

2004

A Conceptual Framework for E-Branding Strategies in the Non-Profit Sector

Horst Treiblmaier

Vienna University of Economics and Business Administration

Irene Pollach

Vienna University of Economics and Business Administration

Arne Floh

Vienna University of Economics and Business Administration

Follow this and additional works at: <https://scholarworks.lib.csusb.edu/jitim>



Part of the [Business Intelligence Commons](#), [E-Commerce Commons](#), [Management Information Systems Commons](#), [Management Sciences and Quantitative Methods Commons](#), [Operational Research Commons](#), and the [Technology and Innovation Commons](#)

Recommended Citation

Treiblmaier, Horst; Pollach, Irene; and Floh, Arne (2004) "A Conceptual Framework for E-Branding Strategies in the Non-Profit Sector," *Journal of International Technology and Information Management*. Vol. 13: Iss. 3, Article 1.

DOI: <https://doi.org/10.58729/1941-6679.1192>

Available at: <https://scholarworks.lib.csusb.edu/jitim/vol13/iss3/1>

This Article is brought to you for free and open access by CSUSB ScholarWorks. It has been accepted for inclusion in *Journal of International Technology and Information Management* by an authorized editor of CSUSB ScholarWorks. For more information, please contact scholarworks@csusb.edu.

A Conceptual Framework for E-Branding Strategies in the Non-Profit Sector

Horst Treiblmaier

Irene Pollach

Arne Floh

Vienna University of Economics and Business Administration

Marcin Kotlowski

Echonet.at, Vienna, Austria

ABSTRACT

E-branding provides non-profit organizations (NPOs) with new opportunities to communicate their missions, which is of paramount importance in a market segment that competes for donations and voluntary labor. Since successful e-branding is determined by both internal and external communication strategies, we developed a framework which explains the interdependency of these two factors in NPOs. Our findings are based on qualitative interview data and a website analysis of eleven Austrian NPOs. The NPOs' internal and external e-communication strategies are categorized into three successive levels each and combined in a two-dimensional grid, which shows how NPOs integrate their communication strategies.

INTRODUCTION

Despite the economic significance non-profit organizations (NPOs) have acquired in recent years, the implications of the Internet for NPO marketing seem to have received only little attention from both researchers and practitioners. Although NPO marketing has been the subject of academic research for more than 30 years, NPO branding has been studied for just about 10 years (cf. Hankinson, 2001). Recent research on branding in the non-profit sector includes, for example, an assessment of the impact of brand orientation on non-profit performance (Hankinson, 2001; Hankinson, 2002) and the development of a non-profit brand orientation scale (Ewing and Napoli 2004). In particular, the small body of literature on e-branding for NPOs calls for an investigation into e-branding strategies for NPOs.

Rusch (2002) rhetorically asks if investing in a brand can be seen as a frivolous activity for NPOs in view of their not-for-profit mission, but he concludes that a better understanding of NPO branding will lead to a more effective use of their donations, which eventually furthers the NPOs' causes. Although the peculiar organizational structure of NPOs fosters creativity and innovation, they often lack the motivation to exploit these opportunities commercially. Also, it seems that NPOs have not yet seized the opportunity to fully integrate the Internet into their business processes with a view to enhancing their core competencies, even though NPOs - particularly educational institutions - were actually the first organizations to use the Internet (Clay, 2002). Based on the assumption that well thought-out strategies for internal and external communication will help NPOs to build such e-brands, this paper begins with an outline of relevant aspects of both NPOs and e-communication. The main argument put forward in this paper is that successful e-branding for NPOs is determined by the alignment of intra-organizational and external communication capabilities. The conceptual framework for NPO e-branding we arrived at is based on qualitative interviews with NPOs from different sectors and an examination of their public Web sites. The paper concludes with hands-on recommendations for NPO communication strategies and suggestions for further research.

NON-PROFIT ORGANIZATIONS

Since NPOs vary widely in terms of structure and purpose, it is difficult to find a concise definition for them (cf. Goulet and Frank, 2002). Still, a number of characteristic features of NPOs can be discerned (Connors, 1993; Kotler, 1975). First and foremost, an NPO's raison d'être is to fulfill its mission rather than to generate a profit (Cyert, 1977). This specific mission of an NPO is typically laid down in its mission statement, which describes what the organizations stands for and what it seeks to achieve. Broadly speaking, their mission is to make a difference in society and in the lives of individuals (cf. Vazquez et al., 2002). Another characteristic element of NPOs is the voluntary involvement of workers. Although NPOs may well have gainfully employed workers as well, they could

not exist without volunteers who are committed to this mission and who pursue goals that are not primarily remunerative (Schindler-Rainman, 1988).

