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**BUILDING CUSTOMER-BASED BRAND EQUITY ON SOCIAL MEDIA IN
NONGOVERNMENTAL SECTOR**

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Abstract

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Due to the increased demand for nonprofit organizations and NGOs, the sector is rapidly expanding. In consequence, these organizations are facing growing competition and have started to adopt concepts and values traditionally used in for-profit marketing, such as branding, to achieve competitive advantages. The aim of this study is to examine how a nongovernmental organization builds customer-based brand equity on social media. The characteristics that distinguish nonprofit organizations from the for-profit companies are also studied in the context of social media and brand building.

To achieve the objectives of the thesis, a single-case study was conducted. The data was collected through five semi-structured individual interviews with the communications and fundraising team of the case organization. According to the findings, social media is a beneficial communications and marketing channel in nonprofit brand equity building. The characteristics that distinguish nonprofit organizations from the for-profits should be taken into consideration when planning the social media strategy to achieve desired results. It is important for the nongovernmental organization to have focused brand and to recognize the potential audiences and choose the social media platforms as well as the content accordingly. Setting clear goals and measuring the success is also significant in building brand equity.

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Voittoa tavoittelemattomien järjestöjen sekä kansalaisjärjestöjen kysyntä on kasvanut ja sektori laajenee nopeasti. Kilpailun kasvaessa järjestöt ovat alkaneet hyödyntää viestintä- ja markkinointikeinoja, joita voittoa tavoittelevat yritykset ovat perinteisesti hyödyntäneet. Esimerkkinä tästä ovat erilaiset brändäystoimenpiteet. Tutkielman tarkoituksena on selvittää miten kansalaisjärjestö rakentaa brändipääomaa sosiaalisessa mediassa. Myös voittoa tavoittelemattomien järjestöjen ominaispiirteitä ja niiden vaikutusta sosiaalisen median hyödyntämiseen käsitellään.

Näiden tavoitteiden saavuttamiseksi suoritettiin tapaustutkimus. Data kerättiin viiden puolistrukturoidun haastattelun kautta, joissa yhden kansalaisjärjestön viestintä- ja varainhankintatiimin työntekijöitä haastateltiin. Tutkimuksen löydösten mukaan sosiaalinen media on hyödyllinen viestintä- ja markkinointikanava, kun halutaan saavuttaa brändipääomaa. Voittoa tavoittelemattomien järjestöjen ominaispiirteet tulee huomioida sosiaalisen median strategiaa rakentaessa haluttujen tulosten saavuttamiseksi. On myös tärkeää, että kansalaisjärjestön brändi on selkeä ja että potentiaaliset kohderyhmät tunnistetaan ja sosiaalisen median kanavat sekä sisältö valitaan niiden mukaan. Selkeiden tavoitteiden asettaminen ja menestyksen mittaaminen on myös olennaista.

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1. Introduction

1.1 Background

There have been two general motivations to study and implement the concept of brand equity. One being the financial motivations to estimate and describe the value of a brand more precisely for accounting purposes. The second reason arises from a motivation based on strategy to improve marketing efforts and their productivity. (Keller 1993) For marketers, the consumer effects are the appropriate focus (Pitta & Prevel Katsanis 1995). The third, often neglected viewpoint is brand co-creation, where the value creation starts from understanding the consumers' value-creating process and learning how to support the co-creation activities (Juntunen, Juntunen & Autere 2013).

According to Yanacopulos (2017) non-governmental organizations comprise a wide range of various organizations that exist neither for-profit nor as a part of government. NGOs can also be classified as nonprofit organizations. The nonprofit landscape has been changing considerably over the years. Sustainability is an ever-increasing topic in every aspect of society. Nongovernmental organizations play an important role in shaping a sustainable society. These organizations claim to speak and act on behalf of parties with no or weaker voice, such as the environment, or the people living in poverty. (Jonker & Harmsen 2012) There has been a great rise of nonprofit and non-governmental organizations since both local and global governance is increasingly leaning on these organizations to provide service and wellbeing to communities (Vestergaard 2008).

Due to the increased demand for nonprofit organizations and NGOs, the sector is rapidly expanding. In consequence, these organizations are facing growing competition and the need to differentiate themselves from the competitors. The nonprofits and NGOs are competing for potential donors' time, effort, and money the same way companies compete for customers. (Gregory, Ngo & Miller 2020; Michaelidou, Micevski & Cadogan 2015) In addition to the increased competition, the nonprofits also often face other challenges such as a decline in donations and uncertain governmental and public support which can lead to reduced availability of financial resources (Peacock 2000).

As a result of these challenges related to increased competition and uncertain status and stability of financial resources, the nonprofit sector has been diversifying its activities and generally recognizing the importance of becoming more market driven. The nonprofit sector is also adopting concepts and values traditionally used in for-profit marketing to achieve competitive advantages. (Apaydin 2011) One of these marketing concepts has been recognized to be nonprofit branding.

Even though the significance of branding is nowadays starting to be recognized in the non-governmental sector, the organizations are still underutilizing branding efforts and underperforming when it comes to their brand potential. The fact that nonprofit organizations share specific characteristics not shared by for-profit organizations has promoted the need to examine nonprofit brand equity (Faircloth 2005). The strength of a nonprofit's brand is that it might be a key determinant of the public's perception, volunteering willingness as well as monetary donations and funding (Boenigk & Becker 2016). Many nonprofits continue to use their brands primarily as a fundraising tool but increasing number of the organizations are also recognizing and building a broader and more strategic approach to managing their brands. Although the ambitions for nonprofit brand building are growing, the strategic frameworks and management tools available have been lacking behind. (Kylander & Stone 2012).

1.2 Preliminary literature review

The literature regarding the concept of brand equity dates back to the 1980s when companies began to utilize it in practice. The early research of the concept was mainly focused on the definition of brand equity. Farquhar (1989), Jones (1986) and Leuthesser (1988) defined the concept of brand equity in the 80s as the added value with which a certain brand endows a product. Farquhar also highlighted in his "managing brand equity" article in 1989 that brand equity can provide significant competitive advantages to a company.

Scholars that are known from their extensive brand related research, such as Keller and Aaker have examined brand equity further in their research. These researchers have also focused especially on the customer point of view while examining brand equity. Aaker (1991, 1996) first defined brand equity as the value that is achieved from the associations of

the consumers of a certain brand. The scholar also recognized brand equity to have four dimensions: brand awareness, brand perceived quality, brand loyalty and other brand assets. Keller (1993) introduced brand equity in his literature by stating that brand equity describes the differential effect on brand knowledge on customers' response to the marketing efforts of a certain brand. Keller (2013) has also examined the different building blocks of brand equity in his more recent literature. The scholar has recognized five dimensions of brand equity: brand awareness, brand associations, brand activity, brand attitude and brand attachment.

When it comes to social media and brand equity, the literature is naturally more recent. Before examining the brand equity building in social media as a phenomenon, various scholars have researched the impact of social media communications towards the earlier presented brand equity building blocks. Weinberg and Pehlivan (2011) stated that social media is a great tool to strengthen the engagement between the consumers and companies. Also, Hoffman and Fodor highlighted the role of social media in brand engagement building in 2010. Bruhn, Schoenmueller and Schäfer (2012) recognized social media to be a suitable platform for companies to produce relevant content to gain publicity and awareness for their brand.

Brand equity as a concept has entered the literature concerning social media around 2012. Various authors have since examined the role of social media in building brand equity and have recognized that social media communications significantly affect brand equity. Bruhn et al. were the first scholars in 2012 to examine the differences between traditional media and social media as platforms to build brand equity. Also, Kim and Ko recognized the role of social media as a brand equity building channel the same year.

The recent studies of Seo and Park (2018) and Wang and Kim (2017) have highlighted the importance of recognizing the social media activity outcomes that impact brand equity directly. All the scholars have stressed the significance of getting the consumers to engage with the social media content. Lim, Pham and Heinrichs (2020) have agreed with the earlier studies that social media serves the brand equity building strategies well. They pointed out that the true value in brand equity building lies in consumer activity and engagement such as commenting, liking, following, and sharing.

Brand equity on nonprofit sector has been studied fairly little. Branding altogether has been studied more, but the literature is still rather underdeveloped. The so-called commercialization of philanthropy has also received some critique on the nonprofit and NGO sector which has obstructed the development of the branding phenomena on that sector. Despite that, Vestergaard (2008) and Voeth & Herbst (2008) have recognized in their studies that nongovernmental organizations are able to build a strong brand and create an effective brand strategy. Vestergaard (2008) has also made an interesting point that as nonprofits continue to utilize branding efforts, they enter the competition against for-profit companies since the consumers they are aiming to attract become the same.

Brand equity as a phenomenon, has been found to have some unique dimensions in nonprofit context in comparison to for-profit one although most of the legalities apply to both. The early studies of Faircloth in 2005, recognize three dimensions of nonprofit brand equity being brand personality, brand familiarity, and brand identity. Boenigk and Becker studied nonprofit brand equity in 2016 and also recognized it to consist of three building blocks: awareness, trust and commitment. Juntunen et al. (2013) introduced the term brand co-creation to nonprofit brand equity research. They stated that brand equity in nonprofit context can benefit from being co-created with internal and external stakeholders. Vallaster and Wallpach have agreed to that in their more recent literature in 2018.

1.3 Research questions and objectives

The objective of this thesis can be divided into the main objective and the supporting objectives. The main focus and aim of the research is to distinguish how a nonprofit organization builds customer-based brand equity on social media. In the theoretical part, customer-based brand equity is discussed broadly from the perspective of social media communications as well as from the nonprofit sector point of view. It can be valuable to start examining the matter first from a broader perspective and then narrow it down as the research proceeds. Secondly, the thesis aims to examine how social media as a communications and marketing channel supports the dimensions leading to nonprofit brand equity which are discussed further in the theoretical part of the thesis. The research also aims to examine how the characteristics of a nonprofit organization such as the consumers decision making

process, intangible offering and often ideological and value-loaded operations should be considered when building brand equity.

To clarify the aim of the thesis and to guide the goals of the thesis, research questions are assigned. The first research question acts as the guiding principle for the thesis, and it is defined as follows:

How does a nongovernmental organization build brand equity on social media?

The main research question aims to distinguish the building process of brand equity and what is unique in it in the perspective of nonprofit organization. Social media as a communications and marketing channel in brand equity building will be thoroughly examined. Since the role of social media and its significance in nonprofit brand equity building is essential to understand and examine further the second research question is constructed as follows:

How do social media communications support the nonprofit dimensions of brand equity (commitment, trust, awareness)?

The second research question supports the main objective of the thesis and dives deeper to review the importance and possibilities of social media communications in strengthening the brand equity characteristics that are recognized to be especially essential for nonprofit organizations such as trust and commitment. To highlight and underline the unique characteristics of nonprofit organization in brand equity building the third research question is defined as below:

How the characteristics of a nonprofit organization should be considered when building brand equity?

The third and concluding research question focuses on the characteristics that define nonprofit organizations. As discussed earlier, the fact that nonprofit organizations share specific characteristics not shared by for-profit organizations has promoted the need to examine nonprofit brand equity (Faircloth 2005). Thus, it is important to thoroughly examine

the characteristics of a nonprofit organization and their customers to clarify how those should be considered in branding efforts.

1.4 Definitions of Key Concepts

Brand equity

In the previous literature brand equity has been defined by multiple authors, but all the definitions underline how the brand name creates added value to the product or service (Rosenbaum-Elliot, Percy & Pervan 2011). The concept of brand equity dates to the 1980s when it was started to be utilized in practice (Chieng & Lee 2008; Keller 2009). The early research of the concept was mainly focused on defining brand equity. Farquhar (1989) in, what is now, one of the most referenced papers on brand equity defined it as the —added value with which a given brand endows a product. Keller (1993) refers to brand equity as the differential effect on brand knowledge on customers' response to the marketing efforts of a certain brand. Aaker (1991, 1996) defines brand equity as the value which consists of the associations by consumers of a certain brand in the dimensions of brand awareness, brand perceived quality, brand loyalty and other brand assets. In the more recent literature Keller (2013) has divided brand equity dimensions to five including brand awareness, brand associations, brand activity, brand attitude and brand attachment. Brady, Cronin, Fox and Roehm (2008) see brand equity as a perception of belief that extends beyond being only familiar to an extent of superiority that is not necessarily tied to any specific action. This definition underlines the fact that familiarity does not imply belief in superiority and brand equity only implies perception.

Social media

Recently the interest towards marketing in so-called new media has increased since it is effective and has relatively low costs. The term new media refers to media platforms where the users are able to create content, such as social media. (Weinberg & Pehlivan 2011; Paniagua & Sapena 2014) Kaplan and Haenlein (2010) define social media as a group of Internet-based applications that are built on the ideological and technological foundations of Web 2.0, and which allow the creation and exchange of content. Social media encompasses

a wide range of online platforms from discussion boards and forums to social networking websites (Mangold & Faulk 2009). As Weinberg and Pehlivan (2011) and Paniagua and Sapena (2014) state, on social media the engagement and interaction between the companies and consumers plays an important role. Kietzmann, Hermkens, McCarthy and Silvestre (2011) also highlight the highly interactive nature of social media.

Nongovernmental Organizations (NGOs)

According to Raju (2009) there is a lack of proper conceptual framework describing the nongovernmental sector. However, the scholar has defined NGOs to be outside the government ambit meaning that they belong to the third sector. These organizations are self-governing which means that they are autonomously managed. There is a recognized relationship that is emerging between the NGOs and the state which has given rise also to government-organized NGOs. Coppola (2020) describes a nongovernmental organization to be an organization which operates independently from the government and whose primary mission is not commercial. NGO focuses on social, cultural, environmental, and educational issues. According to Yanacopulos (2017) nongovernmental organizations are a broad range of organizations that exist neither for-profit nor as a part of government. NGOs can also be classified as nonprofit organizations even though not all nonprofits are NGOs.

NGOs can be classified based on their geographical location – between the northern NGOs located in the industrial democracies and southern NGOs based in poorer, developing countries. This restricted categorization has been questioned recently since wide-ranging organizations have increasingly overlapping concerns across globe. Some NGOs have acquired the status of global NGOs. Today, it is more convenient to classify nongovernmental organizations based on their size and organizational structure. NGOs vary in their structures since there can be national, international, or global hierarchies. The degree of autonomy also varies between the organizations depending on the funding and donor structures. (Raju 2009) An important defining factor in NGOs is the fact that they must fundraise or apply for grants to operate (Coppola 2020).

