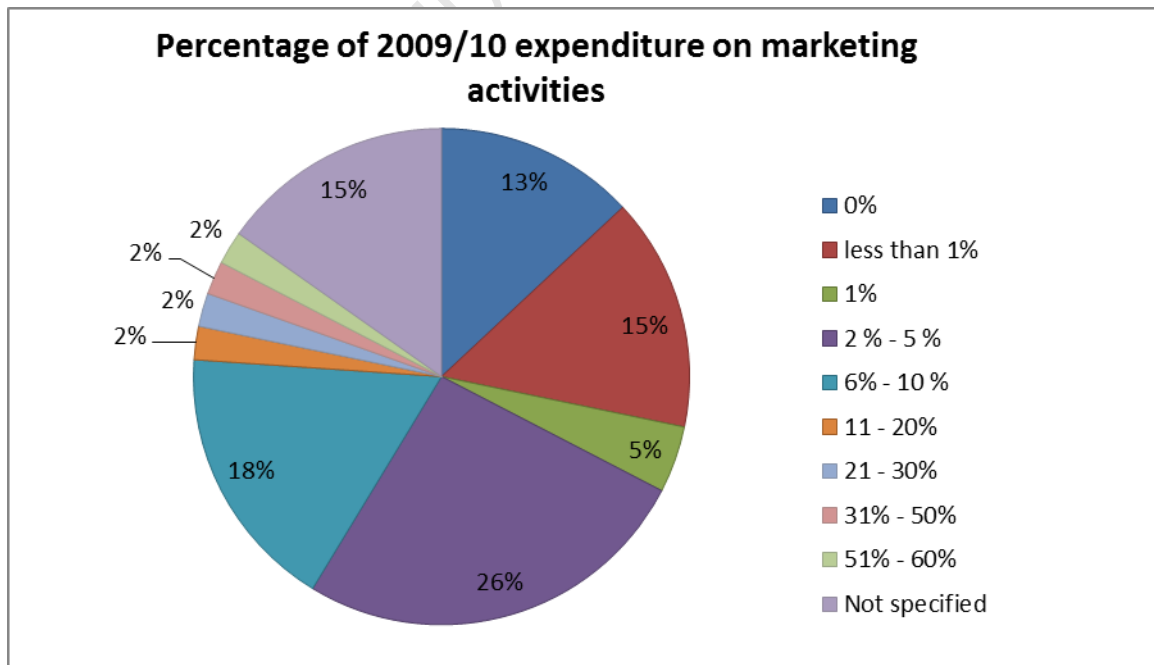


Figure 7 – Percentage of 2009/10 expenditure on marketing activities

The findings pertaining to the techniques used by the respondent organisations to market themselves is presented in three sections, namely: marketing strategy; marketing activities and the review of marketing activities.

4.6.1 Marketing strategy

The need for a well-structured and thought out marketing strategy is a common thread identified in the literature that seeks to explain the elements of effective marketing within the non-profit sector (Kinnell and MacDougal, 1977). Despite the high percentage of responding organisations making use of marketing activities, this research found that only 43% of the responding organisations had a marketing strategy in place. The lack of marketing strategies found in 57% of the organisations could lead to the assumption that those organisations apply marketing activities on an ad hoc basis. The breakdown of organisations who have a clear marketing strategy compared to those who do not is presented in figure 8.

Figure 8

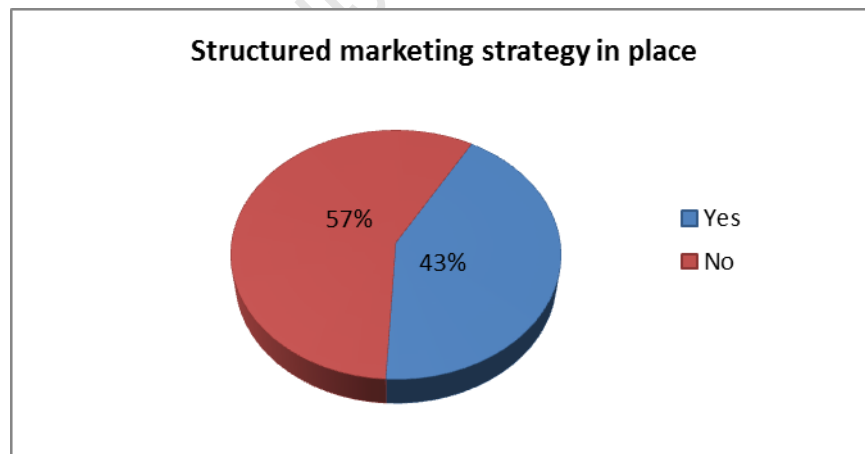


Figure 8 – Responding organisations – Structured marketing strategy in place

Lovelock and Weinberg (1984) suggest that it is often necessary in the non-profit sector to decentralise the marketing process in the non-profit sector and rather incorporate