Further, evaluating non-profit performance is not as straightforward as performance assessment of for-profit organizations. While the performance of for-profit organizations can be easily measured and compared by means of variables such as profit, revenues or earnings per share, these financials are not applicable to NPOs, as their performance is mission-driven rather than profit-driven (Smith et al., 1988). The performance evaluation of NPOs would require an assessment of the quality of the services they provide, which could then be juxtaposed to the cost of these services to determine the level of "mission directedness" (Drucker, 2001; Liao et al., 2001). The complexity of performance evaluation is further aggravated by the fact that NPOs perform two functions, as they both provide services to their customers and need to raise funds from their donors, thereby working two markets (Liao et al., 2001). In view of the increasing number of NPOs, there is mounting competition especially for donations, which are fundamental to the organization's survival and the fulfillment of its mission (Sargeant and Ewing, 2001). With resources becoming increasingly scarce, non-profits have begun to adopt a more business-like attitude, practicing so-called "social entrepreneurship", for example by partnering with for-profit organizations or by applying marketing principles to fundraising (Eikenberry and Kluver, 2004). To master the challenge of securing funds, NPOs compete for donations through a variety of communication channels, including to a growing extent the Internet (Rosso, 1988). Hence, in this competitive environment, NPOs may benefit from a strong, attractive brand, which may serve as a strategic resource to attract customers and donors alike and to build lasting relationships with these stakeholders (Hankinson, 2001).

E-COMMUNICATION

The American Marketing Association defines a brand as a name, term, design, symbol, or any other feature that differentiates one seller's goods or services from those of others (American Marketing Association, 2003). Other authors define brands as entities assembling and maintaining a mix of values, both tangible and intangible, which are relevant to consumers and which meaningfully and appropriately distinguish a supplier's brand from those of others. Intangible factors are very difficult to assess even individually. If a number of such elements are combined to create such a unique entity - a branded product or service - the evaluation of these separate but interrelated constituents is far from easy (Murphy, 1993).

Branding as a Means of Communication

Although most industries and products or services can benefit from a brand, not every product necessarily needs its own stand-alone brand (cf. Aaker and Joachimsthaler, 2000). Brands can be separated into three categories (Randall, 1997): Primary brands are a company's core brands and typically garner a large percentage of a company's sales potential, thus warranting close attention. Secondary brands are often line extenders for a core brand. Commonly, secondary brands are modifiers, strengthening and supporting the core brand. Tertiary brands typically have insignificant sales potentials but contribute to the company's overall image to some extent. The very fact that consumers perceive a brand as embracing a set of values which they can relate to easily causes them to reject alternative brands which may not possess all these values (Kotler and Gertner, 2002). Brands are therefore enduring assets as long as they are kept in good shape and continue to offer consumers the values they desire (Chernatony, 2001).

Online companies are putting branding to work with remarkable success. Research has shown that the brand names of seven Internet companies are already recognized by more than 50 million adults in the United States, which gives them the status of "mega-brands" (Business Week, 2002). The literature on e-branding points to a number of strategic considerations for building successful e-brands, namely 1) Selection and speed, 2) Customization, 3) Interactivity and 4) Strategic alliances (cf. Ries, 2000; Rijkenberg, 2002; Riekhof, 2001).

In spite of these promising opportunities, e-branding has a few limitations as well, such as an increased financial risk due to substantial investments, accelerated communication and lack of physical contact which makes relationship management more difficult (Sleurink, 2002). Ultimately, the success of e-branding depends on the strategic management of both internal and external drivers of e-branding, which are outlined below.

Internal Drivers

Technology: Selling or procuring online requires NPOs to integrate various components into their IT infrastructure, such as local networks, Intranets, electronic payment facilities, and WWW sites (Harris and Schoenfelder, 2002).

Structure: E-branding activities may be integrated in the organizational structure in a variety of ways, including the establishment of a separate e-commerce department or the cooperation with a for-profit organization (Dayal and Landesberg, 2000).

People: Members of the organization, ranging from the chairman to volunteers, need to facilitate the changes e-commerce and e-branding bring about (cf. Trader-Leigh, 2002).

External Drivers

Sponsors and donors: Web sites are a new channel to give donors insights into an NPO's performance (Fantapié Altobelli and Sandner 2001).

Suppliers: A large non-profit community can put pressure on suppliers due to their bargaining power. The use of auctions may also result in lower costs, since suppliers have to bid for a contact (Gerken, 2001).

Beneficiaries: A virtual helpdesk may also serve as a feedback mechanism, giving first-hand information and fostering the NPO's mission accomplishment (Ind and Riondino, 2001).

Regulatory environment: Selling or creating knowledge has to comply with intellectual property laws. Disclaimers help to shape the expectations of partners and beneficiaries (Sleurink, 2002).

A successful branding strategy requires internal as well as external brand management (Keller, 2000), which is a particular challenge to NPOs in view of the internal and external drivers outlined above. For one, organizational structure and design have to be capable of implementing the devised external communication strategy (Bruhn, 1997) and, second, internal stakeholders need to consistently communicate the brand to external stakeholders in order to persuade donors to give money, to recruit new volunteer workers, or to induce customers to purchase from the NPO (Hankinson, 2001).