1.5 Theoretical framework

In this chapter, the theoretical framework concluding the theories used in this thesis is introduced. Theoretical framework provides a summary of the key concepts used in the study and illustrates the connections and relationships between the topic of the thesis and its theories. The theoretical framework of this thesis is presented below in Figure 1.

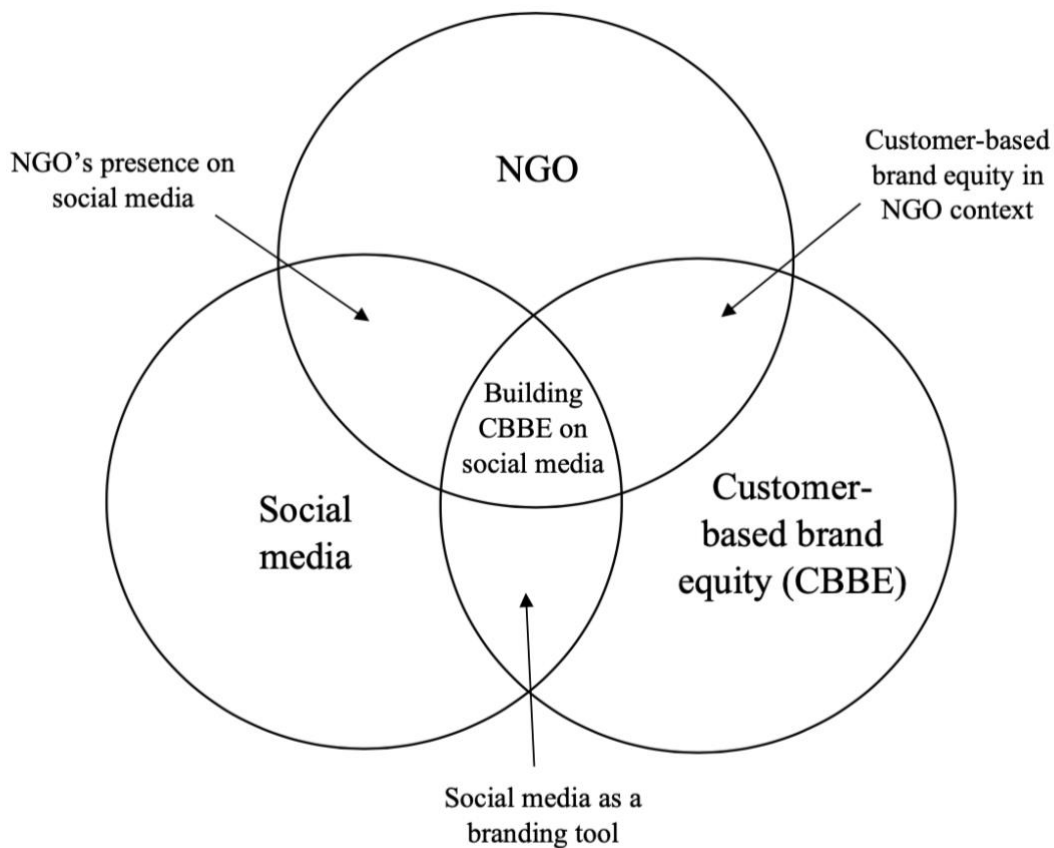


Figure 1. Theoretical framework

Figure 1 illustrates the relationships between the key concepts. The key concepts of this thesis are nongovernmental organizations (NGO), customer-based brand equity (CBBE) and social media. The context of NGOs is a defining factor for the study environment. As discussed earlier since all the NGOs are nonprofit organizations, the nonprofit environment also defines the context. Customer-based brand equity, its construction, and how it can be built is examined as an individual phenomenon and further in the context of NGOs. From all the various communications and marketing platforms available, social media is the

chosen channel for this study and also plays a significant role in the theoretical framework. Within all the important main concepts, ultimately the phenomenon of building customer-based brand equity on social media in the context of nongovernmental organization can be examined.

1.6 Delimitations

Due to limited resources in planning and conducting this research, the study is placed in a certain, rather narrow context. Hence, there are certain delimitations that need to be considered in this thesis. The study focuses only on Finnish NGOs since the case organization that is examined in this research is Finnish. Another delimitation related to the type of NGOs, is the field that the organizations operate at. This research focuses on a type of NGOs that operate on a development cooperation field focusing on improving the lives and opportunities of people. Therefore, the results and conclusions may vary if the same phenomenon of brand equity building on social media would be studied from a different type of NGOs perspective.

The chosen research approach, qualitative case study, even though offering a thorough view about the studies phenomena, also sets some delimitations to the thesis. Since the research is conducted through interviews with professionals from a certain case organization, the number of respondents will be limited, making the generalization of the results and conclusions more challenging.

Lastly the context of the thesis is limited to social media from all the communication and marketing channels that an organization might utilize. Social media was chosen as the examined brand building channel to limit the scope of the research and to make most of the limited resources. By delimiting the channel to only social media, the results of the study have more value in terms of managerial implications since the results and findings are specific to one communications and marketing channel. Hence, the findings and managerial applications of this study cannot be scaled to all communication channels without consideration.

1.7 Structure of the thesis

The thesis consists of seven chapters: introduction, theory, methodology, findings, and analysis, and lastly discussion and conclusions. After the introduction the theoretical background of the thesis is thoroughly analyzed. The second chapter begins with analyzing brand equity and its building blocks from various point of views. In this chapter the defining features of social media as a marketing channel are further examined. The third chapter is dedicated to introducing marketing communications in the NGO and non-profit context. The characteristics of nongovernmental marketing are analyzed and demonstrated. From the fifth chapter of the thesis, the empirical analysis begins. This chapter introduces the research methodology first. After that, in the sixth chapter, findings and analysis of the empirical research are examined. Lastly, in the concluding chapter seven, the research questions are answered, and further implications are presented. The limitations and future research are finally discussed. The structure of the thesis is presented in the table below.

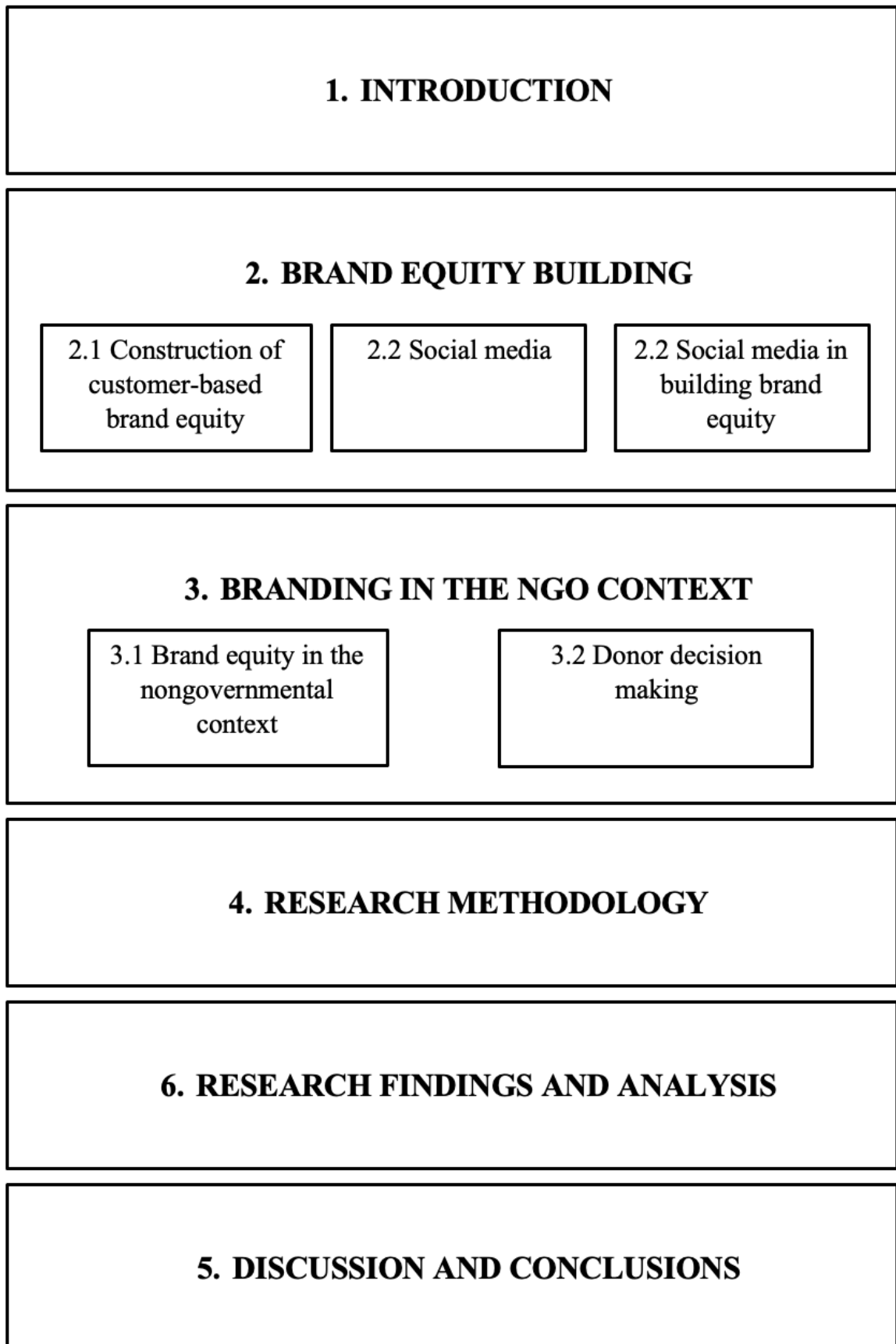


Figure 2. Structure of the thesis

2. Brand equity building

The concepts of brand and brand equity are defined in the preliminary literature review as well as definitions of key concepts. In this chapter the particularities of building the brand equity are discussed. Brand equity building in social media environment is also analyzed.

2.1 Construction of customer-based brand equity

Brand equity can be divided to financial and customer-based perspective. In various literature customer-based perspective has received broader relevance. Customer-based brand equity can also be seen having more utilization potential compared to financial perspective especially from a marketing point of view. (Kapferer 1997,2005; Keller 1993, 1998; Shocker and Srivastava 1991). In this thesis, the customer-based brand equity is thus being further analyzed.

Customer-based brand equity measures the reaction that the consumer experiences with a certain brand. (Shocker & Srivastava 1991; Keller 2008) The underlying basis for brand equity lies in the consumer's memory (Pitta & Prevel Katsanis 1995) Franzen (1999) argues the value of the brand to lie in the mental brand equity. It consists of brand awareness, attitude, perception, and behavioral brand equity. Aaker (1991, 1996) defines brand equity as the value which consists of the associations by consumers of a certain brand in the dimensions of brand awareness, brand perceived quality, brand loyalty and other brand assets. In the more recent literature Keller (2013) has divided brand equity dimensions to five including brand awareness, brand associations, brand activity, brand attitude and brand attachment.

Aaker (1991) defined brand equity by its four building blocks being brand awareness, brand associations, perceived quality, and brand loyalty. Next, the building blocks of brand equity are being examined further.

Brand awareness

Brand awareness can be referred to as the ability of a consumer to recognize and distinguish certain brand under various conditions (Keller 2003). Later, Keller (2008) has identified brand awareness as the ability of the consumers to recall and recognize a brand amongst other brands by identifying brand logo, name, and symbol by linking it to various associations they have gained over time while exposed to various marketing efforts or word of mouth. According to Aaker (1996) brand awareness consists of three levels: brand recognition, brand recall and top of mind. The first level, recognition, reflects whether the consumer distinguishes a certain brand among others. This can also be referred to as aided recall. After recognition the consumer should be able to recall the certain brand. In this stage the brand should appear in the consumers mins as soon as the product class is mentioned. This is also referred to as unaided recall. When the brand awareness reaches the highest level, top of mind, the certain brand dominates the mind and pops up as first whenever applicable. (Aaker 1996) Kapferer (2007) has discussed the same order of brand awareness and argues each level to have its own purpose and implications.

Brand awareness can be distinguished by depth and breadth. The depth refers to how likely a consumer is to recall or recognize a brand. The breadth of brand awareness indicates the width of consumption situations where the brand comes up to a consumer's mind. It relies upon the extent of the brand and product knowledge that the consumer has stored in their memory. (Keller, 1993, Keller & Brexendorf 2017)

Brand associations

Brand associations describe all the mental linkages a person has for a certain brand (Aaker 2009). Positive brand associations should be unique, strong, and favorable for the brand. (Pitta & Prevel Katsanis 1995). Keller (1993) defined the brand associations to be the information nodes linked to the brand node in the memory which contain the meaning the brand has for customers. Associations are the key element in developing a strong brand image and can be divided into three categories: attributes, benefits, and attitudes. Attributes describe the features that define a chosen product or service. (Keller 1993) Attributes are related to product performance (Pitta & Prevel Katsanis 1995). These attributes are further

split into product and non-product related categories. The second element of brand associations, benefits, describe the value that the given product or a service creates for the customer. The value is further divided into three elements: functional, experiential, and symbolic. Functional benefits are the advantages which are related to the attributes. Experiential benefits describe the feelings that are associated with the use of a product or service. Symbolic benefits describe the self-expressions aspects linked to a certain brand. (Keller 1993) The last and most important association is an attitude customer holds towards a brand (Keller 1993; Pitta & Prevel Katsanis 1995). Brand attitudes have been conceptualized by Fishbein and Ajzen (1975) in a form of maldistributed expectancy value model. The model describes attitudes as the sum of all the beliefs a consumer has towards a product or service, multiplied by the strength of evaluation of each of those beliefs either good or bad. An important observation from the model is that many positively evaluated beliefs can be overpowered by a few negatively evaluated beliefs.

Perceived quality

The benefits a customer gains from a product or service are determined through a level of quality which consists of various characteristics of products or service in comparison with the expectations of the customer (Snoj, Pisnik & Mumel 2004). Objective quality refers to technical, measurable, and viable perspective of products and services. (Anselmsson et al. 2007). For consumers it is difficult to gather correct and full judgements about the objective quality of a brand and therefore utilize and examine the quality attributes which are connected to the quality. Perceived quality can be seen to describe the consumer's judgement about the overall excellence or superiority of a brand which differs from the objective quality. (Zeithaml 1988) These subjective judgements of perceived quality can arise from product experiences, unique needs, and consumption situations (Yu et al 2008).

