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Facing reality

A mixed method case study on
facing's influence on brand value



By:
Andreas Prag

Abstract

The general purpose of this thesis is to examine and illuminate how organisational use of facers for fund-raising influences the brand of the organisation. The overall hypothesis behind this piece of research is that organisations using facers may not necessarily be aware of the potential consequences or benefits in terms of brand value that are associated with the use of facers.

The research was realised as a case study on the Danish animal protection organisation Anima, which was chosen as a case study as the organisation may represent a large selection of small organisations that do not necessarily have the amount of resources to conduct the needed analyses to illuminate potential consequences of their use of facers. General knowledge concerning the case study was acquired through a document study of the external communication of the organisation and complimented by a qualitative interview with the head of the organisation.

The overall approach to research of this thesis is based on a constructionist paradigm, which may have influenced the research in a qualitative direction. However in order to enhance the validity of the research using triangulation the qualitative research was complimented with a quantitative internet survey, thus making the overall piece of research an example of a mixed methods approach.

The qualitative part of the research was conducted through focus group interviews, with the intention in mind that focus group interviews would suit the topic of the research very well, as the group interaction of focus groups would facilitate an open and honest discussion among the participants.

The theories utilised in this project encompass in theories on communication in general. The primary emphasis is on theories of branding such as corporate branding, brand personality and brand equity and a minor emphasis on customer engagement in terms of brand development. These theories are used to facilitate an understanding of, on one hand, the brand the case study organisation attempts to communicate through their use of facers, but also how this brand is perceived by the target audience. The overall understanding of a brand is to a wide degree influenced by corporate branding, in the

sense that the brand of an organisation is defined by how it is perceived by its recipient. Furthermore a theoretical understanding of campaign planning aspects such as situation analysis, organisational and campaign goals and recipient perception are also included in the theories for this piece of research in order to illuminate the considerations behind conducting a fund-raising campaign using facers, but also to see if inconsistencies in terms of goals or a simplified recipient perception may trigger a loss of brand value. Lastly theories on marketing psychology and consumer behaviour are included to assess whether or not the particular methods of the facers have consequences in terms of brand value.

The overall conclusion based on the results of the focus group interviews and the internet survey is that organisational use of facers does have consequences for the brand of the organisation. In the case of Anima and the brand's altruist personality, judging from the results of the focus group interviews there might be some communicative inconsistencies when organisations employ facers, which may cause the brand to lose prestige. The participants of the focus group associated this fund-raising method with a dishonest and very commercial approach to fund-raising and this may in conclusion be in contrast to the brand personality of Anima. The specific persuasion methods of the facers were in general among the focus groups and the survey respondents considered intrusive and manipulative, but the methods of the facers did not seem to have the same effect on the brand of the organisation in comparison to the overall question whether the organisation chose to use professional facers or not.

TABLE OF CONTENTS

1 INTRODUCTION	2
1 1 BACKGROUND	2
1 2 PROBLEM STATEMENT.....	3
1 2 1 <i>Problem formulation</i>	3
1 3 OUTLINE	3
1 3 1 <i>Fund-raising</i>	4
1 3 2 <i>Facing</i>	4
1 3 3 <i>Non-profit marketing</i>	5
2 DESIGN	6
2 1 RESEARCH STRATEGY	7
2 1 1 <i>Epistemological considerations</i>	7
2 1 2 <i>Ontological considerations</i>	8
2 2 A HERMENEUTIC APPROACH.....	9
2 3 CASE SELECTION	10
2 4 CASE DESIGN	11
2 5 RESEARCH METHODS	12
2 5 1 <i>Interview guide</i>	13
2 5 1 1 Document study.....	14
2 5 1 2 Qualitative interview	15
2 5 3 <i>Focus group interviews</i>	16
2 5 3 1 Selection of participants for the focus groups.....	19
2 5 3 2 Actual group composition.....	20
2 5 4 <i>Quantitative methods</i>	22
2 5 5 <i>Validity</i>	23
2 6 DATA ANALYSIS	24
3 THEORY	26
3 1 THEORY SELECTION.....	26
3 2 BRANDING	27
3 2 1 <i>Corporate branding</i>	28
3 2 2 <i>Brand personality</i>	29
3 2 3 <i>Brand equity</i>	31
3 2 4 <i>Customer engagement</i>	33
3 3 CAMPAIGN PLANNING	34
3 3 1 <i>Situation analysis</i>	34
3 3 2 <i>Organisational and campaign goals</i>	35
3 3 3 <i>Recipient perception</i>	36
3 4 MARKETING PSYCHOLOGY AND CONSUMER BEHAVIOUR	37
3 4 1 <i>Persuasion knowledge</i>	38
3 4 2 <i>Cognitive dissonance</i>	40
3 5 OPERATIONALIZATION OF THEORY	42
3 5 1 <i>Interview guide</i>	46
3 5 1 1 Document study of Anima	46
3 5 1 2 Qualitative Anima interview.....	50
4 ANALYSIS	57
4 1 THE BRAND.....	57
4 1 1 <i>Cognitive dissonance and organisational communication</i>	68

4 2 THE PERSUASION ATTEMPT	69
5 CONCLUSION	77
5 1 FURTHER STUDIES	79
6 BIBLIOGRAPHY	79
7 APPENDICES	81

1 Introduction

1 1 Background

The inspiration for the choice of topic for this project can in part be ascribed to an internship I took during my studies. The internship took place at a Danish NGO, where I worked mainly with communication in general. This was the first time I experienced first-hand, how organisations manage their external communications and what kind of analysis is behind the decisions concerning communication. In particular a part of the organisation's external communication was through 'facing', which in part function as direct fund-raising and member recruitment, but also as a method to expand awareness of the organisation's cause and brand. It really surprised me and ignited my interest, how this specific organisation made use of 'facers' or 'street ambassadors'. It almost seemed to me that the organisation very tenaciously grasped on to this practice, even though the facers rarely reached their quota. It occurred to me that organisations continuously make use of facers, even though it seemed as though the potential of this practice has been reached – that market had been saturated, so to speak. So the main motivation behind the topic for this thesis was generally that I felt that organisations needed some new insight into how they make use of this member recruitment practices. In an extension to the use of facers, a general approach to communication will also be a factor in this project, as the use of facers is for every purpose a means of communication.

1 2 Problem statement

As non-governmental organisations (NGOs) adopt the communicative tools of the commercial sectors in their fund-raising campaigns, they become practitioners of so-called non-profit marketing. One can assume the motivations and direct results of this approach to fund-raising are primarily concerned with the financial resources of the NGOs in question. The fund-raising campaigns in question can in theory encompass many different types of fund-raising campaigns. However the main type of campaign that is going to be featured in this project is campaigns featuring street ambassadors, as the presumption is that these encounters trigger the strongest reactions.

The economic gain of a fund-raising campaign based on the use of facers will undoubtedly depend on the specific campaign in question, but this is not the main issue of this study. This study encompasses what kind of impact these commercial communicative practices can potentially have on the public perception of the NGO. The main assumption of this project is that these fund-raising practices may have some consequence of benefits for the organisational brand. In further detail, the use of these practices may contribute to a generally asynchronous relationship between the brand an organisation seeks to communicate and how the used fund-raising methods influence people's perceptions of the brand.

1 2 1 Problem formulation

Thus, the problem formulation is as follows: How does facing influence the perceived brand value of the organisation in question?

1 3 Outline

The general outline of this piece of research, is first to elaborate on the project's research design itself, in which the paradigm followed will be stated in order to explain the incentives for choosing a particular research design. In the chapter on research design, the research methods will also be clarified, which then in turn sum up the chapter on research design. The chapter on design will thus be followed by a chapter on theories, which will in the

analysis be applied to the case study. These theories include theories on communication theory in general; among these are theories on branding, marketing psychology, target audience, recipient perception and situation analysis. Following the chapter on theory is the analysis and finally the study will be rounded off with the conclusion.

1 3 1 Fund-raising

Before the research subjects can be approached academically, it is necessary to facilitate a common understanding of key terms. The first term which may be of importance to have such a common understanding of, is fund-raising. Fund-raising can in short be defined as the generation of “voluntary contributions” for organisations, educational institutions or political groups (Brakeley 1980). The method of these activities are very diverse and can include “door-to-door appeals, direct mail campaigns, charity dinners and testimonials, charity balls, benefit entertainments” (Brakeley 1980) etc. The specific method of fund-raising which will be emphasised in this piece of research is the fund-raising activity facing.

1 3 2 Facing

As stated in the problem formulation, this project takes its point of departure in organisation's use of facers and therefore this term should be defined, before venturing deeper into the subject to evade any possible misunderstandings. Facing is a rather common term used in Denmark to describe this activity, whereas many organisations themselves use the term “street ambassadors” or simply “street recruiters”. The humanitarian organisation UNICEF uses the term “street recruiters” whose primary job functions they describe as establishing contact with people and creating awareness about the work of UNICEF. In UNICEF's own description of the street recruiters, the organisation is also very open about the financial incentive concerning the use of these employees¹. The practice of facing can be considered to be a single method of fund-raising, but the functions of facing is not limited to the generation of funds. The following definition will hopefully shed light upon this.

1 <http://unicef.dk/artikler/medlemshvervning-paa-gaden>

According to “Det Danske Sprog- og Litteraturselskab” a facer is “a person whose job consists of confronting people on the streets with intention of making them take out a subscription, make a donation, participate in an survey or something similar”². This definition is rather broad, but encompasses the many functions a facer might have. In this piece of research, the primary job function of the facers in focus will be the appeal for donations or membership subscriptions.

1 3 3 Non-profit marketing

Another term which may prove to be relevant to have a clear definition on is “non-profit marketing”. In simple terms non-profit marketing is when not-for-profit non-governmental organisations adopt practices, which are usually employed in the commercial sectors for commercial incentives. The notion of non-profit marketing is very close to the common understanding of “traditional” marketing, which says that “marketing is the idea or concept that an organisation's decisions should be governed by its market and its customers, rather than by its technical facilities” (Hannagan 1992:15). What this notion consequently means is that marketing in itself, regardless of being employed by non-profit organisations or commercial enterprises, is used to compensate for a “mismatch that develops between production and sales” (Hannagan 1992:1) so that either the product is transformed to fit the needs of the consumers, or the need of the consumers is manipulated through advertising for instance.

The communicative activities within marketing are an extremely large topic, but in general deals with the development of a marketing plan, marketing research and how the product or service of an organisation is promoted (Hannagan 1992:33-172). It was however not until the late 1970s (Kotler 1979:2) that organisations started to intentionally utilise marketing practices in their operations in order to gain an edge over the competitors. Organisations did however prior to this also take part in the marketing of their products, but the development in the late 1970s put increased focus on the need to have a dedicated staff or office to take care of the marketing process (Kotler 1979:5).

2 <http://ordnet.dk/ddo/ordbog?query=gadehverver>

Non-profit marketing is interesting for this piece of research, as non-profit marketing describes activities belonging in the realm of the commercial sector along with the perceptions of the consumers from this sector. What the introduction of marketing means for non-governmental organisation, is that the product of these organisations can be changed in order to reach a broader segment of consumers. This may therefore have severe consequences on the credibility of especially charity NGOs, as they are to be considered communicating an ethical message and in a wider spectrum the utilisation of facers may ultimately be connected to a management position of an NGO which is to a wide degree influenced by non-profit marketing techniques and attitudes.

2 Design

First of all regarding methodology, it is important to realise that every piece of research is influenced by the paradigm the researcher adheres to. Guba defines as paradigm as follows: "A paradigm may be viewed as a set of basic beliefs (or metaphysics) that deals with ultimates or first principles. It represents a world-view that defines, for its holder, the nature of the 'world', the individual's place in it, and the range of possible relationships to that world and its parts, as, for example, cosmologies and theologies do" (Hesse-Biber 2004:21). In other words, a paradigm is the term used to describe the set of principles a researcher follows and uses as guidelines in assessing the validity and usefulness of research. A paradigm is primarily concerned with philosophical considerations on matters influencing the methods of research and their legitimacy (Lincoln 2005:191), in consequence also the attitudes towards own and other people's research. Paradigms are as mentioned the sum of a series of philosophical considerations, which are normally divided into ontological and epistemological considerations. The names of the paradigms, however, not every scholar agrees upon and different authors may use different names for philosophical considerations, which in reality are identical.

Using Guba's terminology, this piece of research is most heavily influenced by the paradigm constructivism. The epistemological and ontological considerations at the root of this position will be explained in the chapters on epistemology and ontology.

2 1 Research strategy

The overall strategy of a piece of research is mostly influenced by the paradigm which the researcher adheres to. As mentioned in the previous chapter, a paradigm consists of epistemological and ontological considerations which will be discussed in the following chapters.

However, there are also other important constituents in an overall research strategy. First of all the relationship between theory and research is crucial to be conscious about in order to ensure that the research will yield valid and credible results.

2 1 1 Epistemological considerations

Epistemological considerations concern issues on “what is (or should be) regarded as acceptable knowledge in a discipline” (Bryman 2008:13). So in further detail, epistemology deals with questions on what knowledge is, how we can define it, how to acquire it and so on. In terms of epistemology and its relation to research, a researcher's understanding of knowledge and how to acquire will undoubtedly affect the methods of the researcher in question and the desired results. One of the main epistemological issues, that affects research in a very practical sense, is the question whether social research should be conducted with similar approaches as the natural sciences.

As mentioned in the previous chapter, this piece of research can primarily be considered to be of a constructionist orientation, but it is important to remember that authors differ on their definitions of certain terms. Using Guba's terms, constructivism is an overall paradigm which encompasses both epistemological and ontological positions, Bryman, however, uses only the term constructivism to describe an ontological position (Bryman 2008:19). Regarding the epistemological position of constructivism, Guba uses the term subjectivism to describe an attitude towards knowledge which, as the term implies, puts focus on the subject itself – that the subject influences the given results, but also, perhaps more importantly, the notion that social action can have very different subjective meanings from one person to the next (Lincoln 2005:195). Bryman uses the term interpretivism to describe a similar epistemological position, in which it is emphasised that even though

people understand things differently, i.e. they have a different knowledge, one is not necessarily more correct than the other (Bryman 2008:15). In conclusion, this position towards epistemology means for this piece of research, that the subject matter will not be approached using similar methods as those of the natural sciences. Researching a subject with a subjectivist or constructionist approach, will in many cases call for methods embracing the subjective nature of knowledge. Thus many researchers following this paradigm will have an affinity for qualitative research, as this approach to research puts emphasis on the subjective nature of knowledge.

2 1 2 Ontological considerations

Ontology is, like epistemology, a branch of philosophy which can have significant impact on research. Ontological questions are philosophical questions about reality itself. On this issue Guba writes: "What is the form and nature of reality and, therefore, what is there that can be known about it" (Hesse-Biber 2004:21). Ontology is "concerned with the nature of social entities" (Bryman 2008:18) and "whether social entities can and should be considered objective entities that have a reality external to social actors" (Bryman 2008:18). So in further detail, the importance of ontology for social science is the question how researchers regard the very social entities they scrutinise.

As stated earlier the overall paradigm of this piece of research is constructivism and the ontological position naturally reflects this paradigm. Bearing in mind that Bryman only uses the term constructivism in connection with ontology, he defines constructivism as "a position that asserts that social phenomena and their meanings are continually being accomplished by social actors" (Bryman 2008:19) and also that "social phenomena and categories are not only produced through social interaction but that they are in constant state of revision" (Bryman 2008:19). This understanding of social phenomena, that they are continually being created and re-created, can have quite an impact on which methods the researcher prefers. As previous examples, Guba does not use the same terms as Bryman even though they may describe the same positions. On the ontological position of constructivism Guba uses the term relativism to describe this attitude, in further detail Guba defines constructivism as the position, that supports "local and specific constructed

realities” (Hesse-Biber 2004:25). This understanding of relativism is strongly reminiscent of Bryman's description of the ontological aspects of constructivism.

According to Guba the constructivist purpose of inquiry is “understanding and reconstruction of the constructions that people (including the inquirer) initially hold aiming toward consensus but still open to new interpretations as information and sophistication improve (Hesse-Biber 2004:26). Taking this into account the most obvious choice is to conduct qualitative research, as realities are constructed by people the most effective methods to explore these constructs are to approach them by embracing their inherent subjectivity. Lastly this paradigm connects very well to the topic at hand as a constructivist's paradigm with primarily qualitative methods is very well suited to explore people's attitudes and how they reflect on the issue at hand, whereas a paradigm like positivism may get better results when it comes to the “mapping” of people's attitudes and opinions.

2 2 A hermeneutic approach

In this regard the general approach to research strategy for this piece of research is mostly influenced by a hermeneutic approach. The fundamental element in a hermeneutic approach is that the researcher is ultimately influenced by his or her pre-understanding and what this means in practice, is that as the researcher gains additional perspectives and perhaps also further understanding, the entire research process can in addition also change (Jacobsen et al. 1999:166). In practice the application of a hermeneutic approach, means that the researcher's understanding and perception are always up for re-evaluation. Furthermore the general assumption, that organisations' fund-raising methods have effects (Negative or positive) on people's perceptions, is to be considered the entire point of departure for this project, is also continuously up for re-evaluation and reassessment.

At the centre of a hermeneutic approach in terms of methods is the hermeneutic circle. The hermeneutic circle is the notion that the researcher, or rather interpreter, adopts a circular interpretation of on one hand the particular parts of the material, but also on the other hand the material as a whole. The approach is referred to as the hermeneutic circle,

as the researcher continues to return to his or her point of departure and use new-found knowledge or perspectives to reshape a previous understanding. In simpler terms, the notion is that in order for the researcher to gain the most substantial understanding of the material, one has to both look at the most diminutive details, but also at the entire picture (Jacobsen et al. 1999:168).

2 3 Case selection

First of all regarding the choice of case, it is important to discuss a case's relevance to the general thesis of the research and whether the case can enable the researcher to explore this thesis with satisfactory results. The case study of this project is going to be the Danish animal protection organisation Anima. This discussion may however overlap with the considerations on type of case, but the main motivation behind choosing Anima as case of this research, is the expectation that Anima may be an outstanding case to observe some general issues regarding organisational use of this type of fund-raising. Anima as an organisation will thus be used to prove or disprove the assumption in the problem statement and will hopefully yield results which can be applied to a broader range of organisations.

Furthermore Anima is a rather small organisation and may as a result not have the academic capabilities in terms of insight in analysing and assessing the results of their fund-raising campaigns. This may actually prove to be beneficial to this project, as this can to some extent be considered an untapped resource, where the research may yield results which may have an increased degree of real life applicability and which will hopefully also be applicable to a large amount of smaller organisations, that like Anima do not have the necessary resources to conduct extensive analyses before venturing into fund-raising through facers. The overarching intention and expectation concerning the choice to use Anima as case, is that through research general problems regarding NGOs and their fund-raising will be illuminated, which can consequently be applied to the case of Anima.

2 4 Case design

Before venturing into a discussion on the research methods, the primary concern at hand is the research design. The research design is not as influenced by the researcher's paradigm, as the methods; as the research design is much more dependent on the area of research itself. This is however not to say that there is no interrelation or general preference concerning research design based on the researcher's paradigm.

Regarding the research design for this project, this piece of research can best be described as a case study design. According to Bryman a case study design can be characterised by the fact that it is "concerned with the complexity and particular nature of the case in question" (Bryman 2008:52). In other words a case study design will enable the researcher to gain a very deep understanding of a single case, or in some instances, multiple cases. However to define this piece of research as a clear example of a case study would not be completely accurate, as there are aspects in this piece of research, which are more reminiscent of other research designs. As presented this project will be featuring the Danish animal protection NGO Anima as a single case study. But only focusing on Anima in the research might result in some difficulties regarding methods and may perhaps also clash with intention of illuminating overall aspects regarding facing in general.

So the research design will concretely be designed as a case study, but will also feature aspects from other designs. This discussion may closely relate to the reflection on the specific methods, but may be seen more directly as a form of foundation for the methods. The aspects, which might lead one on to consider another definition for this piece of research is the desire for the research to have more of a general applicability than regular case study research. Concretely, the idea is to focus especially during data collection on NGO fund-raising, in particular through the use of facers and its consequences in a more general sense and then later during the analysis make use of Anima as case much more directly or already in the data collection if circumstances allow it. The primary reason for structuring the research like this and to maintain a general approach during initial research, is simply that many people may not be aware of Anima. Whether the research

methods are going to be quantitative and qualitative, potential participants are required to have knowledge on the organisation in question, thus it may prove to be extremely difficult to find enough participants with specific knowledge of Anima. So in order to ensure that enough participants are available, the case may be considered a case study with elements from a cross-sectional design. This can be explained, by the notion that the research may end up with data applicable to NGOs in general, which can be considered to be reminiscent of a cross-sectional design (Bryman 2008:44). But in conclusion, the overall design is none the less to be considered a case study design.

Concerning the type of case in this piece of research, there are two types of case which may resemble the case of this project. First of all, this case has some elements of the type typical case. Bryman refers to this type of case as a “representative or typical case” (Bryman 2008:56), which is a case that “exemplifies a broader category of which it is a member” (Bryman 2008:56). This description fits the purpose of this project quite well, in the sense that the general purpose of using Anima as case, is to use the results from the research in the analysis for exemplification and for perspective.

On the other hand however, this case may also to some degree be considered an extreme or unique case (Bryman 2008:5), as the general presumption of this research is that the chosen case is a prime example of an organisation, which simply adopts the methods of larger organisations even though they may not fit the organisational goals of this particular organisation.

2 5 Research methods

As established in the chapter on research strategy, the use of qualitative research methods seem to be best suited for the research for this project, as the main goal of this piece of research is to prove or disprove the thesis that the fund-raising methods of NGOs influence people's perception of the organisation in question. There are naturally numerous ways to approach this issue, but first of all an issue like this can be challenging to approach using only quantitative research methods, as the purpose is to gain an extensive insight into people's attitudes towards especially facing. While quantitative

methods, like questionnaires for instance, may prove to grant the researcher some understanding of the problem. Qualitative research is better suited to quickly adapt to how respondents answer questions in interview for example, compared to the rather rigid quantitative methods where if a respondent has something particularly interesting to say, it can be a quite laborious process to “dig deeper” into the issue. Hence, a less structured approach to interaction with the respondents grants better access to respondent's world views (Bryman 2008:389). In order to establish what kind of overall strategy, goals, ambitions and so on the organisation of the case study has for their brand, some insight into the organisation is necessary. This is in part going to be realised as a document study of Anima's homepage and their external communication both digital using social media for example, but may also include printed material. Lastly embracing the notion that the Anima homepage and their external communication may not be enough to get a complete understanding of the underlying motivations of Anima, a qualitative interview will be conducted with a representative from Anima responsible for communication.

The following chapters on methods will be structured chronologically, that is according to the point in time in which the different parts of the study were conducted, but the document study and the qualitative interview will be categorised into the chapter 'interview guide' to emphasise that these two factors are primarily going to be used to generate some knowledge on the case study that is going to be utilised during the work on the interview guide. The reason for this is to increase the readability and the general process of understanding for the reader.

2 5 1 Interview guide

As mentioned the interview guide is compiled based on both theoretical issues, which will be explored later in the chapter on operationalization of theory, but also on data that is acquired through a minor document study on Anima's external communication, but also based on a qualitative interview with a representative from Anima.

2 5 1 1 Document study

As mentioned previously in order to establish whether or not the fund-raising methods of Anima are in correspondence with the overall brand values of the organisation, some insight into the strategies, goals and ambitions for the Anima brand is imperative. This part of the study is primarily conducted in order to have a fundamental insight into the Anima brand and is as such not the main focus of the project, but it is none the less important for this project to have some data on how the brand is presented. The document study is not going to represent a part of the main analysis as such, but is rather to be thought of as a method to acquire some knowledge and fundamental understanding concerning Anima, which is then going to be researched through the focus groups.

Regarding the collection of data, it is fairly straightforward in the context of a study of documents, as the documents themselves constitute the data (Bryman 2008:515). The documents in question for this part of the study is the external communication of Anima, in particular the organisation's website can be considered a great source of data concerning goals and ambitions. In terms of the interpretation of the source material a hermeneutic approach will be employed in order to "bring out the meaning of a text from the perspective of its author" (Bryman 2008:532). There is however not one simple step-by-step approach to the hermeneutic interpretation of data, as a hermeneutic approach is most often described as a process in which the researcher attempts to understand and interpret the source material (Jacobsen et al. 1999:168) and this is strongly dependent on the data itself.

So concretely the document study will be realised in all its simplicity by a qualitative interpretation of the source material, in order to identify core themes which are related to how the organisation's brand is presented and how they strive to achieve this. In addition another goal of the document study is to establish what kind of persuasion methods and techniques the organisation employs and their motivations for employing these particular techniques³. Furthermore in the interpretation of the source material, it may prove problematic to decipher what kind of motivation and perhaps also to some extent the

3 In accordance with chapter 35 "Operationalisation of Theory"

strategy the organisation employs. This lead to the decision to conduct an interview with the head of the organisation, in order to shed light on their explanations regarding the organisation's strategy.

2 5 1 2 Qualitative interview

As mentioned in the last sub-chapter to compliment the document study a qualitative interview with the person responsible for communication at Anima might be advisable. As the main method and focus of this project is still the focus group interviews, this interview is not as in-depth as these and merely serves to compliment the document study. This particular interviews, like the document study, is to be conducted with almost the same goal in mind – to illuminate the motivations and ambitions for the organisation's brand and potentially to identify what kind of brand values the organisation connects with their brand, but this qualitative part may potentially be better suited to obtain knowledge about the underlying motivations for the brand, which are much harder to interpret in the document study itself. As this interview is not the main focus of the project and is principally conducted to obtain fundamental knowledge which is needed to proceed with the analysis of the data collected in the focus group interviews, this interview is not going to be as extensive as the focus group interviews and it should once more be emphasised that the qualitative interview and the document study are not part of the analysis as such, but are primarily tools used in order to achieve some knowledge on Anima from their point of view, which can thus be researched during the focus groups. Ultimately the qualitative interview (and the document study) can be thought of as belonging to the process of operationalization of theory.

This interview is going to be conducted in a more structured fashion than the focus group interviews, as in this case the questions are more strictly defined as opposed to the focus groups where the group interaction is weighted higher. This is not to say that the interview will be conducted as a strictly structured interview, as the interview will most likely still be realised as a semi-structured interview in order to allow the interviewee enough freedom to focus more on certain issues. These issues may include subjects which the interviewee has more knowledge of or perhaps desires to discuss to a more extensive degree and is

thus more flexible than a completely structured interview (Bryman 2008:439).

In terms of language for the qualitative interview, many of the same notions apply to the qualitative as to the focus groups interviews. These will be elaborated on in the following chapter on focus group interviews, but in short the language needs to be relevant and comprehensible (Bryman 2008:442) and it is extremely important not to ask leading questions, as they hurt the credibility of the data collected during the qualitative interview.

In contrast to the focus group interviews, the qualitative interview with Anima will be realised with a more structured approach to interviews and with stricter questions as opposed to the general topic areas utilised for the focus group interviews⁴. Of course caution should also be taken that the questions should be formulated, so that the participants are motivated to give full and useful answers (Lindhof 2002:202).

Lastly, concerning the location where the qualitative interview is going to take place, the most important factor in this regard is that the interviewee feels safe and offers relative protection from interruptions (Lindhof 2002:185). For this qualitative interview with an Anima representative, the most obvious place to conduct the interviews would be at Anima's office, which is both to be considered a safe space for the interviewee but will hopefully also be free from interruptions.

2 5 3 Focus group interviews

As the qualitative research needs to explore people's perceptions regarding organisations' fund-raising activities, it is important to make sure that the methods involved facilitate the best possibilities for the respondents to share their honest thoughts on the matter. The two most intuitive approaches for this issue within qualitative research is to either use conduct interviews with a single person at a time, or to conduct the interviews with multiple participants – so-called focus groups and there are benefits and limitations to both approaches.

The qualitative part of this research will be conducted as focus groups interviews, mainly because focus group interviews assist in creating an environment for interaction within the

4 See the interview guide for the qualitative interview in the appendix for interview questions and topic areas

group (Bryman 2008:474). It is this researcher's opinion, that through interaction within a group the participants are ideally more likely to share their opinions on the issues in question and focus groups are very well suited for "exploring a certain topic" (Bryman 2008:490, Morgan 1996:11). In detail, the intention for conducting focus groups interviews instead of regular interviews is that the interviews will be closer to an actual discussion about the topic, instead of more structured interview. Hopefully, with this qualitative method the data collected from the participants will grant an even deeper and richer understanding of the opinions of the participants.

In relation to the number of focus groups interviews to be conducted it is noteworthy that both arranging the interviews themselves, but also to transcribe, code and analyse the data are extremely lengthy processes. Reflecting on the time frame of this project, it may prove simply to be too time-demanding to conduct several focus group interviews. The initial intention is thus for this project to have two or three focus groups, however this may also have complications regarding the validity of the research. But on the other hand relating to the constructivist research paradigm, as a result of the subjective nature of social entities, subjectivity in research does not necessarily make the research invalid (Bryman 2008:15). Though in terms of theoretical saturation, a limited number of focus groups may prove to have a negative impact on validity, as with only a few focus groups the ability to predict the attitudes of the respondents would be strongly impaired (Bryman 2008:477). It is with this notion in mind the principles of triangulation may prove to grant this research design increased validity to compensate for the limited number of focus groups.