RESEARCH DESIGN

The objective of this paper is to develop a framework that helps NPOs to enhance their internal and external communication in a resource-friendly manner with a view to enhancing the effectiveness of their e-branding strategies. The framework is based on the findings of a study conducted among eleven Austrian NPOs, which exhibit a variety representative of NPOs in Austria. The selection of the sample was based on the International Classification of Nonprofit Organizations (ICNPO) developed at John Hopkins University. According to this scheme, NPOs can be classified by economic activity into several categories. These include culture and recreation; education and research; health; social services; environment; development and housing; law, advocacy and politics; philanthropic intermediaries and voluntarism promotion; international; religion; business and professional associations, and unions (Center for Civil Society Studies, 2002). This classification draws on the notion that NPOs are also non-governmental organizations and therefore excludes government-sponsored institutions. However, in Austria the boundaries between the public sector and the non-profit sector are blurred, as many NPOs are financially intertwined with the public sector (Badelt, 2002). To account for this Austrian peculiarity, we extended the classification to include semi-public NPOs, yet only if the activity they engage in could theoretically be undertaken by a true NPO as well. We therefore introduced "Public Information" as a separate category, which includes public bodies that offer information and advice on a particular subject matter. The sample contains nine NPOs in the ICNPO categories and two NPOs in the Public Information category (see Table 1).

Table 1: Overview of the Sample

NPO	URL	ICNPO Categories
Austrian Fishers' Association (<i>Fischereiverband Österreich</i>)	www.fischerei.or.at	Culture and Recreation
Vocational Training Institute Vienna	www.bfi-wien.or.at	Education and

<i>(Berufsförderungsinstitut Wien)</i>		Research
Austrian Samaritans <i>(Samariterbund Österreich)</i>	www.samariterbund.net	Health
National Safety Council <i>(Zivilschutzverband Österreich)</i>	www.siz.cc	Social Services
Austrian Tenants' Association <i>(Mietervereinigung Österreich)</i>	www.mietervereinigung.at	Development and Housing
Association of Blind Citizens <i>(Blindenverband Österreich)</i>	www.braille.at	Social Services
Friends of Nature Austria <i>(Naturfreunde Österreichs)</i>	www.naturfreunde.at	Environment
Friends of the Children <i>(Kinderfreunde Österreich)</i>	www.kinderfreunde.at	Social Services
Waste Management Association Burgenland <i>(Burgenländischer Müllverband)</i>	www.bmv.at	Environment
		Category Added
City of Vienna, District of Leopoldstadt <i>(Stadt Wien, Leopoldstadt)</i>	www.wien.at/leopoldstadt	Public Information
Youth Department of the City of Vienna <i>(Landesjugendreferat der Stadt Wien)</i>	www.netbridge.at	Public Information

To grasp the implications of e-branding for NPOs, we analyzed both internal communication processes and the external Web-site communication of the NPOs surveyed. The data was collected by conducting semi-structured interviews with key staff members in these organizations over the phone or in person. The in-depth interviews focused on the NPOs' core activities, their financial background, their internal electronic communication and their Web sites. The interview questionnaire contained both open-ended and closed questions in the form of lists of possible answers or 6-point Likert scales (see Appendix). The questions focused on both internal and external communication, which are explained in more detail below. Since this qualitative research aims at creating a reference model, we made a categorization scheme to cluster the answers of the interviewees. To gather data on external communication, we analyzed the NPOs' Web sites qualitatively to determine the level of interactivity they exhibit, focusing on hypertext features such as content customization and community-building tools. This analysis was conducted by using a checklist that covered the communication strategies described below. The interview responses and the Web-site analyses provided two sets of primary data, which were combined to develop a framework for NPO online communication that integrates both internal and external communication strategies.

Internal Communication

Based on the investigation of electronic communication structures within NPOs, internal electronic communication has shown some variation regarding the volume of information made available to members and the possibilities of sharing information electronically. Also, it has turned out that organizational members identify with the NPO to varying degrees, which impacts the success of internal brand management. These findings are categorized into three successive levels of internal communication: Information, Dialogue and Identity. With each level, the electronic integration of communication functions rises and the members' identification with the organization increases.

At the Information level, all member of the organization have access to the same information as external constituencies such as customers or the news media. Internal stakeholders do not have the opportunity to efficiently share information electronically with other employees. The organization does not have the desire and/or the resources to set up an organizational intranet. The only electronic form of communication available to employees is e-mail, which they use to communicate with external audiences rather than with other members of the organization.

In organizations that have matured beyond the Information level, members share and exchange information. At the Dialogue level, the organization has a common platform to share files, news, and events. The platform helps teams to coordinate their workloads and facilitates the teamwork of geographically dispersed members of the organization. Interactive features such as instant messaging and newsgroups enhance one-to-one communication and

strengthen interpersonal relations among all members of the NPO. Internal communication processes are bilateral or even multilateral, thereby making the organization leaner. The organization gains in efficiency, as its internal processes are streamlined. This form of electronic communication has also been found to raise employee motivation and the level of employee integration in the organization (Bruhn, 1997).

Identity is the highest level electronic communication can achieve internally. User-friendly, accessible technology makes electronic communication within the organization highly efficient and ensures that it is actually used by all members of the NPO. Internal stakeholders know what the brand stands for and are utterly committed to the organization's mission. The interconnectedness of all members and their identification with the brand result in high levels of motivation and personal involvement. In particular, e-mail communication in organizations has been found to promote employee identification with and attachment to the organization (Wiesenfeld et al., 1999; Kraut and Attawell, 1997).