Steenkamp and Dekimpe (1997) divide the concept of perceived quality in two categories: extrinsic attributes and intrinsic attributes. Intrinsic ones describe the physical factors of a product such as color, appearance, flavor, fragrance, and material. On the other hand, extrinsic attributes represent all other but physical attributes of a product. Brand name, logo, price, packaging, product information and promotion efforts fall into that category. (Bernues, Olaizola, Corcoran 2003)

Brand associations have a strong relationship with perceived quality (Pinar, Girard & Cigdem 2020). Since brand associations are “*any link in memory to a brand*” according to Aaker (1991) it is understandable why many scholars emphasize the relationship between brand associations and perceived quality. Moreover, the strong relationship between perceived quality and brand trust indicates the importance of perceived quality through brand associations (Pinar et al. 2020) Dennis et al. (2016) stated that perceived quality can also lead to feelings of attachment, which in turn leads to satisfying relationships between the consumers and a brand.

Brand loyalty

Brand loyalty can be seen as one of the essential concepts when it comes to strategic marketing efforts (Kim, Lee & Lee 2007) Aaker (1991) argues the brand loyalty to be the final step of building brand equity. The scholar defines brand loyalty as a strong degree of attachment a consumer holds towards a certain brand. The concept of brand loyalty can also be seen to define the reluctance of a customer to switch from one brand to another. Brand loyalty also requires a high degree of bonding between the customer and a brand. (Franzen 1999) Brand loyalty can also be seen as a commitment which results in repurchasing a product or service in the future (Oliver 1999).

Jacoby and Chestnut (1978) define brand loyalty as the behavioral response, a bias, expressed over time by a decision maker to one or more alternative brands out of a set of such brands, and can be seen as a function of psychological processes related to decision-making. The bias in question means a systematic tendency to buy products of a certain brand. The past consumption must have an effect to the current purchase decision. It is important to note however, that a short-term bias towards a brand does not ensure the emergence of brand loyalty. Consumers can also hold loyalty towards more brands than one in a certain product or service category.

The model of brand equity created by Keller (2008) also known as Customer Based Brand Equity (CBBE) Model has refined Aaker’s (1991) model. It focuses on the emotional responses created with the customer. It enhances the way organizations can build from a

strong foundation of brand identity upwards towards the end goal, having brand loyalty and resonance where customers have a positive relationship with a brand to be advocates for it. (Keller 1997; Keller 2013) First, brand should be identified by the consumers based on the associations with a specific product class or a customer need. Following the brand identity, the meaning of the brand should be instilled in the minds of customers by resonating to both tangible and intangible brand associations. Moving up the pyramid, the third step, brand responses, needs to be achieved. This highlights the importance of the proper consumer responses in terms of brand-related judgements and feelings. On top of the pyramid the final stage of customer-based brand equity is achieved, being brand resonance. Brand resonance is formed by intense, active, and loyal relationships between the customers and the brand. (Keller 2013) To understand the CBBE model better, the building blocks are visualized in the figure 3 below.

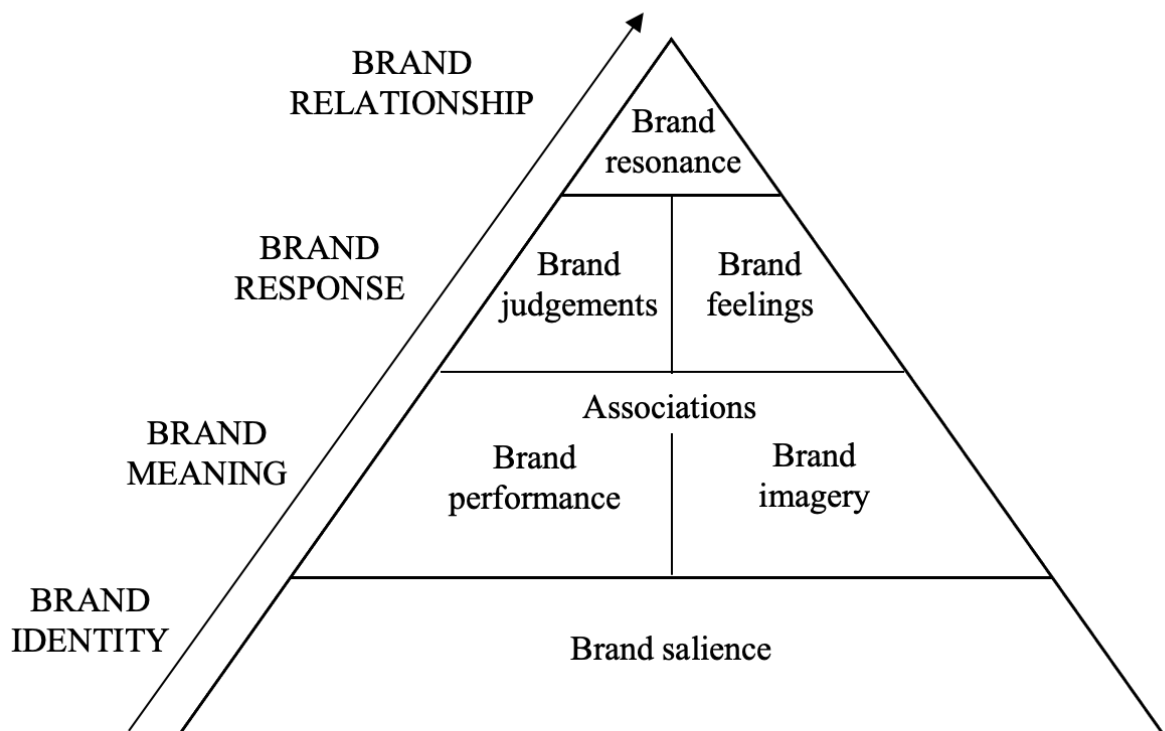


Figure 3. CBBE model (Keller 2008)

Next, these building blocks of customer-based brand equity being brand identity, brand meaning, brand response, and brand loyalty are further analyzed.

Brand identity

The first step of building brand equity according to Keller (2008) is the brand identity creation. Brand identity identifies both the meaning of the brand as well as the self-image. Brand identity can also be seen as a vision, that helps to create products and services. (Kapferer 2012, 171) Brand identity is simultaneously formed inside the minds of the customers but externally it can be seen as a way for the brand to stand out from its competitors. The aim of creating a strong brand identity is to influence the consumers brand image. (Mindrut, Manolica & Roman, 2015).

Brand identity describes what the organizations truly want their brand to mean. (Aaker 2002) Even though brand identity includes the externally defining attributes such as brand name and logo, it is a far more complex and multifaceted concept which comprises attributes past the external ones. Brand identity has three layers which define the meaning and essence of a certain brand. These layers reflect what the brand aims to represent. The layers include the brand essence, the core identity, and the extended brand identity. The brand essence answers to a question “What does this brand represent?”. The essence of a brand is fairly permanent and remains even when the external attributes were to change. (Kapferer 2004, 95) Aaker (1997) defined four brand identity dimensions related to various perspectives brand can be identified from. The dimensions cover brand as product, as organization, as person and as symbol.

Brand meaning

The second step of brand equity building according to Keller (2008) is the creation of brand meaning. Brand meaning aims to answer the question: “What a certain brand is?”. In order to answer the question and create the meaning behind the brand, marketers utilize brand narratives, which tell a story about the brand. Such narratives are powerful since they help to elevate the brand beyond the basic realm. (MacInnis & Park 2015) Brand meaning is created upon two main elements of brand associations related to brand performance and

brand imagery. The product or service itself plays a key role in brand equity building and in the creation of brand meaning.

Brand performance identifies how properly the product or services meets the functional needs the consumer has. It also defines how the consumers feel the brand objectives meet the expectations of quality. (Keller 2008, Aaker 1991) Overall Keller (2008) defines brand performance to identify the extent to which the brand meets and satisfies the aesthetic and economic needs of a customer in a certain product category. Aaker (1996) considered market share, price, and distribution coverage to be the indicators of brand performance measurement. Keller and Lehman (2003) in turn consider the price elasticity, price premium, market share, cost structure, profitability, and the success in category extension as the main indicators of brand performance measurement. The scholars especially highlighted the role of a price premium, which means the added price a customer pays for a certain brand.

The second dimension of brand meaning, brand imagery, aims to explaining the more intangible aspects of a brand. According to Keller (2008) imagery associations can originate from the consumer's own direct experience from the brand's offering or indirectly through marketing communications. Rosenbaum-Elliott et al. (2011, 52) also highlight the difference of direct and indirect associations. Marketing communications play an important role in building indirect positive associations in consumers' minds.

The four main types of brand associations related to brand imagery are defined as user profiles, purchase and usage situations, brand personality and experiences. User profiles refer to how consumers imagine the type of persons purchasing the brand. Purchase and usage imagery describes the associations people have about the potential purchase and usage situations. (Keller 2008, 115) Brand personality can be seen as a set of brand related characteristics typically associated with humans (Aaker 1996). According to Keller (2008, 334) a personality of a certain brand that utilizes marketing communications can be divided into five dimensions: sincerity, excitement, sophistication, ruggedness, and excitement. Brand history and experiences consist of the significant occasions and previous peak performances related to the brand.

Brand response

Keller (2008, 117) divides brand responses into two categories: *brand judgements* and *brand feelings*. People tend to make judgements about most of the things they observe. Consumers form their personal opinions and evaluations about brands by reviewing both the imagery and performance associations. This process is defined as brand judgements by Keller (2008, 117). What comes to creating a strong brand the scholar identifies four main types of brand judgements: brand quality, brand credibility, brand consideration, and brand superiority. Brand quality simply describes the perceived quality of a certain brand. Brand credibility aims to define the extent to which a certain brand is viewed as credible. Brand consideration refers to when the branding efforts increase the probability of choosing a certain brand over other equivalents. Perceived uniqueness tends to increase the favorability of a brand. When consumers tend to seek for advantages that make the brand stand out from the others, the term brand superiority is used. (Keller 2008, 117)

Consumers also have various emotional reactions toward brands which are defined as brand feelings. These feelings can vary in their intensity and range from negative to positive. Although the experiences that customers have about the brands affect brand feelings greatly, marketing actions also play a significant role in building them. (Keller 2008, 120, Farquhar 1990). Farquhar (1989) and Barwise (1993) also highlight the importance of positive brand evaluation in managing brand equity, which strongly correlates with the brand responses that Keller also recognized. The scholars state that responses involve certain emotions or feelings toward a brand. The brand can for example make the consumer feel good about themselves or symbolize a certain status, affiliation, or uniqueness.

Brand relationships

On top of Keller's (2008) brand equity building pyramid are brand relationships, more specifically brand resonance. According to Kumar & Kaushik (2018) a brand relationship refers to a voluntary connection between an individual consumer and a certain brand. At their core, brand relationships are a matter of compatibility of product attributes with the consumer's individual personality and consequently come down to whether the consumer identifies with a brand (Fournier 1998). After reaching all the previous stages of the brand

equity building, brands should aim for creating resonance since it is the highest and most valuable form of relation between a brand and a customer. The concept defines how a customer identifies themselves with the brand. Ideally, brands would be able to reach this stage, where customers relate to the brand on a level where they are not solely repurchasing the brand but also advocating for it. (Keller 2008, 121). Aaker (1991) highlights that if the relationships are managed well, they add value to the product or service and create additional customer satisfaction which, in turn, provides benefits to the organization.

Keller recognizes four categories of brand resonance: behavioral loyalty, attitudinal attachment, sense of community and active engagement. Behavioral loyalty simply describes the likeliness the customer repurchases the brands offering. This solely is not sufficient for a brand wishing to build lasting relationships with customers which is why attitudinal attachment meaning a strong personal attachment to a brand is also desired. The sense of community stems from the feeling of belonging that the customers share between the other customers also buying the brand. While reaching the fourth aspect of resonance, customers are willing to invest various personal resources into the brand. In addition to spending money on the product or a service, the customers are also willing to invest their time and energy into advocating for the brand. (Keller 2008, 121)

2.2 Social media

Social media is defined as a group of internet-based applications that are built on Web 2.0, and which allow the creation as well as exchange of content (Kaplan & Haenlein 2010). Social media includes a wide range of various online platforms from discussions forums to social networks (Mangold & Faulkd 2009). The aspect that distinguishes social media is the possibility for engagement and interaction between the organizational operators and the consumers (Weinberg & Pehlivan 2011). Social media has significantly shaped personal as well as organizational communications and interactions. Especially the instantaneous interaction between the companies and consumers that it has enabled has been remarkable. (Ngai, Moon, Lam & Chin 2015) Active customer engagement is seen as an antecedent to brand loyalty and purchase intentions (Schivinski & Dakabrowski 2016), so it is no wonder why social media has become such a valuable communications channel for organizations.

Social media has also offered new ways for marketers to formulate their marketing strategies and also collect feedback and reviews. Social media has also encouraged the switch from one-to-many marketing model towards one-to-one marketing which allows marketers to customize and personalize their content. (Ngai et al. 2015) In addition to improved customization of marketing efforts, social media has also made way for marketing strategies such as influencer marketing in which the organizations cooperate with SMIs to promote the company's offering and gain brand awareness (Childers, Lemon & Hoy 2019).