the marketing activities into the everyday operation of the organisation. The same authors go on to suggest that the responsibility for the implementation of marketing be shared amongst staff members at all levels of the organisation. Based on the findings of this research, 73% of responding organisations involved staff members in both the planning and implementation of the organisation's marketing activities, whilst another 4% had employed a staff member who was solely responsible for the organisation's marketing activities.

4.6.2 Marketing techniques

The findings of this research study highlighted a variety of marketing techniques being used by the respondent organisations. The most frequently reported techniques included: an organisation website; fundraising; social networking; events and selling products and services. Together these marketing techniques made up 66% of the total activities reported. The full list of marketing techniques adopted by respondent organisations is illustrated in figure 9.

Figure 9

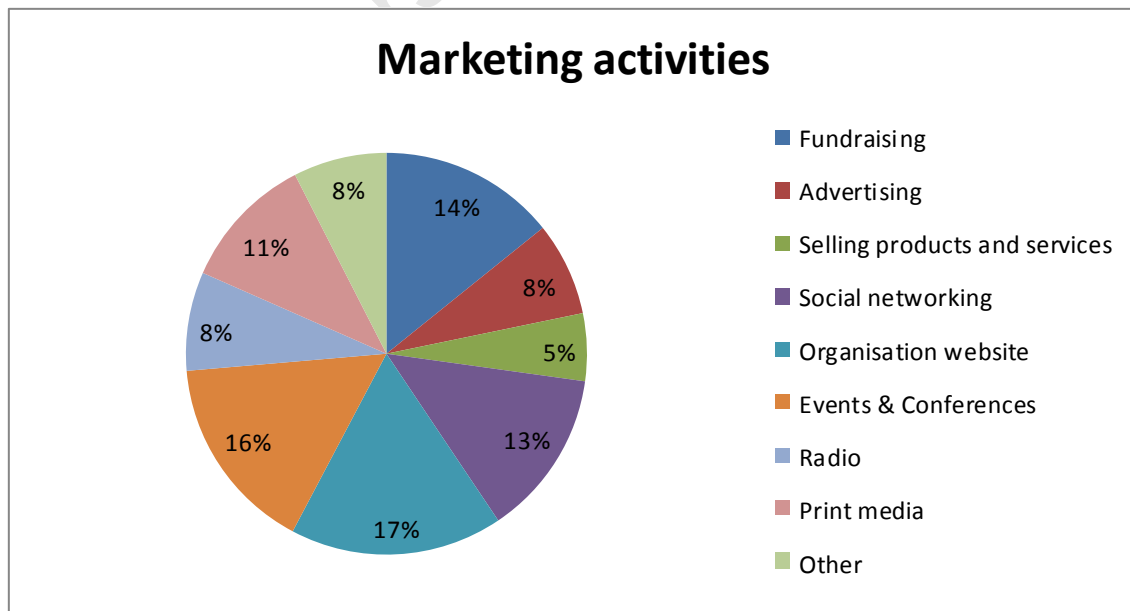


Figure 9 – Marketing techniques used by respondent organisations

In addition to the above, the interview respondents placed a large emphasis on the use of the organisation's beneficiaries in the marketing of the organisation. The use of beneficiaries as a marketing strategy was seen in direct and indirect usage. The findings indicated that the indirect methods of using beneficiaries for marketing purposes included: beneficiary success stories, beneficiary achievements as a result of the organisation's work and through beneficiaries making use of promotional materials in their communities and other settings. The direct methods of using beneficiaries for marketing activities was found in the inclusion of beneficiaries in promotional materials and within the branding of the organisation as well as beneficiaries speaking about the organisation in their everyday communications.