External Communication

External electronic communication may help the company to enhance its brand image and its credibility by meeting the audience's communication needs through dialogic or interactive exchanges (Bruhn, 1997). An in-depth analysis of the NPOs' Web sites produced a classification of external e-communication into three types labeled Self-Presentation, Two-way Communication and Community Building, which differ in the extent to which they have adopted interactive features.

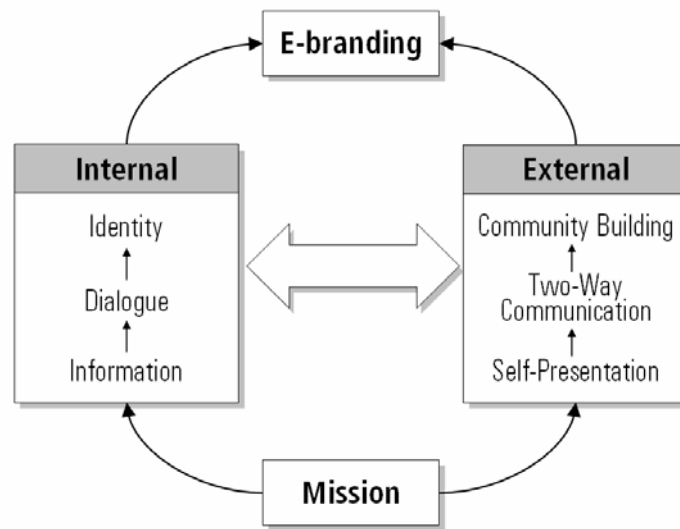
Web sites that focus on Self-Presentation are merely resource oriented, offering mainly information such as organizational profiles or product descriptions. Although the Web sites provide contact details including e-mail addresses or may offer newsletters, the flow of information is only one-way, with the main processes being the organization making information available and the readers merely consuming it without contributing anything to the exchange.

Two-way Communication enables bidirectional exchanges between the organization and the user, e.g. with the users submitting online forms. On these Web sites, users also find e-mail addresses of individual units of the organization. Further, the Web sites offer customized views, albeit to a limited extent only, e.g. customization according to geographic location. In the context of this paper no cross-cultural influences on communication were examined (cf. e.g. Potter and Balthazard, 2000) in order to reduce the number of influencing factors.

The highest level of interactivity is found on Web sites at the Community-Building level. Users may download material from the Web site, buy online, donate online, use e-learning tools, or become members online. Intelligent search tools aid the user in navigating the site. Login facilities provide registered users with a personalized view of the site and grant them access to restricted member areas. Further, the site hosts community-building features in the form of message boards, chats and newsgroups.

AN INTEGRATED MODEL OF E-BRANDING FOR NPOs

The findings above result in a model of NPO branding which integrates both internal and external communication (see Figure 1). Since the centerpiece of an NPO's strategic moves is its mission, the latter drives internal and external processes. Accordingly, the mission shapes electronic communication within the organization and with external audiences. Internal communication starts off at the Information level and may move to the Dialogue level or even the Identity level, as the NPO sophisticates its IT infrastructure and adapts organizational communication to make employees active participants rather than passive recipients in intra-organizational communication. External electronic communication initially takes the form of Self-Presentation and, after integrating interactive tools into the Web site, matures into Two-way Communication and may eventually arrive at the Community-Building level.