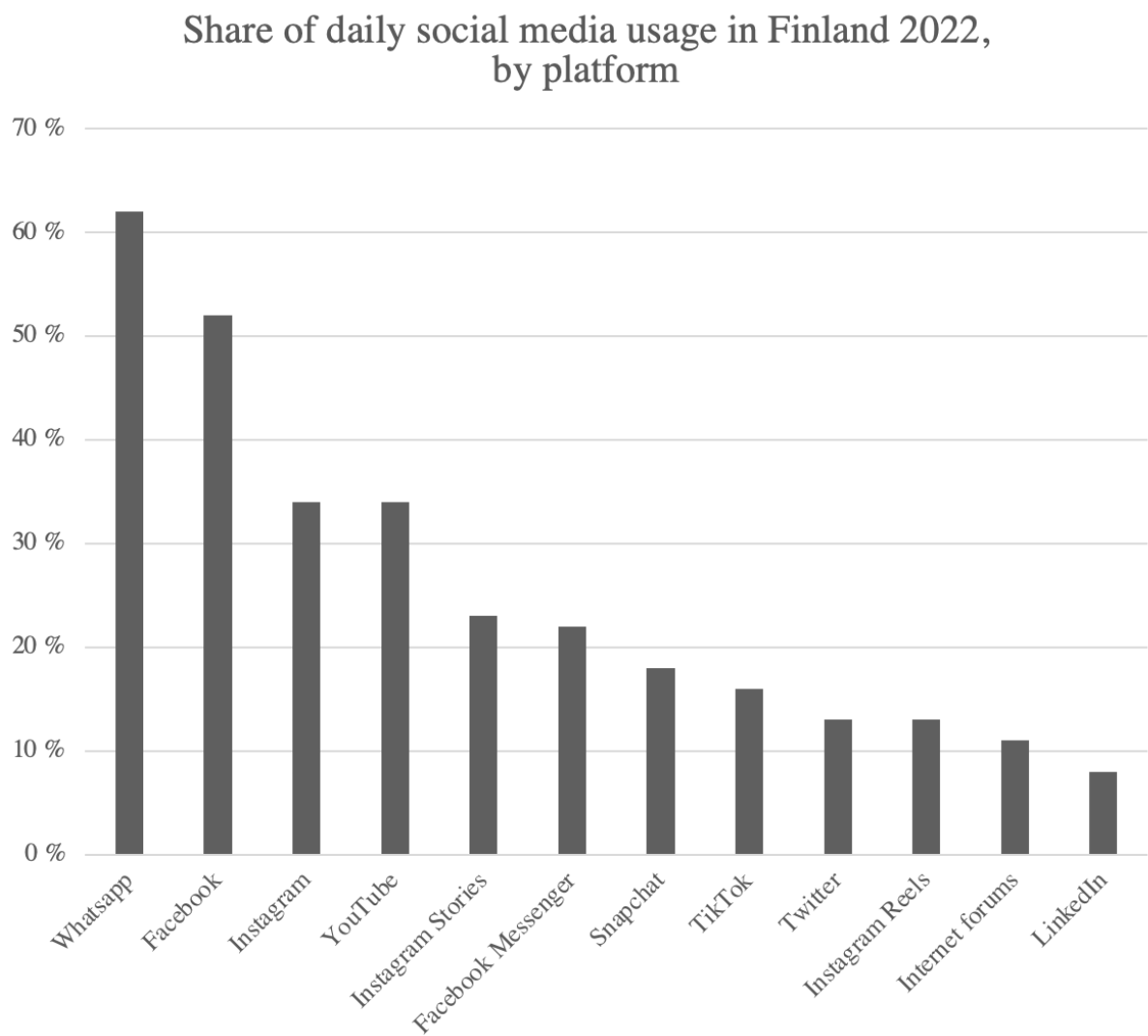


Figure 4. Share of daily social media usage in Finland in 2022, by platform (Statista 2023)

Since this thesis focuses on Finnish operational environment, it was seen beneficial to examine social media usage in that context a bit further. In the figure 4 the last year's share of daily social media usage by platform in Finland is presented. Even though WhatsApp is the first and most used social media in Finland, it is not relevant in this study since its use in organizational communications and marketing is not significant. Facebook is the second most used social media with 52 % (Statista 2023). According to Dolnicar, Kaiser and Lazarevski (2012) Facebook appears to be attractive platform for the organizations since the user select the communities they want to hear from or to belong to which helps to target specific types of warm audiences. One interesting aspect of Facebook is, that it can be profitable social media channel since it is the predominant social media platform for more senior customer base (Bui 2022).

Instagram holds the place as the third most used social media platform in Finland with 34 % (Statista 2023). According to Teo and Leng (2019) on Instagram the users are motivated to use the platform because of its strong social interactions and high visibility. One of the main motivations for people to use Instagram is to view other users' posts and interact with them (Huang & Su 2018) which highlights the importance of Instagram in creating engagement. Instagram made way for more informal pictures and content also from organizational point of view when it made so-called "amateur aesthetic" popular, and brands started to follow. (Colliander & Marder 2018) Instagram is in fact from all the social media channels the one where consumers tend to follow brand accounts the most (Pönkä 2020).

The kind of content that is currently favored and consumed by the social media users have also been studied. The main trend for popular content is the fact that it can be consumed rather fast. This consumer preference favors highly visual content such as pictures and short videos. (Mclachlan & Mikolajczyk 2022) The algorithm also seems to alter according to the users' preferences which means that if people engage with quickly consumed content that is what the algorithm promotes (Ayres 2020). One main theme which is extremely important for the organizations to adapt to is the authenticity that people crave on social media. Brands can bring their everyday operations closer to the consumer by creating "behind the scenes" type of material about their work and employees. This way the brands are able to build more personal relationships between their audiences. (McNely 2012)

2.3 Social media in building brand equity

Multiple authors have investigated the impacts of social media on brand equity, and they have agreed with the fact that social media communications have a significant impact on brand equity (Bruhn et al. 2012; Barreda, Bilgihan, Nusair, Okumus 2015; Kim & Ko 2012). The study conducted by Bruhn et al. (2012) was one of the first which aimed to distinguish the differences between traditional and social media on brand management and brand equity building. They also point out that brand equity is at the end the result of both, consumer reactions to company's brand-based activities on social media, and the consumer response to the brand communication of the other consumers on social media platforms.

As discussed earlier, customer-based brand equity, which is examined in this thesis, consists of five dimensions including brand awareness, brand associations, brand activity, brand attitude and brand attachment (Keller 2013). Colicev, Malshe & Pauwels (2018) argue that social media holds potential to affect brand equity by affecting some or all its five components. One of the dimensions that has a recurring presence in the literature regarding social media and brand equity is brand awareness. It indicates the brand's presence in the consumer's mind (Aaker 1996) and is strongly related to brand equity building on social media. Social media is a natural continuum to company's websites, and it acts as a platform where companies can produce relevant and diverse content to gain publicity and further awareness for their brand (Bruhn et al. 2012).

When companies gain expertise in content creation, they can produce informative content that notifies customers about new products, promotions, and brand-related news. Such content is optimal for increasing brand awareness. (Risius & Beck 2015) According to Aaker (1996) brand recognition does not essentially include recalling any detailed information about the brand such as why it is different from other brands. Thus, it is important to get the customers to recognize and especially recall company's brand which can considerably and significantly enhance brand equity (Aaker 1996; Tuominen 1999).

Authors have also shown social media to have positive effects on other brand equity dimensions as well. According to Schivinski and Dabrowski (2014) firm generated social media content has a positive impact on the brand attitude which in turn further positively

influences brand equity. Kim and Ko (2012) have highlighted the fact that brand's social media platform offers communication possibilities which positively affect and enhance brand relationship equity, which in turn improves brand attachment, that is one of the five dimensions of brand equity. Tresna and Wijaya (2015) in turn state that social media has a positive effect on, amongst others, to brand awareness and brand association. As discussed earlier, improving those dimensions further improves brand equity.

In various literature about brand equity, the role of engagement has emerged. As discussed earlier, on social media the engagement between the consumers and companies is significant and it largely defines the importance of social media (Weinberg & Pehlivan 2011; Paniagua & Sapena 2014). Social media can act as a channel through which brand engagement can be improved in numerous ways (Hoffman & Fodor 2010). Consumer and brand engagement on social media further can enhance the elements of brand equity (Zailskaite-Jakste & Kuvykaite 2013; Shen & Bissel 2013). The interactive nature of social media is especially beneficial in creating affective trust over traditional websites. Affective trust concerns with one's emotional ties. (Calefato, Lanubile & Novielli 2015) Jakic, Wagner and Meyer (2017) have found out that firm-created content should be in line with the brand image even though the engagement with the customers should be encouraged. However, if the organization's language accommodates too much to the customer's language and tone-of-voice, it will negatively affect trust.

Thus, in brand equity building, companies should recognize and highlight the need to engage and carefully define a clear strategy for their engagement. Social media offers companies numerous opportunities to listen to their customers, engage with them and influence them and that is why companies should view social media as an essential component of their marketing communication mix to increase brand equity. (Bruhn et al. 2012) Severi, Ling & Nasermodeli (2014) agree with implementing the engagement aspect into the company's marketing strategy to enhance brand equity and subsequently attract more customers. They state that the success of social media marketing lies in its ability to engage online users with what they refer to as electronic word of mouth.

Scholars have made a distinction between company created and user generated content on social media. Company created communication on social media is under the direct

management of the companies, while consumer generated communication is more independent and not directly controlled. (Schivinski & Dqbrowski 2013; Bruhn et al. 2012) Zailskaite-Jakste & Kuvykaite (2016) in turn highlight the importance of combining these two, since company-created communication without consumer interaction is unreliable and not influential enough on social media. This is significant in terms of creating brand equity since according to Schivinski & Dqbrowski (2013) company communication alone on social media shows no direct influence on brand equity while consumer's communication on social media positively affects the dimensions of brand equity. Looking from company perspective, brand management communication on social media should involve two perspectives to build brand equity; consumer-to-consumer communication which is non-sponsored and occurs without the company effort and communication between the company and consumer (Bunnann 2010; Laroche, Habibi, Richard & Sankaranarayanan 2012; Zailskaite-Jakste & Kuvykaite 2016).

In the more recent study Lim, Pham & Heinrichs (2020) agree with these perspectives and highlight the fact that the true value in terms of creating brand equity, lies in the firm's social media activity outcomes which are achieved through consumer activity, such as number of user comments, followers, likes and shares on firm's social media actions. According to the authors, there is a significant relationship of social media activity outcomes with brand equity. Seo & Park (2018) and Wang & Kim (2017) also underline the importance of the firm's understanding on which social media activity outcomes contribute to brand equity and which affect other things such as competitiveness. With this knowledge, firms can target the right combination of social media activity outcomes and allocate resources appropriately to improve them (Lim et al. 2020). Kim and Ko (2012) have identified five major forces that affect especially brand equity on social media. Those attributes are interaction, entertainment, trendiness, customization, and word-of-mouth.

3. Branding in the nongovernmental context

According to Yanacopulos (2017) nongovernmental organizations fall under a broad range of organizations that exist neither for-profit nor as a part of government. NGOs can also be classified as nonprofit organizations even though not all nonprofits are NGOs. The literature considering branding of NGOs and nonprofits rarely precisely focuses on NGO point of view. It is more efficient to research nonprofit branding since that literature can be generalized to apply to the broad sphere of nonprofits that also include NGOS.

The so-called commercialization of philanthropy has received some critique when the branding and marketing techniques have reached the nonprofit and NGO sector (Vestergaard 2008). Kylander and Stone (2012) have analyzed the theme in their studies. The scholars have found out that traditionally branding has been seen as a way for companies to maximize profits. Putting effort into branding has been feared to blur the line between non-profits and companies. There has also been a belief that prioritizing branding would lead to neglecting the actual cause of the non-profit organization.

Non-profit organizations face challenges in branding that are not recognized in the for-profit company context (Chapleo 2015). Many nongovernmental organizations also deal with the issue of having such multidimensional operations that they struggle with building a clear and simple brand. The other challenge nonprofits also struggle with is the fact that their offer to the consumers is often intangible. The companies that have a tangible product which to tie their brand around, have an advantage when it comes to building a brand (Voeth & Herbst 2008). Non-profit organizations also deal with challenges such as limited financial resources, difficulties in stakeholder communications as well as short time span of planning (Lee 2013).

Despite that, it has been recognized that nongovernmental organizations are able to build a strong brand and an effective branding strategy (Vestergaard 2008; Voeth & Herbst 2008). Nonprofit organizations with a strong and recognizable brand attract more donations than those lacking that. It has been suggested that the funding of NGOs may largely depend on the causes' marketability rather than on the true needs of society. (Einstein 2012) As nonprofits continue to utilize branding and commercial efforts for fundraising, they enter the

competition against for-profit companies since their marketing appeal to same consumers. (Vestergaard 2008)

3.1 Brand equity in the nongovernmental context

Building brand equity in the nongovernmental sector, does not differ significantly from the brand equity building of the for-profit companies. Boenigk and Becker (2016) have however studied brand equity especially from the nonprofit point of view and found out some unique aspects. The scholars have recognized that the brand equity in the nonprofit context can be divided into three dimensions, nonprofit awareness, nonprofit trust, and nonprofit commitment. These three dimensions are suggested to be the key into genuinely creating strong and valuable relationships with the stakeholders. By focusing on these three categories, nongovernmental organizations would be able to build effective branding strategies and strong brand equity.

According to Faircloth (2005), nonprofit brand equity consists of brand personality (respect and differentiation), brand familiarity and brand identity (character). Juntunen et al. (2013) introduced a term “brand co-creation” into nonprofit brand equity research. They suggested that nonprofit brand equity can be co-created with the internal stakeholders meaning the recruits of the organization and the external stakeholders. The scholars also highlighted the importance of especially brand image and brand awareness in building nonprofit brand equity. In the recent nonprofit branding literature Vallaster and Wallpach (2018) have underlined the significance of various stakeholders as active agents of co-creation.

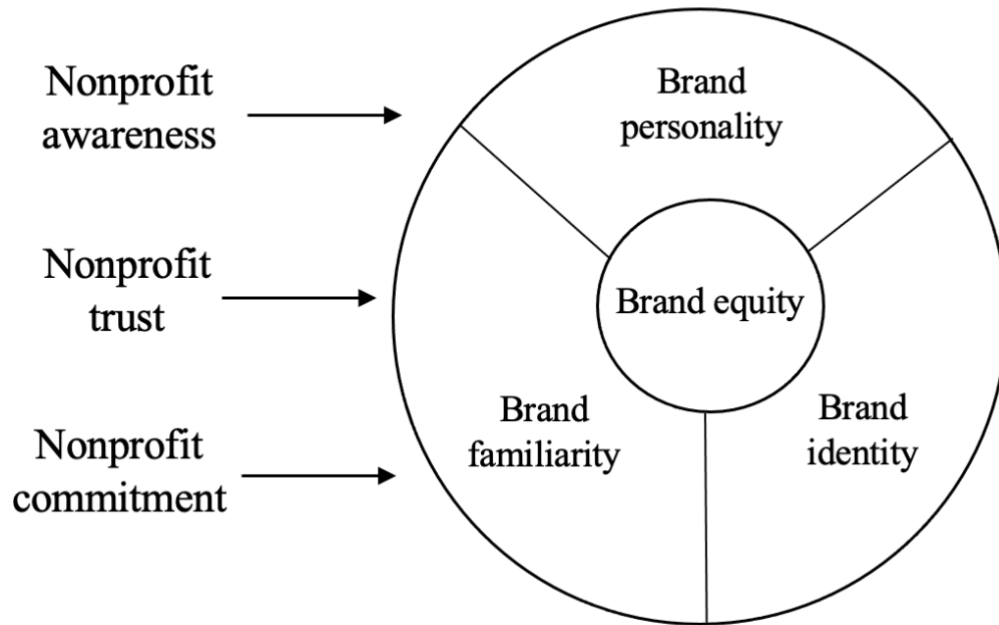


Figure 5: Nonprofit brand equity (Faircloth 2005; Boenigk & Becker 2016)

Laider-Kylander and Simonin (2009) have found five dimensions of nonprofit brand equity. These dimensions are consistency, focus, trust, partnerships, and internal branding. The authors state that consistency in communications over time and borders has been found to be crucial for great brands. Operational focus has been discovered to be more important to nonprofit organizations than to for-profits. It relates to both, strong external brand positioning and increased operational effectiveness. (Laider-Kylander & Simonin 2009) Trust is found out to be extremely important when it comes to brand equity (Story and Hess 2006).