Despite the fact that the primary interviews for this piece of research are to be realised as focus group interviews, which at least in this case are going to be relatively unstructured, it is advisable for the researcher to have some notion of which issues need to be covered during the interviews (Bryman 2008:442). However as there are two sets of interviews for this particular study, the focus group interviews and the qualitative interview with an Anima employee, the approach to each of these interview sessions will differ. There are however notions in terms of language which need to be considered for both types of interviews.

Regarding the language used during the interviews, Bryman notes that the language needs to “relevant and comprehensible to the people you are interviewing (Bryman 2008:442). Depending on the dynamic of the focus group interviews, they may not be a sporadic need for the formulation of concrete questions, but it may at least benefit the dynamic nature of the focus group only to have some general topic areas which need to be covered and let the group dynamic run its course.

Lastly before venturing into the formulation of the topic areas or interview questions themselves, one aspect which is both important for the qualitative interview and the focus group interview, is first of all not to ask leading questions. If a focus group interview necessitates it, the interviewer needs to be prepared to direct the conversation in the desired direction in case the flow of conversation gets too far off topic. In this case, the researcher may ask questions in order to make the participants reflect and answer questions regarding the topic areas. These questions need also not only not to be leading questions but should also be open, so that a continuous group interaction is ensured and the participants are urged to reflect on how they are to answer the questions and to facilitate and help people talk open and freely about themselves (Lindhof 2002:202).

First of all regarding the focus group interviews there are a number of topic areas which need to be covered during the course of the interviews. In accordance with the project's coming chapter on operationalization of theory the overall theoretical issues which are needed to be examined during the focus group interviews are branding, particularly brand equity, theories on persuasion knowledge and lastly cognitive dissonance. This may however not necessarily be the best sequence in which to explore the topic areas for the focus group interviews, as it may make a better chronological sense for the participants if the first topic to be covered during the interviews were the actual encounter with the facer. Following this line of thought that theories on persuasion knowledge and cognitive dissonance would be the first actual topic areas to be covered. However to immediately leap into a relatively heavy topic as persuasion knowledge, may inhibit the participants and there would be a need for a more natural introduction to the topic areas. One such introduction, which may also serve to “warm” the participants up, would be to ask them how they felt when they were approached by a facer, who sought to recruit them as

members.⁵

The location for these interviews may prove to be more of a challenge than the location for the qualitative interview. The same considerations need to be taken as with the qualitative interview in terms of the feeling of safety for the interviewee, but as a focus group naturally consists of multiple people, some place neutral for all is to be desired. Furthermore the place needs to be convenient for the participants (Lindhof 2002:185), so that all participants can reach the location with relative ease. The location for the focus group interviews will thus most likely take place at the interviewer's home, as there is enough space and a homelike environment will hopefully create an open and comfortable situation for the participants. The only problem with this location is that, there might be minor disturbances from the house's other residents, but this can hopefully be kept to a minimal.

2 5 3 1 Selection of participants for the focus groups

Selecting participants for a focus group is an important aspect, as the composition of the groups can have a significant effect on the validity of the research. First of all, in many cases some knowledge concerning the issue of the study is often to some extent required of the participants (Bryman 2008:482), so that the participants actually can reflect on the matters at hand. In this case, it is particularly necessary that the participants have experienced encounters with street facers, as it otherwise would be merely speculative and abstract how they relate to this kind of fund-raising. So this is to be considered one of the criteria for participants in the focus group and in effect this can lead to the consequence that most of the participants would live in urban areas, as fund-raising through facing primarily takes place in urban centres.

As mentioned in the previous chapter, one of the benefits of conducting focus groups interviews is the notion that this type of qualitative method allow the participants to interact freely within the group. In terms of the selection of participants regarding how to facilitate the best possible environment for interaction within the group, it might be a good idea to select participants who already know each other and are thus fairly comfortable with each

5 See the interview guide for the focus group interviews in the appendix for specific topic areas.

other. However there also some disadvantages of using groups with previous relationship, as within these groups social hierarchies and norms may already exist (Bryman 2008:482). It can thus be the interviewer's task to identify these problems during the interviews and perhaps include a marginalised participant in order to explore this individual's views on an issue.

Age is also to be considered an aspect which is important in regards to the composition of the focus group, as there may prove to be differences between generations on how they perceive these organisations and how strongly they react on their methods. It should however also be noted that the age span of the participants may be limited by the researcher's own network and connections and it may in the end prove to be too difficult or time consuming to track down participants with an ideal age span. Even though the ideal age composition may not be fully achieved the research should still be considered valid, but measures in the analysis should also be taken in order to compensate for any eventual problems concerning age differences. However concluding on the ideal age diversity of the focus group, as Anima state that their target audience for their facing campaigns primarily consists of young people, it may actually be beneficial for the focus group to predominately be comprised of people in the actual target audience for Anima (Appendix C: 1.05-1.40).

One last aspect concerning the composition of the focus groups, which may prove to play an important role, is the social status of the participants. What is important concerning the social status of the groups is the notion that especially education may play an important role in people's perceptions of these fund-raising activities. People with educations may be more used to reflecting on their own actions and attitudes.

2 5 3 2 Actual group composition

The first of the focus group interviews took place on the 24th of July and had three participants. The participants were relatively young in their late twenties and the group consisted of a student and two working in theatre. What was really exceptional about this focus group was that the participants were all very much aware of the issue of animal rights following a vegan diet and thus all of the participants possessed a rather extensive

knowledge on the topic at hand. This may both carry some challenges, but also some benefits. First of all, as they were all following a vegan diet, it is to assume that they all support animal protection to some degree, which may create a relatively one-sided discussion. However it may also make the individuals feel more safe and open, when they deem their view are not going to be judged as too radical etc. All of the participants also had at least to some degree prior knowledge of Anima and some opinion on this organisation, which facilitated a very concrete discussion on Anima specifically, as opposed to a more general discussion on facers.

The second focus group was conducted on the 11th of August and also had three participants. This group consisted of people aged 23 to 26 and consisted of one student, a waitress and one unemployed.

The third and last focus group took place on the 13th of August and like the others also consisted of three participants, aged 24 to 28. One student and two recent graduates.

Overall the focus groups consisted exclusively of people in their twenties, which might be a problem in terms of validity to some degree, as the age diversity of the groups was so limited. However as the target audience of Anima is primarily young people, the real issue in terms of validity is actually the consideration whether the participants were as a whole too old. In this context it really has to be emphasised that considering the problems experienced with gathering enough participants for the groups, there was not a lot of choice in terms of the selection of participants, as it turned out that the choice was between having no participants and having participants that were not as diverse as ideally. However it should be noted that the participants might not be as receptive towards the Anima communication, as younger participants might be.

The reason for only having three participants in each focus group can mainly be attributed to the fact that it was extremely hard to find candidates for the focus group who wanted to participate in the groups. Normally the typical size of focus groups is 6 to 10 members, which is a relatively high number, a fact that Bryman also notes (Bryman 2008:479). The initial aim for the number of participants for this project was about 4 to 5 participants in each focus group. This however proved to be extremely difficult, as finding dates to

conduct the focus group which accommodated every participant was very hard, most likely because the focus groups for this project were conducted through the summer months. So in the end the focus groups ended up being with only 3 members each, but this may not necessarily have an unwanted effect on the validity of the research, as it may actually be a benefit having smaller groups when the issues are complex or controversial (Bryman 2008:479) and as the participants have to reflect quite deeply on their own attitudes, it might not present a problem with fewer participants. Also it may be beneficial in the sense, that it may be easier for all members to share their thoughts when in a small group compared to groups consisting of 6 to 10 participants. However it may also have the disadvantage, that the discussion may be more sluggish and the interviewer may be required to take on a more active role and of course in the end the number of participants overall was rather limited.

2 5 4 Quantitative methods

This study will be conducted with a mixed methods approach in order to enhance the validity according to the principles of triangulation; the study will not only feature a qualitative part, but also a quantitative part. The issues regarding validity will be elaborated further in the coming chapter on validity.

In this context it may be noteworthy to emphasise that even though a researcher's paradigm has quite an influence on the research methods, there is a "growing preparedness to think of research methods as techniques of data collection or analysis that are not as encumbered by epistemological and ontological baggage as is sometimes supposed" (Bryman 2008:624). What this means is that, even though a researcher may be influenced on their paradigm in terms of methods, the selection of methods is not as strongly connected to paradigms, as it has been earlier.

Regarding the quantitative part of this study itself, it is going to be conducted as an internet-based survey. What this method of data collection may add to the study, is in general the fact that it is a relatively easy way to gain access to an extremely large amount of data. Taking into account that focus groups interviews may be rather time consuming

and as the time available for this project is limited, it may be restricted how many focus groups the research will feature. Even though the ideal number of focus groups may vary, it is important to note as this is a student project, the available resources for conducting the focus groups are very unlikely to match those of professional researchers (Bryman 2008:479), who may very well conduct at least 10 focus group sessions (Bryman 2008:478).

As a means to compensate for a potential limited number of participants and focus groups, quantitative methods like a survey can be used as an efficient way to gather additional data which can be used to complement the qualitative results. However consideration has to be taken, as the data from the focus groups will in its nature consist of richer and deeper data, while the quantitative data is to be considered shallower. But it is noteworthy that this is not to be considered a reason why these two types of data sources are incapable in terms of complementing each other and relating results from one source to the other. But lastly it should be emphasised that the quantitative data is exclusively going to be used as a complement to the focus group interviews and the data and their results should not be considered independently, as it will require far more respondents and thus the quantitative part should constitute the main body of the analysis.

2.5.5 Validity

In terms of validity, it can be to some extent be more difficult to assess the validity of qualitative research, as in general smaller numbers of respondents are being used in qualitative than in quantitative, which might lead to one questioning the replicability of the study (Bryman 2008:391). But while the external reliability in qualitative can be criticised, there are other measures which can be taken in order to achieve reliable results, or at least a more suitable approach to the assessment of validity. First of all a technique to ensure credible results is to approach the issue using triangulation. Triangulation refers in social research "to the practice of using multiple sources of data or multiple approaches to analysing data to enhance the credibility of a research study" (Hastings 2010:1538-1541). So following the principles of triangulation in terms of enhancing credibility it can be advisable to conduct the research using a mixed methods approach, or at least in terms of

data collection to collect data from multiple sources. There are several types of triangulation, such as data triangulation, investigator triangulation, member checking, theory triangulation and methodology triangulation. This piece of research will be based on the practice methodology triangulation. Methodology triangulation is, as the names implies, the use of multiple methods in order to enhance the credibility and validity of the research by relating data from multiple methods to one another and thus allowing for validation if the results are consistent (Bryman 2008:378).

In conclusion this study is going to enhance the validity of the research by employing the practices of triangulation regarding the research methods, which one in turn can describe as a mixed methods approach to research (Bryman 2008:603). The initial intention to primarily use qualitative research still maintains, as qualitative still is to be considered the best method to gain data regarding the issues for this project referring to the flexibility of qualitative and its ability to reach richer descriptions regarding people's opinions. However this study will utilise the practices of triangulation to enhance the validity and make use of both quantitative and qualitative methods.

2 6 Data analysis

Regarding the approach to the analysis of the data itself, there are a number of ways to approach this issue and not every author use the same terms and meanings. First of all as this study utilises both qualitative and quantitative methods to enhance validity using the principles of triangulation, both an approach to qualitative and quantitative data analysis is required. As the qualitative part constitutes the main bulk of this study, an emphasis is of course on this, as the quantitative survey should primarily be thought of as a compliment to the qualitative part.

Whereas Bryman primarily works with two approaches to qualitative data analysis, these being analytic induction and grounded theory (Bryman 2008:539). With these two approaches in mind, the best suited for this study is the grounded theory approach, as this approach embraces the hermeneutic nature of going back and forth between “data and conceptualization” (Bryman 2008:542). According to Bryman in grounded theory data collection, analysis and theory “stand in close relationship to one another” (Bryman

2008:541) and thus the development of theories are a running process. The main tools utilised in grounded theory are theoretical sampling, coding, theoretical saturation and as mentioned constant comparison (Bryman 2008:542).

Grounded theory might however not be the most suiting description altogether for the method of data analysis for this study, but does however share some characteristics. A grounded theory approach can prove to have some methodological challenges in regards to this project. First of all the concept of theoretical saturation, which can be considered a goal in grounded theory, may be slightly unrealistic for this particular study, as the number of focus groups in this project will doubtfully yield enough data to reach a level of theoretical saturation.

To further emphasise the general hermeneutic approach to the relationship between theory and research, the approach used in this project can also be defined as a hermeneutic method of data analysis. As mentioned the tools utilised with method are in reality much alike the tools used in grounded theory, but the process of analysing the data is to a further extend up for consideration and reconsideration at all times. Adhering to the principles of hermeneutics context and language are elements of the utmost importance (Patterson, Williams 2002:46) thus making some steps in order to preserve the meaning of the data extremely important. Naturally recording of the focus group interviews is essential and transcribing may also prove fruitful, however it is also a very tedious and demanding process, which make some researchers choose to rather transcribe only parts of the data and presenting the findings in a matrix or a framework (Bryman 2008:555). Generally the first step in analysing the data using this method is to develop an organizing system by “developing an indexing system” (Patterson, Williams 2002:46). The next step is to begin the identifying and marking process of meaning units⁶ (Patterson, Williams 2002:47) and thus the process of finding suiting labels for these units can begin. Now that the analyser has given the units labels, the next step is to put these labels into a larger thematic context, which can be used to compare the different constituents of the data with each other. This part of the analysis can be considered the “real” analysis, in the sense that the

6 Meaning units are segments of the interview that are comprehensible on their own (Patterson, Williams 2002:47)

previous steps were primarily conducted to organise the data. However this step is also where the researcher begins to interpret the data in a more profound way than the previous steps allowed. At this point the hermeneutic approach to data analysis becomes more evident, in the sense that when interpreting the data context, language etc. have to be taken into consideration in order to determine what the interviewee really meant. Furthermore the researcher should be cautious not only to reproduce and identify the themes within the data, but should also pay heed to “seeing, understanding, and explaining the interrelationships among themes” (Patterson, Williams 2002:48). The last step in hermeneutic data analysis is the discussion of the findings, in which the researcher first of all justifies for his or her interpretation of the data and then presents the findings with empirical evidence. Patterson notes that the researcher should take great care to guide the reader through the interpretation, as the reader will undoubtedly have a harder time to see for example interrelationships within the data, as this will most likely be the first time the reader becomes acquainted with the data and findings. Lastly utilising a hermeneutic approach to data analysis, is also to embrace the notion that everything is up for reconsideration and the system used to organise the data can and probably will be changed during the course of the analysis itself, as unforeseen challenges and new insight may present itself to the researcher (Patterson, Williams 2002:49).

3 Theory

3 1 Theory selection

The theories selected for this project, can in short be described as theories on communication in general. As the field of communication is extremely broad, there are naturally areas within the field which are better suited to understand the issues in this project.

First of all regarding the consequences of people's encounters with the various types of fund-raising, theories on branding are on the other hand selected as a means towards explaining and exploring if the direct consequences of fund-raising campaigns are inconsistent with the brand the organisation attempts to communicate. Furthermore

theories on branding may also prove to be useful to understand and to concretise the consequences and eventual damages caused by this aggressive form of fund-raising.

Furthermore an understanding of campaign and organisational goals is useful for assessing, if the fund-raising campaigns are in direct conflict with the overall goals of the organisation in question and their brand. In connection to this, fundamental theory on communication may also benefit in assessing the consequences of fund-raising campaigns, as primarily theories on target audience, recipient perception and situation analysis may strengthen the assessment.

As mentioned in the problem area, the theories selected for this project reflect their quality in, for one, explaining what takes place psychologically when people encounter different examples of fund-raising campaigns. In more detail the theories which will be employed, mainly consist of theories belonging to the realm of marketing psychology and consumer behaviour, as the most pronounced changes of attitude towards the NGO, may already take place during the first encounter with facer. The underlying reasons why people's attitudes change during the encounter may be explained by psychological defence mechanisms or generally by psychologically aspects of the encounters. In the event that a change of attitude towards the NGO takes place, these theories may be used to further the understanding of this type of reaction and how facing clash with the organisation's brand.

This range of theories will as mentioned be used to shed light on the encounter itself. Regarding marketing psychology in relation to communication theory in general there might be an overlap, as the psychological aspect can be considered a prevalent element in general communication theory.

3 2 Branding

Even though branding is to be thought of as a part of the broader category of theories within the field of communication, it is however a strain of theories which in itself have been the subject of so much literature and research, that it may prove to be beneficial for this project to think of branding as something more than merely a means of communication.

So, first of all, what is branding actually? The term 'brand' is derived from the American prairie, where cattle farmers would brand their cattle using hot iron in order to differentiate their cattle from the animals of other farmers (Hansen 2012:13). In the most simple definition on branding, this is actually to a certain degree the same function of the brand, in the sense that a brand is “a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors (Kotler 2003:418).

This understanding of branding may be considered the widest definition of the term, but also merely a definition of what a brand is. To further elaborate on this point, the interesting element in branding theory is not primarily the understanding of the term 'brand', but rather the activities conducted in order to maintain and develop such a brand in the desired direction. As branding is increasingly becoming a buzz-word in the field of communication, brands and branding are becoming terms professionals use when they try to define the efforts companies or individuals make in order to create awareness, understanding, knowledge or to build relations to interested parties (Sandstrøm 2006:7). These concepts of branding can be considered core elements of branding in general, but there are many types of branding and especially one type may be very usable in the context of this project.

3 2 1 Corporate branding

Consequently the theoretical context within branding relevant for this project may be delimited to theories on corporate branding. Corporate branding can be described as the processes a company goes through in order to turn the entire company into a brand. Corporate branding, as the name implies, emphasises that it is an attempt for corporations to brand themselves and thus the term differentiates from other types of branding as individual branding, umbrella branding, product branding etc.

As the understanding and the practical application of branding have moved from being primarily based on product branding on to a focus on corporate branding (Sandstrøm 2006:14), the use of brand development in the management of NGOs becomes more applicable. In further detail, a predominant focus on a specific product in terms of branding

may not fit most NGOs (especially the case study of this project), as many NGOs tend not have a specific product and is not defined by their product in the same way as many corporations (Klein 2000:5-15). As corporations no longer depend on their products to create an effective brand, it becomes possible for NGOs with primarily intangible communicative products to make use of brand development methods. Corporations however still make use of product branding concurrently with their corporate branding (Sandstrøm 2006:15), NGOs can thus exclusively focus on the corporate branding methods and not on the products.

But if a brand is no longer as tightly interconnected to the product that a corporation manufactures or sells, how is one to understand the term brand? For the corporations whose brand image is still closely related to their products, the most obvious feature of this kind of corporations is the clear resemblances through the line of products and the monolithic approach to every kind of activity the corporation is involved with (Sandstrøm 2006:15). So in short, branding for corporations is simply put that the corporation communicates one single brand identity regardless of product.

3 2 2 Brand personality

As branding is such an immense field of theories, naturally not all aspects within branding are neither featured nor needed for this project. The concept of brand personalities may however be beneficial for this project, as it may shed light on the relationship between the brand personality and the fund-raising methods of an organisation. The theories on brand personality may to some extent overlap with the chapter on organisational goals, as both issues are connected with the goals of the organisation. Brand personalities are however more closely related to the construction of brands and thus more of a conscious attempt for the brand-owners to make the brand represent specific characteristics.

First of all, what is a brand personality and what is the use of brand personalities? "A brand personality can be defined as a set of human characteristics associated with a given brand" (Hansen 2012:184) with the purpose in mind to facilitate a closer relation between the brand and the consumer. These brand personalities function by activating a sense of

recognition and meaning in the mind of the consumer. Furthermore on a practical level, brand personalities can be used to make advertising easier and faster for consumers to decode, as archetypical brand identities enable consumers to recognise the archetypes but also themselves in the personalities (Hansen 2012:184).

Relating brand personalities to the case study of this project, it is not necessary to elaborate on the processes which brand-owners go through in order to develop and maintain their brand's personality. The relationship between the brand and the consumer is however of the utmost importance, as this is exactly the area which is the focal point of the research. In this context, some authors on brand theory work with the psychological notion that people (and brands) possess both an actual self, but also an ideal self (Hansen 2012:43). This realisation contains two elements that relate to the problem statement of this project. First of all, this can lead people to consume, for instance, the ideologies of political organisations, in order to stimulate the development of their ideal selves in a certain direction – In other words, a way to manipulate or control how other people perceive the person in question (Hansen 2012:185). The second element to this notion of ideal and actual selves is that brands have these two characters as well. What this means is that even though corporations or organisations may try to signal or communicate certain qualities or values through their brand, they may not necessarily be the “real” self of the brand. This notion relates to this project in the sense that, if organisations through their fund-raising methods communicate values, ethics, etc. which are not corresponding to their brand's personality, a desynchronised relationship between the desired brand personality and the perceived brand personality may arise.

There are a multitude of different brand personalities, which can be used to describe the various values of many brands. Heidi Hansen employs the 12 archetypes known from Jung's theories on psychoanalysis, but not all authors on brand personalities employ all of these personalities (Hansen 2012:185). As there are these 12 different archetypes, only a few of these brand personalities is going to be covered in this project, as this project is focused on NGOs primarily and consequently only a few of the personalities suit the profile of non-profit NGOs. Most of the archetypes are not necessarily very important for this project, as the case study for this project is involved in animal protection and rights

and as such fits the altruist personality very clearly. For good measure the other archetypes include: the innocent, the regular, the explorer, the sage, the hero, the outlaw, the magician, the lover, the jester, the creator and the ruler (Hansen 2012:188).

The most intuitive brand personality to discuss when it comes to non-profit NGOs is the 'caring' or 'altruist' brand personality which can be characterised as “an altruist driven by compassion, generosity and a desire to help others” (Hansen 2012:220). The altruist personality is especially concerned with helping those in need, whether these are people, animals or the environment (Hansen 2012:220). This brand personality caters especially to the consumers who feel the need to help those in need, but may not have the necessary time, energy or will to take action personally.

3 2 3 Brand equity

The notion of brand equity will also play a role in this project, as brand equity may prove to facilitate a theoretical understanding of the loss of intangible value NGOs suffer, when they employ marketing methods which may not necessarily fit the organisational goals and values.

There are several methods of establishing the value of a brand – the brand equity. But there is a widespread understanding of the term brand equity, that it can be defined as the percentage of the market value of the enterprise which can attributed to the brand (Sandstrøm 2006:19). As mentioned, advertising agencies employ different methodologies to assess brand equity in an attempt to get some sort of quantifiable notion of the brand equity, examples include the Brand Asset Valuator for example (Hansen 2012:369). It is however not necessary for this piece of research to reach an absolute number regarding the potential loss of brand value for NGOs, but rather to use some of the tools in the calculation of brand equity to achieve an understanding of what creates brand value. The factors which are used to calculate a brand's value according to the BAV (Brand Asset Valuator) are distinctiveness, relevance, prestige and dominance (Hansen 2012:369-371). These factors are however often used to calculate the brand value of commercial enterprises, who ordinarily also engage in some sort of product branding, which may lead

to a decrease in the applicability of the BAV in the context of this project. Furthermore a BAV-analysis is usually compiled at least partially through the use of opinion survey and surveys regarding people's awareness of the brand in question. As time is a pressing matter for this project a separate survey exclusively using a BAV methodology is out of the question, the different factors used to calculate brand equity in a BAV-analysis is to be included in the data collection part of this research, while other aspects in the BAV-analysis may be excluded as they are mostly suited for the commercial sector. The factor prestige in the BAV-analysis may prove to be the most relevant for this project, as one has to assume that this may be the area where NGOs are going to suffer if people deem their fund-raising activities unethical. Concerning the prestige factor in the BAV-analysis, this factor is the major focus point regarding BAV-analysis factors, as the prestige as mentioned will probably be the aspect which will suffer the most. But the question remains, how is one to understand the term prestige? In order to utilise this aspect in the data collection and in the analysis as well, the term prestige has to be elaborated to a further degree. The prestige element in a BAV-analysis is concerned with the ethos of the brand and how the brand-owner (or sender) perceives quality and popularity. Furthermore the prestige of a brand is strongly dependent on the promise which a brand communicates and if the brand-owner is capable and willing to fulfil these promises (Hansen 2012:370). Finally it should be noted in this connection that even though some of the notions of prestige are strongly related to product branding, many can still be applied to brands in general or organisations as in the case of this project.

Not all authors on brand equity do however use such a strict set of guidelines as those for a BAV-analysis. Brand equity can also simply be a way to think about the intangible assets of a corporation or organisation, which makes brand equity "the totality of the brand's perception, including the relative quality of products and services, financial performance, customer loyalty, satisfaction and overall esteem toward brand. It's all about what the consumers, customers, employees, and stakeholders *feel* about the brand" (Sandstrøm 2006:20). It is also important to note that assessing a brand's value, even using a BAV-analysis, will always be an estimate, as brand value only exists according to how people perceive the brand. But lastly it should be emphasised that the factors of the BAV-analysis

are going to be the primary elements in the brand assessment.

3 2 4 Customer engagement

Even though customer engagement may not strictly speaking belong in the realm of branding, it is a concept which is closely related to the management of brands. Customer engagement is not going to be a major focus point in the analysis, but it is none the less going to be presented briefly. As we saw in the previous chapter, a brand is primarily what people think about the company or organisation in question. Taking this notion into account, customer engagement can be a method for organisations and corporations to take control of brand – to help push people's perception of the brand into the desired direction. Customer engagement is especially distinct within very strong brand communities, but is today much more widespread and desired than earlier; “the advent of the internet and in particular the interactive features of Web 2.0 in recent years have led to an explosion of interest in customer engagement” (Sashi 2012:1).

But how does customer engagement relate to the topic of brand value? As stated, with the interactive possibilities of today's internet, there are numerous ways corporations and organisations can facilitate interaction between their brand and the consumers.

Concurrently, the most widely used online social network is undoubtedly Facebook and Facebook is widely used by brand-owners to connect with their consumers (Hönisch 2012:1). The fact that many people choose to interact with brands voluntarily through the use of Facebook, is exactly what constitutes a brand in the sense that the absolute ideal of brands is for the brand to become a part of people's construction of identity (Hönisch 2012:2) and many brands use social media as a means to develop their brand and brand community (Gummerus et al. 2012:3). Therefore an extremely easy (but perhaps also inaccurate) method to achieve at least some sort of notion of how well established a brand is and how well-liked it is in general, would simply be to take a look at the Facebook page of the brand in question and see how many people follow this particular brand. But in particular the use of Facebook can be used to assess what kind of values the brand-owners attempt to have associated with their brand. At the time of writing, this notion that Facebook may be utilised to assess a brand's value is beginning to emerge in marketing.

One example of this approach to brand assessment is the “Optimal Index” which is a quantitative model to estimate the value of brands on Facebook⁷. Unfortunately the Optimal Index is a paid service provided by the Optimal Company and is thus not realistic for this project to feature a full Optimal Index analysis. But none the less, the notion that the number of followers a brand has on Facebook and the amount of interaction between the brand and its consumers may represent some sort of brand value – or at least be used to facilitate some sort of preliminary notion of the awareness of the brand in the sense of brand awareness.

3 3 Campaign planning

Theories regarding campaign planning may play a crucial role especially in assessing the fund-raising campaigns in the case study. There are several theoretical issues which are relevant to campaign planning, first of all the notion of organisational and campaigns goals are theories used in corporate and organisational communication theory. The theories can be used in a situation analysis in order to establish what the ultimate goal for the organisation is and what kind of goals a particular campaign needs to achieve. Further elements in communication theory like situation analysis, target audience and recipient perception are also theories that relate to campaigns planning, which can be utilised in the assessment of organisations' communication and how or if they clash with the organisation's brand.

3 3 1 Situation analysis

Situation analysis is a core concept in the planning of campaigns and communication in general. As the name implies situation analysis refers to the notion that in simple terms the motive of any campaign is to change some sort of behaviour and this regard “identification, description and understanding of the situation and the desired change constitute the situation analysis” (Sepstrup 2010:196). According to Sepstrup the first aspect to consider before venturing into the actual planning of a campaign's strategies and methods is

7 <http://optim.al/optimal-inc-launches-free-optimal-index-to-track-the-value-of-facebook-brand-audiences/>

whether or not the situation or problem can at all be solved through communication. Also what kind of problem it is and if a communicative approach to the problem is the most economic and rational solution (Sepstrup 2010:200), but one of the most usable aspect of situation analysis is organisational and campaigns goals.

3 3 2 Organisational and campaign goals

There are 3 types of goals which organisations usually work with: organisational goals, campaigns goals and partial goals. First of all organisational goals are overall goals for an organisation, in the sense that this is the overarching ultimate goals. Organisational goals do not necessarily have to be communicated through the campaigns or through other communication of the organisation. Especially regarding the planning of campaign goals, discussion of the organisational goals is not really the issue (Sepstrup 2010:206). One can even imagine scenarios where the organisational goals seem to conflict with the external communication, as the organisation in question might deem it easier to reach their goals by projecting a different corporate brand than reflecting their organisational goal.

Campaign goals are as the name implies goals which are set exclusively for the campaign. Usually campaign goals deal with a specific issue, as the objective of a campaign is often a desired change of behaviour. This change of behaviour can be almost anything, whether this is a change of behaviour regarding people's drinking habits or changing what kind of soap brand people purchase. Also noteworthy in regard to campaigns goals, there are also sub-campaign goals, which are basically secondary goals for the specific campaign. For example, if an organisation launches a campaign with the primary campaign goal to create awareness of deforestation of the rain forest, a sub-campaign goal could perhaps also be to further the development of their own brand (Sepstrup 2010:208).