Figure 1: An Integrated Model of E-Branding for NPOs

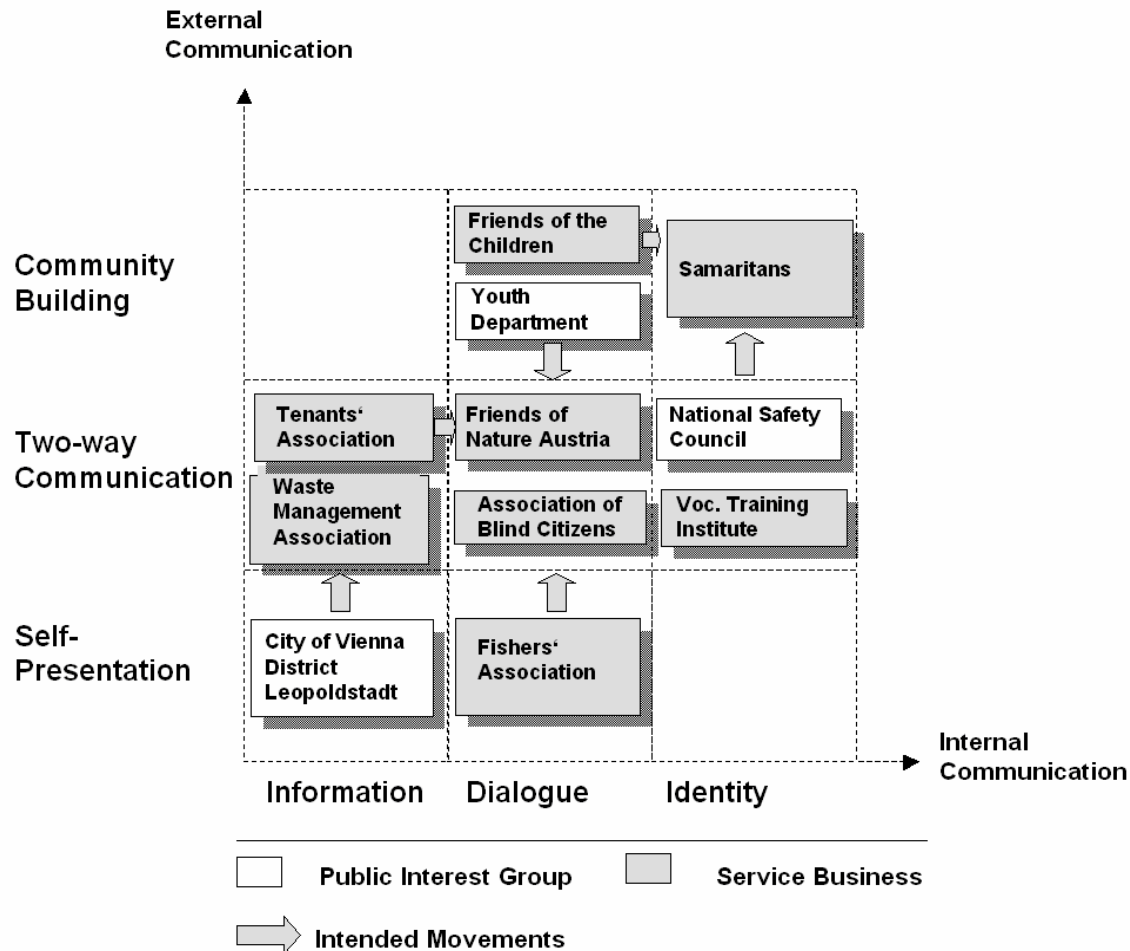
In the integrated model, internal and external electronic communication are mutually reinforcing processes, with the internal communication structure and technology determining the organization's WWW communication capabilities. At the same time, information demands from external stakeholders may drive changes in the internal communication structure and, if financially feasible, may lead the NPO to expand its IT infrastructure. These mutual demands internal and external electronic communication place on each other take the NPO to the next higher level in both internal and external communication and determine the success of internal and external branding.

NPO E-BRANDING STRATEGIES

The model outlined above serves well as a framework for analyzing the e-branding strategies Austrian NPOs pursue. We combined the two dimensions of NPO communication in one grid matrix and plotted a position for all eleven NPOs (see Figure 2) based on the interview data. The interviews also provided valuable insights into the changes the NPOs intend to make in their communication strategies. These changes may result in upward, downward or sideways movements on the grid, which are captured by the arrows. Overall, the findings endorse the notion that there is a strong interdependence between the level of external communication and the level of internal communication strategies, i.e. strong external communication appears to be associated with strong internal communication and vice versa. This relationship becomes even more prominent when taking into account the intended movements. The interrelationship between internal and external NPO communication can be put down to three main factors:

- Typically, non-profit organizations have large stakeholder groups internally (staff members, volunteer workers) and externally (donors, customers), both of which require a lot of information. Since successful branding calls for consistent communication with all stakeholders, external and internal communication have to be closely aligned.
- Since an NPO's financial resources are by nature scarce, NPOs are very likely to use their resources efficiently. Organizations that have invested heavily in sophisticated IT infrastructure thus tend to exploit their IT capabilities to restructure other business processes as well.
- It seems that movements to another communication level involve only one step at a time. As can be seen from Figure 2, the NPOs do not move diagonally in the model, as this would require two simultaneous steps. Rather, they change either their internal or their external communication strategies, which will then trigger a subsequent movement along the other dimension.

Figure 2: E-Branding Strategies of Austrian Non-Profit Organizations



The grid matrix not only provides a framework for understanding NPO e-branding strategies in general, but also distinguishes between two NPO business models—Public Interest Groups and Service Businesses. While the former focus on providing their customers with specific information free of charge, the latter render services in exchange for money. As can be seen from Figure 2, there are no significant differences between the two types of NPOs. Both Public Interest Groups and Service Businesses tend to align internal and external communication rather than concentrate on either of these two dimensions.

We conclude from the grid that there is no perfect e-branding strategy that works equally well for all NPOs. The most effective e-branding strategy is one that ties in with the NPO's mission and makes best use of the NPO's scarce resources and distributes them most sensibly between internal and external stakeholders. Hence, the best strategy would be a "satisficing" (for further discussion of the notion of "satisficing" see e.g. Hodgson, 1992; Byron, 1998) balance of available inputs (financial and human resources) and attainable outputs (e.g. brand value, communication effectiveness, and fundraising revenues). The notion of a balance between input and output explains the downward movement planned by the Youth Department (see Fig. 2), which was induced by the customers' lack of interest in the features the Youth Department offers on its Web site. By moving down to the level of Two-way Communication the NPO will be able to address its stakeholders' needs more efficiently than at the Community-Building level, as the current position on the grid results in an imbalanced input-output relationship.

Apart from the fact that changes in one aspect of the communication strategy usually influence the other, our research has identified a distinct relationship, which can be formulated as follows:

- Strong internal communication is a prerequisite for strong external communication.