When it comes to nonprofits, the immaterial nature of the offering and the disconnect between the purchase and users of nonprofit offering may account in part for the significance of brand trust (Richie, Swami & Weinberg 1999). According to Laider-Kylander and Simonin (2009) the trust can be increased by increasing the visibility and awareness as well as by differentiating. Considering the partnerships, the scholars also highlight the importance of collaboration between the nonprofits. The more partners and collaborations the organization attracts, the more relevant the organization appears to be. This further

strengthens the brand image and the organization's ability to differentiate. Partnerships should however be exercised with caution since poor collaborations can impact the brand negatively and dilute the differentiation of the less known brand. (Laider-Kylander, Simonin & Quelch 2007) For nonprofits, it is especially beneficial to promote internal branding. This stems from their decentralized organizational structures, consensus building culture, and the motivational needs of the employees. (Laider-Kylander & Simonin 2009)

As discussed earlier, nonprofit organizations often speak and act on behalf of parties with no or weaker voice, such as the environment, or the people living in poverty. (Jonker & Harmsen 2012) When building brand equity around such sensitive themes, particular consideration needs to be applied. Diversity, equity, and inclusion (DEI) is ubiquitous in today's discourse. Further, DEI increasingly appears as a resource for brands to express their identity and align with consumer values which helps to create brand equity. However, implementing DEI as a brand building strategy requires consideration, since consumers can perceive DEI initiatives as inauthentic. (Ferraro, Hemsley & Sands 2022)

3.2 Donor decision making

There are a few recognized reasons why people tend to donate to charities: they see the charity to be valuable to society, they have a desire to make a difference, they feel it is a responsibility, they are demonstrating egotism and scientific problem solving through their choices or they want to reduce suffering and affect long-term improvements (Stebbins & Hartman 2013). However, there has been less research related to the fact how donors make their choices to donate, which leads to difficulties in branding.

In the nongovernmental sector, the choice of certain brand is made based on other factors than just whether or not the consumer recognizes the brand (Kylander & Stone 2012). In the earlier literature Bruce (1994) observes that the factors behind the donation decision could involve the following: being asked, to get rid of the asker, achieving recognition by peers or superiors, to feel good, because religion encourages it, acknowledging one's fortunate personal position or having a feeling of responsibility to help others. The personal preferences and especially the values that the consumer has, play a significant role in the decision-making process. If a consumer values human rights high, they are not as likely to

start donating regularly for an organization promoting animal rights and vice versa. However, a consumer that has a high interest towards fostering social justice in general, might start donating regularly to an organization if their communications and brand are clear, congruent, and memorable. (Kylander & Stone 2012)

The decision-making process that goes down while deciding whether to sponsor the cause of the nonprofit organization often deals with weighing the risks and the trustworthiness, especially if the donation requires a long-term commitment. The potential donors often try to analyze if their money will be used as promised or if the cause will be supported in the correct way. A committed donation such as a monthly donation involved higher risk than a one-time donation which is why the decision-making process varies between these two. (Hibbert & Horne 1996)

4. Research methodology

In this chapter the methodology and used methods of the thesis are analyzed. Methodology describes the planning of the study, the used methods and with which techniques and procedures the data gathering is executed. (Silverman 2005) Qualitative research methods include interviews, questionnaires, and analysis techniques that are performed to achieve results supporting the objectives of the study. Aiming to find consensus between the real-life scenarios and the theories presented earlier, a qualitative research method is applied in the thesis. More specifically a qualitative single case study is conducted to generate comprehensive understanding of the topic in the context of a certain organization. (Saunders, Lewis & Thornhill 2016)

4.1 Qualitative case study

The aim of the study is to examine the building process of brand equity using social media in the nonprofit organization sector. As the research context is rather underdeveloped, a qualitative method is used to reveal new dimensions about the topic. According to Bluhm, Harman, Lee & Mitchell (2011) while conducting qualitative research, the data is based on meanings which are expressed through textual and spoken words and images.

Case study method is designed especially for research that aims to gain comprehensive understanding of the topic. This method helps to understand and examine in-depth real-life events in managerial and organizational processes. There are two recognized dimensions of the case study method: a single case study and a multiple case study. The first one represents a unique case in the light which the phenomenon is analyzed. The latter examines multiple case studies and compares their findings. (Yin 2003). Since the phenomena of brand equity is studied from only one organization's point of view, the research follows a single case study method. Case study appeared to be the most applicable method since building brand equity on social media especially from nonprofit context has been studied only marginally. The study aims to generate comprehensive understanding of the topic.

Saunders and Lewis (2009) suggest that case study method is especially suitable for answering "why", "how" and "what" questions. The scholar highlights the fact that doing

case study involves empirical investigation of a particular contemporary phenomenon within its true real-life context. Using case studies, it is possible to explore and challenge existing theories in various contexts.

4.2 Research process and data collection

The data for this thesis was collected through five semi-structured interviews with the case organization employees. Eskola and Suoranta (1998) describe semi-structured interview method to be a flexible way to collect data since the interviewees can answer questions in their own words without any pre-given options. In a semi-structured interview, a preliminary list of questions and themes related to the key subjects is prepared to guide the interview. As the semi-structured method allows a certain level of flexibility the structure of the conducted interview might still change as the interview situation progresses. The order and layout of the questions can vary, and the research can also add questions. (Saunders 2016) Since the goal of the thesis is to comprehensively understand the phenomena of brand equity building through social media in the context of nongovernmental organizations, a semi-structured interview method was selected. The interviewees were wanted to be given a chance to expand their answers if necessary and express their views freely about the discussed topics to gain profound understanding of the researched topic.

The interviews were conducted in March 2023. The interviews were executed both online on Microsoft Teams -platform as well as face-to-face and were audio-recorded for transcribing and further examination. The theme of the interview as well as the preliminary interview questions were sent to the interviewees before the interviews. Although the questions were the same for each interview, the interviewees were asked to answer the topics especially from their point of view since their work roles and perspectives about the themes varied. The preliminary interview questions that guided the discussion are presented in the appendix 1.

The interviewees were selected from the communications and marketing team of the case organization. The academic and work background of the interviewees varied, some of them were more junior and some more senior in their professionalism.

Name	Title
Interviewee A	Coordinator, Communications
Interviewee B	Specialist, Communications
Interviewee C	Loyalty Planner, Fundraising
Interviewee D	Specialist, Marketing
Interviewee E	Manager, Communications

Table 1. List of the interviewees

All the professionals that participated in the interview had knowledge about social media communications and marketing especially in the nonprofit sector. All of them worked closely with social media and were responsible for planning and executing social media communications and marketing on different levels and from various perspectives. The participants were selected from both fundraising team, which is responsible for the marketing and donor satisfaction efforts on social media, as well as from communications team which is more responsible for the organic social media content. The interviewees were asked to especially answer the questions from their professional point of view and during the interviews the themes that were the most relevant to each interviewee were discussed more profoundly.

As stated before, all the interviews were audio-recorded despite whether they were conducted online or face-to-face and later transcribed to make the interview data analyzable. The interview data was then divided into categories regarding each analyzed theme. The aim of the data analyzation process was to find connections between the interviews and the literature presented earlier in this thesis.

4.3 Case organization

The case organization is a Finnish NGO which has been operating for over 50 years. Currently they operate in three African countries and employ around 25 employees. The organization is a part of Finnish development cooperation, and it is operating on both public as well as private funding. The NGO is also a partner organization of the Ministry of Foreign

Affairs of Finland. The main aim of the nonprofit is to end gender-based violence and empower women and girls.

The target of the thesis is to focus on the social media presence of the organization and examine their brand equity building process. The team which is mainly responsible for the social media marketing communications is the fundraising and communications team. The organization is currently utilizing multiple social media platforms in their marketing and communications such as Instagram, Facebook, Twitter, LinkedIn, YouTube, and TikTok. The communication platforms mainly serve their Finnish audience, and the content is produced mostly in Finnish. Different social media channels serve different stakeholders, some are mainly utilized in donor communication and some in strengthening the employer as well as expertise image. In this thesis, especially the channels dedicated to consumer communication were focused on during the data collection process.

4.4 Reliability and validity

Reliability and validity play an important in conducting research and especially when examining the findings of the research. Tuomi and Sarajärvi (2018) define the goal of the reliability of the thesis to be to ensure that the findings and conclusions of the study would be the same even if another researcher would have conducted the study.

The validity of the study was taken into account in prepping the interviewees and the interview situations. The interviewees were informed about the anonymization of the answers and the data beforehand to ensure genuine answers. The interviewed professionals also got the list of the preliminary interview questions before the actual interviews were conducted and recorded. In the interview situations the interviewees had a chance to add on the questions at any point during the discussion.

As discussed earlier, the primary data of this research is collected through semi-structured interviews and then transcribed and further analyzed with qualitative methods. Eskola and Suoranta (2000) have stated in their literature that that all studies conducted with qualitative research methods tend to have some variation in terms of reliability in comparison to studies where quantitative methods are utilized. The scholars point out that while conducting

qualitative research, the researcher's interpretations tend to affect the results to some extent. Hence, it is important to use explanatory approach in presenting the findings meaning that the findings of the research are presented first and only then followed by the researcher's analysis and interpretation. When the findings are presented and analyzed this way it makes it easier for the reader to separate the actual collected data and the researcher's discussion of the data. (Alasuutari 2011) One way to improve the reliability of a thesis where qualitative study methods are used, is to add straight quotes from the collected interview-data to the analysis. This increases the trustworthiness and authenticity of the findings since the straight quotations from the interviews are not affected by the researcher. Therefore, quotes from the conducted five interviews are also used in this thesis while presenting the findings in the following chapter.

5. Research findings and Analysis

In this chapter the findings and results of this study will be discussed. This chapter begins the empirical part of the thesis and present the findings and analysis of the research. The findings are based on the data that was collected through five interviews that were conducted with the professionals from the case company. The findings that are introduced and analyzed in this part, represent the primary data that is used in the thesis.

The findings have been divided into five chapter according to the themes analyzed. The first subchapter focuses on the overall social media strategy of the case organization. The first subchapter is also divided into two further subchapters that dive deeper into the social media channels and social media content and measuring their success. In the second subchapter the findings about the case organizations brand are analyzed. The third subchapter focuses on the role of social media in brand awareness and commitment of the audiences. In the fourth subchapter an important building block of nonprofit brand equity, trust, and social media's role in enhancing it will be analyzed in the light of findings from the interviews. The last subchapter focuses on the characteristics that case organizations social media content has.

5.1 Social media strategy of the case organization

Each interview began with a short discussion of a possible social media strategy of the case organization. All the interviewees told that the organization has a communications strategy that has mentions about a social media communication. According to interviewee B, the overall communications strategy has quite vague mentions about social media communications. Two of the interviewees told that in the communications strategy, there are some mentions of the hierarchy between the chosen social media channels, but that the channel priorities have changed in the few years since the strategy has been constructed. Interviewees A, B and E mentioned that the communications strategy, especially for social media is currently being updated to match the communication and fundraising objectives and changed emphasis of the utilized social media channels.

“We are currently updating the communications strategy which also takes the role and the order of importance of the social media channels into account. We want to include diversity and inclusion into the strategy as well as to update the priorities of the channels to match the current situation.” -Interviewee E

All the interviewees stated that one of the main objectives for social media communications and marketing is to raise brand awareness and overall visibility of the organization and its themes. Most of the interviewees agreed that social media is the most relevant channel in reaching potential audiences. Three of the interviewees mentioned one of the goals for social media communications as well as marketing efforts to be to engage audiences. Two of the interviewees highlighted the importance of social media in offering interesting content in terms of new and important knowledge and in creating overall added value to the audiences, including donors. They also mentioned that in the light of fundraising, the final goal is to convert the audiences into donors. Interviewee C also pointed out that one of the strategic goals for social media, is to encourage people to discuss about the themes that the organization advocates for.

*“I think social media is the channel, where we are able to raise discussion about our themes and where we are able to build brand awareness and overall brand image. What comes to reaching audiences, I think it is the most relevant channel currently.” -
Interviewee C*

*“Our social media strategy is to offer information and interesting content that brings value. That way we attract people to get familiar with our work and our themes.” -
Interviewee D*

“Social media is one of our most important channels in weekly external communication and of course it is an important way to increase awareness and visibility and also in engaging audiences its role is pretty significant.” -Interviewee A

5.1.1 Social media channels and measuring the success

Most of the interviewees agreed on the fact that the case organization's actual social media channel strategy is currently in progress. All of the interviewees were still able to comment and discuss about the characteristics of the use of each social media channel the case organization utilizes. According to two of the interviewees, in the current communications strategy, Facebook has been named as the most significant social media channel for the organization but the situation has changed since the construction of the strategy in 2021. Interviewee E mentioned that the organization did not even use TikTok when the current strategy was formulated and that at the moment Facebook does not perform in the same level as it used to. Interviewee A noted how rapidly changing social media is as an environment.

“The strategy has been created a few years ago and the times have changed since then. Even if you look only a year back, so much has changed, for example Facebook is not our main channel anymore.” -Interviewee A

What comes to the social media accounts the case organization has, according to the interviewees, the case organization has Instagram, Facebook, Twitter, LinkedIn, TikTok, and YouTube. All the interviewees highlighted the role of Instagram, TikTok, and Facebook and mentioned that Twitter, LinkedIn, and YouTube are less significant for the organization. Some of the interviewees stated that Twitter, LinkedIn, and YouTube do not have any specific objectives and some of the interviewees mentioned that Twitter and LinkedIn are occasionally used as platforms for employer branding and building a professional image.