"I think also part of branding is associating the organisation with the beneficiaries. So we always have presentations with what XXX is and the look of all the beneficiaries and I mean any face of XXX just loves it, that they are included in that year's look, so there's buy in in that. They play a part in it as well." – Respondent 2

"...we also make use of our program participants who assist us with marketing in the community...through word of mouth or testimonials, I suppose you could say in their communications with other community members, teachers, other learners and stuff like that. Then their achievements also act as a marketing tool as it motivates the need for our programmes and services. And then also through the wearing of our t-shirts and back packs and other promotional items they help to strengthen the identity of the organisation as well as broaden the organisations marketing efforts." – Respondent 4

The majority of the marketing techniques found to be in use within the non-profit organisations represented in this study are in line with those reported in relevant literature to be effective marketing practices within the non-profit sector (Ludik, 2004;

Maynard, 2005). The one finding that was not however noted in the reviewed literature, was the intentional use of beneficiaries as a marketing technique.

The use of fundraising as a marketing technique made up 14% of the total marketing techniques found to be used within the Western Cape Province non-profit sector. However the notion of fundraising as a marketing technique is seen by Pope *et al.* (2009) to be a misconception. These authors see fundraising as a task that is separate to that of the marketing process within the non-profit sector.

4.6.3 Review of marketing activities

In this research study 67% of respondents that completed the electronic self-administered questionnaire indicated that their organisations conducted regular reviews of their marketing activities. It was further found that 12% of the respondent organisations conducted a review of marketing activities on an ad hoc basis, and 21% of the respondents did not conduct marketing reviews at all. Figure 10 illustrates the scheduled review of marketing activities within the organisations sampled.

Figure 10

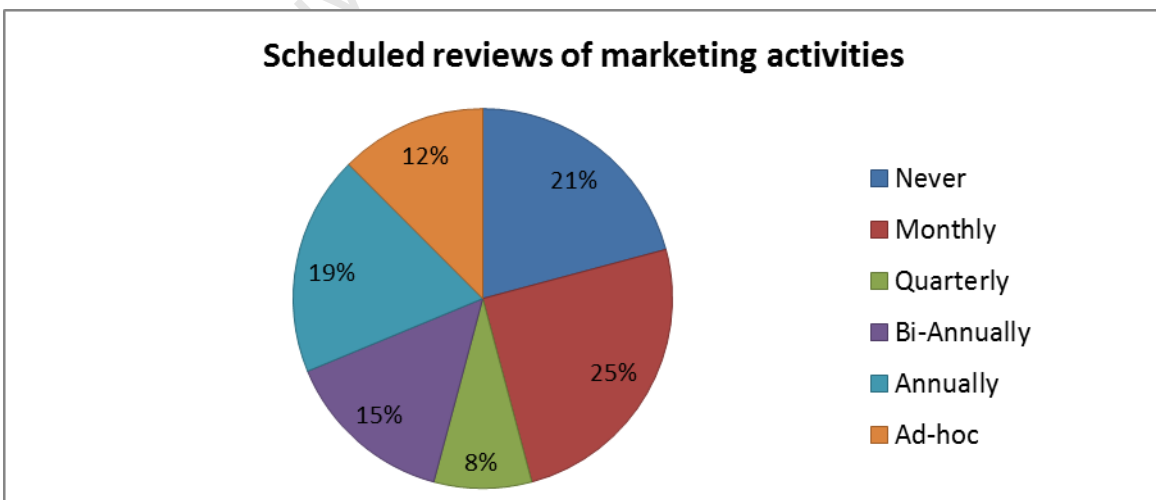


Figure 10 – Scheduled reviews of marketing activities

The scheduled review of marketing activities is cited as being vital to ensure that marketing techniques used are still relevant and effective (Sargeant, *et al.*, 2008). The findings indicated that the marketing review process was important to assist the non-profit organisation to identify new ways of marketing.

“Yes definitely because we can’t just keep doing things in the dark. We would need to constantly monitor and evaluate across all activities to make sure that they are effective and that they are in line with who we are... when it comes to marketing it is easy to get caught up in the trends but if it doesn’t apply to who we are, then why are we doing it? So that is why we constantly need to look at: is this necessary? Is this who we are? Does this fit in with our core values?” –

Respondent 3

4.6 Factors that inhibit or enhance marketing and branding activity within non-profit organisations

The findings of the interviews suggest that there are several factors that play either an inhibiting or an enhancing role in the marketing and branding activities within the non-profit sector. These factors include: Understanding, knowledge and skills; the importance placed on marketing and branding as well as the access to financial and human resources.

4.6.1 Understanding knowledge and skills

The literature suggests that a full understanding of the marketing and branding process is key in the acceptance of such practices by non-profit management (Lovelock and Weinberg, 1984; Ritchie, *et al.*, 1998; Miller and Muir, 2005; Pope, *et al.*, 2009).