- Strong external communication is **no** prerequisite for strong internal communication.

In most cases an organization's information system is built up for internal purposes first, e.g. the establishment of a back-office system. Subsequently, the existing infrastructure and most importantly the IT know-how can be used to strengthen external communication. However, it is certainly possible to focus solely on internal communication without the need to modify external communication, for example if there are not sufficient funds to enhance both internal and external communication. Outsourcing would be an exception to this proposition, as it enables NPOs to strengthen their online presence without the need for an adequate internal communication infrastructure (cf. Whitten et al. 2002). It is also worth noting that nearly all companies we examined were about to fine-tune their internal or external communication processes, which indicates how dynamic e-communication is in NPOs.

IMPLICATIONS AND OUTLOOK

This paper illuminates the interplay of internal and external communication strategies of non-profit organizations with respect to e-branding. Data were generated from a representative sample of Austrian NPOs that currently make use of the Internet as an e-branding channel, albeit to varying extents. The NPOs' communication strategies were first captured in a model that explains how the NPOs' missions and their internal and external communication strategies have a bearing on e-branding. The grid matrix plotted subsequently suggested a close interrelationship between internal and external communication strategies, with strong internal communication as the prerequisite for strong external communication. Since the framework arose from a study conducted solely among Austrian NPOs, further research should test its applicability in a broader, cross-cultural setting.

The findings arising from the study suggest certain implications for improved NPO branding on the Internet:

- The World Wide Web may be a relatively cheap medium for external brand communication, yet only if it is supported by an adequate IT structure, which can be seen as a prerequisite for efficient and effective communication. A strong internal communication was proposed to be the prerequisite for strong external communication. For NPOs, this means that they can only harness the WWW to lower their costs of branding, if they also invest in their internal IT infrastructure. Since this may easily offset the low costs of the external communication infrastructure, e-branding is not necessarily a marketing panacea for resource-constrained NPOs.
- At the same time, especially for those NPOs that are dependent on donations, the disintermediation (i.e. the elimination of all middlemen) the Internet has triggered could aid them in strengthening stakeholder relations by contacting their members directly. Hansen (1998) provides a classification scheme to assess the risks associated with disintermediation. He considers the influence of the product, the organization, the sector of the industry, and the environment on the probability of being eliminated from the supply chain, which could be applied to NPOs as well. Further research is needed to address the risks and problems that NPOs may encounter when they cannibalize long existing distribution channels.
- We recommend that NPOs identify their most important stakeholder groups and assess their existing communication channels. As a next step, NPOs should position themselves in the two-dimensional grid depicted in Figure 2 to determine whether their internal and external communication strategies are in balance or whether they use resources ineffectively by aiming at a level of external brand communication they cannot support internally, which in turn would lead to unsatisfied customers.
- An analysis of their targeted vs. actual performance on both dimensions can help to identify NPOs' requirements for know-how, hardware and software. These needs are an important consideration in deciding whether the implementation of their envisaged e-branding strategies can be carried out in-house or has to be outsourced due to resource constraints.
- NPOs should enable both their employees and their volunteers to participate in internal information flows and take into account the different information needs of mission-oriented volunteers and employed workers. Only if an NPO's internal stakeholders perceive the organization as transparent and trustworthy will they be able to communicate the organization's trustworthiness and reliability to external stakeholders in a credible manner.

- Trustworthiness matters in particular to NPOs that raise funds online, as their customers typically do not receive tangible benefits for their donations. External communication is thus a critical success factor for e-branding in the non-profit sector.

Overall, it can be concluded that NPOs have recognized the potentials of the Internet for e-branding and understand it as a source for interaction and information sharing. The strategies they pursue and envisage exhibit a lot of creativity, determination and momentum, which suggests that NPOs will take better advantage of the technological opportunities available in the future.

APPENDIX

Internal E-Branding of Non-Profit Organizations

1. Organizational Profile

Q1: Please provide a brief description of your organization's mission

Q2: Is there a body that has operational control of your organization? If "yes", please specify.

2. NPO Characteristics

Q3: What happens to your organization's profits?

- We don't generate profits.
- Profits are plowed back.
- Profits are donated to (Please specify):
- Other (Please specify):

Q4: Please list the five most important internal stakeholder groups of your organization.

- 1.
- 2.
- 3.
- 4.
- 5.

Q5: How does the organization raise money? (Multiple answers possible)

- Private donors who are not members of the organization.
- Membership fees, donations from members.
- Corporate donations/ sponsorships.
- Government subsidies.
- Other:

Q6: How is fundraising organized? (Multiple answers possible)

- We take care of it.
- An external agency takes care of it.
- We cooperate with newspapers, magazines, and radio stations.
- Direct mailings.
- Publishing a magazine.
- Other:

3. Launch of the Web Site and the Intranet

Q7: When was the Web site launched?

Q8: How many times has the Web site been re-launched?

Q9: Who conceived the Web-site project?

- External advisors.
- Management team.
- Group of staff members.
- Individual staff members.
- Other:

Q10: Did you hire external consultants or agencies to implement the Web-site project?

- Yes.
- No, staff members created the Web site.
- No, volunteers created the Web site.
- Other:

Q11: What is the primary goal of your Web site?