The interviewees placed Instagram as the main social media channel for the organization. It became clear in all the interviews that the organization aims to target one of their most important segments on Instagram. According to the interviewees, the targeted segment consists of mostly women who are in their late thirties or in their forties that are interested in philanthropy and make their donating decision based on the themes that are trending and somewhat current. All the interviewees agreed, that from all social media channels, on Instagram the organization is able to get most reach and best engagement. Interviewee C described that on Instagram, it is the most convenient for the organization to find the right audiences and even to spark conversation around their themes. Interviewee D highlighted

the importance of Instagram as a channel in collaborating with influencers, which is one important way of social media marketing for the organization.

The role and order of importance of TikTok and Facebook were also discussed in the interviews and the interviewees' answers differed. All of the interviewees recognized the importance of TikTok as a channel to reach potential audiences that would not otherwise find their content. Interviewee E pointed out that TikTok is a beneficial social media channel in increasing the case organization's brand awareness amongst younger audiences. In most of the interviews it was pointed out that on TikTok the gained reach for some of the content was significantly higher than in other social media channels. However, some of the interviewees were a bit skeptical whether they would find potential donors from that channel even though the reach of audiences is undeniable.

“Our TikTok strategy is mostly informing people about our themes and aiming for brand awareness. In terms of fundraising, it generates a very few donations which is why I think it is more important channel for branding.” -Interviewee D

From all the interviews it became clear that Facebook has only a little over a year ago been the main social media channel for communications and marketing efforts but now the channel is constantly underperforming. All the interviewees told that on Facebook their content does not get much organic reach nor engagement which is why the channel is seen as challenging for the organization. According to the interviewees, from Facebook the organization has originally aimed to target their important target segment consisting of older women, who are interested in philanthropy and who are very potential and loyal donors. However, currently the organization is struggling to reach anyone, including this segment from Facebook. Interviewee A stated that as a team they are currently discussing whether the older segment is changing their social media behavior and preferred channels.

“We have earlier reached the older target group on Facebook but now we are discussing whether the older audiences are shifting from Facebook to Instagram for example” - Interviewee A

“The objective for Facebook has traditionally been to convert traffic and that way gain donations and it performed in that very well for a long time. For our organization, it does not perform well anymore, and I believe that the channel is tailing off in a way.” -

Interviewee B

5.1.2 Social media content and measuring the success

All the interviewees were able to name certain characteristics of social media content the case organization creates to various social media channels. What comes to frequency, some of the interviewees noted that they are trying to move from strictly posting on certain days and x times per week to focusing on the need to get something said. The interviewees stressed the importance of connecting their posts to something that is already being discussed on social media platforms at the moment. The interviewees told that since the organization is supporting girls’ and women’s rights, topics related to their themes come up regularly.

However, there is still some pattern to be recognized in terms of posting frequency on various channels. According to the interviewees the post frequency varies from off-campaign to campaign seasons. Outside campaigns, which the organization launches a few times a year, they post to the main channels Instagram and Facebook weekly. More specifically the Interviewees A and E mentioned that they aim to post two to three times a week. What comes to LinkedIn, Twitter and YouTube, in all the interviews it became clear, that the frequency for content is quite irregular.

During campaigns, the post frequency is kept rather tight especially on Facebook and on Instagram. Since Instagram is the most important channel for the organization the campaign content is the most frequent there, even a few times per day in order to activate their audiences and to rise movement. According to all the interviewees, on TikTok the frequency for videos is once a week outside campaigning. When communications and marketing campaigns are launched, the organization increases the frequency at which videos are posted.

“Especially on TikTok the quality comes before quantity. On Instagram and on Facebook the frequency for posting can be rather tight but you have to constantly balance between what is the right amount since posting too often can lower the value and decrease the performance of individual posts.” – Interviewee A

When it comes to campaigning on social media, the interviewees told that building campaigns with strong and clear messages is important to them. One interesting observation related to the campaign schedules was that the main campaigns of the organization are launched around theme days related to organization's mission, such as International Women's Day or International Day of the Girl. By connecting their campaign messages to themes that are already being discussed, the organization is able to gain more organic reach and engagement.

The interviewees were asked to describe the content they post to social media. All interviewees found repetitive aspects from the content. In most interviews, the word "insightful" was brought up. The interviewees also described their desired content as fresh and interesting. Most of the interviewees told that they are aiming for content that discusses about human rights from fresh point of view that would be approachable, inclusive and that the audiences could identify with. Some of the interviewees highlighted the importance of educating and informing people about their themes and being able to bring up their work in Africa through local experts in their content. Interviewee D underlined the importance of including elements that the audiences and potential donors can identify with in the content. Interviewee B also noted that it is very important that the message in the Instagram post is clear, and the point of the post comes through effortlessly or else the audiences are less likely engage with it.

All the interviewees stated that the content which is posted to two main social media channels, Instagram and Facebook, somewhat differs although they also utilize same content on both platforms. Since Instagram is the most important social media channel for the organization, its content is analyzed more thoroughly first. Interviewee A told that on Instagram, especially during campaigns, they post to Instagram feed and also create more ad-hoc story content. Outside campaigns the role of stories is rather small since their reach is not high. Some of the interviewees also noted that beside the traditional single feed photo post, they also utilize the carousel function which allows multiple photos to be included at the same post.

The type of Instagram content the interviewees named to perform the best were statement posts especially about women's rights, quotes from beneficiaries of their work or their local experts from Africa as well as informative, insightful, and innovative posts that aim to rise conversation about their themes. One of the recurring elements in the successful Instagram posts that came up in multiple interviews was to combine something that the viewer can relate to and that feels familiar to something new, fresh, and even witty that catches the interest when scrolling through the Instagram feed. Some of the interviewees also highlighted the importance of focusing on current topics and bringing up an own perspective to the topics that already interest people at that moment.

“On Instagram the content that performs the best, often include some clever, even witty insight or pun that has some familiarity to the viewer but what we have modified to match our themes – that is the top content. Strong quotes also perform very well” – Interviewee E

“Being innovative and bringing a new and fresh perspective to the table leads to successful content on Instagram.” – Interviewee C

The interviewees told that to Facebook, they mostly post the same content than they post to Instagram. However, most of the interviewees mentioned that on Facebook they do not use every post that they use on Instagram since some of their Instagram content is made specifically with Instagram as a platform in mind. According to some of the interviewees, their content is mostly created to fit both Instagram and Facebook with subtle alterations but since Instagram performs better, the emphasis is put to that channel. As stated before, Facebook is currently underperforming as a communications and marketing channel for the case organization. Interviewee A shared an interesting thought about the content created to Facebook and its performance:

“I have thought about whether some of the poor performance on Facebook could be because we are currently creating content with mostly Instagram in mind. The content might not fit the best to Facebook and that way does not perform well. And because of the performance we have made an observation that it is more reasonable to focus more on Instagram.” Interviewee A

Some of the interviewees were able to find some similarities between the content that has been the most successful on Facebook. They described that it must be touching and get close to the person somehow. Most of the interviewees discussed about the fact that their Facebook content is currently under consideration. They are examining which kind of content could perform on Facebook organically or is that even possible at the moment. The interviewees also told that they are scanning possibilities to reach their older target segment outside Facebook since currently their content is not achieving the wanted reach nor reaching the right audiences.

During the interviews it became clear that TikTok is the newest channel for the case organization. All of the interviewees told that on TikTok, they are able to get significantly higher reach than in any other channel. The interviewees also found some similarities in the content they post to the channel. The successful TikTok content was said to be quite short, topical, and insightful videos. Most of the interviewees also pointed out that on TikTok it is especially important for their content to be connected to a current theme or phenomenon that is trending on the platform at that moment. Interviewee A had noticed that when making TikTok content, the facts and results they share about their work, do not need to as precisely explained than on other channels. Interviewee E also pointed out that even though they are able to use same content on various social media platforms, on TikTok that is not successful.

“On TikTok it is especially important that our content looks like TikTok. There the content has to achieve the certain look and feel that the channel has.” – Interviewee E

Lastly on this subchapter, the various objectives for the social media content are analyzed. In general, the interviewees told that the objective for social media content is to achieve reach and engagement amongst their target segments. In terms of fundraising the goals for the content are to generate leads and on the other hand offer some value for the donors. Some of the interviewees told that they have different objectives for different posts even though they do not systematically plan specific objectives for each post. Some posts might include a straightforward call-to-action that encourages the person to for example donate, click the article, or share the post. The CTA might also urge the person to comment the post or for example show their support by engaging with the post. Interviewee A added that if especially an organic social media post does not have a straightforward call-to-action, the

aims are in line with the general communication objectives; to inform people about their themes, to participate in social discourse or to increase engagement and brand awareness amongst their target audiences.

5.2 Case organization's brand

During the interviews, the interviewees were asked to describe the case organization's brand. All the interviewees told that one important part of their brand is to be a promoter of gender equality focusing on women's and girls' rights. Interviewee A and E further and more specifically described them to be persistent in their work towards equality. One interesting observation is that most of the interviewees described the case organization's brand with partially same words than they described their social media content with. The interviewees told that to them the brand seems insightful and fresh. Interviewee A also described one of the important elements of the brand to be to strive for innovativeness.

One notion about brand and brand awareness that came up in some of the interviews while discussing about the case organization's brand was the fact that the repetitive challenge that they run into, is that their brand is not as known or recognized within the public nor their target audiences. Interviewee B described the case organization to be in a challenging place regarding brand awareness in comparison to larger NGOs with significant resources to support the branding efforts. However, interviewee B also noted that in the other hand, their organization has well-focused elements in the brand that the larger operators often lack. Interviewee E described the case organization to be small and agile operator in their field which makes them and their operations more flexible.

“We have made many good decisions regarding our brand, that delimit it and make it focused. I think that way we will be more likely to be remembered than without clear focus” – Interviewee B

Some of the interviewees also discussed about sensitivity and inclusion while discussing and describing the case organization's brand. It became clear during all of the interviews that themes regarding DEI (diversity, equity and inclusion) were really important for the

organization and its operations including communications and marketing, but those themes also arose while talking about brand.

“One important part of our operations and our brand is to be ethical. We are aiming away from the “white savior”- ideology.” – Interviewee D

“Being sensitive is important to us and also to our brand. We want to communicate boldly but also be sensitive and take inclusion into account.” – Interviewee C

In some of the interviews the interviewees had some challenges to find correct terms to describe the nature with which the case organization defends women’s rights. The interviewees ended up defining one element of their brand to be determined and uncompromising when it comes to gender equality and women’s and girls’ rights. Interviewee C also highlighted the importance to have courage to speak about often sensitive and heavy topics related to their themes. The interviewees also believed that when making their values clear, the like-minded audiences and potential donors would be more likely to find them.

5.3 The role of social media in brand awareness and commitment

As discussed in this thesis earlier, commitment and awareness are recognized to be two of the important factors when it comes to building nonprofit brand equity. In the interviews the themes of brand awareness and commitment were brought up and discussed about in the context of social media. Especially creating brand awareness was mentioned in multiple occasions throughout the interviews. All the interviewees agreed on the fact, that social media is an important channel for them in terms of reaching potential audiences and thus creating brand awareness. However, interviewee B made an important comment about the fact that it is quite tricky to actually measure the possible improvement in brand awareness and what part of it is due to social media communication and marketing actions. It still became clear that with limited resources, social media offers an affordable platform for the case organization to make constant branding efforts.

Creating brand awareness is recognized as one of the most important objectives for the case organization's communications and marketing, including social media. All the interviewees agreed that social media is an important platform in creating brand awareness, since with their limited resources, it is an extremely cost-effective channel. Some of the interviewees even stated that social media is currently their most important communications channel in terms of brand awareness. Interviewee E encapsulated the role of social media in terms of awareness as follows:

“You could ask me whether it would be possible for us to quit using social media and my answer would be absolutely not. For us, the gained media coverage for example is only so occasional and marginal as well as our possibilities to be present ourselves and encounter people in events that social media offers us an extremely important possibility to be seen and noticed.” -Interviewee E

In terms of brand awareness, one interesting observation made during the interviews, was that influencer marketing came up on multiple occasions when discussing about social media's possibilities for creating awareness. The interviewees told that social media enables them to cooperate with social media influencers which further enables them to reach audiences that they would not reach by themselves. By choosing the influencers to match with their target groups, the case organization can create brand awareness in potential and already warm audiences. The interviewees told that with influencer marketing they are able to reach so many more people than they organically could on social media. Compared to promoted social media content, influencer marketing helps the organization to reach warm audiences and more potential donors.

“Social media enables us to cooperate with influencers that already have followers that are engaged and commitment to the influencer and their content. Like that we can reach bigger audiences than organically.” -Interviewee A

Interviewees had mixed feelings about social media channels and how they encourage content creation and enable reaching potential audiences. Most interviewees saw Facebook as a challenging channel in terms of reach and awareness since it does not favor organic post as it used to. However, Instagram and TikTok were seen as favorable social media platforms

for rising accounts that do not have large follower base. Some of the interviewees pointed out that especially TikTok and Instagram Reels function boosts accounts and posts to users who do not already follow the account, which creates a lot of opportunities and also encourages to create content.

Alongside awareness, commitment is also a very important part of building nonprofit brand equity. With committed consumers, organizations are able to build relationships, which can be seen, as discussed in the theoretical part of this study, as the highest form of brand equity. During the interviews commitment was discussed from various point-of-views. All of the interviewees agreed on the fact, that it is fairly challenging to measure the commitment of the audiences, but they were still able to give some insights about the theme.

Some interviewees told that they have even received straightforward feedback from their followers on social media as well as from donors that can be interpreted as commitment. Interviewee A told that they sometimes get comments from followers that want to thank the organization for its work or that wish to just tell that the organization is doing great and important work. Some of the followers have even thanked for the transparent and informative social media content which clearly communicates that the content has succeeded in engaging and getting the followers to be committed. The interactive communication on social media was definitely seen as one of the engaging elements of the case organization's communications. Some of the interviewees pointed out a challenge related to the interactivity on social media and the organization's resources. Commenting and being involved with the conversation requires resources. However, the organization has recognized the importance of interactivity and getting the audiences engaged and committed that they try to invest in it.