“I think also a lack of understanding of what marketing and branding is and how it can be used can be a factor of whether people use it effectively or not. There are some organisations that have amazing logos and you can see that they understand and there are other organisations that have a logo to have a logo. So I think there is a lack of understanding of why it is there and what it is used for.”
– Respondent 3

“Okay I think one of the things that make it possible is access to resources and access to funding and also access to new knowledge and up skilling, so that you are keeping up with what is going on around you and how people are operating and what the trends are. I also think that people coming from different sectors for example can bring access from different viewpoints.” – Respondent 4

“I think that it is easy to talk about the importance of marketing and branding but if you do not fully understand the complexities of the process involved, it can be very easy to engage in activities that could harm the organisation. So I think that there is a lack of knowledge regarding what effective marketing and branding is.”- Respondent 6

Where there is little, or no, understanding or knowledge and skills of marketing and branding practices within a non-profit organisation then marketing and branding activities are unlikely to be practiced (Ritchie, *et al.* 1999; Miller & Muir, 2005; Pope, *et al.*, 2009).

4.6.2 Importance placed on marketing and branding activities

The findings of this research study emphasise the importance placed on marketing and branding by the non-profit organisation as a contributing factor to whether an organisation engages in marketing and branding activities or not.

“Also, I think internally, if you don’t have interest in it, then that will lack.” – Respondent 2

“I also think that it depends on the importance placed on marketing and branding in the organisation.” – Respondent 5

4.6.3 Access to financial and human resources

Another factor that either inhibits or enhances a non-profit organisation’s ability to implement marketing and branding practices is the organisation’s access to resources.

“...it would be two things; lack of finances or a budget for marketing and to find somebody, like a marketer who would be willing to take us on, initially pro bono or on a commission basis, my biggest problem is funding.” – Respondent 1

“I think that the access to resources, or the lack there of can be a factor that affects the ability to market and brand effectively.” – Respondent 4

“Okay I think one of the things that make it possible is access to resources and access to funding and also access to new knowledge and up skilling, so that you are keeping up with what is going on around you and how people are operating and what the trends are. I also think that people coming from different sectors for example can bring access from different viewpoints.” – Respondent 3

The finding that the lack of resources is one of the main determinants of effective marketing and branding practices within the non-profit sector is parallel to that which is presented in existing literature (Miller and Muir, 2005; Sargeant, *et al.*, 2008; Pope, *et al.* 2009).

4.7 Summary

This chapter presented an analysis of the findings from the electronic self-administered questionnaire and face-to-face interviews.

The final section of this dissertation provides the conclusions of the research study as well as some recommendations based on the findings presented.

University of Cape Town

Chapter 5

Conclusions and recommendations

Contents

10 Introduction

11 Conclusions

12 Recommendations

13 Concluding remarks

5.1 Introduction

This is the final chapter of this research report and presents the conclusions drawn on the basis of the research findings, as well as the recommendations suggested for the continued adoption of marketing and branding practices in the development and housing non-profit sector in the Western Cape Province. Conclusions are presented in line with the main research questions while the recommendations are made to specific groups on the basis of the themes emanating from the analysis of the findings of this research study.

5.2 Conclusions

The following conclusions are presented based on the findings of this research study.

5.2.1 What is marketing and branding?

The first aspect that this study set out to explore was the understanding held by Western Cape non-profit organisations of what marketing and branding is. Respondent organisations had a general understanding of the concepts of marketing and branding.

The findings of this study concurred with the literature that the brand is central to the marketing strategy of the non-profit organisation. Branding is seen as the identity of the organisation in that it encompasses the mission, vision and goals of the organisation. Whilst a large part of the branding process is concerned with the visual elements that include the organisation's logo, letterheads and business cards, these need to be consistent so as to ensure an organisational visual identity.

Thus, from the findings of this research study it is concluded that marketing and branding need to exist interdependently and that it is the brand of the organisation that forms the foundation of the marketing strategy and marketing activities of the organisation.

5.2.2 The non-profit sector

From the late twentieth century the landscape of the non-profit sector began to change. This change continued into the twenty-first century, and changes continue to shift that landscape into areas that up until a few years ago, one could not have predicted that the non-profit sector would have gone.

One of the most significant elements of the changing landscape of the non-profit sector is seen in the dramatic expansion of the non-profit sector on a global scale. Through the analysis of existing data it is concluded that the South African non-profit sector has followed the global trend, which has resulted in increased competition for limited financial and human resources.