Lastly partial goals, or helping goals, are goals which are the specifically important for the organisation, but are necessary steps in order to reach the organisational or campaign goals. For example, if an organisation wishes to change a certain behaviour in the population, people might not actually be aware of the situation and thus a certain level of awareness has to be facilitated before the behaviour can be changed. One can also

imagine situations, where a corporation wishes to market a product, for which there is no present need, so the corporation may have as a partial goal to create the need for the service or use this specific product provides (Sepstrup 2010:208).

3 3 3 Recipient perception

Recipient perception is a subject that deals with the way senders of communication perceive their target audience. In the context of this project, recipient perception can be used to further understand the incentives behind certain campaigns and perhaps also why the campaigns may not have the desired effect.

According to Sepstrup there are generally speaking three types of recipient perceptions: the defenceless, the obstinate or the need-controlled recipient. First of all the defenceless recipient perception is the notion that the communication product travels in a direct line from the sender to the recipient without any interference and without any intermediate variables (Sepstrup 2010:46). Sepstrup notes that a defenceless recipient perception often seems sufficient when the recipient does not have any fundamental knowledge on the subject at hand, if the subject is less interesting for the recipient or if the subject is to be considered an economic, social or psychological low risk. Sepstrup concludes however that the defenceless recipient perception is often a very simplified understanding of the whole communication process (Sepstrup 2010:47).

The obstinate recipient can be seen as an opposition or counter-reaction to the defenceless recipient. Whereas the defenceless recipient is wholly controlled by external factors, the characteristics of the recipient are included in the understanding of the reactions of the recipient (Sepstrup 2010:47). One of the core elements in this understanding of the recipient is that the target exists within a social environment and communication does not reach the recipient in isolation, as recipients exist in a social network and furthermore in a cultural context, which will influence how the recipient understands the message and what kind of effect this may have. Further the obstinate recipient perception states that recipients may have a wide array of psychological defence mechanisms, which may inhibit the communication between the sender and the receiver –

Persuasion knowledge⁸ can be an example of these defence mechanisms. Consequently the obstinate recipient perception results in the approach to communication that campaigns need to be focused on “overcoming” the defence mechanisms of the target audience. These attempts may result in ethical, moral or legal critique (Sepstrup 2010:51).

The last recipient perception is the need-controlled recipient. This understanding of the recipient is similar to the obstinate recipient, but as the name implies the recipient plays a more significant role in the communication process. The need-controlled recipient is the understanding that the “exposure, attention and understanding is dependent of the needs and problems” (Sepstrup 2010:52) of the individual, but also characteristics and the cultural context which the recipient is in. This model does not need the recipient to be rational or very functional and the needs and motives which influence the recipient are also not necessarily very deep or complicated, but of course they may be.

A theoretical understanding of recipient perceptions is going to be employed in this project to analyse and assess how the target audience perceive the use of facers and their methods, as measures may be taken as a result of the recipient perception which may have unwanted consequences in terms of how people react to this specific form of communication.

3 4 Marketing psychology and consumer behaviour

A theoretical understanding of marketing psychology and consumer behaviour can be beneficial for this project, as these theories can be used in assessing the quality of the organisational communication through their use of facers.

In approaching the subject of consumer behaviour, it is important to note that consumption is not only a matter of consuming goods, but can also mean the consumption of ideas or ideologies communicated by organisations (Sargeant 2009:217-222). Thus consumer behaviour can also be applied to organisational communication. Consumer behaviour and marketing psychology are both extremely wide fields with endless aspects, so obviously

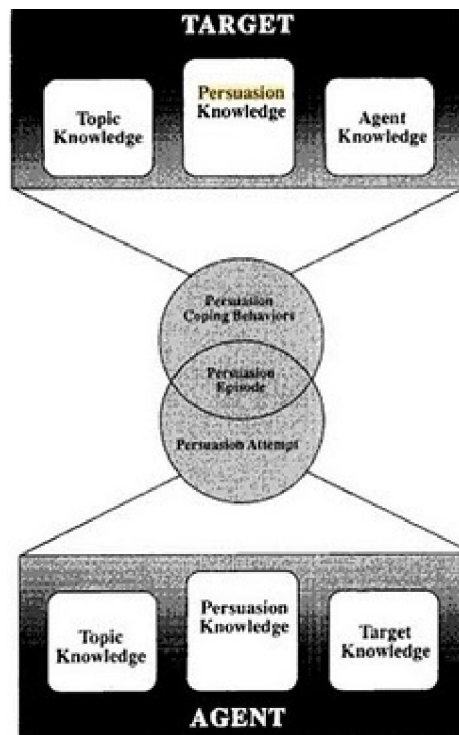
8 See chapter 3 4 1 on 'cognitive dissonance'

not all aspects within these fields is usable in the context of this project.

One core element in consumer behaviour and marketing psychology is motivation in a theoretical sense, i.e. what motivates people to consume certain objects and what makes them choose not to consume other objects. A very classic approach to motivations in marketing is through the use of Maslow's hierarchy of needs (Evans 2009:12). Maslow's theories on needs can be used to some extent in explaining what makes people choose to donate to fund-raising campaigns, but it may lack the depth in terms of exploring people's reactions to these campaigns – and the potential consequences in how people perceive the organisations. However persuasion knowledge, which is another subject within consumer behaviour, may be much better suited to explore how people react to certain persuasion attempts and also if the audience changes perception of the organisation behind.

3 4 1 Persuasion knowledge

The use of persuasion knowledge in consumer research is an element in consumer behaviour which can be utilised in the exploration of how people react during and after the encounter with a facer. Generally speaking persuasion knowledge is the notion that consumers have knowledge regarding the persuasion techniques utilised in advertising and are thus able to see through the superficial level of the advertising and realise the underlying motion for advertising. “If these tactics are considered inappropriate, unfair, manipulative, the consumer is likely to respond by discounting the salesperson's comments, reducing his or her attitude..” (Haugtvedt et al. 2008:549) towards the specific product or brand. A central element in the use of persuasion knowledge in consumer research is through the use of the Persuasion Knowledge Model (PKM), which can be represented using the following figure:



The centre of the Persuasion Knowledge Model is the persuasion episode itself, in which the agent (the salesperson) and the target (the consumer) interact with each other. Both parties bring previous knowledge to the encounter, represented by the topic knowledge, persuasion knowledge and target knowledge. The main focus in this project is on the knowledge of the target, as the issue in this project is the attitudes of the targets of facing activities.

Consumers' persuasion knowledge consists of “beliefs about marketers' motives, strategies, and tactics; causality in persuasion; the effects of persuasion tactics, appropriateness of tactic use; psychological mediators of persuasion; and strategies to respond to others' influence attempts” (Haugtvedt et al. 2008:551). So in general persuasion knowledge refers to any knowledge the target has about the methods agents usually employ, which enable the target to decode the motive(s) behind the agent's actions. Agent knowledge refers to the beliefs targets possess regarding the agent regarding “traits, competencies, and goals of the persuasion agent” (Haugtvedt et al. 2008:551). In relation to the issue of this project, agent knowledge could for example consist of the target's impression “about the agent's credibility” (Haugtvedt et al. 2008:551) likeability or dependability. Lastly topic knowledge is simply the knowledge targets have

about the topic at hand, so if an agent attempts to persuade a target to purchase a specific product, the amount of knowledge the target has about this particular product, can be referred to as the topic knowledge. In conclusion, it should be noted that the distinction between persuasion, agent and topic knowledge is not as clear in reality as it is in theory and the lines between the three knowledge areas can be a bit blurred (Haugtvedt et al. 2008:552).

Regarding the use of persuasion knowledge is the notion that it is extremely individual what kind of knowledge people have before they even encounter an agent, but moreover the knowledge people possess regarding an agent's methods will also make it easier for them to disregard the agent, because they are aware of the primary motives of the persuasion episode.

The last factor in persuasion knowledge which is quite relevant to this project, is how people's beliefs and attitudes towards persuasion tactics and how they consider the appropriateness of these methods which ultimately will determine how the communication affects them and whether they deem the method of facing acceptable or not and whether it affects their perception of the brand behind.

3 4 2 Cognitive dissonance

One particular theory within the realm of consumer behaviour, which applies very well to the issue in this project, is cognitive dissonance. First and foremost it should be noted that cognitive dissonance as a theory may be best utilised in order to get a better understanding of how people respond when they encounter an ethical message that may contradict their prior conviction. Cognitive dissonance can as a theory not be used to assess the benefits or consequences of facers, but can rather be used in order to enhance the understanding of people's reactions when they encounter the case study's communication, for example through a facer. A theoretical understanding of cognitive dissonance may as such be an aspect which organisations should be aware of, when they venture into marketing, regardless of it being non-profit or not. Another aspect in this connection is the notion that cognitive dissonance is a consumer response to marketing

and as such a “method” which can be employed in marketing and cognitive dissonance may, as mentioned, play a crucial role in the interaction between people and facers for instance.

Cognitive dissonance as an approach to motivation is the theory that people tend to avoid the mental unease “which occurs when an individual holds two attitudes, ideas beliefs or other cognitions that are not in harmony with each other” (Evans et al. 2009:23-24). The cognitive dissonance theory holds that when people possess two contradicting beliefs, they have a tendency to either drop or strengthen one of their beliefs to reduce the dissonance and “reach a state of 'consonance' or homoeostasis” (Evans et al. 2009:24). In further detail using Festinger's approach to cognitive dissonance there is a more diverse set of responses when individuals experience cognitive dissonance. Festinger employs these seven different options for reducing dissonance: elimination, addition, substitution, change of goal, denying the action, revising of the action and combination. In very brief to explain these seven options; elimination refers to the elimination of the active dissonance, this can for example “take place through shunning whatever information stands in opposition to the chosen action” (Raab et al. 2010:45). Addition refers to the action of searching for further information which supports one or the other position. Substitution is to substitute dissonant cognitions with consonant cognitions. Change of goal refers to a change of opinion by the individual, so that they do not reach the same judgements of a specific topic, as they did previously. Denying the action is a response similar to the elimination option, in the sense that the individual denies responsibility for the action that lead to a purchase for instance, perhaps stating that the individual was influenced by a third party. Revising the action is the straightforward option that the action is simply changed in order to reduce cognitive dissonance. Lastly different options for removing cognitive dissonance may be combined, which in Festinger's approach is referred to as combination (Raab et al. 2010:45). Regarding Festinger's approach to cognitive dissonance is primarily concerned with the post-”purchase” aspect of cognitive dissonance, which is rather evident in some of the options in this approach, while Evans' approach is more applicable in situations before a purchase. But as branding theory is a prevalent issue in this project and as the project deals with the consumption of ideas,

cognitive dissonance theories may be relevant even as soon as individuals are being confronted by the specific ideology.

This cognitive tendency may not be directly applicable in marketing, but is something marketers must be aware of, as it may be relevant for the marketing of certain products, services - or as in the case of this project - ideas.

In conclusion it should also be mentioned that, cognitive dissonance can be connected to brand theory. In the sense that if a brand has a particularly good reputation, it may have the effect that simply because people connect the brand with something positive, or the fact that that people see their peers endorsing this brand, the individual's dissonance may be balanced out (Evans et al 2009:139) and furthermore even though cognitive dissonance is not directly linked to a potential loss or gain of brand value because of facers, this theoretical concept can still be used to understand how people react when encountering facers and how this affects their perception of facers and the organisations employing them, as how they react may be influenced by cognitive dissonance.

3 5 Operationalization of theory

In order to use the theories from this chapter in the focus groups for the project, the theories need to be operationalized, so that abstract theories can be applied concretely for the interviews. Generally speaking the theories for this project generally consist of three categories. The first category consists of theories which can be used to understand and assess campaigns themselves. Secondly some are meant to explore how and why people react and change perceptions of organisations when they are encountered by a facer. The last category of theories are to be utilised in order to further the understanding of the benefits or consequences in terms of brand value, but also what a brand is and how it functions.

In order to operationalize the theories in the project, the theoretical issues based on the problem formulation need to be presented in a fashion during the interviews, so that they are not merely theories, but presented in relatable terms, especially so that the participants in the interviews can respond to them.

First to sum up the three overall theories presented in this chapter were theories on branding, campaign planning and marketing psychology & consumer behaviour. First of all to keep in line with the qualitative nature of this project, the presentation of the problem formulation and the theoretical issues may benefit from being presented in a personal manner, so that the participants express themselves based on their personal experiences and refrain from generalising too much.

Regarding the operationalization of theories on branding, the main issue which the project seeks to illuminate is how people reflect on their perceptions of the organisation in question and if this perception changes especially when the fund-raising activity of facing is involved. In order to explore this, it might be advisable to maintain a fairly concrete and tangible approach to the subject. Furthermore in this connection, it might be advisable to desist from presenting the subject of branding in a fashion that is too academic. This may influence the participants' answers if they reflect too much on how their experiences and immediate reactions might colour their perceptions. Thus yielding invalid data, as people do not necessarily reflect too much on their immediate feelings when they are approached by a facer for instance.

Customer engagement is primarily going to be used for the assessment of how involved the case study organisation is with its brand audience and is as such not a theoretical concept that is going to be utilised very much in the analysis itself, but rather in the first descriptive phase of the case study and their brand.

So specifically for the operationalization for branding, the questions in the interviews are going to be based on the experiences of the participants and their feelings regarding these experiences when they are confronted with facers. The data collected regarding the attitudes of the participants will thus in the analysis be used for the application of the theories on branding. As this project includes a fairly diverse set of theories on branding, there is naturally also some divergence in regard to what the different theories will be used to achieve. While a theoretical understanding of especially brand equity will be used primarily to evaluate the benefits and consequences of facing as a fund-raising method, corporate branding will be used to establish whether or not the loss or gain of brand value

will reflect on the organisation as a whole and theories on brand personalities will primarily be applied in order to assess whether or not the organisation's fund-raising methods are in accordance with the values of the particular organisation. In accordance with the notion that a brand is the sum of people's thoughts of a product, corporation, idea etc., this is exactly how the theoretical concept of brand equity can be converted into less abstract terms. In further detail the application of the BAV-analysis may be a crucial tool in the operationalization and concretisation of the theories on brand value. The questions in the interviews themselves will thus feature the different factors from the BAV-analysis. These include: distinctiveness, relevance, prestige and dominance. To conclude on the operationalization of branding, the researchable terms in this regard will mostly circle around whether or not people feel that their perceptions change as a result of their encounter with a facer – both in a positive or a negative fashion.

Regarding the theories on campaign planning, these are not going to be utilised extensively during the focus group interviews, but rather during the interview with the staff at Anima as a compliment to the document study. In order to operationalize the concepts of campaign planning it may ultimately not be as necessary in this case to use terms and concepts which are completely non-abstract. The reason for this is the assumption that the participant in this interview most likely has some sort of theoretical knowledge of the communication process, which may serve to maintain a fairly high theoretical level during the interview. Thus the concrete operationalization of the concepts regarding campaign planning can be achieved fairly easily. These notions apply primarily to the chapters on situation analysis and organisational and campaign goals and are mostly applicable to the qualitative interview with the representative from Anima.

Marketing psychology and consumer behaviour are on the other hand theoretical issues which need to be operationalized in order to extract useful data in this context during the focus group interviews. Persuasion knowledge have to be operationalized, so that the amount of knowledge on advertising techniques and advertisers' motives possessed by the participants can be assessed and if this knowledge even plays any role in the way they perceive the communication effort. This persuasion knowledge model can be utilised in the operationalization in the way that topic, persuasion and agent knowledge are issues which

can be researched during the focus group interviews, while topic, persuasion and target knowledge can be researched during the qualitative interview with an Anima representative. It is however necessary, perhaps especially for the focus group interviews, to use other terms than the terms used in the persuasion knowledge model, but these terms may on the other hand be used as a thematic guide in terms of operationalization. Lastly it should be emphasised that it is the knowledge of the target audience that is the primary concern.

Concretely speaking, approaching the issue of topic knowledge, would in the context of this case study, be focused on the participants knowledge of animal rights or animal protection to get a grasp of how much they know about the issues Anima is attempting to communicate and how they relate to these issues. Regarding knowledge on persuasion techniques and methods, this theoretical issue can be operationalized by establishing what kind of persuasion techniques Anima makes use of and present them for the participants in the focus groups and enquire how they perceive these methods. However, before presenting the persuasion techniques of Anima to the participants, the participants should be allowed to express what they think are the main techniques of the organisation or other organisations if they are not familiar with this particular one. In order to establish the persuasion methods and techniques of Anima, this is also an issue which will be explored in the document study and the qualitative interview with an employee responsible for communication at Anima.

Lastly the theoretical issue of cognitive dissonance as a motivator may at first be a difficult matter to operationalize into terms which can be examined in the research, as theories on cognitive dissonance does not serve to explore how people may react to certain persuasion attempts, but on the other hand the theories serve to further the understanding of a target audience may react the way they do. One way to approach these theories would be to make them more concrete in terms of how people feel about the moral “product” Anima attempts to communicate and also to decode from the interviews whether or not the participants indicated in some way that they possessed conflicting views one way or the other regarding Animal Rights.

3 5 1 Interview guide

The following chapters on the document study and the qualitative interview are going to be categorised into this chapter on 'interview guide' in order to emphasise that these two constituents are not to be thought of as a major part of the analysis itself, but rather as means to generate some knowledge and prior understanding on the case study which is going to be utilised as foundation for the focus group interviews.

3 5 1 1 Document study of Anima

According to the website of Anima, it is an organisation which has been founded with “the simple philosophy that animals have fundamental rights, among these the right not to suffer needlessly. [Anima has] main focus on animals in industrial farming and the fur farming industry, as these are the sectors in which the most animals are subjected to highest amount of pain”⁹.

Despite the notion that this passage can be considered relatively vague in terms of organisational and/or campaign goals, the ultimate organisational goal of Anima would be the introduction of some form of fundamental rights for animals – at least a universal law that protects them from as much harm as possible. The passage is however quite vague in regards to what degree this might be, how many rights and also which kinds of animal are to possess these rights.

These organisational goals can also be related to some of the values Anima want people to associate with their brand. Judging from the organisation's website, Anima continuously put emphasis on the notion that it is an active organisation and that they achieve what they set out to do regardless of how long the campaigns turn out to take. This can be perceived as an attempt by Anima to have their brand associated with altruistic values, in the sense that the organisation would never compromise their beliefs in their struggle to achieve the improvement of the conditions for animals. Furthermore the focus areas of the organisation are generally ethical subjects for which the campaigns seek to create awareness of the issue. One of the prime elements of these campaigns are thus in general

9 <http://anima.dk/om-anima/det-vil-anima>

an appeal in which Anima as the sender asks the receiver to change behaviour, for example not to purchase and wear fur products, not to purchase cosmetic products which have been tested on animals or to reduce the amount of meat consumed on a daily basis¹⁰. In this context it is important to realise that the focus areas are all also based on altruistic values and perhaps it is especially noteworthy that none of these focus areas encompass any elements of fund-raising.

Regarding the strategies and persuasion techniques, this part of the website is primarily explanatory and does not feature many persuasion attempts. It is however another story regarding the external continuous communication of Anima, of which a large amount of activity is concentrated on their public profile on Facebook. The Anima Facebook profile, is on one hand being used to keep people updated regarding news, articles and blog posts on the Anima website, and thus functions as an extension of Anima's website. Furthermore the Facebook profile contains external links to news and other sort of material not produced by Anima. In very general terms these news items feature more distinct persuasion attempts and include plays on psychological aspects to a further degree, but many of the posts on the Facebook profile also include factors that strengthen the associations regarding brand which was mentioned in the last paragraph. These issues will be explored qualitatively in the following paragraphs.

However first of all regarding the external communication of Anima realised primarily through the organisation's use of Facebook, one aspect that is noteworthy in this context is the amount of people following the organisation on the social medium. At the time of writing over 25.000 follow Anima on Facebook, which in relation to other animal welfare or animal protection organisations is a relatively large number compared with the size of the organisation. For example a much larger and more established animal protection organisation "Dyrenes Beskyttelse" is followed by around 29.000 people on Facebook. To put these numbers into context Dyrenes beskyttelse has at the moment around 75.000 members¹¹, in contrast to the 5.000 members of Anima (Appendix C).

As the sheer amount of data available on the Facebook page of Anima is simply

10 <http://anima.dk/om-anima/det-vil-anima>

11 <https://www.dyrenesbeskyttelse.dk/st%C3%B8t-os/bliv-medlem>

overwhelming, only a few examples from the profile will be utilised in the document study, but as the purpose of the document study is primarily explanatory this should not constitute a major problem in terms of validity. The examples which will be highlighted in this regard will primarily be objects which feature the clearest examples in terms of branding, organisational and campaigns goals or examples of persuasions methods and techniques, which thus in turn may reveal how the organisation perceives their recipients.

The first example from the Facebook page which is going to be featured in the document study is the photo of a sow with the caption “Animals deserve better. Share this photo if you agree”¹². This is a very simple post from Anima, but is a great example of much of Anima's external communication via Facebook as many of communication objects on their profile page are very similar to this and this example can consequently be considered a very typical example. Concerning this particular post there are a few aspects which need to be examined, first of all the post fits the overall ethical values from the previous sub-chapter concerning the Anima website. The caption “animals deserve better” can be interpreted as connecting certain values with the Anima brand and is in extension a manifestation of the philosophical stance of the organisation. In conclusion this simple post can be interpreted as an equally simple brand building activity that facilitates the perception that Anima is an altruistic organisation that is concerned with the well-being of animals.

While on the issue of brand building, these types of posts also serve as brand building activities in another fashion in the sense that this type of Facebook posts can be considered an example of customer engagement. As this Facebook post is a prime example of, there is an extreme amount of discussion and opinion being expressed in the commentary field for the post and is as such an activity in which the organisation attempts to connect with their target audience which serves to create some sort of brand community surrounding to the organisation. In the context of theories on branding this type of simple Facebook posts with an easily understandable message, can be interpreted as an attempt to control how people perceive the brand and similar to the last paragraph attempts to

¹² Appendix: Document study appendix A

create the understanding of Anima as an organisation with altruistic values towards animals.

As most posts on Anima's Facebook are very similar to the previous example and are primarily concerned with brand building activities, the organisation also use their presence on Facebook to share information with their recipients, which does not necessarily derive from Anima as an organisation.

The next example is a post in which Anima brings attention to a feature article in Berlingske in which a group of academics criticise an Arla advertising campaign for providing an unrealistic portrayal of the agricultures that produce the Arla products. This example much like the previous one also facilitates interaction and engagement with the audience of the organisation, but this example can also be interpreted as expressing the organisational goals of Anima. This example unlike the previous one is not explicitly concerned with the fundamental philosophy of the organisation, but can rather be seen as an expression of the focus area of Anima which is a focus on animals in agriculture.

Lastly this post can also serve the purpose that the Anima brand is put into contrast with the Arla brand, which can be seen as a representative for the animal agricultural industry. By bringing this article on the Anima Facebook page, the organisation indirectly associates the Arla brand with dishonesty and inappropriate persuasion methods in regard to their marketing. By bringing an article critical of Arla's marketing methods, Anima thus attempts to create the association among their target audience that Anima by disassociation with Arla is a trustworthy organisation. In conclusion attack messages in communication are also effective methods in order to erode the credibility of target corporation or industry in question, while also increasing the credibility of own organisation (Scudder 2009:1).

All in all regarding overall conclusions from the document study, the organisation has a tendency to be rather vague in terms of the organisational goals and sub-goals. However concerning the brand values, the external communication of the organisation features examples of communication products, which carry more value-laden messages. These can in turn be considered examples of the values the organisation attempts to have associated with their brand, but whether or not these values are merely to be considered persuasion

attempts cannot be answered unambiguously. Regarding Anima's utilisation of Facebook the main focus of their posts seems to be the interaction with their recipients. In conclusion these activities can be considered a form of brand-building activity in which the sender, Anima, attempts to connect certain values and ethics to their brand, whether this is by disparaging “opponents” of the organisation or by highlighting the merits and necessity of the ethical goal of the organisation.

3 5 1 2 Qualitative Anima interview

The qualitative interview with a representative of Anima took place on the 4th of July 2013 and the main purpose of the interview was as mentioned to on one hand compliment the document study of Anima, but also to get insight into how an organisation contemplate their use of facers. There were three main categories of issues which were to be covered during the interviews; these were branding, communication and campaign planning and how the organisation perceives their target recipients¹³, which, of course, all can be considered sub-categories of communication in general.

Concerning the topics that were covered in the document study, some of the opinions stated in the qualitative interview at Anima however differed from the document study. Thus the qualitative interview does not only serve to compliment the findings from the document study in an attempt to gather fundamental insight into the Anima organisation, before venturing into the real analysis based on focus group interviews. The interview is also going to examine if there may be differences between how Anima represent themselves on their website and how they explain certain aspects when being interviewed.

First of all as the website of Anima is quite vague regarding the organisational goals, the participant in the qualitative interview was in contrast more concrete on the subject. When asked about the organisation's ultimate goal, the answer sounded: “The ultimate goal is that the organisation eventually should not be necessary. That we have reached a point in society in which animals are protected, so that there would be no need for NGOs to protect the animals” (Appendix C: 13.50-14.20 min.). However regarding the issue of Animal

¹³ See appendix C for more details

Rights, which seemed evident in the document study that the organisation supported, it was not as clear in the qualitative interview, that animal rights were a specific goal for the organisation, as the definition of what animal rights in reality are is up to debate. “Animal rights are of a very dynamic shape.. I do not necessarily think there is any real concrete difference between [Animal rights and animal protection], there is no much disagreement” (Appendix C: 14.30-14.50). This notion of animal rights does however show that there may be some inconsistencies between the way Anima present the organisation on the website and how they explain animal rights in person. However this may also be attributed to the vagueness of the text on the website regarding how broad the term animal rights is. It seems judging from the qualitative interview that the bare minimum is that animals should be protected to some uncertain degree, while the website states that animals have fundamental rights¹⁴. In conclusion these two notions of the goal of the organisation may ultimately mean the same thing, as this bare minimum of animal rights can in the loosest form mean that the most fundamental right of animals is that they should be protected. On the very last note, it should be noted that it was also expressed in the interview that “there are a lot of places internally in the organisation where people have major differences of opinion. But concerning the very difficult situation for the animals at the moment, I think, there is wide agreement about 99% of every issue” (Appendix C: 16:05-16.25). Which in consequence means that, the opinions regarding this issue, may not necessarily reflect the opinion of the organisation as a whole, as it seems they have no “official” stance on the subject.

On the issue of Anima as a brand, there are aspects which are relatively prevalent in both the document study as in this interview. First of all one of the most important values Anima, according to the interviewee, would like people to associate with their brand is trustworthiness. “I think, one of the most important aspects – I think everyone would say so –is that we seem trustworthy ... What we primarily work with is education and information and it should consequently be based on facts. There are issues which are based on opinions and people may disagree, but it needs to be true. This also the case with facers, who act as ambassadors for the organisation and the things they say, should be

14. <http://anima.dk/om-anima/det-vil-anima>

completely factual” (Appendix C: 2:35-3:06). The motivation behind connecting the notion of trustworthiness with the brand is the assumption by the organisation, that knowledge creates changes in behaviour, for instance to cease purchasing fur products (Appendix C: 28.50-29.05). According to the interviewee the organisation does not conduct specific activities in order to develop their brand in terms of associating or strengthen brand values. However the interviewee puts emphasis on what he refers to an “organic” branding process, in which the organisation develop their campaigns according to the general foundation and ideology of the organisation, so that the messages of the campaigns can be considered the organisation's brand values (Appendix C:8:10-8:50). This notion that the branding of Anima is developed through Anima's campaigns reflects to a certain degree the theoretical understanding of corporate branding, which was explained earlier in the project¹⁵, in the sense that the organisation does not attempt to generate specific brand value by a particular campaign. It is however a larger process in which the brand generally applies to the organisation as a whole.

Besides trustworthiness the interviewee puts emphasis on the notion that Anima is an active organisation, which is also one of the aspects regarding brand values from the document study. But during the interview the notion of being active in regards to the use of facers is being elaborated on to a further degree. The interviewee explains that facing is not only a means to generate funds, but also a way to seek like-minded individuals who may desire to be active in animal protection, but may lack the necessary drive or personal relations to get involved in this kind of activism. Furthermore the interviewee is of the impression that people who are recruited by facers tend to remain for a longer period of time in the organisation than members who seek out the organisation (Appendix C: 3:15-3:50).

In the document study, through an analysis of the organisation's communication on their website, but also through the use of Facebook, it became evident that the Anima brand is primarily associated with altruistic values. Despite the fact that brand personalities were not explicitly discussed in the course of the interview, a few topics were however

¹⁵ Chapter 3.2.1 Corporate Branding

discussed which can be utilised to make an assessment of the brand personality of Anima. First of all the interviewee expresses that the organisation's ultimate goal, as mentioned previously, is to be redundant in the sense that the goal is for animals to be protected (Appendix C: 13.50-14.20). Furthermore the interviewee considers the organisation's use of Facers a catalysis that facilitates a process of caring for animals and that people should consider animals worth protecting (Appendix C: 27.30-27.50). These two positions of the organisation support the assessment that the Anima is (or at least attempting) to associate their brand with very altruistic values and the brand personality of Anima can thus be considered an example of the 'caring' or 'altruistic' brand personality. As mentioned in the theory section¹⁶ the caring brand personality caters to people who have a desire to help others, but may lack the necessary time or will to engage personally in the matter. This understanding of the brand is also supported by the notion that Anima puts emphasis on being an active organisation and relation to the 'caring' personality Anima can consequently be active on the behalf of their members.