“We always try to interact with the comments that our followers send to us. We aim to reply to every comment with a comment, even with a simple heart emoji to get the follower engaged as well as to boost the algorithm in the process.” -Interviewee A

“There are two sides to interactivity on social media: we want our followers to know that their comments are meaningful to us, but we also know that interactivity boosts the algorithm and creates organic reach.” - Interviewee B

The interviewees also told that on social media, they can create more authentic content that does not have the same feel than sponsored marketing content sometimes has. Some interviewees highlighted the fact that on organic social media content, there does not always have to be a straightforward call-to-action added which can make the marketing content generic. On social media they are able to offer the consumers useful information, interesting content and new perspectives. According to the interviewees, such content is apt to increase engagement and make the audiences committed.

As mentioned before, some of the interviewees brought up the challenges related to measuring the commitment. Most of them told that the commitment is measured by the engagement including likes, shares, comments and following. Some of the interviewees however, discussed about the fact, that it can be rather challenging to tell whether engaging with the content indicates that the audiences actually are committed, which was an interesting take on the theme. Interviewee B commented on the challenge by saying that it is difficult to tell whether the consumer feels like they are committed to a certain brand or an organization when they for example simply leave a like on their content. Interviewee B also mentioned that social media acts as a useful tool in building a community around a brand even though the true commitment of the supporters is a bit challenging aspect to measure.

When discussing about commitment, the donors of the organization play an important role. There are roughly two types of donors, the one-time donors, and the committed monthly donors. Monthly donors are the most important kind of donors for the organization when it comes to funding, which is why the case organization has a dedicated position for preserving donor loyalty in their marketing and communications team. As stated before in this thesis when introducing the profiles of the interviewees, interviewee C specializes in loyalty planning in the case organization.

While discussing with interviewee C, it was clear that the organization puts a lot of thought to achieve loyal and committed relationships with its donors. Interviewee C told that social media and its content plays an important role in increasing the loyalty of their supporters, including donors. Especially when it comes to donating to and organization where the

consumer's money goes to something that is often intangible for them, giving something back is important. For that, social media offers a cost-effective platform. Interviewee C told that on social media they are able to create value for their supporters and also communicate to them about their work and the change they are making thanks to their support and donations.

“From the loyalty building point of view, increasing the loyalty and commitment is an important objective for social media content. We can offer our supporters interesting and meaningful content that nurtures the relationship and encourages them to be part of us also in the future” -Interviewee C

5.4 Building trust on social media

As discussed in the thesis earlier, trust is an important building block of brand equity especially in the context of nonprofits. Although donor decision making has been studied less than consumer decision making process, one of the most important unique stages of it is weighing the risks and the analyzing the trustworthiness of the nonprofit. In the interviewees, the role of trust and how to affect it through social media communications was discussed. It became clear that the case organization has also recognized the need to reinforce and build trust. All the interviewees told that social media is being used to increase trust and on the other hand decrease distrust that the NGOs face in general.

Interviewees stated that they have tried to tackle the issue of not trusting that the organization is able to create actual change by communicating about their operations transparently. Most of the interviewees told that they regularly post about the results and outcomes of their work to social media. Interviewee C commented that reporting the results of their work is important but highlighted that in addition to that, describing the processes and ways that they are creating the change with is extremely important. This is the newest way, that the case organization is aiming to build trust on social media.

“It is important that our audiences are able to agree with our values and the way we create change in the areas we operate at. On social media, it is easy to communicate our values and the way we work.” – Interviewee C

One of the important ways to build trust between the case organization and its audiences and potential donors turned out to be engagement and interactivity. The interviewees told that they are aiming to create dialogue and encourage interactivity between them and the audiences. People sometimes voice their concerns through straightforward comments and questions about the organization's work. For that, social media offers a great platform since as discussed before in this thesis, one of the factors that make social media unique, is the possibility to engage and be interactive in general with an organization. However, as stated before when analyzing commitment, interviewee B discussed about the challenges related to the interactivity: it requires resources. When the people are given the chance to ask questions and discuss about the themes that the case organization deals with, there needs to be resources to actually engage with the debaters or else the situation might actually decrease trustworthiness. The audiences might start to wonder whether the organization does not have answers to certain questions related to funding and donations.

“When you open up the forum for discussion, you need to have resources to actually keep up with the conversation or it might turn against you.” – Interviewee B

Most of the interviewees recognized the prejudices and the myths related to nonprofits and their funding. Some of the interviewees told that they are aiming to bust the myths and correct the incorrect suppositions by also simply creating content about the most common ones. The interviewees agreed on the fact, that it is important to appear transparent and trustworthy also on social media posts. The case organization has made posts and even small campaigns about antiracism, myths related to development cooperation and suppositions about whether the nonprofits and donating for them can actually make any change.

“Verbalizing the answers to the most common questions and worries of the donors is important. We aim to be transparent and verbalize how the donations are used and why development cooperation is important and why it makes a change.” – Interviewee D

Interviewee A made an interesting comment about the language that they use on social media and its connection to trust. Even though it is crucial for the NGO to appear as professional and competent to be trusted, it is also important to be coherent and intelligible. The

organization is aiming away from complicated language and difficult to understand jargon. Instead, they are trying to communicate about their work with simple language that does not use unnecessary and difficult terms. Interviewee A also stated that they have found out that sometimes it is necessary to display clear numerical data about their results since that serves as a concrete fact about the change they are making.

“We try to use down-to-earth language and concrete effects of our work to increase the trustworthiness. Sometimes we share numerical data of our work’s results since that is the content that even the most critical one’s can’t deny.” – Interviewee A

5.5 Finding the right audiences on social media

As discussed in the theoretical part of this thesis, one of the important factors in donor’s decision-making process is whether the values and personal preferences match with the nonprofit organization’s values and objectives. Thus, it is important for the nonprofit organization to find the right audiences and reach them on various communications and marketing platforms including social media. In the interviews the target segments and how the case organization aims to reach them through social media was discussed.

As mentioned before, the case organization has two main target segments that they are aiming to reach. The interviewees described them broadly to be mainly women that share the same values as them and want to make the world a better place. Other group consists of women that are around 40’s and the other of women in their 60’s. These segments have been chosen due to their values being similar to the objectives of the case organization. The chosen target segments also have great donation potential, since they are financially able to donate money and believe that donating money is important. The older target segment especially is important to the organization in terms of monthly donations, because they are loyal and committed when making the decision to donate. The interviewees told that currently they are examining if there is need to update the segment profiles. The strategy related to the social media channels and the content and how to reach especially the older target group is currently under consideration, but the interviewees were still able to describe how they are aiming to reach the right audiences on social media at the moment.

All the interviewees agreed on the fact that it is often challenging to find ways how to effectively reach the right audiences. The channel strategy that is being updated aims for its part to finding the target groups. As discussed earlier when examining the social media channels more profoundly, on Instagram the case organization is currently able to reach the younger target group. Facebook has traditionally been the social media channel for reaching the older target groups but as discussed, the case organization currently has some challenges related to achieving reach on Facebook.

In most of the interviews the tone of voice and its role in reaching the potential audiences was highlighted. Interviewees A and B told that when they are planning and creating content, they always try to keep in mind who the message is being written to. They also try to define their core message in every social media post. Interviewee A also stated that they try to balance in between targeting the message to the right audiences and still making it universal enough to be relevant and touch the people amongst the target segments. Despite their similarities the segment groups are not homogenous.

“It is important to find the right tone of voice and be able to create content that is relatable and touches as many people amongst our target groups as possible. The core message needs to be clear.” -Interviewee A

“Our target segments are quite heterogenous after all which is why targeting the message is sometimes challenging. Hence, we often go with pretty general core messages.” – Interviewee B

The interviewees also discussed a lot about the fact that the organization needs to stay true to its values and make them visible through their social media content. When creating content according to the values, the content resonates with the consumers who share these values. According to the interviewees the case organization wants to create content where they speak out about their themes and values and aim to encourage discussion. Interviewees C and D also pointed out that they try to choose the influencers they collaborate with according to following criteria: they would support same values than them and act as conversation starters on their platforms.

“You have to remember that the content is not intended to please everyone. You have to trust that those who potentially want to support our work share our values and see our themes as important.” – Interviewee A

“What comes to influencer marketing, we have tried to find influencers whose followers and audiences match our warmest target segments” -Interviewee D

In addition to the target groups that have donor potential, some of the interviewees also told that according to their communication objectives they also aim to educate younger audiences about their themes. Even though the emphasis of the communications and marketing efforts is in the two main target segments presented before, the organization also tries to find channels where they can reach the youth. Some of the interviewees told that TikTok offers them a great channel to fulfil this educative objective.

6. Discussion and Conclusions

In this thesis, building brand equity on social media as a phenomenon in the context of nongovernmental organizations was examined. The main purpose of this study was to gain comprehensive understanding on how a nonprofit organization can build brand equity and achieve its positive outcomes by utilizing social media as a communications and marketing channel. Simultaneously this study aspired to examine how social media communications support the dimensions of brand equity that are typical for nonprofit organizations and how the characteristics distinguish nonprofit organizations from for-profits should be considered when building brand equity.

In the theoretical part of this thesis, the key concepts of the study were discussed and the theoretical framework, which illustrates the relationship and connections between the key concepts, was presented. Based on the previous literature it was found out that social media acts as a beneficial platform for brand equity building. It also became clear that nonprofit environment affects which of the building blocks of brand equity are emphasized. Nonprofit brand equity was discussed more profoundly, and its unique aspects were examined.

In the empirical part, a case study was conducted in cooperation with the case organization. Primary empirical data was gathered through five semi structured interviews with employees from the case organization's communications and fundraising team. The interviews were held in March 2023. The aim for the interviews was to gather data and achieve knowledge about the brand equity building activities that the case organization is utilizing on social media.

In this last chapter of the thesis, the findings of the study are discussed by firstly going through the research questions. The results of the study will be analyzed in the context of the theories presented in the theoretical part of the thesis. Furthermore, the final conclusions of the conducted research will be summarized and presented. The managerial implications as well as the limitations of the study are also discussed after summarizing the conclusions. Lastly, the suggestions for future research are presented.

6.1 Discussion

In this chapter, the research questions that were presented in the beginning of this thesis are answered. The findings of the study will be discussed in the context of the previous literature and connections between the results and the literature are made and examined. The two sub-questions will be discussed first, lastly moving on to the main research question aiming to find out how a nongovernmental organization builds brand equity on social media.

“How do social media communications support the nonprofit dimensions of brand equity?”

As discussed earlier in the theoretical part of the thesis, Boenigk and Becker (2016) have recognized three unique aspects when it comes to brand equity in the nonprofit context: nonprofit awareness, nonprofit trust, and nonprofit commitment. These three dimensions are suggested to be the key into genuinely creating strong and valuable relationships with the stakeholders. Thus, it was decided to be analyzed how social media communications help to support these three nonprofit brand equity dimensions.

The empirical findings of the study highlight the fact that these three dimensions and especially the connection between the social media communications and the gained benefits related to those aspects are quite challenging to evaluate. However, the findings of this study suggest that social media has an important role in supporting all the three nonprofit brand equity dimensions.

According to this study, especially in creating brand awareness, social media was seen as an effective tool to create consistent visibility especially with limited resources that according to Lee (2013) nonprofit organizations often must deal with. Multiple authors have highlighted the importance of brand awareness in both general brand equity building (Keller 1993; Aaker) and in nonprofit brand equity (Boenigk & Becker 2016; Juntunen et al. 2013). The findings of the study are in line with previous literature, where social media was repetitively stated to be a suitable and beneficial platform for organizations to gain publicity and awareness for their brand (Bruhn et al. 2012; Colicey et al. 2018) An interesting connection between the previous literature and empirical findings of this study was that in

this case the organization is creating informative content that aims to increase knowledge about their themes and the current occurrences in the field. According to Risius and Beck (2015) organizations should produce informative content that notifies customers about brand-related news to increase brand awareness.

In this case study, social media was also found out to be a beneficial channel in creating trust amongst the audiences. Firstly, a transparent and clear communication about the organization's operations and its results on social media was found out to be an important way to decrease distrust. In the interviews the role of engagement and interactivity also came up when creating trust between the case organization and its audiences. In the previous literature, it was stated that social media is beneficial especially in creating affective trust. Social media was found out to support trust through its interactive nature, where especially engagement plays an important role. (Calefato et al. 2015)

It was also interesting to notice the similarities between this study's empirical data and the previous literature when examining tone of voice and trust. In the interviews it was stated that the organization needs to pay attention to creating content in professional but not jargonish, coherent, and understandable language. According to Jakic et al. (2017) when it comes to trust, it is important for the company to have its tone of voice and content to match their brand image.

In terms of commitment, the results of this case study indicate, that through social media communications it is possible to affect consumer commitment positively. In the interviews the fact that commitment and how social media truly affects it is rather challenging to estimate, was brought up. As well as with creating trust and awareness, in creating commitment the role of interactivity and engagement were highlighted. In this case, social media was also seen as a beneficial channel to offer new information and perspective and overall interesting content which helps to make the audiences committed.

The results regarding brand commitment, match the previous studies. In previous literature brand commitment have been described as brand loyalty (Oliver 1999; Aaker 1991) and as brand resonance which Keller (2013) defined to be the final form of brand equity. Franzen (1999) argues that brand loyalty requires a high degree of bonding between the customer

and a brand. It is also stated that consumers commitment to a brand is formed by active and loyal relationships between the customers and the brand (Keller 2013). All these statements are in line with what was found out in this case study even though the former studies are not conducted in the context of social media. The interviewees highlighted the importance of interactivity and engagement between the audiences and the case organization on social media platforms. As found out in this case study, also Kim and Ko (2012) have stated that organization's social media platform offers possibilities to create communication that positively affects and enhances brand attachment.

How the characteristics of a nonprofit organization should be considered when building brand equity?

As discussed before, nonprofit organizations have characteristics that distinguish them from for-profit companies. Firstly, these organizations claim to speak and act on behalf of parties with no or weaker voice, such as the environment or the people living in poverty (Jonker & Harmsen 2012). In this case, communicating about the sensitive themes was taken into consideration even on a brand level. The interviewees told that themes regarding DEI (diversity, equity, and inclusion) are important for the organization and its operations including social media communications and marketing. In this case study, it was found out that being ethical and considerate is especially important when building brand equity. This is in line with Ferraro et al. (2022) who stated that DEI appears as a resource for brands.

However, there was certainly a lack of studies related to DEI themes on social media especially in the context of NGOs. In the results of this study, the importance of DEI themes also in social media communications was highlighted. According to this case, taking DEI into consideration in all operations including social media communications and marketing is extremely important, but it can also be beneficial in building positive brand image.