In addition to the rapid expansion, the non-profit sector has also seen the introduction, of what was traditionally seen as commercial practices, into non-profit strategy and management. Such practices include accounting practices, human resource management, procurement and resource management, risk management and the like. However only recently have such practices come to include marketing and branding.

5.2.3 Marketing and branding in the Western Cape Province non-profit sector

The existing literature on the topic of marketing and branding in the non-profit sector speaks to a great resistance to the practice of marketing and branding within this sector. This resistance is reported to have arisen as a result of non-profit leaders and managers

who saw marketing and branding as being exclusive to the private, for-profit sector. This understanding is attributed to the dominant exchange paradigm that is seen to be the core of the activities of the for-profit sector. The dominant exchange paradigm, spoken of in the literature has resulted in the perception that marketing and branding practices will result in the commercialisation of the non-profit sector.

However this research study found that the development and housing non-profit sector in the Western Cape Province saw marketing and branding as an intrinsic part of non-profit strategy and management. This importance was attributed to the need for the continued visibility of the organisation and the need to communicate the organisation's purpose to the various publics to whom the organisation is accountable.

- *Branding in the Western Cape Province non-profit sector*

Branding is seen as an important part of non-profit strategy and management in the Western Cape Province development and housing non-profit sector with 93% of the respondent organisations indicating that branding has an important role to play in the non-profit sector since branding represents the identity of the non-profit organisation and that it embodies the vision, mission, values and goals of the organisation.

Branding is therefore an essential tool to differentiate one non-profit organisation from another. Such differentiation is achieved through the embodiment of the organisation's purpose in the brand and the brand forming the foundation of the marketing activities of the organisation. As organisations change it is also essential to review the relevance of the brand in relation to a changing organisation and a changing social and economic environment.

- *Marketing in the Western Cape Province non-profit sector*

As with branding, this research study concludes that marketing is recognised by the Western Cape Province development and housing non-profit sector to have an important role to play in organisational sustainability. In terms of the nature of marketing within the non-profit sector, marketing can be seen as a communication tool to ensure that the organisational brand is communicated to stakeholders in an appropriate manner. The non-profit sector, like the for-profit sector, is required to communicate with various *publics*. In the non-profit sector these include donors; volunteers; beneficiaries; decision makers and organisational staff, each of whom requires a different marketing strategy.

Whilst the importance of marketing within the Western Cape Province non-profit sector was highlighted, this research study informs us that minimal financial and human resources are set aside for this function. Non-profit organisations find themselves having to integrate marketing activities into existing organisational portfolios which can result in marketing activities being diluted and given little priority within non-profit organisations.

5.2.4 Marketing and branding techniques in the Western Cape Province non-profit sector

This non-profit sector makes use of a broad range of marketing techniques, whilst the concept of branding was seen as a technique in itself. The findings of this research study pertaining to branding and marketing as techniques used is discussed below.

- *Branding as a technique*

Branding is seen as a technique to communicate the values of the organisation. The “branding technique” was seen to be the look and feel of the organisation and includes the non-profit organisation’s logo and slogans as well as letterheads and business cards.

Branding also includes the way in which the non-profit organisational staff and volunteers and its beneficiaries represent the organisation.

- *Marketing techniques used*

A variety of marketing techniques are used by non-profit organisations in the Western Cape Province. The most common techniques include: social networking; conferences; events; promotional materials; advertising; organisational websites; print media and radio and to a lesser extent organisation newsletters; selling products and services; television and promotional materials.

Notwithstanding the importance attributed to the role of marketing within the Western Cape Province non-profit sector, only 43% of the respondent organisations had a marketing strategy in place. This finding leads to the conclusion that organisation's without a structured marketing strategy in place use marketing activities on an ad hoc basis, which may lead to a fragmented message being communicated to the publics targeted by the non-profit organisation.

The reviewed literature placed a large emphasis on the important role that regular marketing reviews play to ensure that marketing activities are effective. This research study found that the majority (67%) of the organisations conducted planned reviews of the marketing activities used by their respective organisation. This demonstrates an understanding of the importance of the role of marketing reviews which concurs with the literature.

5.2.5 Factors that inhibit or enhance the Western Cape Province non-profit sector's ability to implement effective marketing and branding techniques

This research study identified several factors which influence both marketing and branding in the non-profit sector in the Western Cape Province. These factors were seen to be both inhibitors and enhancers of an organisation's ability to implement effective marketing and branding techniques. Whether the factor was an inhibitor or an enhancer depended on the position in which the non-profit organisation found itself to be.