Q12: Has the Web site triggered changes in the internal structure of the organization? Have new functions emerged?

4. Responsibility / Maintenance

Q13: Is there a person in the organization who is in charge of the Web site?

Q14: How many people are involved in the project? (Decision-making, IT, content developers, volunteers)

Q15: Who is responsible for content management?

Q16: How much do you spend on your Web site per year?

(We will not publish this information. It will only help us to put into perspective the scope of your Web site)

5. Internal Communication

Item 1 "Information"

Q17: Do internal stakeholders use the Web site to access information?

1	2	3	4
Never	Once a month	Once a week	Daily

Q18: How many staff members have e-mail addresses with the organization's domain name?

All of them None of them Some of them

Q19: Do you have an internal mailing list?

Yes No

Q20: Do you have a virtual notice board to post information via e-Mail?

Yes No

Q21: Does the Web site have an internal area, i.e. an area not accessible to the public, which the organization can use to communicate with its internal stakeholders?

Yes (continue with Q 22) No (Continue with Q32)

Item 2 "Dialogue"

Q22: Are users able to communicate with each other?

Yes No

Q23: Are users able to save pictures, documents and templates online to make them available to others (excluding e-mail attachments)?

Yes No

Q24: Do you use the Web to improve business processes, e.g. procurement or member registration?

0% 1-10% 11- 30% 31-50% more than 50%

Q25: How often are topics discussed online?

1 2 3 4
Never Rarely Once a week Daily

Q26: Is there an individual account for every stakeholder or is there one internal area for all of them?

- One password for all stakeholders.
- Separate login and password for each stakeholder.
- More than one area, e.g. the area for the management team is different from that for staff members.
- Other:

Item 3 "Identification"

Q27: How frequently do members use the internal area?

1 2 3 4
Never Rarely Once a week Daily

Q28: Has your Web site become an integral part of organizational life and thus also of your brand or has the Web site remained independent?

- Independent
- Incorporated into brand

Q29: Have your stakeholders ever requested an extension of the internal area (Circle one)

1 2 3 4 5 6
Never Yes, repeatedly

Q30: Has the Web site strengthened interpersonal relations among internal stakeholders, e.g. by enabling communication among geographically dispersed members of the organization?

1 2 3 4 5 6
No changes Great changes

Q31: How would you assess the e-learning opportunities for internal stakeholders?

1 2 3 4 5 6
Poor Very good

Q32: (Only if applicable) Why is there no such internal area?

- Not necessary
- Lack of funds
- We have our own brand but are part of an umbrella organization who provides us with an internal area for communication.

- Other reasons:

6. Satisfaction

Q33: Please assess the acceptance of the platform within the organization. (Circle one)

1	2	3	4	5	6
Very high					Very low

7. Changes Planned

Q34: Do you plan to make changes to the Web site the in the near future?

Yes No

Q35: If "Yes":

Which areas of the Web site will be extended?

Do you plan to change the user interface?

The internal area will be extended to include:

- Merchandising/Shopping.
- Press area.
- Personalization tools.
- Other:

Other changes planned:

REFERENCES

- Aaker, D. A., and Joachimsthaler, E. (2000). *Brand leadership*. New York: Free Press
- American Marketing Association (2003): *Dictionary of Marketing Terms*, <http://www.marketingpower.com/live/mg-dictionary.php?SearchFor=brand&Searched=1>, accessed 12/22/03
- Badelt, C. (2002). Der Nonprofit Sektor in Österreich. In C. Badelt (Ed.): *Handbuch der Nonprofit Organisation* (3rd ed.), Stuttgart: Schäffer Poeschel, 63-85
- Bruhn, M. (1997). *Kommunikationspolitik*. München: Vahlen
- BusinessWeek (2002) 'The 100 Top Brands' *Business Week*, (August 5, 2002), 95-99
- Byron, M. (1998). Satisficing and optimality. *Ethics* 109, October 1998, The University of Chicago, 67-93
- Center for Civil Society Studies. (2000). *Handbook on nonprofit institutions and the system of national accounts*. The Johns Hopkins University Institute for Policy Studies, <http://www.jhu.edu/~gnisp/>, accessed 09/12/03
- Chernatony, L. d. (2001). A model for strategically building brands. *Brand Management*, 9(1), 32-44.
- Clay, A. (2002). *Designing online identities*. Gloucester, Mass.: Rockport Publishers
- Connors, T. D. (1993). *The Nonprofit Management Handbook*. New York: John Wiley
- Cyert, R. M. (1977). *The management of nonprofit organizations*. Lexington: Lexington Books
-