Also in this context the brand personality of Anima is to be discussed in the course of the focus group interviews, as established in the analysis of the qualitative interview, the brand of Anima is predominately influenced by the caring altruist brand personality. During the focus group interviews, it would thus be useful for the assessment of the Anima brand to see whether or not Anima's use of facers had an influence on the Anima brand and its brand personality.

Yet another issue which was raised during the document study and the qualitative interview was how the organisation perceives their recipient. It was confirmed by the interviewee that the communication through Facebook characterised by posts, heavy on images and light on text, are used by Anima as a means to circumvent people's defence and trigger an emotional response. There are two aspects to this way of communicating the message of Anima; first of all in the context of recipient perception, it was established that the communication of Anima is based on a primarily defenceless recipient, but the form of the Facebook posts indicates that the organisation is at least to some degree

¹⁶ Chapter 3 2 2 Brand Personality

influenced by a need-controlled recipient perception. This issue can be explored qualitatively in the focus groups to examine how this way of communicating is received by the recipient and whether or not the recipients feel that this form of communication is appropriate or if they feel it strengthens the trustworthiness of the organisation, which was established as a very important aspect for the Anima brand.

Furthermore this way of communicating can also be seen in the context of the theories on persuasion knowledge, in the sense that Anima as the sender makes use of this form of communication as a means to reach the target and it can as such be defined as target knowledge that they expect this form of communication to be more effective than other approaches to Facebook communication. During the focus group interviews it would serve in the assessment of the communication both to explore how people regard this knowledge about them and whether they consider it accurate or not, but also in more general terms to examine how the participants consider the encounter with a facer and how they regard the facer using the terms of persuasion knowledge.

Concluding on the interviewee's statements on how the organisation arranges and organises the campaigns with facers in general, it appears that Anima is to a wide degree influenced by how other organisations realise their facing campaigns, in the sense that the interviewee refers to other organisations when explaining why Anima utilise facers (Appendix C: 16.35-17.55). As established in the previous chapter the primary motivation for Anima regarding the use of facers is fund-raising objectives which has been adopted from other organisations who made use of facers before Anima (Appendix C: 16.35-17.55). This notion may inherently carry some communicative troubles for the organisation, as the adoption of these methods, which generally belong in the realm of non-profit marketing, may be perceived by the recipient as inappropriate. This is an issue derived from the qualitative interview which will be further examined in the focus group.

The target audience for Anima's facing campaign is according to the interviewee primarily young people (Appendix C: 23.15-23.35) and there is wide-spread diversity among the target audience in terms of age, gender and political stance and thus the common denominator for the communication of the organisation is that people feel that animals are

worth protecting (Appendix 24:00-25:15). This brings the subject of recipient perception and also persuasion knowledge into focus. Taken into consideration that the interviewee states that the communication of their message uses the lowest common denominator and also that the Facebook communication in particular is used to trigger a “moment of reflection” among the target audience (Appendix C: 09:24-10:15) indicate that the majority of Anima's communication is influenced by a defenceless recipient perception. These indications are based on the theoretical understanding from the chapter on the subject¹⁷, which shows that communication with this recipient perception tend to expect that the receiver will simply accept the message as presented and as most of Anima's communication is based on simply presenting “the truth”, this points to the notion that Anima's communication may be influenced by a defenceless recipient perception. The interviewee himself does however regard Anima's use of simple Facebook posts as a method of circumventing people's defence mechanisms, which may indicate that the communication may at least be influenced by some aspects of a need-controlled recipient, as both the message but also the recipient's needs and problems play a role in how the receiver perceives the communication. In conclusion messages influenced by a need-controlled recipient perception do not need to feature especially complicated messages as they generally cater to needs the receiver already possess.

In terms of campaign goals regarding the goal of Anima's facing campaign, different and slightly inconsistent viewpoints are expressed during the course of the interview. At first it is expressed that the main drive behind having a facing campaign is on one hand to generate funds while also to increase awareness of issues relating to animal protection (Appendix C: 4:10-4:40). In this passage it is expressed that the general motivation behind facing is the ability of the activity to reach people with a like-minded approach to animal protection. However later in the interview, it is expressed that fund-raising is the primary goal for a campaign with facers. “It is primary fund-raising. We already have a relatively large network of volunteers ...If an organisation does not have a concrete objective to support the organisation financially, they would not have facers” (Appendix c: 21:50-22:20). However it is also expressed that while financial gain is the primary incentive to

17 Chapter 3 3 3 Recipient Perception

have facers, if someone is approached and expresses that they do not want to become a paying member, the facers is still more than likely to elaborate on the organisation, campaigns, ideology and so on. So all in all it becomes evident that facing is not only an activity that the organisation conducts in order to generate funds, but also a method to reach people with the organisation's message, but at least according to the data from this interview the fund-raising is the primary concern.

Lastly the comments the interviewee supplied concerning Anima's organisational goals were, much like the information on their website, rather vague and it seems that Anima as an organisation does not any clear goals for their work. This may ultimately present certain problems for the organisation, as without clear organisational goals it can be hard to compose a functional situation analysis, which in turn may or may not conclude that the use of facers can be used to achieve this goal.

So all in all what can be concluded based on the document study and the qualitative interview? First of all concerning the Anima brand it becomes evident as a result of the qualitative interview and the document study that the organisation attempts to communicate a very ethical, honest and active image of the brand. Secondly concerning the organisational management of Anima, the goals and ethics do however seem to be rather ambiguous in the sense that it was not clear if Anima regarded themselves as an animal rights group or perhaps as an animal welfare group and the interviewee did in this context not distinguish very much between the two notions. Furthermore in this regard the organisation seemed on the other hand to have rather clear goals and ambitions for their individual campaigns, but perhaps not to same degree for their fund-raising campaigns including their use of facers and in did not seem that their fund-raising was conducted on the basis of any real situation analysis – besides the motive of financial gain.

Concerning the overall communication of the organisation, Anima utilise Facebook to a great degree for their external communication and it be concluded on the basis of both the document study and the qualitative interview, that the organisation to a great degree has a need-controlled perception of their audience, in the sense that they cater to a certain group of people, primarily young people who already at least to some extent sympathise with

their cause, but also try to circumvent people's defences using primarily emotional appeals. It will thus be an aspect to be examined during the focus groups whether or not the organisation's use of facers fits this way of communication or if it creates an outwardly fragmented understanding of the Anima brand.

4 Analysis

The analysis of this project will, as mentioned in the chapters on research design, be primarily based on data collected from three focus group interviews, but will also be complimented with data collected through a quantitative survey with triangulation in mind in order to enhance the validity. The analysis is sorted into multiple sub-chapters based on the different issues in order to increase readability.

The general purpose of the focus group interviews was on one hand to examine how people perceive the communication of Anima, but of course also to shed light on the subject how organisations' use of facers influences how people perceive the brand of that particular organisation and to validate whether or not people consider the organisation's use of facers to fit their overall communication and the organisation's brand.

The results from the three focus groups will be complimented by the results from the quantitative internet survey. The survey received 43 complete answer sheets and 13 partially complete, while 37 were completely unanswered.

4 1 The brand

First of all on the topic whether or not the participants experienced that their encounters with facers influenced how they perceive an organisation or this organisation's brand, the participants in the first focus group were in general not of the opinion that their relatively negative perception of facers influenced their perception of the organisation in question, but the participants were a bit unclear on this subject, as they simply did not spend enough time talking to the facers because they preferred to avoid them whenever possible (Appendix D: 41.40-41.50). This tendency was shared consistently throughout the focus groups and one of the participants in particular of the second group did as much as

possible to avoid being confronted by facers (Appendix E: 03.30-05.20). The same attitude is also expressed during the third focus group (Appendix F: 11.50-12.10). The results from the survey do also show that a huge majority of the respondents also state that they do speak with facers long enough for them to have an effect on their perceptions all in all (Appendix G: part 5, question 3).

The participants in the first group were however of the opinion that they distrusted organisations that used facers, not because of how they conducted the facing activities, but simply because the organisation employs facers. This was explained by the notion that the participants in general found large charity organisations to be untrustworthy and the participants seemed to connect a large organisation with the use of facers (Appendix D: 45.40-48.45). The same attitude was conveyed during the second focus group, but primarily by one participant and not to the same degree as the first one. "In my experience, or in my picture, I have this, like, big international organisations which have a lot of money, which are using facers and they try to get bigger and the small ones .. I think they [the small ones] are more trustful maybe" (Appendix E: 57.20-58.00).

When exploring this topic a bit deeper, it became evident that one of the reasons the participants regarded large organisations with distrust, was that the financial aspects of running an organisation – the fund-raising - came too much into focus and seemed to take on a more prioritised role than the actual cause of the organisation (Appendix D: 49.00-55.55). This was most evident in the first focus group, furthermore one participant explained: "I think that people in general have a lot of mistrust for things they don't know fully about, like there is a lot of mistrust for people in power, people with a lot of money, big corporations" "It's good and it's there, so if you're a big company, how do you – if you're a big charity, how do you gain trust? I think it's through finding different ways of communicating what you do and how you're doing it" (Appendix D: 51.10-51.25). What is evident from this participant's statement, is that the distrust may be more a consequence of this person's own political beliefs, which also seem to be shared among the this focus group, that is the root of the distrust for large corporations. Regardless of the basis of the distrust, some clearly regard organisations that do not utilise facers with more respect and trust than those who do (Appendix D: 51.45-52.30). This view expressed in the first focus

group is relatively similar to a view expressed during the third focus group, but with some slight variation in the degree the participants were put off by organisations simply being large. One participant in the last group when reflecting on his motivations for ignoring and disregarding facers states: "To me I think, maybe, I've started to also put the facers over in the category of the commercials, where before they were more, like, in the category of .. in their own category, where, okay, this is a person who speaks to me directly. It's something else than an image" (Appendix F: 17.30-17.55). With this notion it becomes evident that the target loses interest and trust when the non-profit organisations move into the commercial sphere, which in turn may be interpreted as a conflicting relation between how a non-profit organisation utilises fund-raising through facers and how they attempt to communicate an altruistic brand personality¹⁸. Relating this notion to the data from the survey, the same tendency cannot be said to be shared unambiguously across the methods, as a majority of the respondents responded that they considered facing to be an appropriate fund-raising method for non-profit organisations. It should however also be noted that around one third of the respondents considered facing to be inappropriate (Appendix G: part 5, question 5).

Regarding Anima specifically all of the participants in the first focus group were aware of the existence of Anima, but none of them expressed that they were aware of how this particular organisation works and what they actually do. But these participants did however all have certain values and associations connected with the Anima brand. They all agreed that while they sympathised with Anima's objectives, they did not feel the communication of the organisation really appealed to them. The overall opinion of this focus group was that Anima's communication focuses too much on single cases and also that the communication is based too much on emotional appeals (Appendix D: 54.20-55.10) which in turn made the first focus group perceive Anima as being less serious and almost childish in their approach (Appendix D: 01.02.20-01.02.50). The same participants did however also state that they understood why the organisation employs this kind of emotional appeals, as it may be a very suitable way to communicate a message to an adolescent target audience and the participants were all supportive of the notion that Anima increases

¹⁸ As established in the document study and the qualitative interview.

the awareness of animal rights (Appendix D: 54.20-55.10).

It was noted in the first focus group that in the social circles of the participants the Anima brand was considered with a very low level of prestige and people in their networks regarded Anima with condescension (Appendix D: 59.30-01.01.40). The question whether this relatively non-serious perception of Anima within the participants' social groups was connected to the organisation's use of facers or not, was according to the participants a bit unclear. It seemed to the participants of this group that the organisation's questionable image was more a result of their "soft" and overly emotional communication and not as such a problem with their use of facers (Appendix D: 01.01.40-01.03.35). It was noted by one participant that facers could be used to communicate a more hard-line message, which in particular would appeal to this person (Appendix D: 01.05.00-01.06.20) and according to this attitude, facers were not the problem, but rather the way they are used and the message they communicate.

In order to assess how much the brand value is directly affected by the use of facers, the theoretical understanding of brand equity may be utilised. As established in the theory section the four main aspects of the Brand Asset Valuator are distinctiveness, relevance, prestige and dominance, which will be used as points of orientation for the assessment of the consequences for the brand.

The organisational use of facers may not necessarily have a profound impact on all of key BAV aspects. As expressed in the theory section on the BAV-analysis, the prestige aspect may be the most relevant for this project, as the use of facers may not have an as direct influence on the other aspects. Judging from the data collected during the focus group interviews, it is evident that there are some consequences in terms of prestige as a result of organisations' use of facers. One of the most crucial opinions expressed during the focus group interviews was the notion that all of the participants of the first focus group and some of the second associated organisations who utilised facers with a certain sense of distrust (Appendix D: 51.45-52.30, Appendix E: 57.20-58.00). During the third focus group one of the participants stated that she in general is not opposed to the notion that non-profit organisations use commercial methods, but also states: "I filter [them] with the same

as the commercial, so I don't take them as serious now, as I did" (Appendix F: 19.45-19.55), which can be interpreted in the way that using non-profit marketing methods may hurt the organisation's prestige, in the sense that the target becomes in doubt whether the motives of the organisation actually are purely altruistic or blurred with commercial interests. On this topic the data from the quantitative internet survey indicates that Anima may be considered with a certain level of scepticism. A small majority of the respondents answered positively that they considered Anima to be a serious and determined organisation, however most of the respondents answered that they were uncertain about this question. This may carry some indications of the prestige of the organisation among the respondents, as if the Anima brand were something the respondents considered to be especially prestigious, the majority of the answered would most likely not have been either uncertain or neutral (Appendix G: part 5, question 6). Concluding on the attitudes across the focus groups and the survey, it becomes evident that the prestige of the organisation in question is suffering at least among certain social groups and the data indicates that this loss of prestige may at least to some degree be caused by the use of facers.

However the prestige may not only suffer as a consequence of the use of facers, as all the participants in the first focus group were of the opinion that the use of facers does actually work (Appendix D:2.50-3.30) and there may be some prestigious values associated with the notion that people understand why the organisations use facers and that they are confident that using facers actually serves a purpose. A similar opinion was shared in the third focus group, in which a participant stated that according to him it was "quite good" that organisations generate awareness about issues, that people in general may not be aware of (Appendix F: 41.00-41.20). According to the quantitative data, the respondents were however of the opinion that the primary motivation behind the use of facers is the generation of funds, which indicates that at least the respondents in general see facing as a means to generate income and not a method to increase awareness of an issue (Appendix G: part 1, question 5). Furthermore judging from the statements made during the first focus group that it is acceptable to cross people's boundaries in order facilitate a change in society (Appendix D:7.15-7.30) and the notion that donation and fund-raising may be the only suitable methods in order to help certain situations, like emergency aid for

example, (Appendix D:8.40-9.00) show that at least some of the participants of the focus groups did not consider the use of facers one-sidedly as something negative, but also had some positive effects when the persuasion and the fund-raising were not too prioritised. The same opinion was shared among the respondents of the internet survey, in the sense that the clear majority of the respondents answered that they considered it acceptable for organisations to employ facers if it did serve a good cause (Appendix G: part 1, question 4), regardless of the fact that most of the respondents considered facing to be uncomfortable (Appendix G: part 1, question 1) and that facers break people's social boundaries (Appendix G: part 1, question 2).

However in this context it needs to be repeated that the participants in the first focus group especially, but also to a certain degree in the second group were connecting larger charities with mistrust and lack of transparency (Appendix D:4.55-5.55) and that they actually estimated the size of organisations by whether or not they had facers employed (Appendix D:48.45-49.00). Also in addition to this topic, members of the third group were of the opinion that competition between organisations in terms of facers has gone too far and many organisations are simply too aggressive in their use of facers. So all in all on this issue many of the participants were expressing some opinions which show that they see the issue with at least some nuances, but it may also be the case that the people in the group were influenced by each other. According to the data of the surveys, a small majority also stated that they trust organisations that do not use facers, more than those who do (Appendix G: part 3, question 7).

Another factor which may show that the organisational use of facers has an influence on the prestige of the organisation, is the notion shared by multiple participants across the focus groups that poor working conditions for the facers themselves may hurt the prestige of the organisation. This also relates to the opinion of one of the participants that simply because the facers receive salary some amount of trustworthiness is lost. As stated by a participant of the second focus group: "The fact that they get paid makes me avoid facers, they are an invested interest" (Appendix E: 8.05-8.15). Relating this to the survey data, a large amount of the respondents answered that they considered Anima to be an active, ethical and idealistic organisation, but a very small percentage of the respondents

connected traits like 'credible' and 'trust-worthy' with the Anima brand (Appendix G: part 6). This may in addition be a problem in terms of the prestige of the organisation, if people consider them ethical, active and idealistic enough, but that they do not trust the information the organisation and their facers provide, which also is in stark contrast to the results from the qualitative interview, in which the interviewee stated that the honesty was a top priority for Anima.

Also in the context of the prestige of the Anima brand, it should also be noted in brief that the data indicates that regardless whether the prestige of the Anima brand suffers as a consequence of the organisation's use of facers, the participants of the first group were almost unanimously agreeing that the Anima brand was not regarded with much prestige in their social circles. But as the data indicates this is not primarily a consequence of facers, but rather a consequence of how Anima is communicating their message. In short the prestige of the organisation suffers to a large degree because the way they communicate their message is too much based on emotional appeals and the participants had the impression that it was hard to take Anima seriously because of this (Appendix D:1.01.40-1.02.50). As mentioned in the document study and the qualitative interview, this may suggest that Anima, on purpose or not, operates with a need-controlled recipient and the communication based on emotional appeals is simply the broadest common denominator for the target audience of Anima, which is, according to the qualitative interview, primarily young people (Appendix C: 23.15-23.35). However it may seem that the needs Anima caters to may not be the needs the participants of this particular focus group expects. An example of this is the attitude expressed by one of the participants of the first focus group, that he generally disregards the emotional appeals of Anima, whereas he however would be much more receptive toward rational appeals concerning the environmental impact of the livestock industry for example (Appendix C: 57.45-58.25). This can ultimately also be interpreted as a problem in terms of prestige, as if facers were to use more rational arguments in their persuasion attempts, there might be a more positive response.

Also concerning prestige, none of the participants of the second group were very familiar with Anima, though they all knew the organisation by name (Appendix E: 55.00-56.00).

Members of the third group were a bit more aware of Anima as an organisation and some of them had previously been approached by facers from Anima (Appendix F: 34.20-37.40). Judging from the examples of the focus groups, it shows that Anima is very known among people who are interested in animal protection, animal rights, environmentalism etc., but also shows that people who are not especially interested in these fields may not be aware of the organisation as such and may have a poor power of penetration beyond the groups of people who already know or care about these issues. The same tendency is shared among the respondents of the survey, as a distinct majority is aware of Anima (Appendix G: part 5, question 1).

Another aspect from the BAV analysis methodology is distinctiveness. The participants in the first focus group considered Anima very much distinct from other animal protection organisations in Denmark and only one of the participants was actually in the moment able to name a single Danish organisation working with the protection of animals, besides Anima and GoVegan. Furthermore it was mentioned that Anima was among the few organisations in Denmark who was primarily targeting young people (Appendix C: 58.28-59.05). In terms of distinctiveness Anima is consequently quite distinct from other organisations working within the same general field. However relating the aspect of distinctiveness to the use of facers, GoVegan seemed to have a considerable advantage in terms of both distinctiveness, but also in terms of prestige, as they do not utilise facers, which according to the participants in the first focus group makes them trust the organisation more (Appendix D: 51.45-52.30), but it should also be mentioned, that GoVegan was never mentioned in the second or third group, which may show that GoVegan is primarily known by people who are interested in animal protection issues. During the second focus group, the members were not really able to name other organisations working within this field, but also did not possess a large amount of knowledge concerning Anima (Appendix E: 55.00-56.00). The data collected through the survey indicates that Anima is quite distinct from other animal protection organisations in Denmark, as, according to the respondents, they seem to be able to distinguish Anima from other similar organisations (Appendix G: part 5, question 3) and they also indicate that they are aware of the work of Anima (Appendix G: part 5, question 7). This data

indicates that the awareness of Anima is actually quite broad, at least among the participants of the focus groups, but also among a larger group of people Anima still seem to be rather well-known. However in the third focus group Anima was not the primary organisation all the participants connected with animal protection, as one of the participants primarily associated Dyrenes Beskyttelse with animal protection (Appendix F: 49.05-49.50). The data from the survey indicates that around half of the respondents associated Anima as the primary organisation working within animal protection, whereas the other half primarily associated another organisation (Appendix G: part 5, question 5). Concluding on the distinctiveness of Anima, it seems that Anima does have a rather distinct image that quite a lot of the participants and respondents actually are aware of and are able to differentiate from other similar organisations.

The last aspects of the BAV-analysis are brand relevance and dominance which were not discussed as much as the other aspects during the focus group interviews. First of all the lines between brand dominance and distinction seem to be rather blurred in the context of animal protection organisations, as these organisations primarily work with awareness and changing of behaviour, it can be really hard to measure. However judging from the data of the focus groups, Anima seems to be a rather dominant player in the field of animal protection organisations (Appendix D: 58.25-59.05). It should however also be noted that, as mentioned in the theory section, these BAV-aspects are in practice not as clear-cut and distinct as they are in theory and as a result, the brand distinction may be influenced by a high brand prestige for example (Hansen 2012:369-371). Judging from the survey data the brand dominance of Anima may actually be quite high despite the organisation not having a lot of members, as Anima is the primary organisation many associate with animal protection (Appendix G: part 5, question 5).

Lastly in terms of brand relevance, the majority of the participants of the first focus group expressed that they were supportive of Anima's case (Appendix D: 56.20-56.35), but also stated that the message of Anima was relatively ambiguous and unclear (Appendix D: 55.10-56.20). These notions combined with the opinions stated by the participants of this group that the way Anima communicates their message which, according to the participants, primarily consists of single cases and emotional appeals, make Anima as a

brand fairly irrelevant to the participants of the first focus group (Appendix D: 1.01.40-1.02.50).

Finally regarding the values the participants of the focus groups associated with the Anima brand. Members of the first focus group considered the Anima brand to represent an ethical standpoint, but it was also noted yet again that they associated the brand with youth and naivety. One participant did however also state that the Anima brand was not connected with mistrust or anything negative, as many other charity organisations, but all in all Anima was almost regarded with neutrality (Appendix D: 59.30-01.00.00). Members of the second focus group were not as aware of Anima and did not have much relation to animal rights or animal protection, but one of the participants associated the movement as a whole with people breaking into mink farms, which may be an indicator of what kind of values some people associate with animal protection and perhaps also to some extent an image problem for the movement (Appendix E: 55.00-56.30). One of the participants of the third focus group associated terms like “environmental, green, ecological, alternative lifestyles, sustainability and different eating habits” with the Anima brand, but also that the brand cares about animals (Appendix F: 45.30-46.40). Another member of the same group associated words like “food, consumptions and food politics” (Appendix F: 47.10-47.40) with the brand. The data from the survey indicates that the respondents connect traits as radical, ethical, active, idealistic, aggressive and young with the Anima brand, while very few of the respondents consider Anima to be credible, altruistic, mature, folksy, commercial, trustworthy or transparent (Appendix G: part 6).

All these notions can be used to make an assessment of the brand personality of Anima. The results from the focus groups and the quantitative survey indicate that at least to some extent the way Anima is regarded, there might be some problematic relations between what kind of brand personality Anima is attempting to communicate and how they are perceived. Conferring to the results from the document study and the qualitative interview at Anima, in which it was concluded that the brand personality of which Anima was mostly reminiscent was the altruistic type. The survey respondents did regard Anima as ethical, environmental and idealistic, which can be considered elements of an altruistic brand personality. However in contrast to the qualitative interview in which the interviewee

emphasised that it was crucial for Anima to be honest and trust-worthy in their communication, the respondents did not consider Anima to be very credible, altruistic, trust-worthy or transparent.

It should however also be noted in this context, that regardless of much dishonesty and mistrust the participants in the first focus group connected with organisations employing facers, they still at the end of the interview regarded Anima as an ethical organisation, that they did not connect with anything negative, but also not particularly positive. Judging from the values the third group associates with Anima, they still mainly have positive associations with the brand, though it should be mentioned that the environmental values that the participant associates with Anima is quite inconsistent with the results from the document study and the qualitative interview, in which it was established that Anima as a organisations works towards decreasing mistreatment and abuse of Animals and not necessarily towards sustainability.

Concluding on the brand value of Anima, it is evident that judging from the organisation's size, the power of penetration of Anima is quite extensive as Anima was among the primary organisations the participants connected with animal protection. Also in terms of customer engagement, relating to the findings from the document study and the qualitative interview with an Anima representative, the organisation is very active concerning the amount of interaction they engage in primarily through the use of social media, which may also be considered evidence for the developing of a strong brand. However the brand value of Anima did also suffer to a certain degree as a direct result of the organisation having facers in employment, yet again it is necessary to stress that this was not, according to the participants of the first focus group, a direct result of the way the facers were trying to persuade their target. This was explained by the notion that the participants could not trust organisations that employed facers to the same degree as those that do not, because they all shared a certain scepticism towards large organisations. Also a similar attitude was shared among participants of the second and third focus group in which multiple participants were sceptical of the commercial direction non-profit organisations were going, which they considered facers to be an indicator of. So all in all it may be concluded that, the way facers themselves act and persuade may not hurt the

organisation to an extreme degree, however the general commercial direction may.

4 1 1 Cognitive dissonance and organisational communication

None of the participants in the first focus group has experienced what they would designate as conflicting convictions regarding the case of animal protection. There were however some examples of conflicting dietary choices, but as the first group already solely consisted of vegetarians, cognitive dissonance may as a theory be that useful in order to assess whether a potential loss of brand is caused by cognitive dissonance or not.

Members of the second focus group did not express many views which may be regarded as examples of conflicting convictions. However a participant states “I think there's always conflicts like this protection of animals and like, then like, cultural things, when you try to protect the animals” (Appendix E: 48.40-49.30), which can be interpreted using cognitive dissonance that, on one hand this person considers animal protection to have some merit, but on the other hand it is a deep-rooted cultural tradition to use animals as we see fit. Using Festinger's terminology of cognitive dissonance this example may be interpreted as an example of the use of the “denying the action”-option, in the sense that the person disclaims responsibility, not necessarily for herself only, but for people in general, that cultural traditions dictate our actions or attitudes.

Similar opinions were expressed in the third focus group but with slight variations. The participants were at one point discussing the merits of vegetarianism and this participant expressed the view that even though she is supportive of vegetarianism and veganism, she is of the opinion that biology dictates humans to eat meat (Appendix F: 30.55-31.60). In terms of cognitive dissonance this can also be interpreted as a “denying the action”-option, as the participant puts the responsibility on biology for her choices. However it can also be interpreted as the “addition”-option, as the individual may have sought information in biology that supports her dietary choices.

What these examples illustrate is that even though the message of an animal protection organisation actually is appealing to many people, there may be numerous reasons why the target audience may disregard the issue completely or change other opinions to evade

cognitive dissonance. In this sense some brand value may be lost regardless of how a campaign is planned, as some people simply disregard appeals because of cognitive dissonance and thus their perception of a specific organisation and their brand may also falter as well.

The question is whether or not a non-profit organisation can change their message in order to suit more people by avoiding the development of cognitive dissonance among their target audience. As stated during by one of the participants in the first focus groups the message of Anima is already ambiguous (Appendix D: 55.10-56.20) and also according to a participant Anima is extremely forthcoming in how they approach the subject of animal protection, in the sense that Anima is focused on small cases and small steps (Appendix D: 55.10-56.20), whereas an organisation like GoVegan is, according to the participant, more focused on the larger picture and more non-compromising in their communication (Appendix D: 58.00-58.25). The participants considered this “non-radical” approach with some scepticism, in the context of cognitive dissonance it may be considered a way to communicate the message of animal protection that will not create an unacceptable level of cognitive dissonance for the target group and will thus be easier to accept for a large number of people. The disadvantage to this broad form of communication is that the message of an organisation might be a bit too vague and the target group may have the impression that the goals are ambiguous. However in conclusion it should be noted that almost every participant in the focus groups were actively avoiding facers as much as they could, so the theories on cognitive dissonance may in reality not be that beneficial to the understanding of why people would disregard the messages of facers and the facers themselves and their methods may claim a larger amount of responsibility.

4 2 The persuasion attempt

Despite the fact that it was established in the previous chapter, that the participants in the first focus group were more focused whether an organisation had facers and not as much on how these facers acted during their persuasion attempt, judging from the data from the focus group the persuasion attempt still may have consequences in terms of brand value.

The general notion concerning facers within every focus group was that the participants usually attempted to avoid facers when they encountered them. One participant in the first focus group considered facers to be relatively unsympathetic and too persistent in the sense that during the encounters with facers, it was very evident that they were primarily concerned with the recruitment of new members and not so much keen on discussing the issue or listening to the other part. "I don't like this feeling of .. I often used to take up every conversation and now I don't, because I've had too many experiences of .. I tell them I can't give them any money but I'd like to discuss the things with them maybe for a minute, but they actually aren't listening or wanting to partake in the conversation in a real way. It usually comes down to the same question and I don't like the dishonesty in that really" (Appendix D: 3.30-4.30).