These factors which either enhance or inhibit the non-profit organisation's ability to implement marketing and branding techniques effectively are listed in Table 6.

Table 7

Inhibiting factors	Enhancing factors
Lack of understanding, knowledge and skills of the marketing and branding process	Understanding, knowledge and skills of the marketing and branding process
Marketing and branding not seen as important by the non-profit organisation	Marketing and branding seen as important by the non-profit organisation
Lack of financial resources	Availability of financial resources
Lack of human resources	Availability of human resources

Table 7 – Factors that inhibit and enhance the ability to implement marketing and branding techniques effectively

5.3 Recommendations

The recommendations presented here are based on the findings and conclusions of this research study and are made to the different groups that play a role in the development of the Western Cape Province non-profit sector.

5.3.1 Western Cape Province non-profit sector management

This research study has shown that the non-profit sector is expanding and that such expansion has led to increased competition for limited financial and human resources. This expansion and the accompanying increased competition have meant that the need for non-profit organisations to increase visibility has never been more important. It is therefore recommended that non-profit leaders and management seriously assess their organisation's positioning within the Western Cape Province non-profit sector, and based on such an assessment, explore more effective marketing and branding techniques.

Whilst, this research study acknowledges that non-profit organisations may find themselves facing challenges that may affect the types of marketing and branding techniques that could be used, this can also present an opportunity for creativity within the organisation by involving the staff in the process of developing the organisation's marketing strategy. Utilising this method holds the additional benefit that it could assist in the adoption of the organisation brand and marketing strategy by internal stakeholders, especially staff and governing boards.

5.3.2 Donor and funding organisations

The recommendation for donor and funding organisations is for the inclusion of marketing and branding allocations within the service level, grant and funding agreements provided to non-profit organisations. It is also recommended that, where possible, donor organisations assist the funded organisations with mentoring around the use of effective marketing and branding techniques.

This recommendation, if followed, holds potential significant benefits for both the donor/funder and for the funded organisation. These benefits would materialise in the ability for non-profit organisations to effectively brand and market themselves, thus attracting additional interest in the organisation and support of its work. In so doing it will highlight the contributions of the funding organisation, increasing the visibility and sustainability of the funded organisation.

Finally, the recommendation for the provision of mentoring and guidance with regards to the development of an organisation brand and/or marketing strategy will ensure that the funder is portrayed in the way that is beneficial to its brand, thus indirectly increasing its own marketing reach.

5.3.3 Further research on non-profit management

It is recommended that further research that aims to explore, explain and make recommendations for the improvement of non-profit management is undertaken, with particular emphasis on the development of effective marketing and branding tools and techniques that are cost-effective and can be successfully implemented by non-profit organisations.

Additional research should also be undertaken to explore non-profit sector management within a South African and African context. Such research will enable context specific recommendations for marketing and branding within the sector to be made.

5.4 Concluding remarks

This research study concluded that the Western Cape Province non-profit sector, in terms of the number of non-profit organisations in operation, is at the largest that it has

ever been and that this sector continues to grow each year. This continuous expansion, and the resulting increased competition for limited resources has, in its own way, forced non-profit organisations to find ways in which to stand out from the crowd. Whilst, the need to be visible is acknowledged it is imperative that non-profit leaders and management are equipped with the necessary understanding, knowledge, skills and resources to effectively brand and market their organisations.

Finally, while it is the responsibility of the respective non-profit organisations to develop and implement their unique brand and marketing strategy, the short time that marketing and branding has played an active role within the non-profit sector does highlight the need for the development of new knowledge that is context specific.

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Appendix I – Electronic Self-Administered Questionnaire

1. I agree to participate in this research study. *

Yes

2. Organisation Profile

* The following details are for the purposes of categorisation only and not for publishing purposes. All information supplied will be kept highly confidential.