- Dayal, S., Landesberg, H., and Zeissler, M. (2000). Building digital brands. *The McKinsey Quarterly*, No. 2, 42-51.
- Drucker, P. F. (2001). *Managing the Non-Profit Organization*. Oxford: Butterworth-Heinemann
- Eikenberry, A.M. and Kluver, J.D. (2004). The marketization of the nonprofit sector: Civil society at risk? *Public Administration Review*, 64(2), 132-140
- Ewing, M.T. and Napoli, J. (forthcoming). Developing and validating a multidimensional nonprofit brand orientation scale. *Journal of Business Research*
- Fantapié Altobelli, C., Sandner M. (2001). *Internet-Branding*. Stuttgart: Lucius & Lucius
- Gerken, G. (2001). *Cyber-branding*. Düsseldorf: Metropolitan
- Goulet, L. R., and Frank, M. L. (2002). Organizational commitment across three sectors: Public, non-profit, and for-profit. *Public Personnel Management*, 31(2), 201-210
- Hankinson, P. (2001). Brand orientation in the charity sector: A framework for discussion and research. *International Journal of Nonprofit and Voluntary Sector Marketing*, 6(3), 231-242
- Hankinson, P. (2002). The impact of brand orientation on managerial practice: A quantitative study of the UK's top 500 fundraising manager. *International Journal of Nonprofit and Voluntary Sector Marketing*, 7(1), 30-44
- Hansen, H. R. (1998). Ausschaltung des institutionellen Handels durch Informations- und Kommunikationssysteme. In D. Ahlert, J. Becker, R. Olbrich, and R. Schütte (Eds.), *Informationssysteme für das Handelsmanagement* Berlin: Springer, 123-166
- Harris, P., and Schoenfelder, J. (2002). Branding in high tech consumer markets: Lessons from the German mobile phone market. Proceedings of the Australian and New Zealand Marketing Academy Conference. Melbourne
- Hodgson, G. M. (1992). Optimization and evolution: Winter's critique of Friedman revisited. Report no. 11/92 of the Research Group on Biological Foundations of Human Culture, Center for Interdisciplinary Research, University of Bielefeld
- Ind, N., and Riondino, M. (2001). Branding on the Web: A real revolution? *Brand Management*, 9(1), 8-19
- Keller, K. L. (2000). Building and managing corporate brand equity. In M. Schultz, M. J. Hatch, and M. H. Larsen (Eds.), *The expressive organization*. Oxford: Oxford University Press, 116-137
- Kotler, P. (1975). *Marketing for nonprofit organizations*. Englewood Cliffs, N.J.: Prentice-Hall
- Kotler, P. and Gertner, D. (2002). Country as brand, product, and beyond: A place marketing and brand management perspective. *Journal of Brand Management*, 9 (4-5), 249-261
- Kraut, R. E., and Attawell, P. (1997). Media use in a global corporation: Electronic mail and organizational knowledge. In S. Kiesler (Ed.), *Cultures of the Internet*. Mahwah, NJ: Lawrence Erlbaum, 323-342
- Liao, M., Foreman, S., and Sargeant, A. (2001). Market versus societal orientation in the nonprofit context. *International Journal of Nonprofit and Voluntary Sector Marketing*, 6(3), 254-255
- Murphy, J. (1993). *Branding: A key marketing tool*. London: MacMillan
- Potter, R., and Balthazard, P. (2000). Cross-cultural issues in virtual team support: Communication characteristics and task/technology perceptions from Mexican and U.S. team members. *Journal of International Information Management*, 9(2), 1-25

- Randall, G. (1997). *Branding*. London: Kogan Page
- Riekhof, H.-C. (2001). *E-Branding Strategien*. Wiesbaden: Gabler
- Ries, A. (2000). *The 11 immutable laws of internet branding*. London: Harper Collins Business
- Rijkenberg, J. (2002). Concepting - Creating successful brands in a communication-oriented era. *Brand Management*, 9(3), 215-223
- Rosso, H. A. (1988). An overview of fund-raising. In T. D. Connors (Ed.), *The nonprofit organization handbook*. New York: McGraw-Hill
- Rusch, R. (2002). Do nonprofits have value? Brandchannel.com. http://www.brandchannel.com/features_effect.asp?id=110, accessed 09/23/02
- Sargeant, A. and Ewing, M. (2001). Fundraising direct: A communications planning guide for charity marketing. *Journal of Nonprofit & Public Sector*, 9 (1/2), 185-204
- Schindler-Rainman, E. (1988). Motivating people to volunteer their services. In T. D. Connors (Ed.), *The nonprofit organization handbook*. New York: McGraw-Hill
- Sleurink, A. (2002). *E-business for NGOs*. IICD Research Brief, Vol. 2
- Smith, D. H., Baldwin, B. R., and White E. D. (1988). The nonprofit sector. In T. D. Connors (Ed.), *The nonprofit organization handbook*. New York: McGraw-Hill
- Trader-Leigh, K. E. (2002). Case study: Identifying resistance in managing change. *Journal of Organizational Change Management*, 15(2), 138-155
- Vazquez, R., Alvarez, L. A., and Santos, M. L. (2002). Market orientation and social services in private non-profit organizations. *European Journal of Marketing*, 36 (9/10), 1022-1046
- Whitten, D., Ellis, S. and Casey, M. (2002) The Impact of Information Technology Outsourcing on Firm Profitability Measures. *Journal of International Technology and Information Management*, 11(2), Fall 2002
- Wiesenfeld, B. M., Raghuram, S., and Garud, R. (1999). Communication patterns as determinants of organizational identification in a virtual organization. *Organization Science*, 10, 777-790