This general opinion was shared across the focus groups and practically all of the participants in the focus groups avoid facers as much as possible (Appendix F: 11.20-12.10). According to the respondents to the internet survey a distinct majority considered it uncomfortable to be approached by a facer (Appendix G: part 1, question 1) and also a majority considered facing to be disrespectful and inappropriate (Appendix G: part 1, question 3).

Other participants in the focus groups had the same opinion of the nature of the facers' persuasion attempts and the general notion of the first focus group was actually that the persuasion could be too much in focus and cause some loss of honesty and trustworthiness for the facer (Appendix D: 15.45-19.00). One of the participants of the third focus group states in this regard that she is very critical of the aspect that the use of facers at the moment is too much a question of "selling" and not a question of raising awareness of an issue. In this context she also states that previously she was much more inclined to discuss with facers, as she is of the impression, as she did not feel that she was forced to sign up for a donation (Appendix F: 06.35-08.40).

However in this context it should also be noted that especially one participant in the first focus group clearly stated that the question, whether or not the persuasion methods and the rhetoric of the facers were appropriate, is an issue that needs to be regarded with

nuance. The notion was that manipulation, rhetoric, emotional appeals etc. may overshoot the mark and the persuasion has to be based on facts, but there is nothing wrong with presenting the case or organisation in the best way possible, as this was considered acceptable if it serves a good purpose (Appendix D: 14.30-15.45) and one of the participants also stated that facing as fund-raising could be much more acceptable, if the facers simply were more respectful and were better at judging whether or not people wish to have a conversation with them (Appendix D:4.30-4.50). One participant also noted that it was acceptable for facers to break certain social boundaries in order to get people to reflect on the issue, in the sense that change in society may require a rather direct approach (Appendix D: 7.15-7.50).

Concerning this issue that facers had a tendency to put too much emphasis on the persuasion attempt itself and thus a certain amount of mistrust arose. Relating this notion to the theoretical concept of persuasion knowledge and especially the persuasion knowledge model, it can be interpreted that this particular participant has a fair grasp of the persuasion techniques that is used and thus sees it merely as attempt by the facer to persuade the target into a “sale”. In general a similar opinion was shared among many of the participants but of course with several nuances, one participant noted during the second focus group that: “I think it's also what's disgusting me because it's like they're selling.. they're trying to sell something” (Appendix E: 24.10-24.20), which makes it evident using the terms of persuasion knowledge that as soon as people are aware of the fact that the facers are actually trying to sell them something, they are more likely to disregard the message entirely.

It seems that judging from the participant's comments – that facers can be too manipulative and persistent – that the participants' esteem of the facers suffered from the way they attempt to persuade, but it was however unclear whether and to which degree the organisations behind suffered in terms of brand value. It is however evident that some of the participants had knowledge concerning how facers were used and that this knowledge affected their perception of the organisation. This notion was in particular noticeable during the first focus group in which the participants did not state explicitly that the methods of the facers caused them to regard the organisation in question with less

respect, but they were all of the opinion that the simple notion that the organisation was large enough to have facers employed was cause for distrust. But this may however be explained by the notion that the participants of the first focus group may have previous attitudes towards non-profit marketing in general, which according to the data cannot be ascribed to the fund-raising methods of organisations, but rather as mentioned a sceptical attitude on commercial enterprises. This relates to persuasion knowledge in the sense that the participants have a tendency to disregard the message the organisation attempts to communicate, because they are aware of the persuasion techniques – the facers – the organisation employs and why they do it. In other words, they are able to see through the techniques and distinguish the motives behind and it can become unclear whether or not the organisation behind has altruists motives or primarily commercial. Taking the results from the survey into consideration, it is evident that there are challenges concerning the trustworthiness involved (Appendix G: part 2, question 3), however because of the quantitative nature of the survey, it can be hard to conclude much on this data alone, but relating the survey data with the data from the focus groups, there is a strong tendency that both focus group participants and survey respondents feel that facers can be too manipulative (Appendix G: part 3, question 5) or use guilt or bad conscience to an inappropriate degree (Appendix G: part 3, question 2). This notion may in turn also be related to persuasion knowledge, in the sense that if the target audience becomes aware of the techniques of the agent, mistrust will follow and consequently the brand value follows suit.

In this sense it can be concluded that the use of facers has some effects on the values associated with a particular brand, in this case the Anima brand. In this sense it should also be noted that all the participants regarded the much smaller Danish animal rights organisation GoVegan with more trustworthiness because of the simple notion, that they do not employ facers (Appendix D: 51.45-53.00). Lastly the participants in the first focus group did however express views which may seem, at least to a certain degree, to be self-contradicting, in the sense that they on one hand considered organisations who use facers to be less credible, but on the other hand state that they consider the use of facers acceptable as long as it works (Appendix D: 3.00-3.25). In terms of persuasion knowledge

this notion indicates that the participants of the first focus group were aware of the techniques of the facers, but did not consider these techniques inappropriate. According to the theories on persuasion knowledge the organisations behind may suffer the most if the target is aware of the techniques and deems them immoral or inappropriate, which may explain that the first focus group's negative impression of the facer techniques does not reflect on their impression of the organisation as a whole, as they in general are not entirely dismissing of the merits of facing.

Regarding this topic, one of the members of the third focus group is of the opinion that the use of facers by non-profit organisations can be a problem for these organisations, in the sense that if the non-profit sector is too manipulative, there may an ethical problem (Appendix F: 20.50-21.35), which may lead people to disregard these issues to a further degree.

In general the participants focused much more on the facer as a person opposite the issue they advocate in favour of the organisation behind. These examples can be related to persuasion knowledge in the sense that how the target perceives the agent can affect how the message is perceived as well and how the target react to the agent – the facer – may furthermore have an impact on the brand of the organisation as well.

The general opinion was that if a facer is to communicate the message of animal protection, welfare or rights the credibility of their reasoning is much higher if the person is at least vegetarian. The argumentation behind this notion was that the participants consider the facers representatives of the organisation and thus they need to present the best example as to avoid paradoxes which may influence how people see the organisation (Appendix D: 20.35-21.50). This is mainly explained by the notion that animal rights as a topic is really hard to advocate, as “when you hear things about animal rights presented, it becomes evident that you might also need to change something in your own life if you really want to .. and you don't have to do that to support Red Cross, you can just pay and then they send food to people in Africa and you can't do that necessarily with animal rights” (Appendix D: 23.35-25.00), as expressed by one of the participants. A similar view is expressed in the third focus group, during which a participant explains that facers having

double standards hurts the credibility and trustworthiness of their cause (Appendix F: 37.40-39.25) and in extension the trustworthiness of their organisation. During the same focus group it was also expressed, similar to the other groups, that primarily the social skills of the facer were also very important to how the facer is perceived and to a further extent also how the message was received. Furthermore the participants also emphasise the importance of the facer being friendly, open, respectful to other views and finally passionate about the issue (Appendix F: 12.10-17.30). The notion that the case a facer attempts to communicate is received better, when it is being communicated by a very likeable facer, is also shared by a huge majority of the survey respondents (Appendix G: part 2, question 6). To put these notions into the theoretical context of persuasion knowledge, it seems that the agent traits are of some importance to the participants of the third group and if the agent is particularly unpleasant the trustworthiness of the agent may also suffer. But perhaps one of the participants of this group explains it better with these words: "A bad facer means bad management in the organisation and bad treatment of the finances .. if something's wrong there, everything smells fishy" (Appendix F: 42.25-42.40) and thus the entire organisation loses credibility.

During the second focus group one participant noted that the facer as a person was completely without importance in regard to how he reacted because he is aware of their motive (Appendix E: 28.10-28.20). Again in terms of persuasion knowledge it becomes evident that it really hurts how the target perceives both the agent and the message if they become aware of what the agent is trying to achieve.

Multiple participants in the first focus group consider the emotionally-loaded appeals, which dominate much of Anima's external communication, as attempts to target a broad as possible audience (Appendix D: 54.40-55.10). In the context of persuasion knowledge, this can be classified as knowledge on the persuasion technique the agent utilises in order to penetrate the defence mechanisms of the target. Taking the notion into consideration that targets being aware of the persuasion methods that are used against them, the methods generally lose their strength. So in conclusion these emotional appeals may in reality have the best power of penetration with targets that do not necessarily see the emotional appeals simply as persuasion attempts.

Furthermore in this context many of the participants across all focus groups were of the opinion that knowledge on the topic at hand was extremely important for how the facer came across and how credible this person was perceived. That notion was that if it is too evident that the facer is primarily reciting memorised lines or arguments or no real knowledge on the issue or the organisation in quest, it creates doubt whether or not the facer is passionate about the cause. Which in turn, according to this participant, may create this notion that the facer is only doing this to earn his or her wage (Appendix D: 12.40-12.55). One participant noted during the second focus group that he does not react positively when he encounters a facer without much knowledge on the topic “A person who has no experience and has had a pep-talk at headquarters and goes out, is not going to be passionate or be able to answer questions which are not elaborate and go to a certain level of depth within the subject. So somebody who just repeats something they have been told” (Appendix E: 35.35-35.57). Relating this to the survey findings, the respondents are quite torn on the question, whether or not facers generally have a deep knowledge on the issue that they talk about. Taking these attitudes into account in terms of persuasion knowledge, it is a communicate problem for the organisation when their facers do not have a deep topic knowledge and it thus creates mistrust if the targets are aware of the agent's topic knowledge being overly shallow.

The data from the first focus group especially indicates that the characteristics of the facer were of more importance than the actual methods employed by the agent. In the context of persuasion knowledge this can be described as part of the agent knowledge of the target audience, in the sense that a majority of the first focus group considered it a source of distrust if the agents themselves were not doing anything active to lessen the harm on animals – if they were involved in the cause beyond their employment as facers. Furthermore as especially one individual from the first focus group was of the opinion that the agent's topic knowledge is of the utmost importance, which in this connection can be interpreted much in the same way, that the message is much better received if the target has the impression that the agent is very passionate about the cause itself. Concluding on this issue in terms of topic knowledge, the first focus group was as a group much more sceptical of Anima, despite the fact that they all were much more involved in the animal

protection cause, than the participants of the other groups. This may be understood using persuasion knowledge, that when people have a deep understanding of the topic, they may have a tendency to disregard the persuasion attempt, as it may seem to them that the agent does not have much to offer and yet again the brand value of the organisation may suffer correspondingly as these people regard the organisation as having inferior knowledge on the subject.

Many of the participants across the focus groups did as stated previously either regard the fund-raising aspect of facing to take on a much too prioritised role in favour of the awareness that a facing campaign can also be utilised to create (Appendix D: 15.45-19.00), or the participants regard the use of facers to be too much about “selling” something (Appendix F:8.20-09.00). Putting these notions into a larger perspective, it may be an indicator of an attitude that regards non-profit marketing in general with discontent and scepticism. Again this is indicated by the fact that the participants of these groups, in particular the first one, were not altogether negative towards the methods of the facers, but rather by the fact that the organisations employ these facers. All in all this shows that the entire concept of non-profit marketing may be what sets the participants of this focus group off and they in general considers organisations that remind them too much of corporations with a distinct level of mistrust.

It may be a reinforcing factor that Anima as an organisation does not have any clear and unambiguous goals, which is both supported by the document study, the qualitative interview and especially the first focus group, which makes it evident that the primary goal of facing is the generation of funds which in contrast to the altruistic brand personality of Anima may give people the impression that Anima is to a large degree influenced by marketing practices which people usually connect with commercial corporations. During the second focus group one participant noted in particular that there may be an ethical problem with the adoption of commercial practices in the non-profit sector, especially if these non-profit organisation employ branding techniques: “So in a way it's like you're making a commercial, you give people a feeling – like Coca-Cola – they make you think that you're doing your friend a favour, because the coke has a name on it or something, and the product, the content of the bottle is sugar and it's like – what's that called? - it's

called corporate branding ...If you believe it's ethical to use corporate branding then yeah, but if not then, I would not, do you want to use the same tricks as the others? I wouldn't want to be part of some organisation that uses the same tricks as Coca-Cola" (Appendix E: 30.20-31.37).

5 Conclusion

First of all to answer the main question of this entire piece of research which was posed in the problem statement, whether or not the brand of an organisation loses value because of organisational use of facers, the research shows strong tendencies supporting the notion that the use of faces affects how people perceive organisations. However the data indicates that it is not primarily how the facers act and work that make people think less of these organisations, but rather the organisational decision to have facers in the first place. This attitude was especially outspoken in the first and the third focus group, in which people were rather sceptical towards organisations that use facers. As mentioned this was however not an overall problem with the persuasion methods of the facers, but it rather appeared to be a negative attitude towards non-profit marketing in general. In other words the use of facers may to some extent be what confronts people with the non-romantic side of non-profit organisations, as one of the participants notes and may be cause of doubt whether the organisation is driven by passion or by commercial interests. It should however also be emphasised that both the participants and the survey respondents all in general had negative perceptions of the persuasion methods of the facers, but many accept them to some extent when they serve a good cause. However in this context it also has to be noted that the participants in the focus groups were relatively old compared to the target audience of Anima and as such may be more reflective and more conscious about their opinions of commercialism in general. Ultimately however it must be emphasised that the participants regarded the notion that organisations take on a commercial attitude with much scepticism.

In further detail it can be concluded that this negative attitude may be further understood by considering the altruistic brand personality of Anima, which may be questioned when the marketing practices take on a too distinct role. Even though the overall organisational

decision to use facers seemed to be the most prevalent issue for the participants in this context, how the facers acted was still of some importance, as the facers are to some extent the outward image of their organisation, so if they lack social skills, topic knowledge, passion etc. it reflects badly on the organisation.

Regarding the case study organisation, Anima, it was examined during the analysis, how this particular organisation was regarded with a certain amount of mistrust, which in the terminology of persuasion knowledge was caused by the target being aware of the persuasion techniques the organisation and their facers employ. Which in consequence made people disregard the message, since as soon as people are aware of the fact that they are being persuaded, they are more likely to disregard the issue completely.

In terms of brand value, it was concluded in the analysis that Anima does in fact have quite a strong brand in comparison with their rather limited size and years of existence. However the prestige of the organisation was especially suffering, as there was a tendency among both the participants and the survey respondents to regard organisations that use facers with a lower degree of seriousness. But it should also be noted that the participants of the first focus group especially perceived Anima with less prestige because of the organisation's emotionally-loaded communication in general, which also manifests itself through the communication of the facers – that the facers in their persuasion focus very much on single cases and emotional appeals, as noted by a participant. So all in all, it may be hard to isolate whether or not the loss of prestige is predominantly caused by the organisational use of facers, or a broader communicative inconsistency. Furthermore this communicative inconsistency may be explained by the notion, which was established during the document study, that Anima has a need-controlled recipient perception and that this perception causes them to prefer a communicative naïve and simple message that may cause some people to regard the organisation as non-serious.

So to ultimately sum up in as few words as possible the conclusion of this project: It is a challenge for a non-profit organisation with an altruistic brand personality to use facers, as most people are currently aware of what facers do and the techniques they utilise. Which creates the problematic relationship between an organisation that values honesty and

trustworthiness on one side and commercial methods many people associate with a dishonest approach to marketing on the other. So ultimately the use of facers turned out not to be a question of ethics or morale, but rather if the fund-raising method connected dishonesty and commercialism with the brand.

5 1 Further studies

There is one relevant question within this subject that has been left unanswered and this is what can organisations do to improve their strategy involving facers. This question was touched upon multiple times during the focus group interviews, as people would often reflect on how they would be more responsive towards facers. So an obvious direction for further studies, perhaps using the same case study, would be the compilation of a communication strategy for an organisation's use of facers. Much of the data from this project could be used to assess the current strategy of Anima and also to present potential improvements. Even though this was not the focus of this project, it was evident that better schooling or education of the facers may improve how they were perceived by the target. Considering the notion that mistrust in general arose, when the persuasion and the fund-raising took on a prioritised role in favour of the raising of awareness, this might be a useful topic to examine, as further studies might unravel how the raising of funds and awareness might better coexist.

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7 Appendices



Anima

Synes godt om · 24. maj

Dyr fortjener bedre. Del billedet, hvis du er enig.

Synes godt om · Tilføj kommentar · Del



1.139 personer synes godt om dette.



3.039 delinger



Vis tidligere kommentarer

6 af 150



Vicky Lalumiere Just remember this photo when you are eating ham or pork chop. It's nice to say its awful but when you make some of your food choices this is what you are supporting!

for 15 timer siden via mobil · Synes godt om · 3



Sirian Queen Thank goodness the EU is banning gestation cages. We are working very hard in California to ban them as well. The whole "factory farming" concept is flawed beyond description. Much love to the pigs and sows stuck enduring this torture. May the corporations that demand this treatment of animals suffer the same fate.

for 10 timer siden · Synes godt om



Jette St jeg spiser ikke gris - men det er dyrplageri



Skriv en kommentar...



Anima

Synes godt om · mandag



Dagens kronik: Når landbruget idylliserer sig selv
<http://www.b.dk/kronikker/naar-landbruget-idylliserer-sig-selv>

Læs den fremragende kronik om hvordan Arla og det danske landbrug bruger smart markedsføring til at få forbrugerne til at købe deres produkter.

... Se mere

Synes godt om · Tilføj kommentar · Del

👍 278 personer synes godt om dette.

💬 106 delinger

💬 Vis 23 kommentarer mere



Petra Hruschka Mælk til kalve! GO VEGAN!

tirsdag kl. 07:39 · Synes godt om · 🍌 2



Sussi Jensen Aldrig mere et Arla produkt hos mig

tirsdag kl. 07:44 via mobil · Synes godt om



Mikhakristian Olsen Vi lever jo ikke i forrige århundrede hvad fanden havde i regnet med ! Måske at hver landmand havde 3-4 køer han gik og nussede på ryggen og havde givet navne samtidig med han drak kaffe med mælkeemanden hver morgen inden han afleverede 2 junger konen havde malket ved 0500 tiden



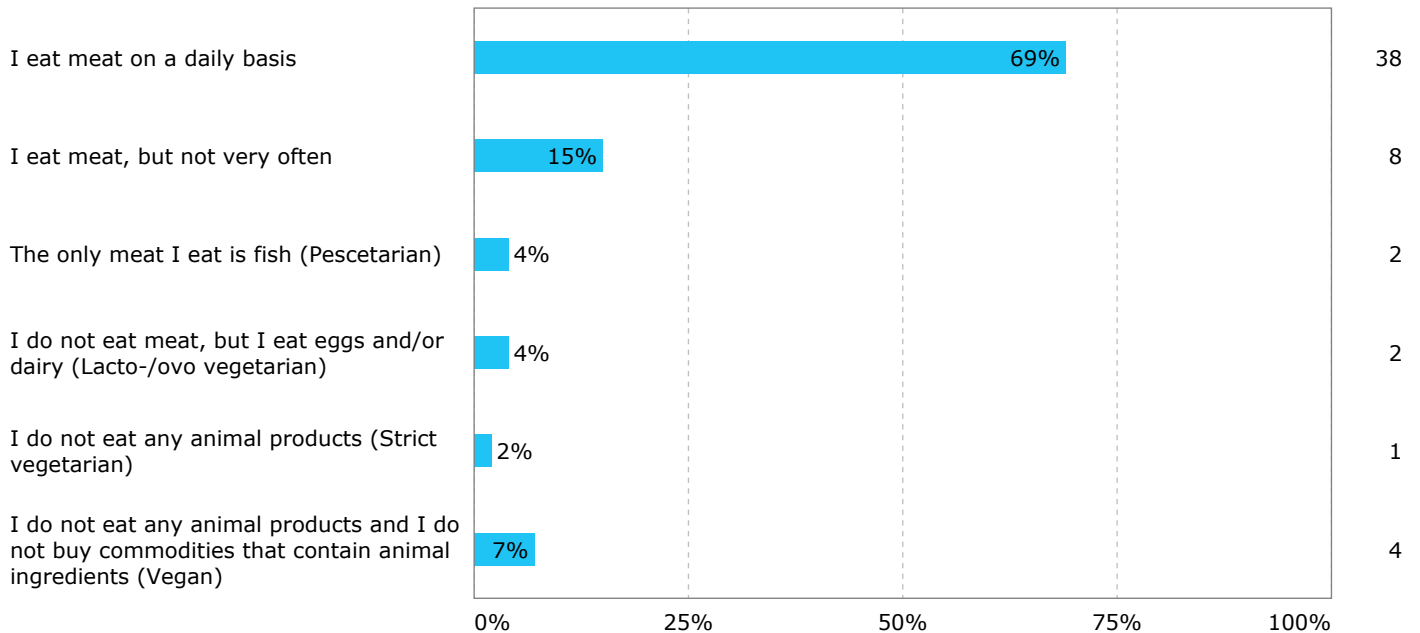
Skriv en kommentar...

Appendix C, D, E, F

What is your age?

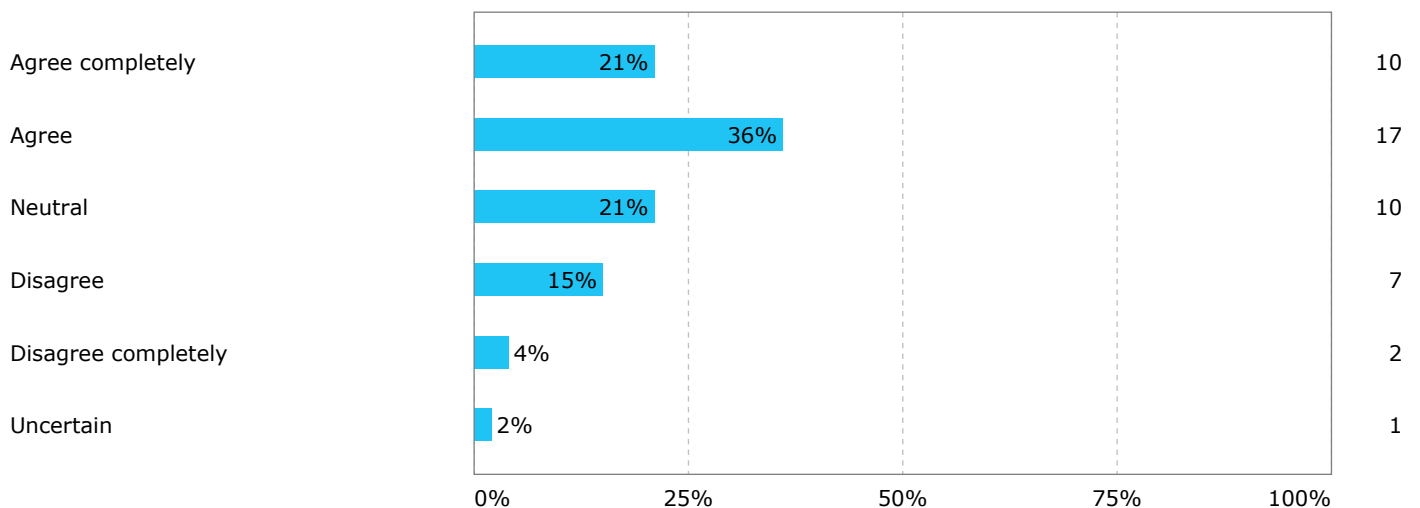
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How would you describe your dietary choices?



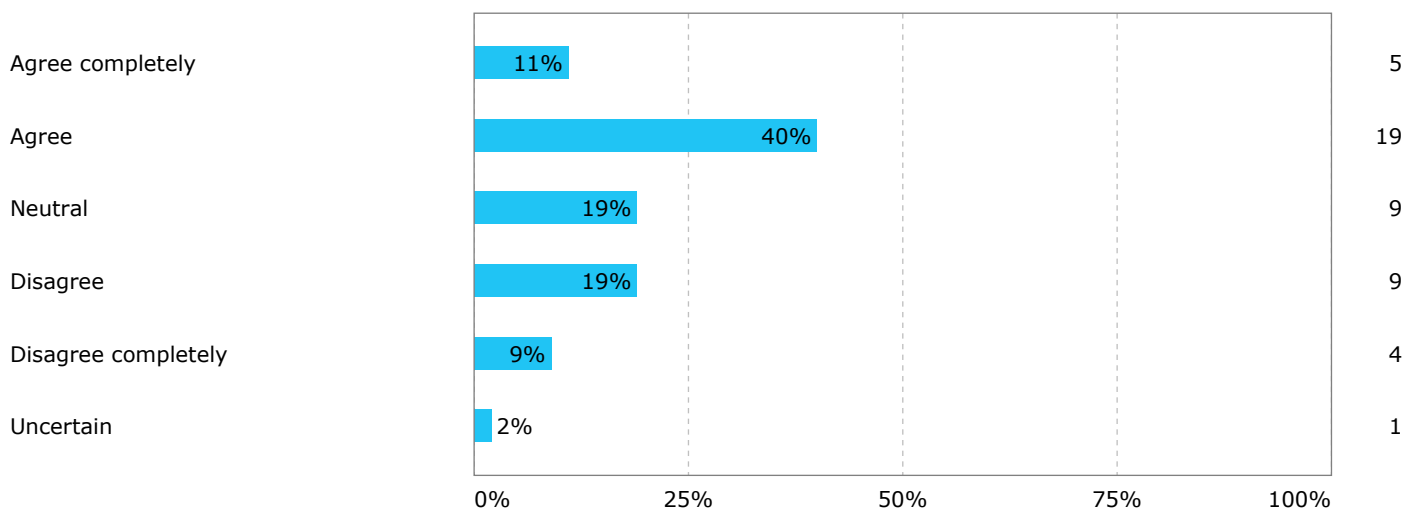
Part 1: General attitude towards facing.

To which degree do you agree with the following statements? - 1. It is uncomfortable being approached by a facer



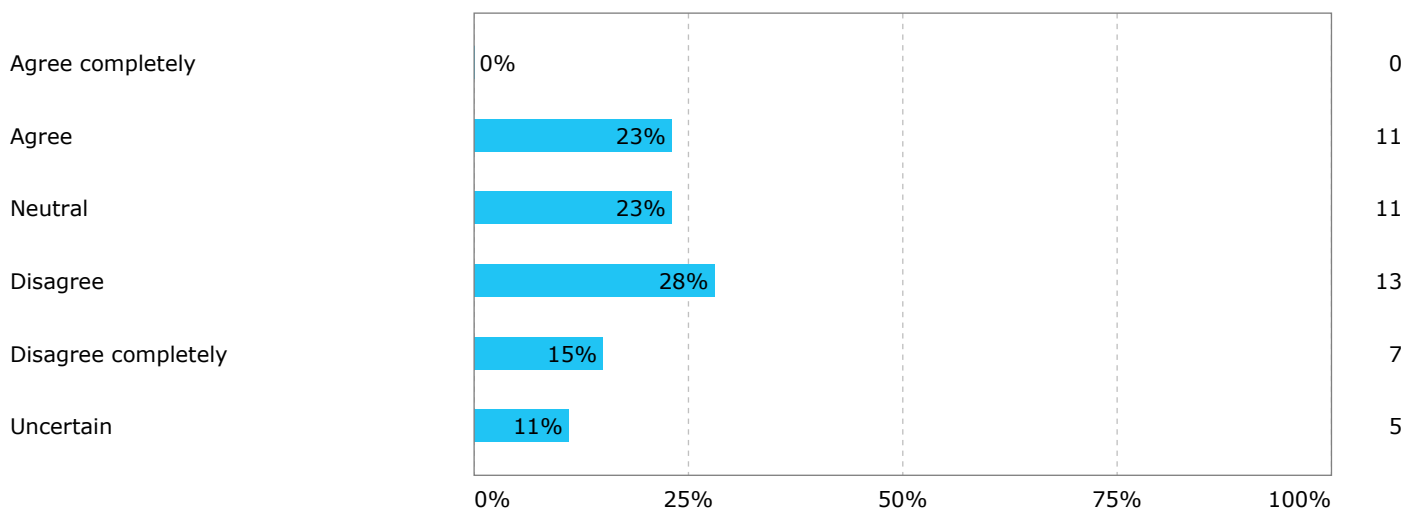
Part 1: General attitude towards facing.