2. Name of organisation: *

3. How long has organisation been operating? *

Less than 1 year

1 - 3 years

4 - 6 years



6 - 10 years



Longer than 10
years

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Insert Question

4. Annual expenditure at end of 2009/10
financial year: *

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R0 - R500,000



R500,001 - R1,000,000



R1,000,000 - R1,500,000



R1,500,001 - R2,000,000



R2,000,001 +

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Insert Question

5. Number of permanent staff members: *

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1 -



11 -



21 -



31 -



51

10

- 20

- 30

- 50

+

Insert Page

Insert Question

6. Number of Volunteers: *

0 - 11 - 21 - 31 - 51

10 - 20 - 30 - 50 +

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[Insert Page](#) [Insert Question](#)

3. Marketing activities

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The next set of questions will explore the marketing activities currently used by your organisation

[Insert Page](#) [Insert Question](#)

7. Does your organisation engage in marketing activities? *

Yes
 No

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8. Does your organisation employ a marketing staff member? *

Yes
 No

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9. Does your organisation have a structured marketing strategy in place? *

Yes

No

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10. Are the organisation staff involved in the planning of the marketing strategy? *

Yes

No

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Insert Question

11. Are the organisation staff involved in the implementation of the marketing strategy?

Yes

No

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12. What percentage of your organisation's annual expenditure is allocated for marketing activities?

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Insert Question

13. Who decides on the percentage budgeted for marketing activities? *

- Marketing staff member
- Financial director
- Board of trustees
- Other

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Insert Question

14. Who is responsible for your organisation's marketing decisions? *

- Marketing staff member
- Financial director
- Board of trustees
- Other

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15. What marketing techniques does your organisation use? (Please select all that apply) *

- Fundraising
- Advertising
- Selling products and services
- Social networking (e.g. facebook and

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twitter)

- Organisation website
- Events
- Conferences
- Radio
- Print media
- Television
- Other

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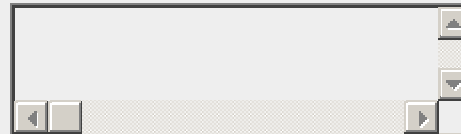
Insert Question

16. If you selected "other" for marketing techniques used, please provide details of activities here.

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Insert Page

Insert Question

17. Are your marketing activities effective?

*

- Yes
- No

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Insert Question

18. How often does your organisation conduct reviews of the marketing activities? (e.g. annually, bi-annually, monthly) *

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Insert Question

19. Does your organisation make use of external organisations for the development of a marketing strategy? *

- Yes
- No

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Move or Copy

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Insert Question

20. Can you see any results from your marketing activities? *

- Yes
- No

Edit

Delete

Move or Copy

Insert Page

Insert Question

21. What results can you see from your marketing activities? (Please select all that apply) *

- Increased funding

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- Increased awareness / interest
- Increase in volunteers
- Improved client relations
- Other

Insert Page

Insert Question

22. If you selected "other" for results of marketing activities, please provide details of activities here

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Insert Question

23. Do you think that your organisation could benefit from an effective marketing strategy? *

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Yes No

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Insert Question

24. Would your organisation be interested in increasing your organisation's marketing capacity? *

Edit

Delete

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Yes No

Insert Page

Insert Question

25. Do you consider marketing to be an important aspect within the Western Cape Non Profit sector? *

Yes No

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Insert Question

4. Branding

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Insert Question

26. How important do you think organisational branding is in the Non Profit sector? *

Extremely important Somewhat important Not very important Unimportant

27. Based on your perception of branding, please indicate whether you agree or disagree with the following statements: *

	Strongly agree	Agree	Disagree	Strongly disagree
Branding is exclusively for	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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commercial/private sector use				
Branding communicates what the organisation does	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Branding is only concerned with logos and slogans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Branding differentiates one organisation from another	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Successful branding requires internal and external adoption of the brand to ensure success	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Branding influences how the organisation is perceived	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



28. On a scale of one to ten with one being extremely strong and ten extremely weak please rate your organisation in the following areas of branding: *

	1	2	3	4	5	6	7	8	9	10
Public perception of organisation brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Donor perception of organisation brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff perception of organisation brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteer perception of organisation brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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29. Has your organisation engaged in branding activities in the last 2 years? *

Yes No

30. Does your organisation plan to rebrand within the next 2 years? *

Yes No

5. Survey complete

Thank you for completing the survey and participating in my research project.

Upon completion of this research project, the collated results will be available to all participating organisations. Please indicate below if you would like to receive a set of collated results.

Many thanks,
Kerryn Rehse

31. Would you like to receive the collated results from this research study?

Yes No

32. If you answered yes above, please enter an email address below.

This email address will be used to forward the results to your organisation.