Nongovernmental organizations often deal with the issue of having such multidimensional operations that they struggle with building a clear brand (Voeth & Herbst 2008). According to the empirical findings of this case study, building a well-focused and clear brand especially with limited resources is important. The case organization had made a strategic choice to focus their brand around supporting women's and girls' rights and their right to

bodily integrity. They have found out that clear strategic brand positioning helps them to compete against larger organizations with more recognizable brands. These findings are in line with previous literature. Laider-Kylander and Simonin (2009) have found out that clear focus is one of the aspects affecting nonprofit brand equity. Also, the brand trust, which is crucial for nonprofits especially, can be increased by differentiating. The scholars also point out that operational focus has been discovered to be more important to nonprofit organizations than to for-profits.

The fact that nonprofits need to fundraise distinguishes them from for-profits (Coppola 2020). Their offering to the consumers is also almost always intangible which is a disadvantage in relation to companies having tangible product to offer (Voeth & Herbst 2008). According to the results of this case study, social media channels provide a beneficial platform for giving back to the donors. It is valuable to aim to offer interesting and meaningful content to the people donating for the organization. Telling about the work and the results that have been able because of the donors is important.

How does a nongovernmental organization build brand equity on social media?

According to this case, a nongovernmental organization builds brand equity on social media by knowing their target audiences and creating innovative, informative, and insightful content which encourages engagement on chosen social media platforms. It is important to set clear goals for social media content and measure the success and adapt the strategies accordingly. The case organization focused especially in creating brand awareness and stakeholder engagement. In this case study, it was found out that it is important for the NGO to identify the target audiences that hold donor potential and then aim to post content that is targeted to them. It was also found out that it is beneficial to emphasize the role of those social media platforms where the chosen target segments are present. As discussed earlier, NGOs including the case organization, often have limited resources which is why it is efficient to focus the resources to most profitable social media platforms.

Even though most of the previous literature regarding brand equity building on social media was not studied in the context of NGOs, the earlier studies are in line with the results of this study. The previous literature backs up the fact that brand awareness and engagement are

reasonable aspects to focus the social communications on when creating brand equity. Boenigk and Becker (2016) have highlighted the importance of awareness and commitment in nonprofit brand equity building. Aaker (1996) also identified brand awareness and brand loyalty to be important building blocks of brand equity. Keller (2013) also included awareness and attachment, which engagement is strongly related to, in his brand equity literature. In turn, the link between social media communications and brand awareness as well as strong brand relationships have been notified by multiple authors. Bruhn et al. (2012) recognized social media to be a suitable platform for organizations to produce relevant content to gain awareness for their brand. The role of engagement on social media and its positive effect on brand equity has also been stressed by various scholars (Seo & Park 2018; Wang & Kim 2017; Lim et al. 2020). Lim et al. (2020) have even stated that the true value in brand equity building lies in consumer activity and engagement on social media.

As stated, the results reveal that it is important for an NGO to know their audiences and target their messages to them. As Ngai et al. (2015) discuss, social media has encouraged and partially enabled the switch from one-to-many marketing model towards more customized and personalized content. According to this case it is important for the nongovernmental organization to have strong values and play by them while making content to social media platforms. This helps the organization to find like-minded audiences. The previous literature agrees with these findings. In the nongovernmental sector, the personal preferences and especially the values that the donor has play a significant role in the decision-making process which is why it is extremely important for the organization to show their values. A consumer that supports certain values is more likely to start donating to an organization whose values are similar and visible in their branding and communications. (Kylander & Stone 2012)

Interestingly, the empirical findings of this case study also highlight the type of content that is also recognized to be effective in brand equity building in the previous literature. The case organization's content consists of informative, fresh, and insightful posts. They also have recognized that it is important that the audiences can relate with the content or that it resonates with them in other ways. They also create content about their employees, especially from the areas where the concrete work towards supporting women's and girls' rights happens. McNely (2012) highlights the fact that on social media brands are able to

bring their everyday operations closer to the consumer by creating “behind the scenes” type of content. This helps to build more personal relationships with the consumers which in turn supports the highest form of brand equity – brand resonance (McNely 2012, Keller 2008). Kim and Ko (2012) have stated in their studies that entertainment, trendiness, and customization are major forces that affect brand equity on social media.

One interesting finding that was discussed in the empirical part of this study, and what seems to be a new intake of brand equity building of NGOs on social media, was the importance of connecting the social media content to trending and current topics. It was found out that it is important for the organization to be reactive in their content creation and take part on discussion happening on social media platforms. They should get involved in the discussion when the topics are related to their themes and expertise. According to this case, nongovernmental organizations are able to achieve increased reach and also engagement while executing this strategy. This is also beneficial when it comes to their brand image – audiences are more likely to connect the NGO to correct themes when they make themselves known when those topics are being discussed.

The results also suggest that the importance of campaigning on social media is relevant for the NGOs. Campaigns with defined and clear message help nongovernmental organization to reach broader audiences that are interested in their work. During these campaigns the posting frequency is high, and engagement is encouraged. The organizations direct their resources to interacting with their audiences and building up the hype on chosen social media platforms by creating versatile content such as stories and videos to support the traditional posts. Interestingly, in this case the major fundraising and communications campaigns were launched around relevant theme days such as International Women’s Day. By scheduling the campaigns around these dates, the organization was able to benefit from the boost that these theme days give to the topics. Around theme days, the topics related to the mission of the NGO are already being discussed and the organization is able to achieve more organic reach as well as engagement. This also benefits their brand image since they can show their expertise and offer valuable information to their audiences.

In table 2 below, the findings and how they are related to previous research are illustrated. The answers to each research question from the main research question to sub-questions are presented and how the results are related to existing literature is further examined.

Research question	Answer	Relation to existing research
<i>How does a nongovernmental organization build brand equity on social media?</i>	<p>Aiming for awareness and engagement. By knowing the audiences and creating a social media strategy accordingly. Innovative, informative, and insightful content.</p> <p>Setting clear goals and measuring success is crucial.</p> <p>Messages related to current, trending topics about themes of the organization.</p>	<p>Aaker (1996) and Keller (2013) agree on awareness and engagement. The role of social media in building brand equity has been recognized by Bruhn et al (2012), Seo & Park (2018) and Wang & Kim (2017).</p> <p>Kylander & Stone (2012) highlighted the importance of targeting the potential donors.</p> <p>The content was studied by Kim and Ko (2012) and McNely (2012) but connection to current, trending topics is new insight.</p>
<i>How do social media communications support the nonprofit dimensions of brand equity?</i>	<p>Increased reach to boost awareness.</p> <p>Platform to engage with audiences and increase trust through transparent communication.</p> <p>Increased consumer commitment with valuable and interesting content.</p>	<p>Findings regarding awareness are line with Bruhn et al. (2012) and Colicey et al. (2018). Results related to trust supported by Calefatto et al. (2015). The findings about commitment are in line with Kim and Ko (2012).</p> <p>No previous literature in the context of NGOs.</p>
<i>How the characteristics of a nonprofit organization should be considered when building brand equity?</i>	<p>DEI (diversity, equity, inclusion) themes need to be considered in all operations including social media communications and marketing.</p> <p>Well-focused and clear branding is important.</p> <p>On social media, NGOs are able to give back to the donors by creating interesting and valuable content.</p>	<p>No sufficient research about DEI themes. Their importance to branding was recognized by Ferraro et al. (2022) In this thesis the importance of DEI themes was highlighted.</p> <p>Laider-Kylander and Simonin (2009) support the results about clear brand positioning. The disadvantages of intangible offering were recognized by Voeth & Herbst (2008) but using social media to create value for the donors was not examined in previous literature.</p>

Table 2. Findings of the study and summary of theoretical contributions

6.2 Conclusions

The aim of this study was to find out how a nongovernmental organization builds customer-based brand equity on social media. In this research the social media communications were also examined from the point of view of the characteristics that distinguish nonprofit organizations from the for-profit companies. The unique dimensions of nonprofit brand equity, that were recognized in the previous literature, and how social media communications support them was also studied. The competition is growing in the nonprofit sector due to increased demand for nonprofit organizations, which had encouraged these organization to explore branding and marketing effort traditionally utilized in the for-profit sector. The importance of building a strong brand and brand equity is starting to be recognized in the nongovernmental organization but the organization are still underutilizing branding efforts and underperforming when it comes to brand potential. This thesis aimed to fill this research gap by examining the phenomena of building customer-based brand equity on social media in the NGO context to offer valuable insights for the communications and marketing professional working in the field.

Social media is found out to be a fitting communications and marketing channel in nonprofit brand equity building. Its nature and functions support the three dimensions of brand equity: trust, awareness, and commitment. The characteristics typical for nonprofit organizations such as DEI themes, lack of resources and challenges in building well-focused brand should be taken into consideration when building brand equity on social media to achieve desired results. On the other hand, when these characteristics are considered, social media fits to nonprofit organizations communications and marketing strategies well. It offers a cost-effective communications channel for the nonprofit organization to engage with potential audiences on a regular basis. When building a social media communications and marketing strategy that aims to create brand equity, it is important for the nongovernmental organization to have focused and clear brand. It is also crucial to put effort into recognizing the potential audiences and choose the social media platforms accordingly. It is beneficial to target the content to the chosen audiences. Innovative, fresh, and informative content, which follows the trending, current themes is the most effective in creating brand equity. The role of campaigning on social media in propitious times such as around theme days related to

NGOs' mission was also found out to be beneficial. Lastly, clear goals should be set, and the performance should be measured.

6.3 Managerial implications

From a managerial point of view, this study presents various insights for NGOs to utilize when building their communications and marketing strategy and planning their branding efforts. As discussed earlier, nonprofit organizations are facing ever increasing competition but still often not utilizing the full potential that lies in branding. Mainly, this study is in line with previous literature examining social media and brand equity but still provides a valuable point of view from specifically NGO sector and also offers fresh perspectives. The results of this thesis revealed that social media is a useful channel that can significantly affect brand equity positively on nonprofit sector, which further makes the audiences more committed and even helps to increase people's willingness to donate. Thus, the findings of this study could benefit NGOs and should be considered when planning communications and marketing efforts with a goal to generate brand equity.

As discussed earlier this study highlights the importance of having well-focused and clear brand to start with. It is also beneficial to use resources considerately. First, the target groups should be selected to be able to target content to them on social media. The potential audiences affect the choice of social media platforms. With limited resources, the organizations are able to achieve better results by focusing on the most potential segments and most potential platforms. The NGOs aiming to create brand equity should also recognize and clarify their values and make them visible in their communications and overall branding since people who share their values are more likely to engage with their content and start donating to them. One interesting finding that the NGOs should also keep in mind when building branding strategies is to set clear goals and measure the performance. The success of chosen strategies and operations should be examined regularly and adapted flexibly.

What comes to planning social media content, the organizations could benefit from the results of this study. It was found out that informative, insightful, and fresh content that is related to topics that are trending or otherwise current. It is also important to keep in mind when creating content, that successful social media content is something that the audiences

can relate to or that they find touching or otherwise valuable. In terms of creating trust, it is important to interact with the audiences and communicate transparently with them. Social media offers a great platform for that since its interactive nature encourages two-way communication with the organization and its stakeholders. On social media NGOs can also give something back to their donors since their offering is often almost always intangible.

One important perspective that should be taken into account when planning social media marketing and communications, are DEI themes. Diversity, equity, and inclusion are themes that need to be considered and integrated to all operations of the nongovernmental organizations including social media communications. Especially in the context of NGOs, when the topics are often sensitive, paying attention to DEI themes is extremely important and should be considered when making managerial decisions.

All in all, the findings of this thesis hopefully remind NGOs of the importance of social media as one communications and marketing channel that they definitely should consider and put effort and resources to. As one of the interviewees stated in the empirical findings of this study, the importance of social media for their external communications could be described as such: *“You could ask me whether it would be possible for us to quit using social media and my answer would be absolutely not - social media offers us an extremely important possibility to be seen and noticed.”*

6.4 Limitations and future research

The aim of this study was to shed light on the phenomena of building customer-based brand equity on social media in the context of NGOs. The results of the thesis can help organizations to improve their branding and overall competitiveness, but they should be handled with consideration. The study was conducted as a single-case study, which means that without further research results apply only in this context although Eskola and Suoranta (1998) state that on some occasions the results of the case study can be transformed to other contexts. When utilizing the results of this study, it needs to be considered, that since the data was conducted through interviews from one organization the results might be challenging to generalize. The other defining factors of the case organization such as its focus on supporting women’s and girls’ rights and their right to bodily integrity and the

organization's size should also be considered when examining and utilizing the results. It is also important to remember that this study was conducted to examine customer-based brand equity which is why its results cannot be generalized to other stakeholder groups.

To improve the overall maturity of the study field, more studies about branding on social media with the context of nonprofit organizations are needed. As discussed, this thesis focused on the case company's situation, which limits the generalization of the findings. Thus, research with various types of nonprofit organizations is suggested to find out more about the characteristics of the field and how they affect the phenomena of brand building on social media. It would also be interesting to study brand equity from the point of view of other stakeholders. Nonprofit organizations often need to apply for funding and the strength of a nonprofit's brand might be a key determinant of the monetary donations and funding (Boenigk & Becker 2016). Thus, it would be beneficial to study the possibilities social media offers for branding from corporate donors' or other potential partners' point of view. The importance of internal branding was also highlighted multiple times in this thesis, which is why social media as an internal branding tool could also be studied. This way, a more comprehensive understanding of building brand equity on social media in the context of NGOs could be achieved.

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Appendices

Appendix 1. Interview questions (translated)

Social media strategy and brand:

1. Does your organization have a social media communications/marketing strategy. What is it like?
2. How do you use social media? What kind of objectives do you have for it?
3. Can you describe the organization's brand?

Social media channels and content:

1. Which social media channels do you use for marketing communications and branding? Do you have different objectives for different channels?
2. How often and what kind of content do you post to social media channels? What kind of objectives do you have for different content?
3. Which channels have been the most effective? How do you measure the effectiveness?
4. What kind of content has been the most effective? How do you measure the effectiveness?
5. What do you think is the most important aspect in successful social media communications/social media marketing?

Social media in the nonprofit context:

1. How do you see your social media communications affecting the engagement and commitment of your audiences. How about awareness?
2. Have you tried to tackle the issue of not trusting the nonprofit to deliver the donation to the right cause with social media communications? If yes, how?
3. How do you create content about value-loaded and often sensitive topics?
4. The personal preferences and especially the values that the consumer has, play a significant role in the decision-making process when it comes to donating money. How do you try to ensure, that you find the right audiences?