To which degree do you agree with the following statements? - 2. Facers break my social boundaries



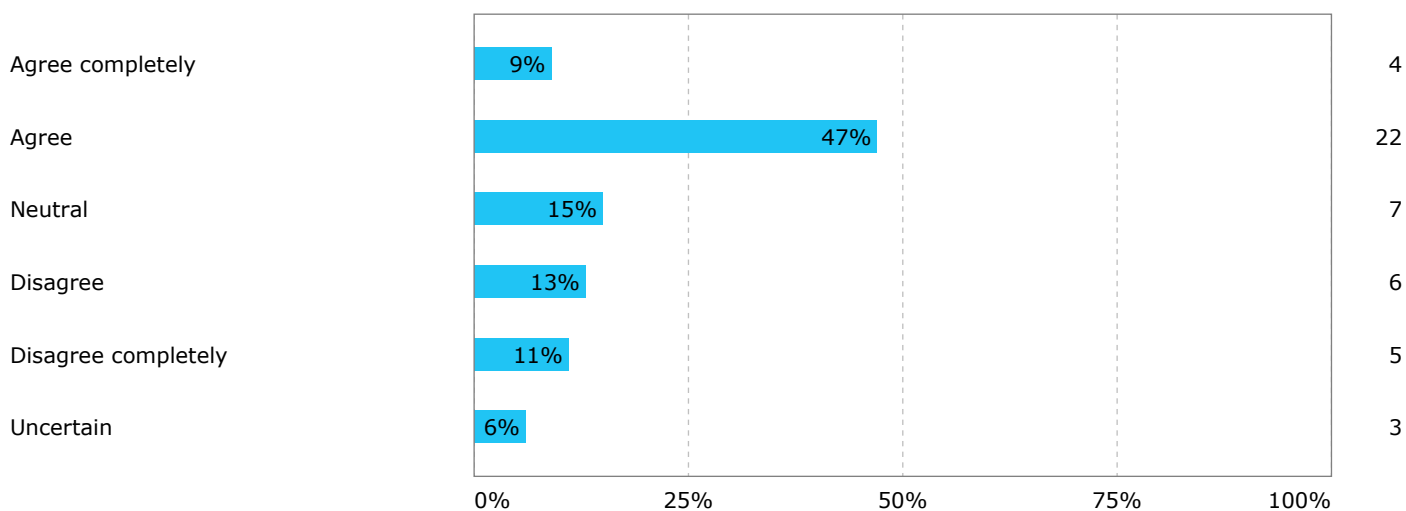
Part 1: General attitude towards facing.

To which degree do you agree with the following statements? - 3. Facing is a respectful and appropriate fund-raising method



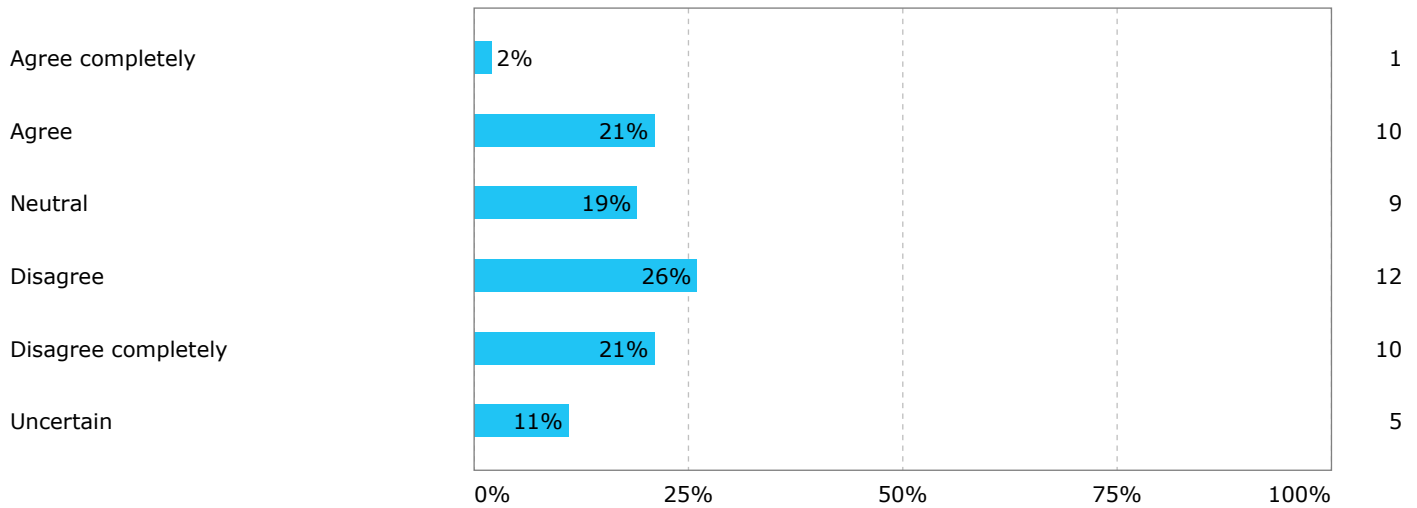
Part 1: General attitude towards facing.

To which degree do you agree with the following statements? - 4. I think it is ok to use facers if it serves a good cause



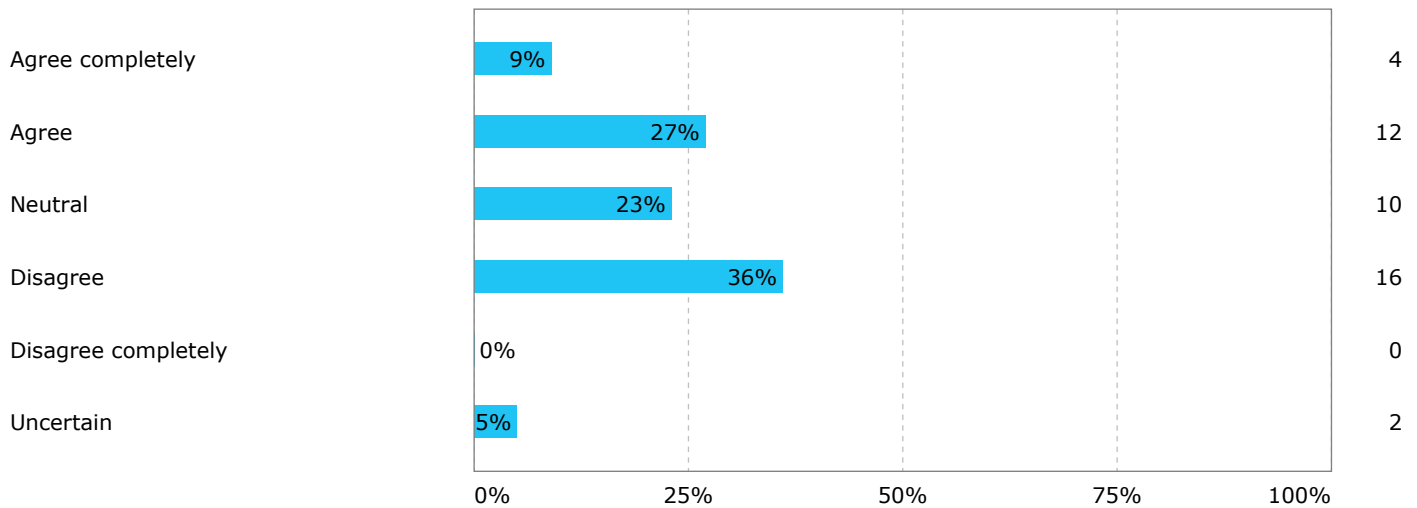
Part 1: General attitude towards facing.

To which degree do you agree with the following statements? - 5. It is my impression that facing is more a matter of creating awareness of an issue than a matter of raising money.



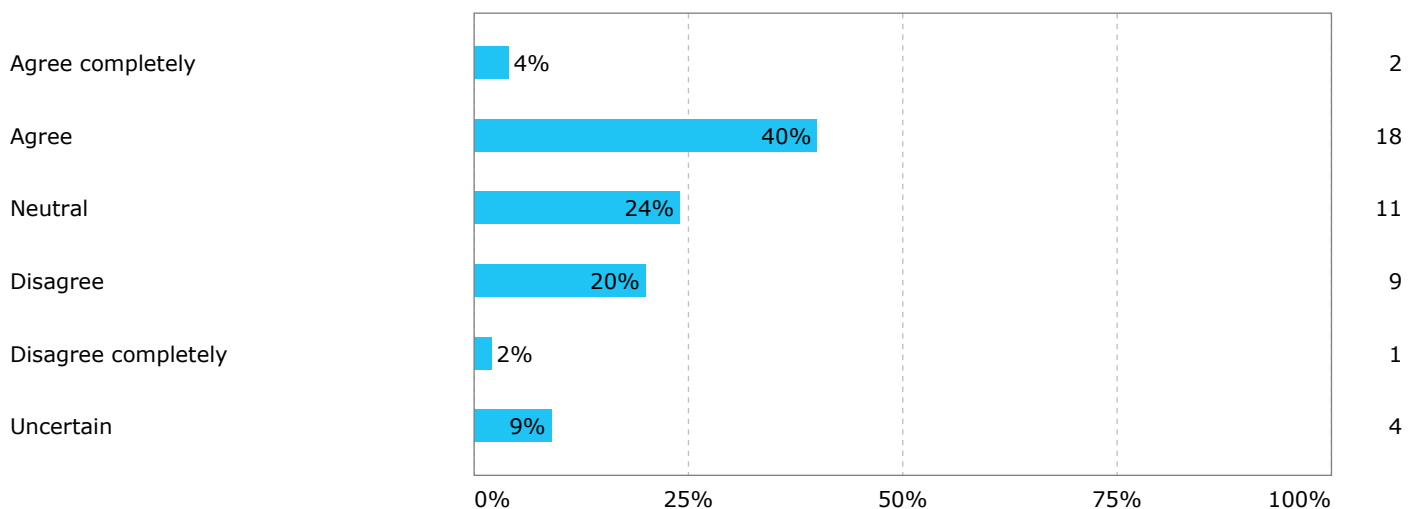
Part 2: Attitudes towards the facers themselves.

To which degree do you agree with the following statements? - 1. Facers are usually sympathetic and understanding



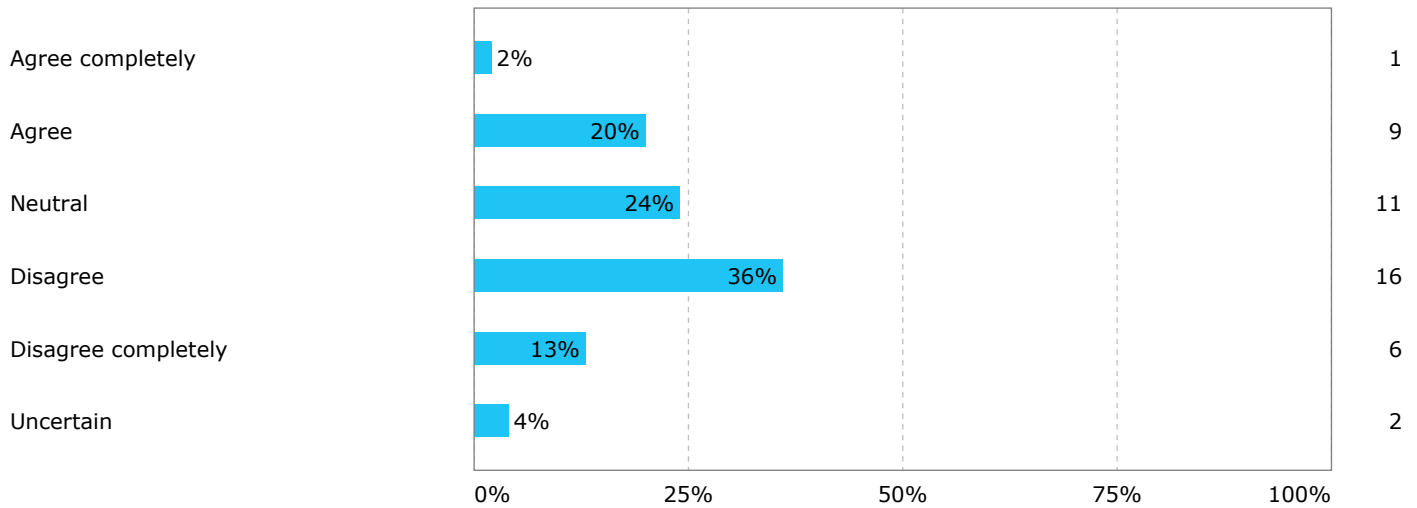
Part 2: Attitudes towards the facers themselves.

To which degree do you agree with the following statements? - 2. It is my impression that facers usually feel very strongly about their cause



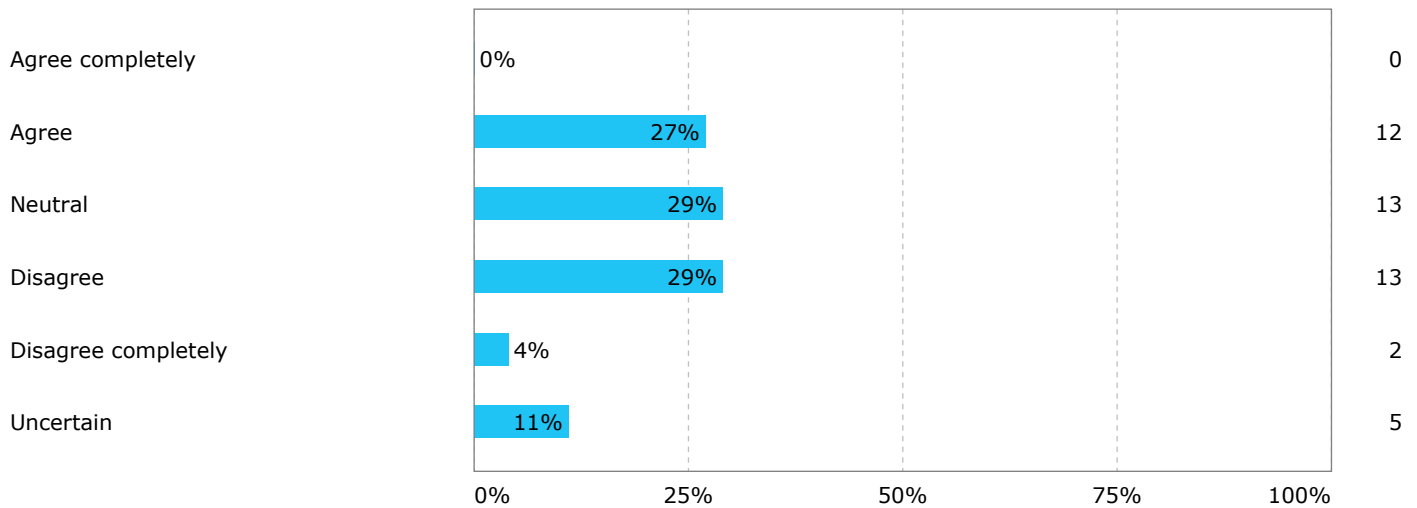
Part 2: Attitudes towards the facers themselves.

To which degree do you agree with the following statements? - 3. I generally consider facers trustworthy



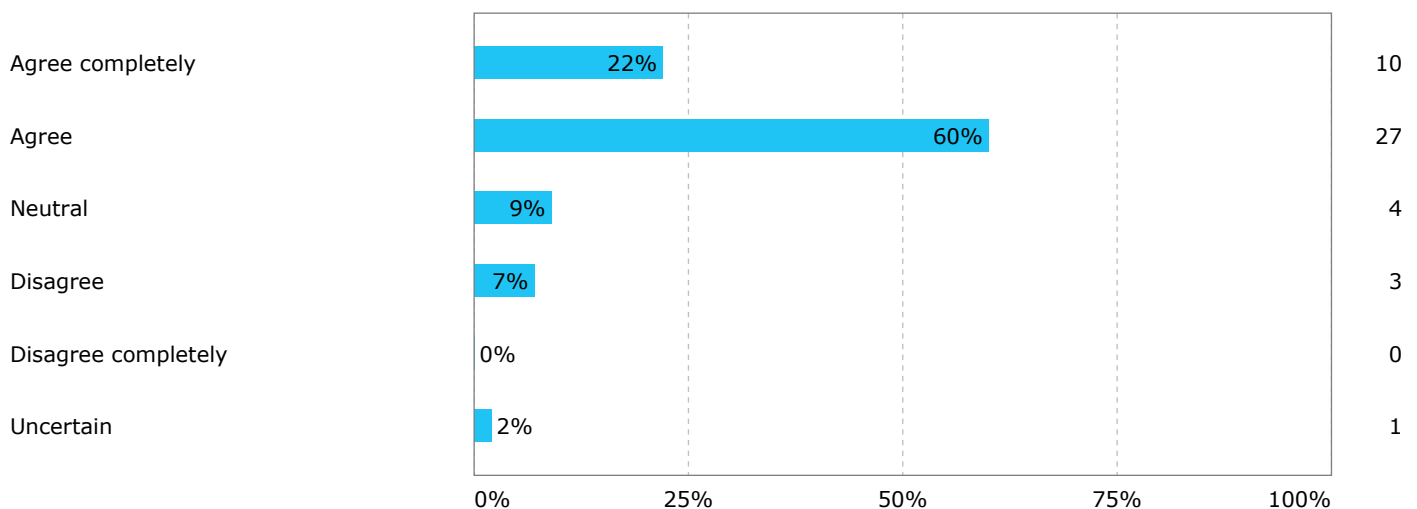
Part 2: Attitudes towards the facers themselves.

To which degree do you agree with the following statements? - 4. Facers normally really know what they are talking about



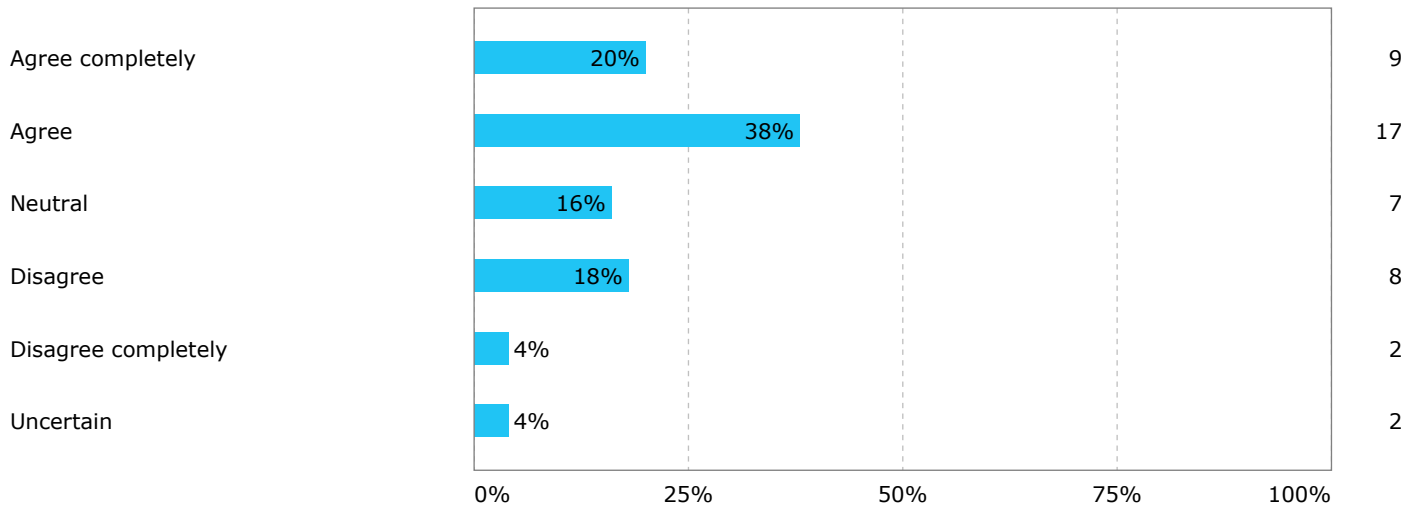
Part 2: Attitudes towards the facers themselves.

To which degree do you agree with the following statements? - 5. Facers try too hard to push me into something I do not really want



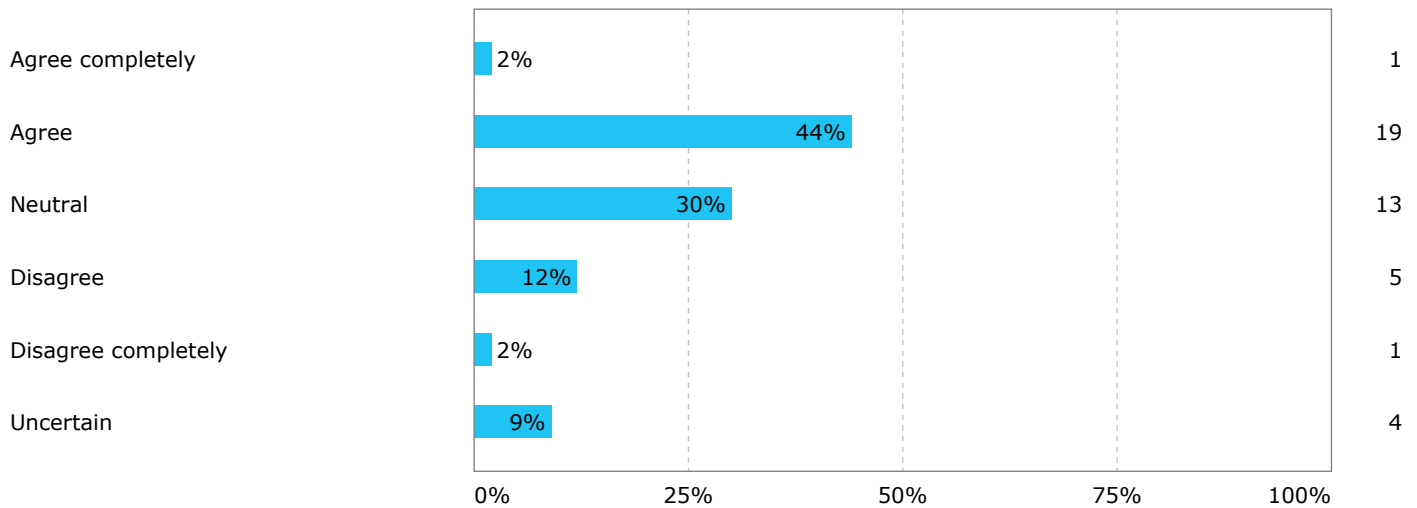
Part 2: Attitudes towards the facers themselves.

To which degree do you agree with the following statements? - 6. The general likability of the facer plays an important role on how I react



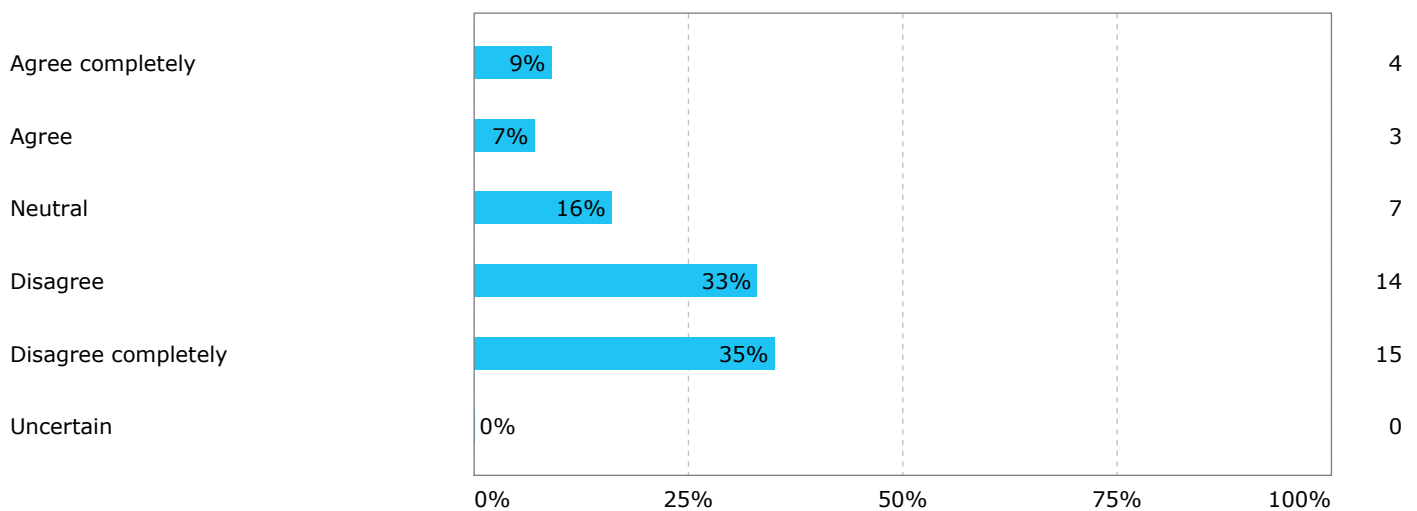
Part 3: The persuasion attempt.

To which degree do you agree with the following statements? - 1. I think facers normally present facts in their persuasion attempts



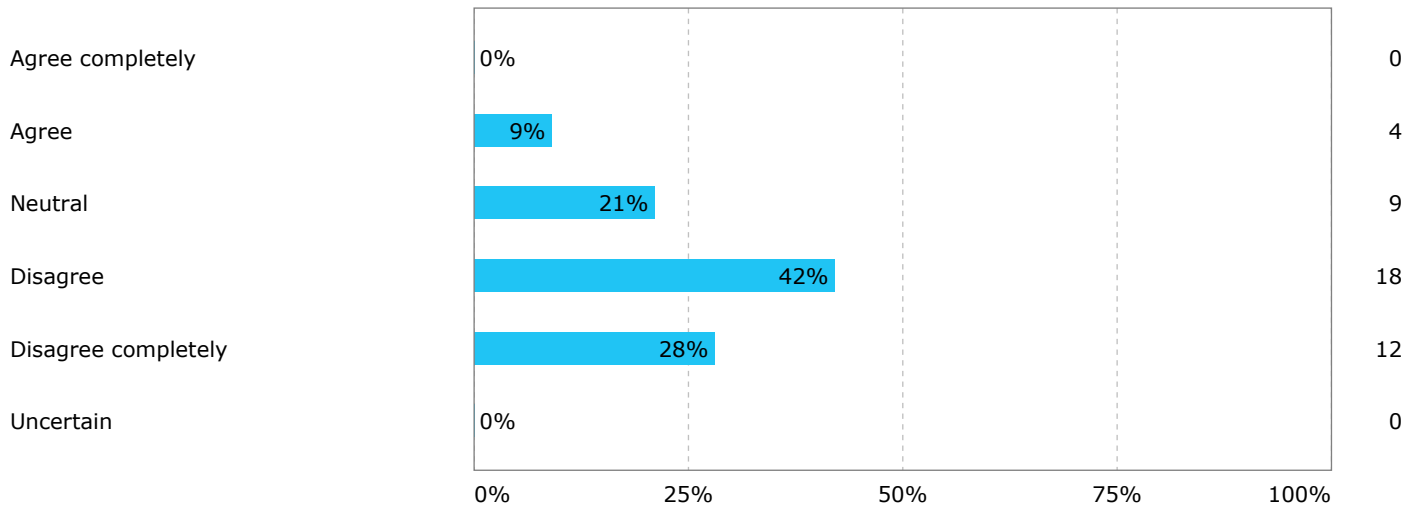
Part 3: The persuasion attempt.

To which degree do you agree with the following statements? - 2. It is appropriate when facers use guilt or bad conscience to raise money for a good cause



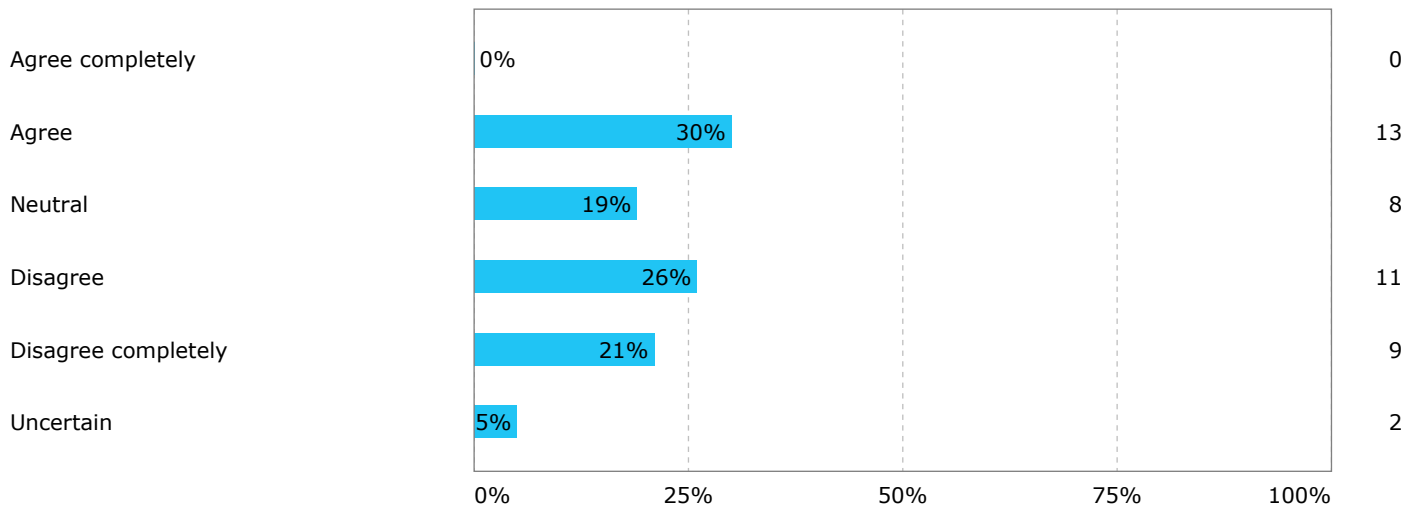
Part 3: The persuasion attempt.