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Appendix II - Structured interview schedule

Section A: Respondent Profile

1. Position in the organisation
2. Number of years with the organisation

Section B: Organisational Profile

1. Nature of organisation's work
2. Years of operation
3. Staff complement
 - a. Permanent versus Contract
 - b. Full-time versus Part-time
4. Volunteer complement
5. Annual expenditure of the organisation

Section C: Marketing in the organisation

1. What do you understand marketing to be?
2. Does this organisation engage in marketing activities?
(If yes, refer to next question 3. If no, refer to question 10)
3. What kinds of marketing activities does this organisation engage in?
4. What percentage of the organisation's annual expenditure is set aside for marketing?

(If respondent is not able to provide an exact amount, encourage them to provide an estimate if not in percentage form then a Rand amount).

5. Who is responsible for deciding on the amount spent on marketing activities?
6. Who is involved in the planning of the organisation marketing strategy?
7. Are other staff members involved in the planning and implementation of the marketing strategy? *(explain reasoning behind answer)*
8. What marketing activities has the organisation used in the past two years?
9. Does the organisation conduct regular reviews of marketing activities? *(explain frequency and methods)*
10. In your own view, do you think that the marketing activities of the organisation are effective? *(explain answer)*
11. How important do you think that the concept of marketing is in the Non-Profit sector?
(Probe respondent to share the reasoning behind the response given)

(Questions 11 is only for those respondents that responded no to question 2 of this section)

12. Do you think that your organisation could benefit from an effective marketing strategy? *(Explain answer)*

Section D: Branding of the organisation

1. What is your understanding of a brand/branding?

2. Do you perceive your organisation to be a brand? (*explain*)
3. How do you think that the following groups perceive your organisation brand?
 - a. Staff
 - b. Volunteers
 - c. Beneficiaries
 - d. Donors
 - e. Supporters
4. What do you think has informed the perceptions held by these groups?
5. How important do you think it is to communicate to others what your organisation stands for and aims to achieve?
6. How strong do you perceive your organisation brand to be? (*explain*)
7. Do you think that the concept of branding has a place in the Non-Profit sector?

(Probe respondent to share the reasoning behind the response given)

Section E: Enabling factors

1. Which factors enhance Non-Profit organisations in the Western Cape to engage in marketing activities?
2. Which factors enhance Non-Profit organisations in the Western Cape to engage in branding?

Section F: Perceptions on Proposed Strategies

1. Which factors inhibit Non-Profit organisations in the Western Cape from engaging in marketing activities?
2. Which factors inhibit Non-Profit organisations in the Western Cape from engaging in branding?

THANK YOU FOR PARTICIPATING IN THIS RESEARCH!

University of Cape Town

Appendix III – Invitation letter to respondents

2 Boshoff Gardens
Wicklow Road
Plumstead
7800

27 March 2011

To The Director (Organisation Name)

RE: Request for your participation in Master's Research Study

My name is Kerryn Rehse and I am currently conducting a research study that seeks to explore the Marketing and Branding activities used by Development Non Profit organisations in the Western Cape Province.

The aforementioned research is being compiled towards the completion of a Master's degree in Social Policy and Management through the Department of Social Development at the University of Cape Town.

The selection of this research topic arises out of the researcher's interest in the application of marketing and branding techniques within the South African Non Profit sector. This interest is in part fuelled by the ailing number of Non Profit organisations in the Western Cape Province.

Furthermore, there has been minimal research undertaken in the area of marketing and branding within the South African Non Profit sector.

The proposed research hopes to provide valuable insight into the current perceptions held by Non Profit organisations in the Western Cape Province towards the concepts of marketing and branding within the Non Profit sector, as well as the marketing and branding techniques currently employed by such organisations.

I have included a link to an electronic questionnaire for your completion. The questionnaire will take approximately 10 minutes to complete. The information gathered will form the basis of the research findings and will be collated and presented in the form of a minor dissertation to be presented to the University of Cape Town for marking purposes.

Please follow this link to access the questionnaire:

[Kerryn Rehse_Marketing and Branding Research Survey](#)

The collated results will be made available to all respondents in either electronic or printed format depending on individual preferences.

Should you be unable to access the electronic questionnaire via the host website, please respond to this email with your fax number and I will gladly fax the questionnaire to you for completion.

It will be greatly appreciated if the questionnaire can be completed by **30 May 2011**

Should you have any queries pertaining to the nature of this study or would like any additional information, please feel free to contact me:

Email: kerryn.rehse@gmail.com

Mobile: 084 515 5961

I would like to take this opportunity to thank you for taking the time to read this email and in advance for your participation in my research study through the completion of the electronic questionnaire.

Yours sincerely,

Kerryn Rehse