To which degree do you agree with the following statements? - 3. Facers make me care more about their particular cause



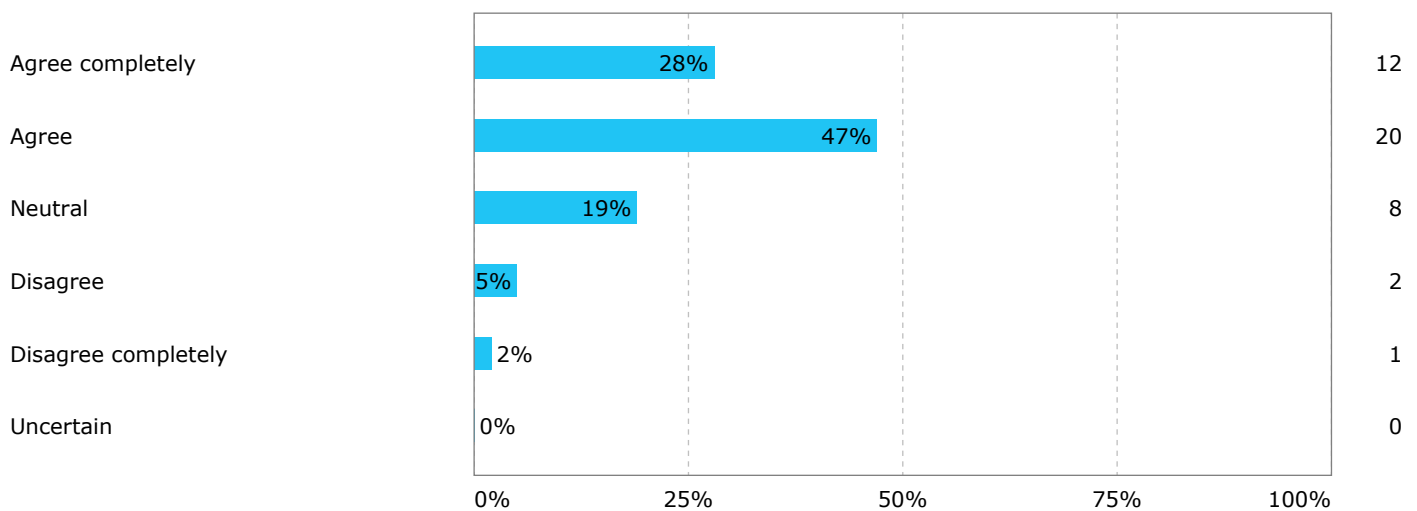
Part 3: The persuasion attempt.

To which degree do you agree with the following statements? - 4. I think it is okay for facers to play on emotions when it serves a good cause



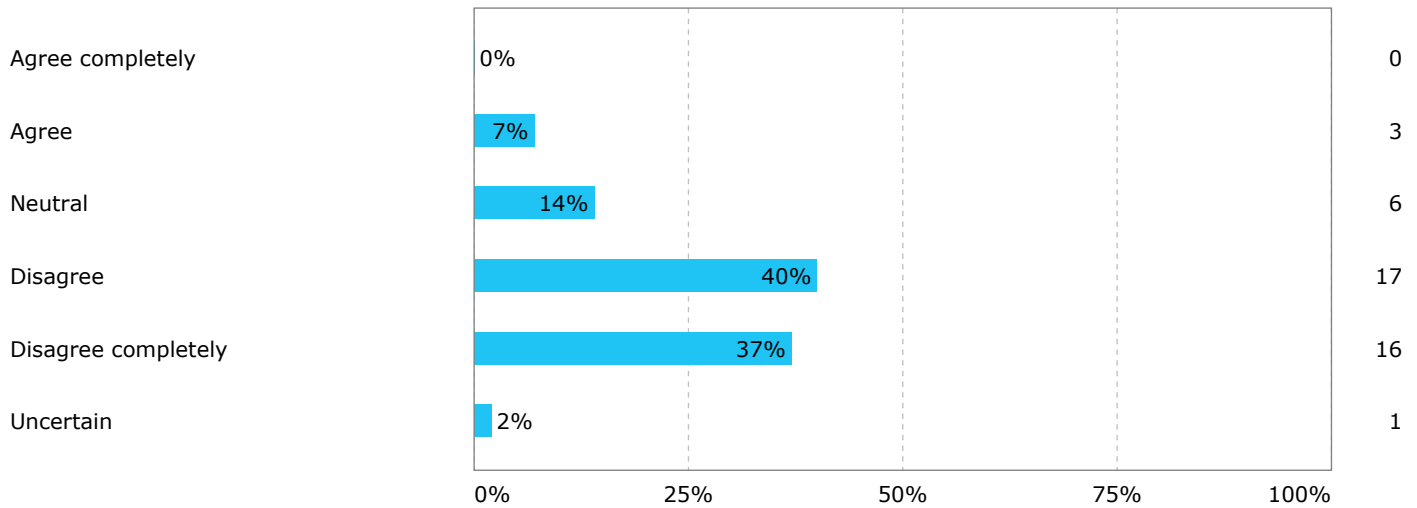
Part 3: The persuasion attempt.

To which degree do you agree with the following statements? - 5. Sometimes I feel that facers try to manipulate me too much



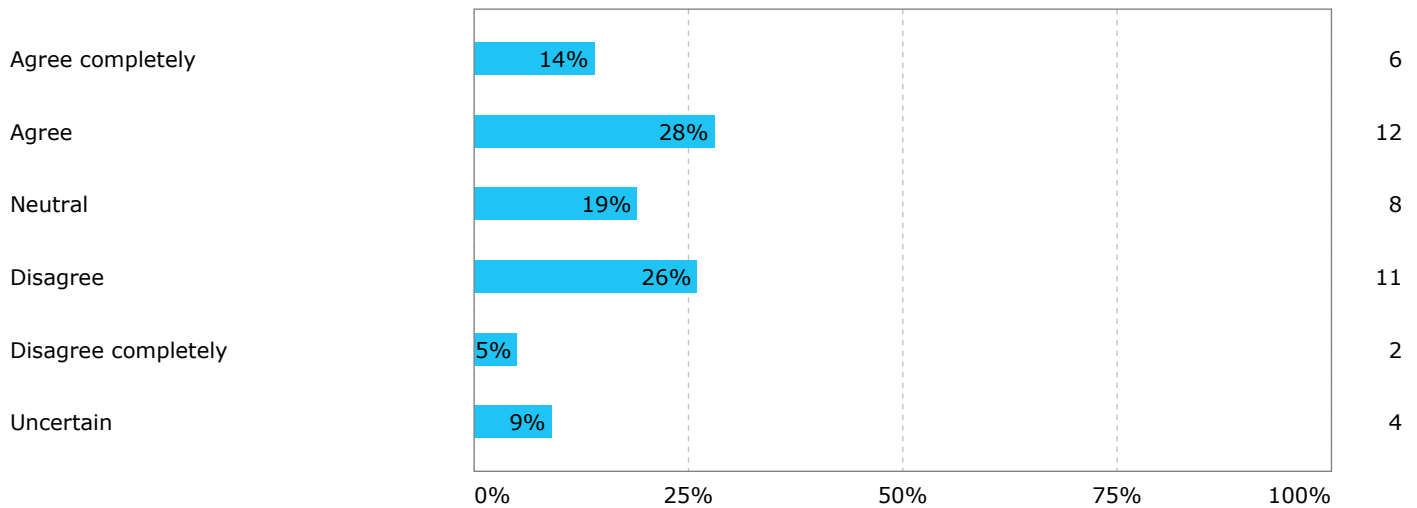
Part 3: The persuasion attempt.

To which degree do you agree with the following statements? - 6. I have experienced a change of perception after a discussion with a facer



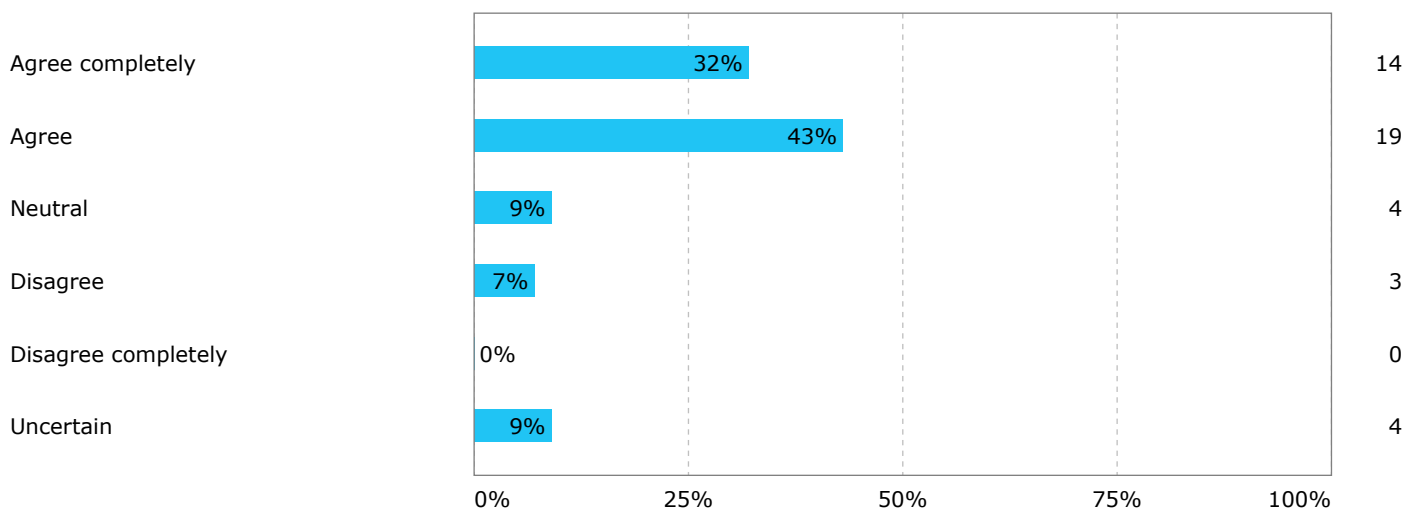
Part 3: The persuasion attempt.

To which degree do you agree with the following statements? - 7. I trust organisations who do not use facers more than those who do



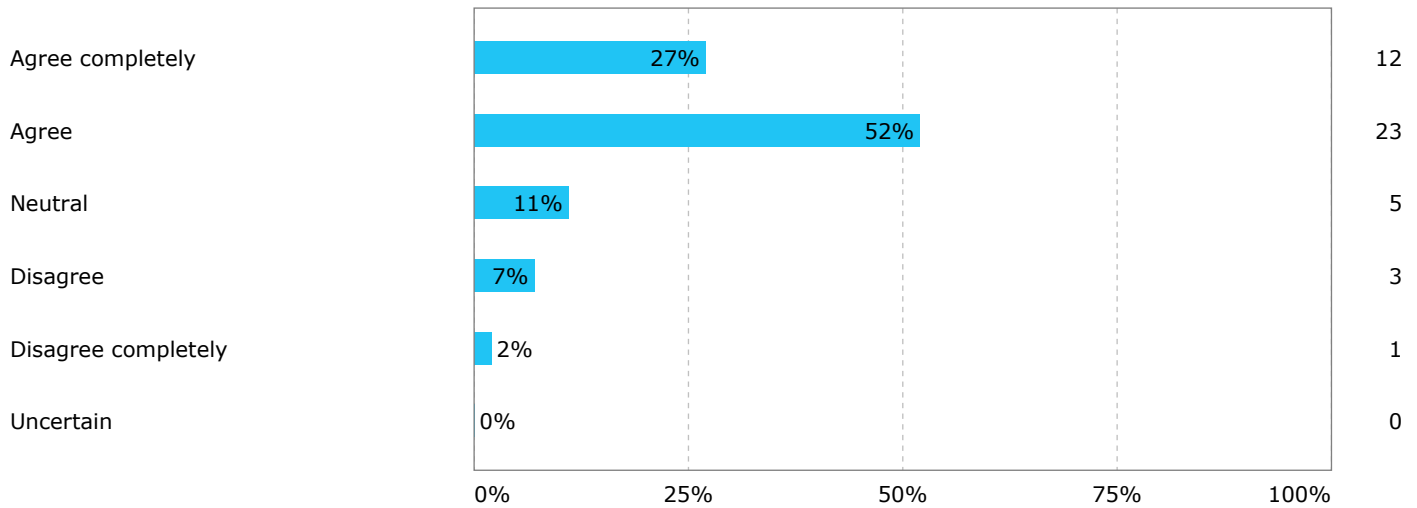
Part 4: Animal rights.

To which degree do you agree with the following statements? - 1. I am familiar with the philosophical position of animal rights



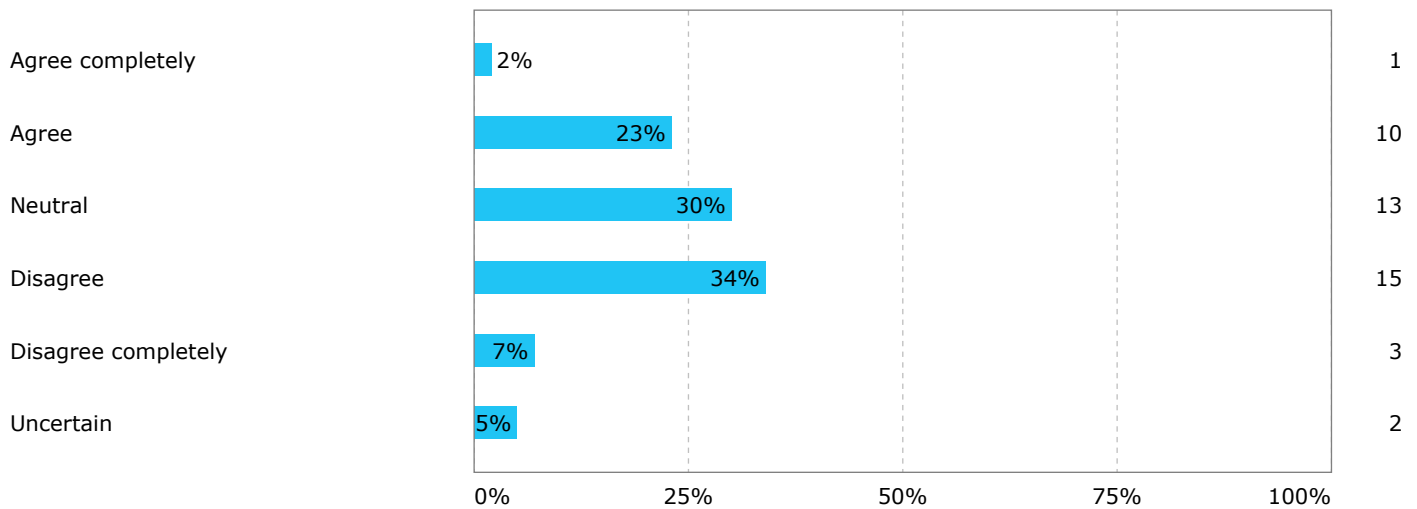
Part 4: Animal rights.

To which degree do you agree with the following statements? - 2. In general I feel sympathetic towards organisations working with animal rights



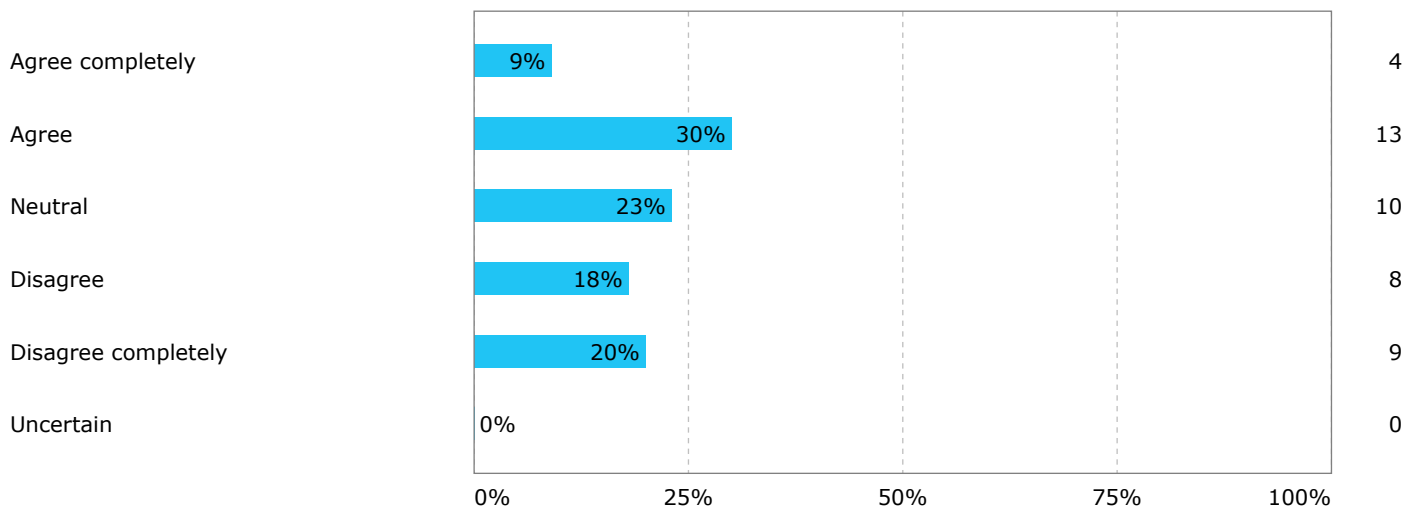
Part 4: Animal rights.

To which degree do you agree with the following statements? - 3. Animal rights and animal welfare are not issues that should be taken up by private organisations, but rather by the appropriate authorities



Part 4: Animal rights.

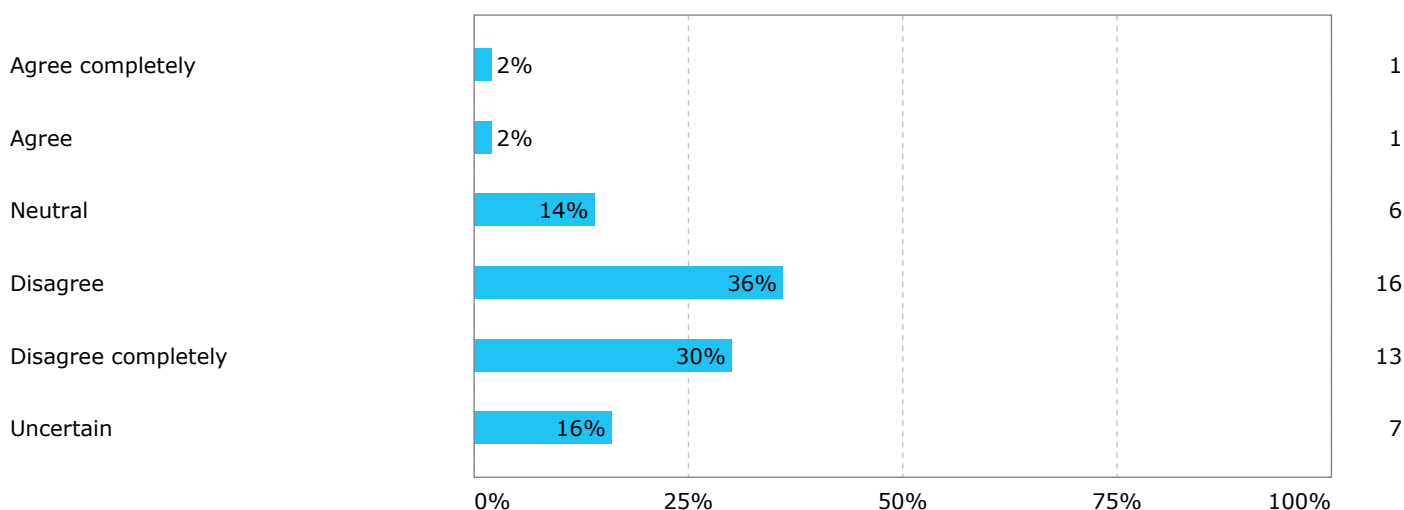
To which degree do you agree with the following statements? - 4. I think humans have the right to use animals



Part 4: Animal rights.

To which degree do you agree with the following statements? - 5. When I was first

introduced to animal rights, I disregarded the issue



Relating to question 5, what are the reasons you disregarded animal rights at first?

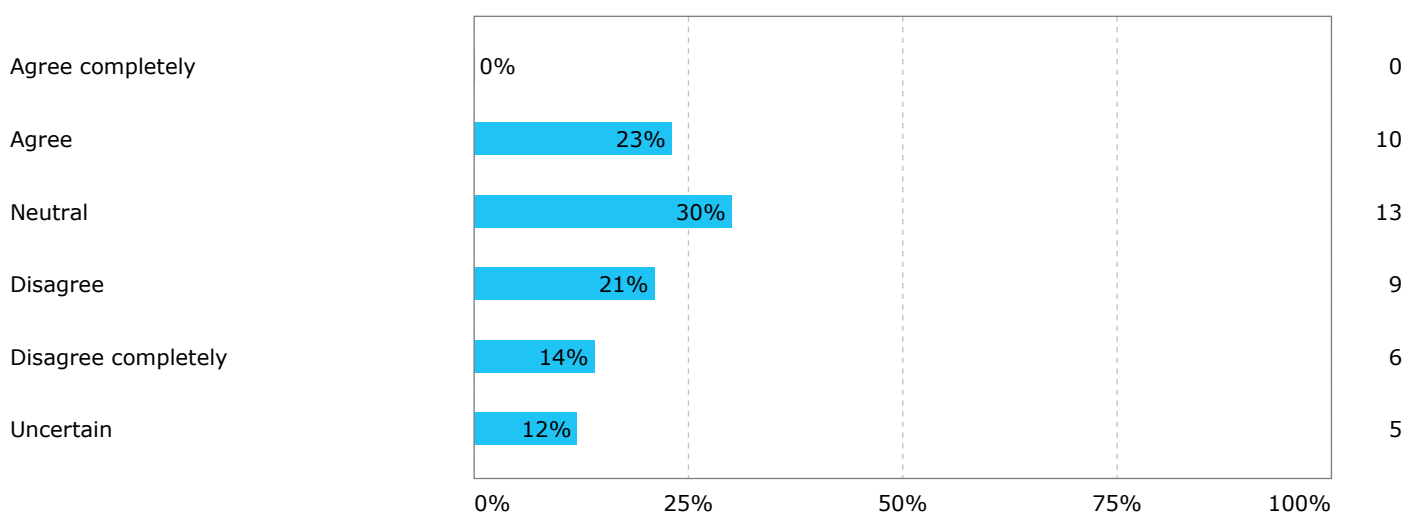
- Animal husbandry and the symbiotic relationship on the farm, is the necessary basis for independent organic sustainable small-scale farming in most parts of the world. That particular productive regime is necessary if we are to transcend capitalist growth economy and at the same time feed the human population.

Also animals are not humans, and the whole issues stand out to me as an urban perspective (mostly privileged middle-class) far removed from both history and real-life realities. The proponents often seem to me as being deeply alienated from the living world, which for them only exists as abstract concepts.

- There is a difference between humans and animals and therefore I see animal rights as bullshit
- I grew up on a farm, what city people think about how animals should be treated is completely irrelevant, I'd like to see them farming, after which they can begin talking about animal welfare and such.
- cannot remember when I was introduced to animal rights or if I have ever been, therefore don't know if I disregarded them or not?
- I thought/still think that human suffering has first priority in the struggle to create a better world. now I doubt we are gonna end any of it. might as well stop eating meat. not that it changes anything.

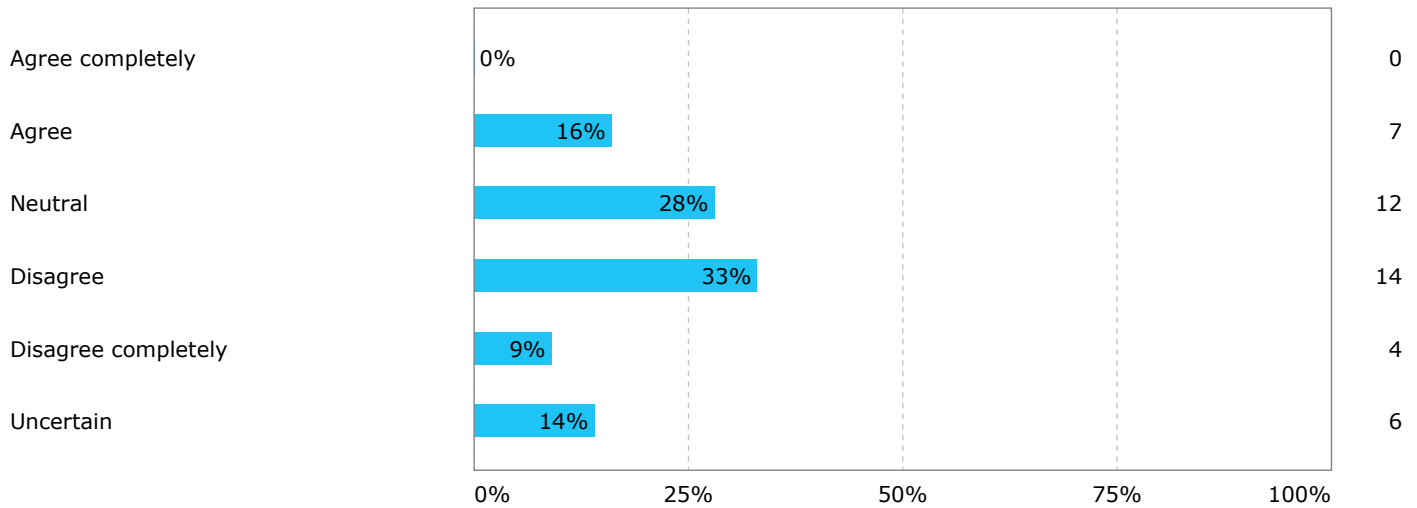
Part 5: Facers and organisations.

To which degree do you agree with the following statements? - 1. I tend to see the facer's cause or issue in a positive light after a discussion with a facer



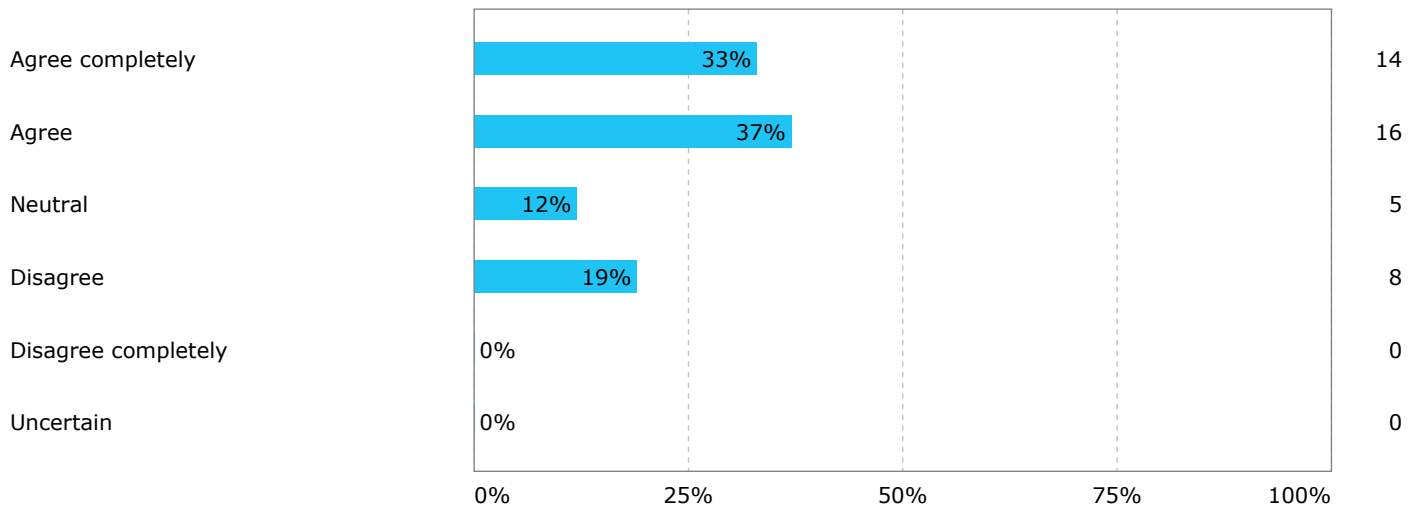
Part 5: Facers and organisations.

To which degree do you agree with the following statements? - 2. I feel more sympathy towards the facer as a person after having talked with him or her



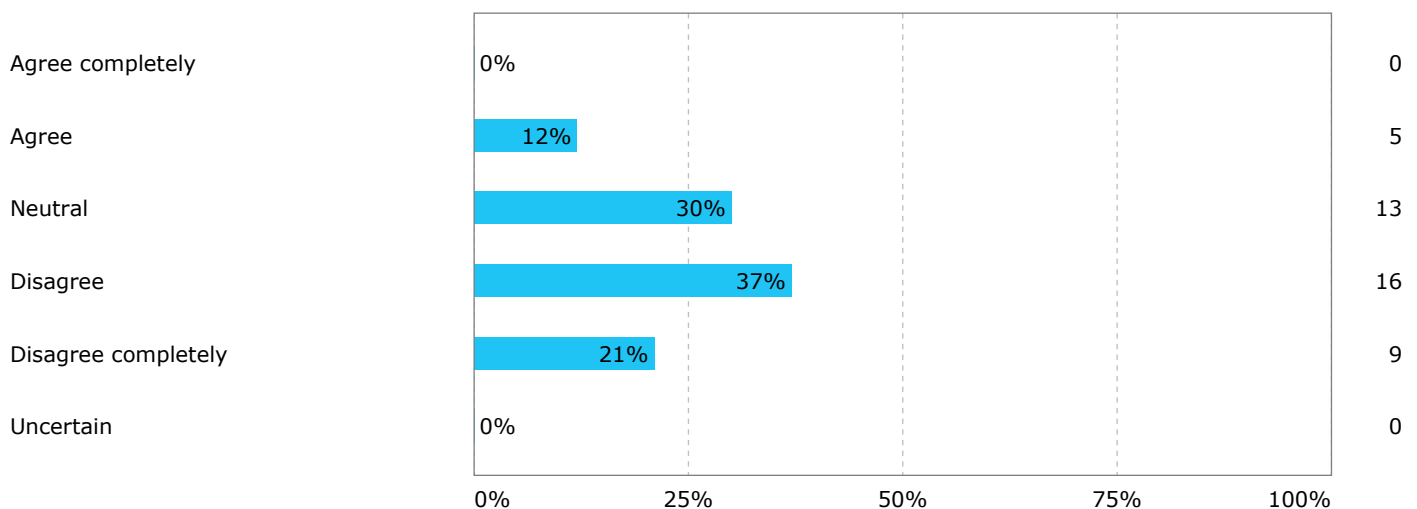
Part 5: Facers and organisations.

To which degree do you agree with the following statements? - 3. I do not speak to facers often or long enough for them to have an effect on my perceptions



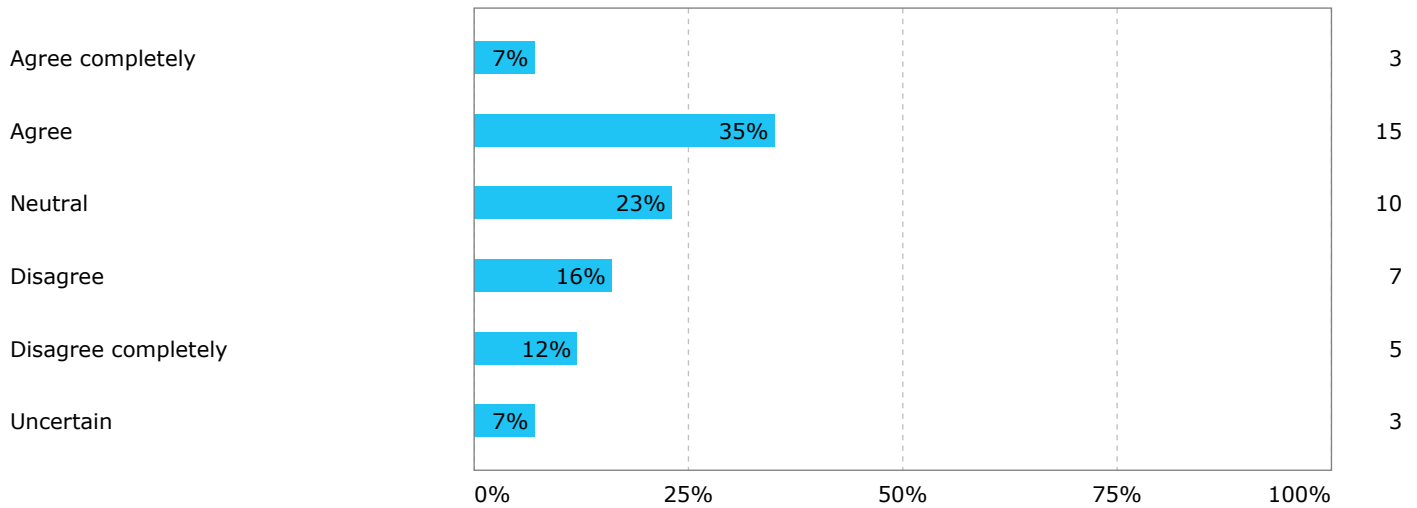
Part 5: Facers and organisations.

To which degree do you agree with the following statements? - 4. Facers influence my perception of their organisation in a positive way



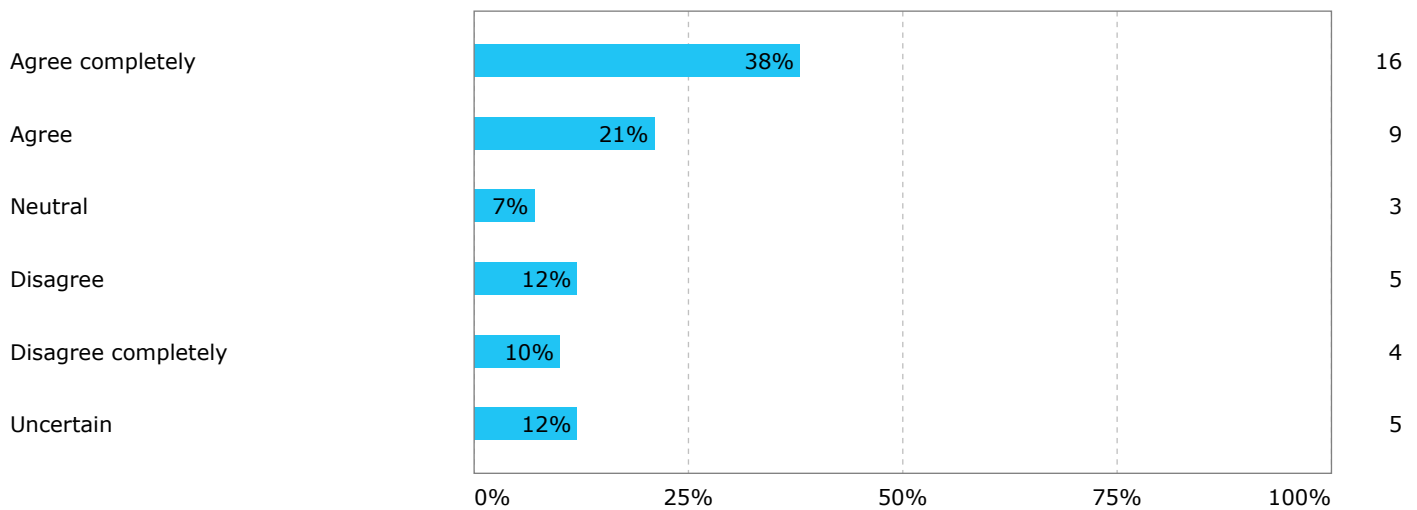
Part 5: Facers and organisations.

To which degree do you agree with the following statements? - 5. Facing as a fund-raising method is appropriate for a non-commercial organisation



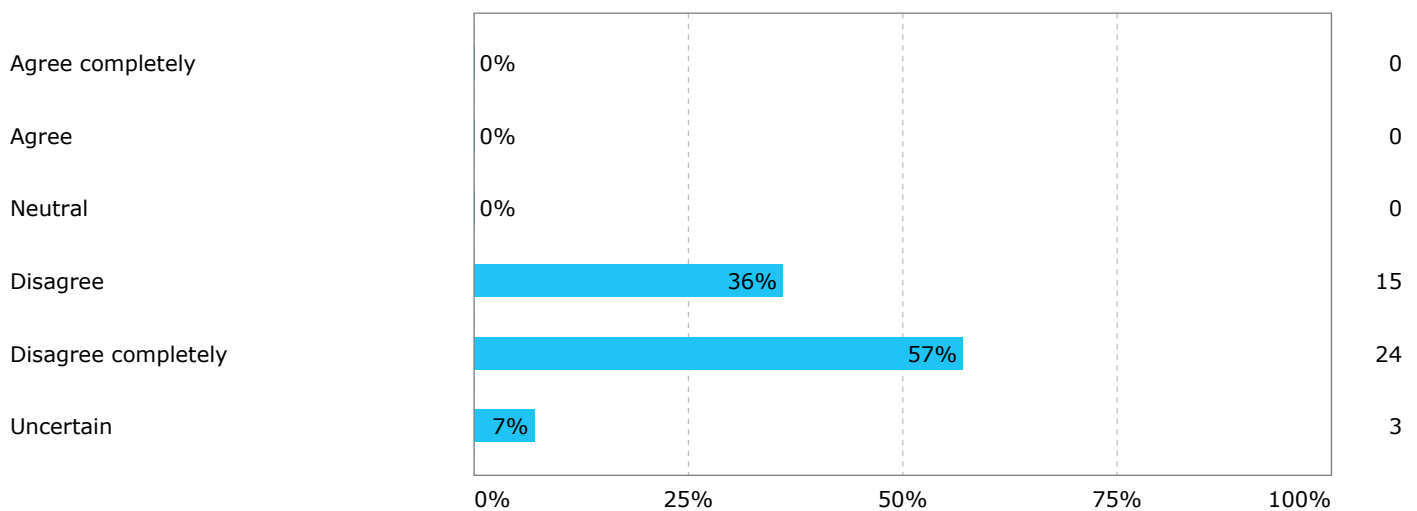
Part 5: Anima.

To which degree do you agree with the following statements? - 1. I am familiar with the animal protection organisation Anima



Part 5: Anima.

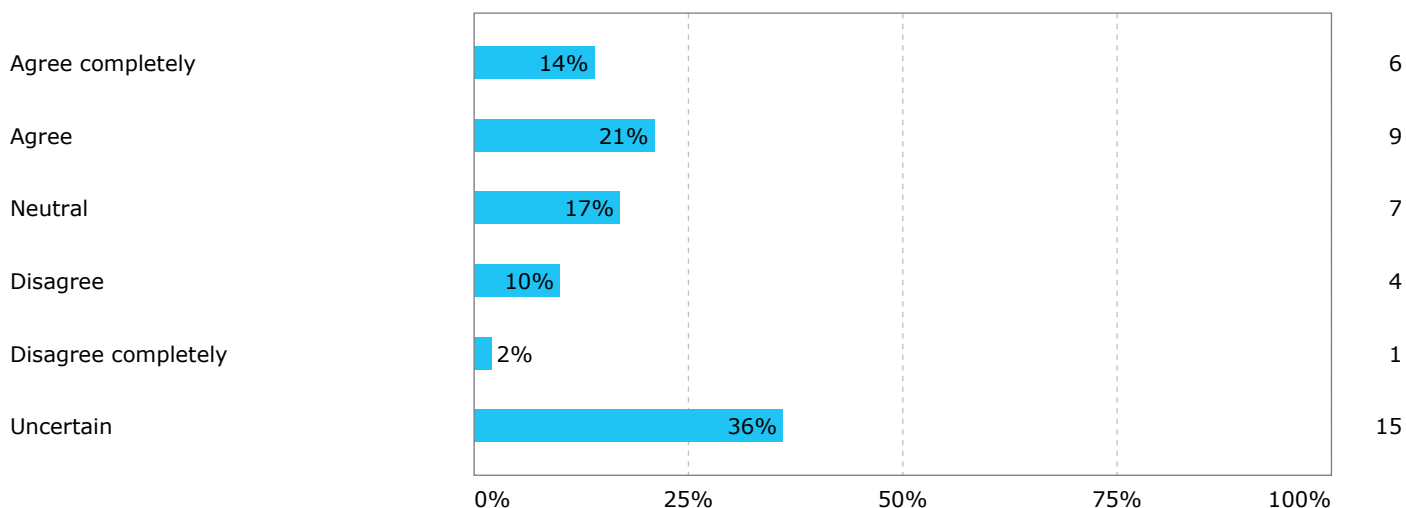
To which degree do you agree with the following statements? - 2. I was made aware of Anima by a facer



Part 5: Anima.

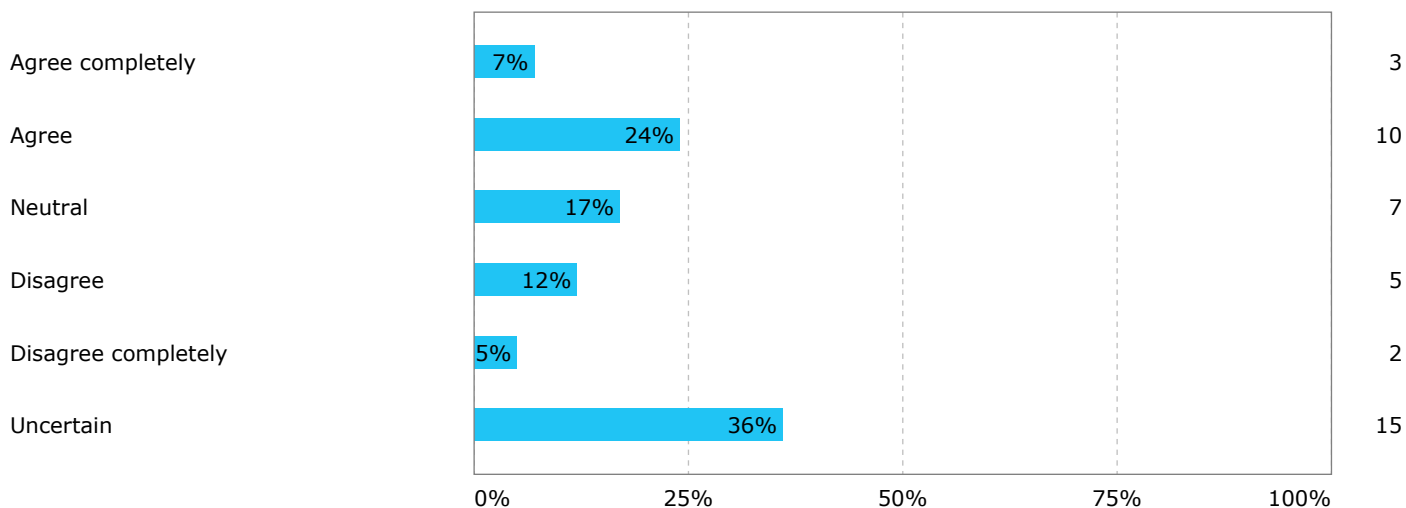
To which degree do you agree with the following statements? - 3. Anima is distinct from other organisations working with animal rights, welfare, protection etc. (For

example, Dyrenes Beskyttelse, Dyreværnet, GoVegan or WSPA)



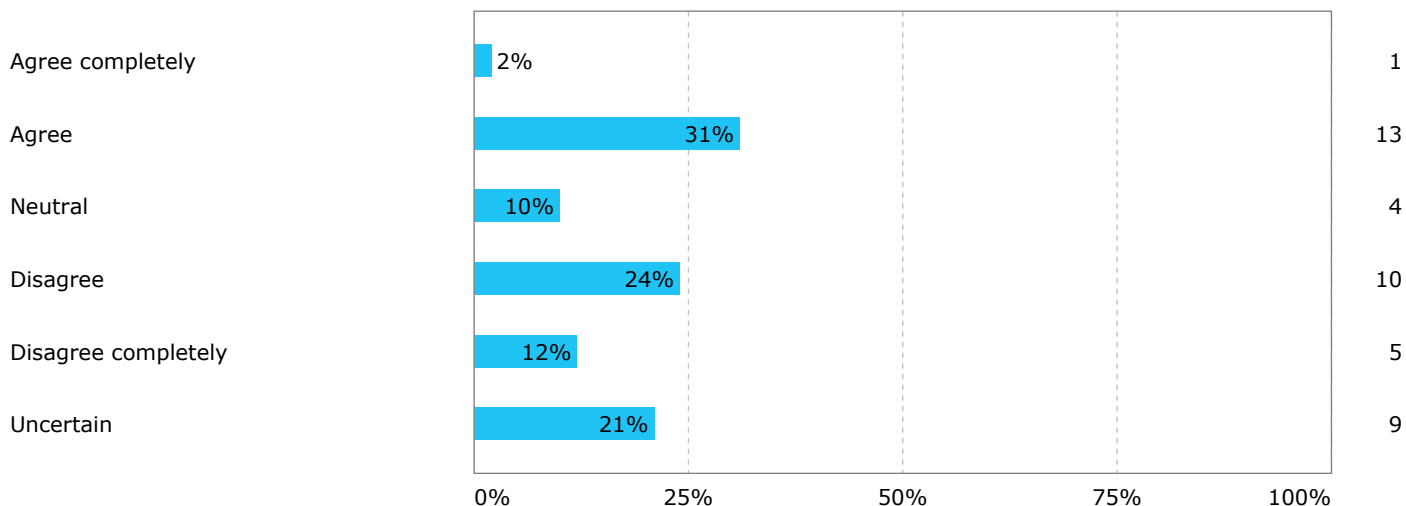
Part 5: Anima.

To which degree do you agree with the following statements? - 4. Anima has a clear and unambiguous message that is easy to understand



Part 5: Anima.

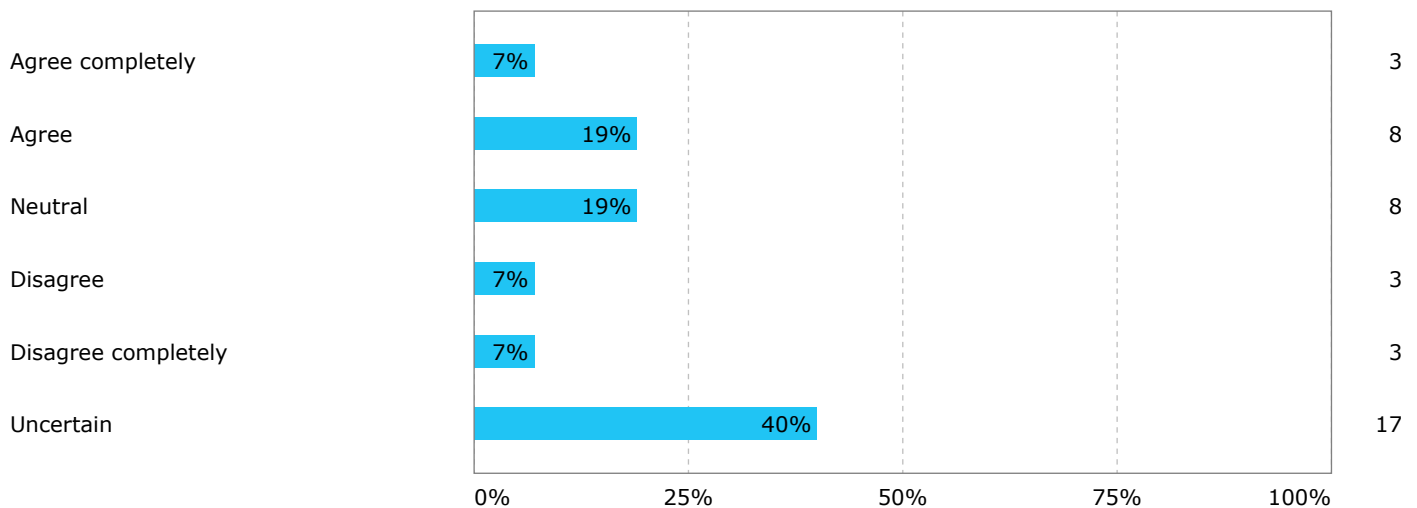
To which degree do you agree with the following statements? - 5. Anima is one of the primary organisations I associate with animal rights and protection



Part 5: Anima.

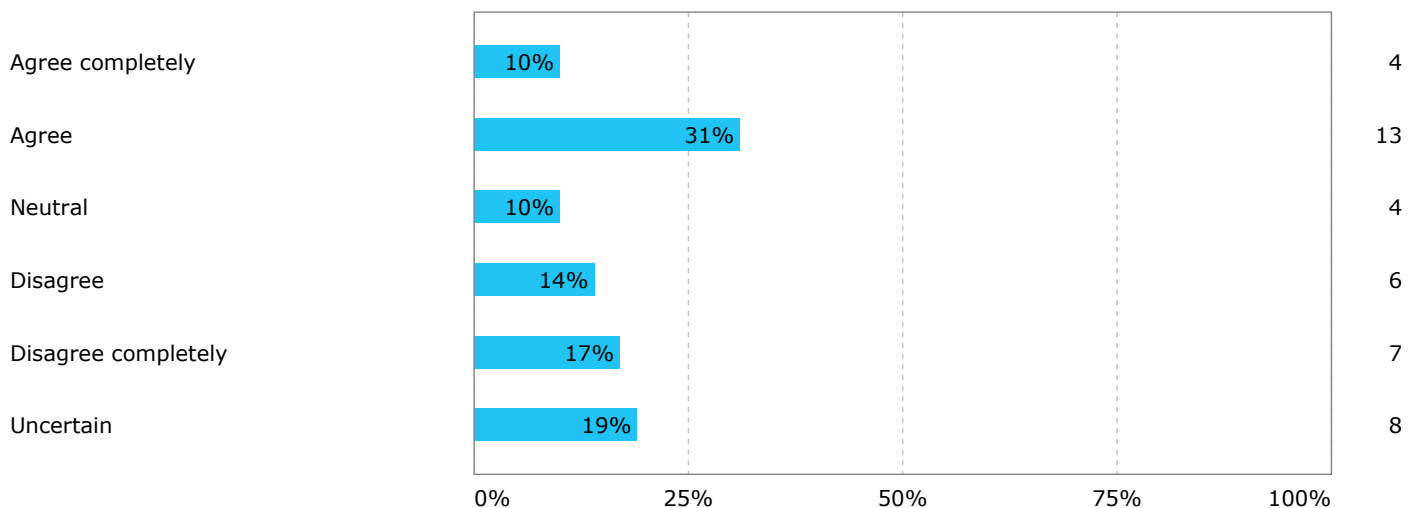
To which degree do you agree with the following statements? - 6. Anima is a serious

and determined organisation



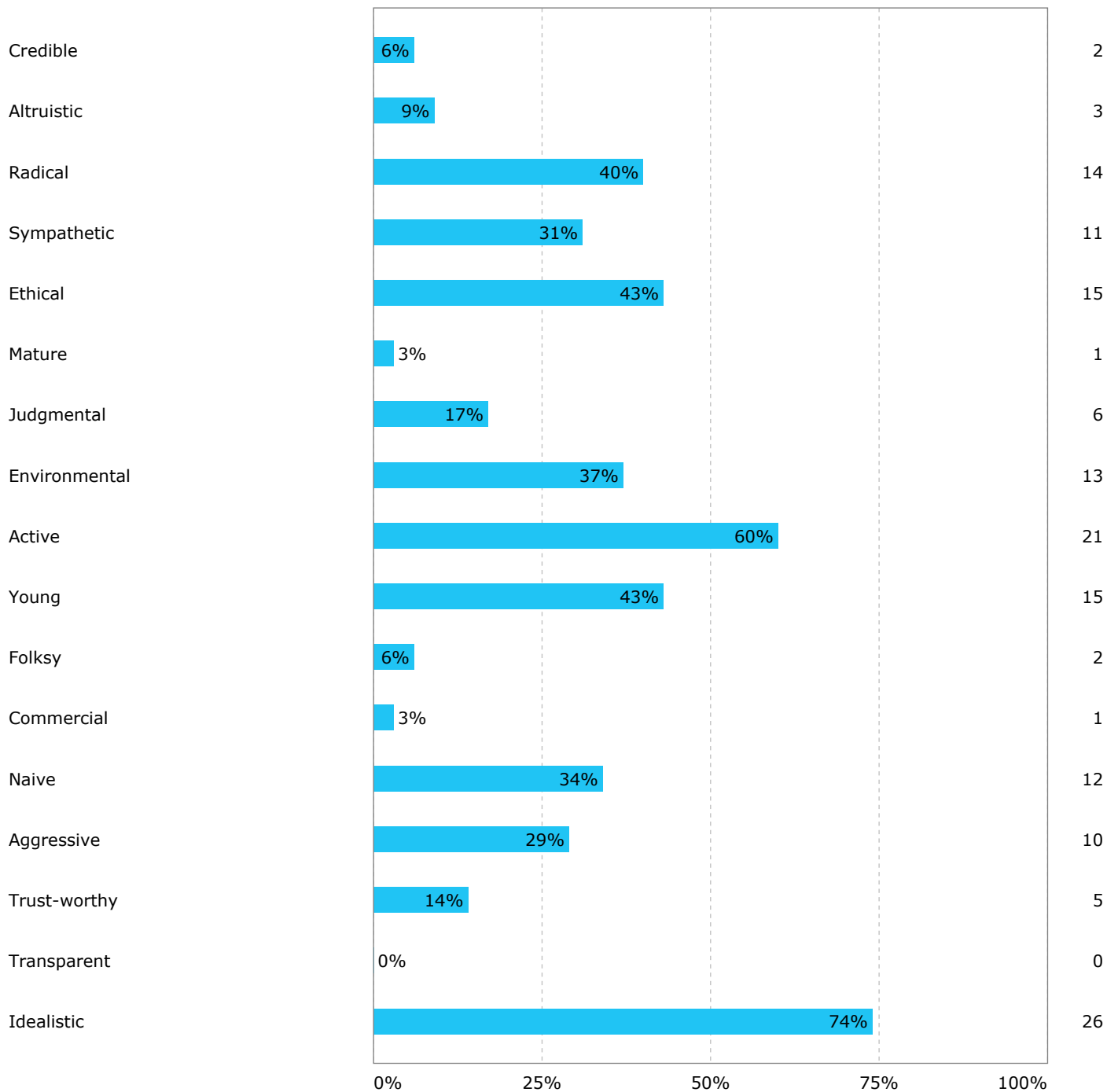
Part 5: Anima.

To which degree do you agree with the following statements? - 7. I am aware of the actual work of Anima

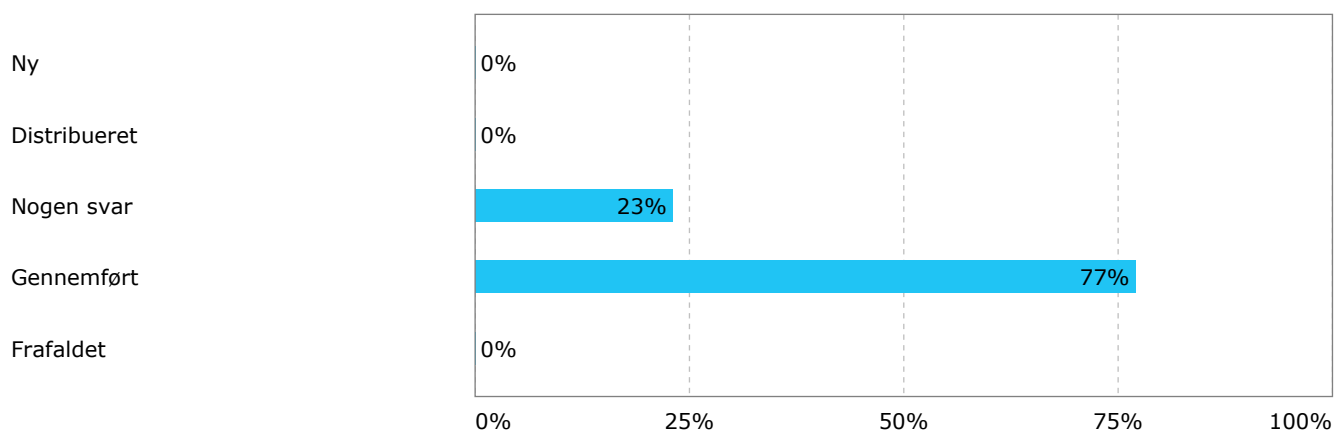


Part 6: Values.

Which of these words do you associate with Anima?



Samlet status



Interview guide for qualitative interview

Following is a list of topic areas and questions which are going to be covered during the qualitative interview with an Anima-employee.

Introduction

- Introduction, anonymity, purpose of interview: Clarifying, how does an NGO relate to facing and sub-themes?
- How many members does Anima have at the moment?

Branding

- How do you perceive your brand?
- What kind of values do you want the consumer to connect with your brand?
- What kind of activities do you conduct in order to develop your brand? What do you do to interact with your target audience? (Customer engagement)
- What kind of considerations do you have before conducting these activities?

Campaign planning

- What is the overall what is the organisational goal of Anima?
- How do you decide what kind of fund-raising campaigns to run?
- How would you describe your previous strategy concerning the use of facers? (When you utilised facers)
- How is your current? Why do you not have facers at the moment?
- Can you describe the analysis behind your facing strategy? ie. What do you wish the achieve with this strategy? Members, income, brand awareness etc. (Situation analysis)
- Could you solve these issues by another type of campaign? Have you considered any? Does Facing help achieve the overall organisational goal? (Regarding first question)

Recipient perceptions

- How would you define your recipient?
- In terms of communicating your message, how do you perceive the recipient? - How do you think the relation is between the message you try to communicate and what the recipient receives?
- What kind of psychological defence mechanisms do you think your recipient has, if any? - How do you overcome these?
- What kind of needs would you say your message caters to?

Conclusion

- Last comment

Interview guide for the focus group interviews

Following is a list of topic areas which needs to be covered in the focus group interviews:

Introduction

- ➔ Introduction, names, anonymity etc.
- ➔ Why focus groups → interaction, open discussion etc.
- ➔ Feelings about the encounter itself (Comfortable, personal space)
- ➔ Opinion about facing in general (Fair? Appropriate? Respectful?)
- ➔ Facing for awareness or funds?

Persuasion knowledge & cognitive dissonance

- ➔ Opinion on agent traits, competencies, goals, likeability and dependability.
How big a role do these factors play? Sympathetic? Passionate? Trustworthy?
Knowledgeable?
- ➔ Opinion on persuasion motives, strategies, tactics, psychological tricks.
How appropriate are these? Too persistent? Emotional appeals? Guilt trips?
- ➔ Topic knowledge. Awareness of Animal Rights, justification and general attitude.
Fact-based?
- ➔ Contradicting beliefs? Reactions upon being introduced to the concept. Reasons for ignoring Animal Rights?

Branding

- ➔ Change of perception as a result of an encounter with a facer. Negative or positive?
- ➔ Change of perception regarding topic, facer or organisation etc.?
- ➔ Trust NGO with facers more than those without?
- ➔ Conflict between non-profit organisation and commercial methods?
- ➔ Distinctiveness, relevance, prestige and dominance (Brand value)
- ➔ Values associated with the Anima brand