

A literature review and a conceptual framework of the brand personality in not-for profit organizations

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Keywords

Brand Personality, Brand Experience, Donors' Satisfaction, Intentions to Re-donate, Charity Organizations.

Abstract

Charity organizations play an important role in enhancing the welfare of society. However, the brand personality of charity organizations and its relationship to re-donation intentions have received scant attention. Most of the studies were concerned with consumers' intention to re-purchase tangible products. The current paper attempts to review the literature regarding brand personality of charity organizations and donors' intention to re-donate. Based on the literature review, this study develops a conceptual framework that encompasses brand personality, brand experience, donors' satisfaction and donors' intentions to re-donate in charity organizations.

1. Introduction

The not-for-profit sector is undergoing a period of radical change. Globally, there has been an increase in the number of not-for-profit organizations over the past 30 years and there is an increasing attention to branding in not-for-profit organizations (Mort et al., 2007). Charity brands assist income generation by improving donor understanding of an organization and what it stands for (Sargeant et al., 2008). Previous research on brand personality focused on the profit sector and its effect on consumers' intention to continue purchasing specific products. Scant research has been conducted on how re-donation intention of donors in charities is affected by charity brand personality (e.g. Stride, 2006; Sargeant and Woodliffe, 2007; Hou et al., 2009; Stebbins and Hartman, 2013).

Thus, the current research tries to review the literature examining the relationship between brand experience and brand personality of charity organizations as antecedents to donors' satisfaction and intentions to re-donate. The researchers then attempt to develop a conceptual framework to investigate these relations in charity organizations. The existing research helps in examining the motivations and reasons for donors' giving intentions to charity organizations by providing a deep understanding of their experiences to charities from their point of view. Understanding the relationship between brand personality, donors' satisfaction and intentions to re-donate is helpful to managers of charity organizations in their assessment of the level of appeal that will influence donors' perception of brand personality, as well as their brand experience. This study is considered one of the few that take into consideration the role of brand personality and brand experience in forming donors' satisfaction and behavioral intentions in charity organizations.

2. Literature Review

2.1 Branding in Charity Organizations

A brand is defined as a set of associations that differentiate offerings within the marketplace (Aaker, 1997). Such associations include the name, logo, values and other organizational attributes that help customers decide which brand to choose (Aaker, 1997). Stride (2006) explored the values dimensions of the brand in the charity sector. According to him, brands are described as a 'mirror' to

reflect values that highlight the needs and desires of consumers, like a lamp that aims to influence both the values of its target audience and the host organization and as a lens that defines the values of the organization.

One particular element of branding which warrants attention in charity organizations is brand personality. Brand personality can be defined as a set of human characteristics associated with a brand (Aaker, 1997). The first scale of brand personality was developed by Aaker (1997) in the US based on the big five personality dimensions which are sincerity, excitement, competence, sophistication, and ruggedness. Additionally, Aaker et al., (2001) conducted a number of studies to understand whether the brand personality construct is organized uniformly across cultures for Japanese and Spanish consumers. The dimensions that Aaker et al., (2001) found among Japanese consumers were more similar to Aaker's (1997) original study: sincerity, excitement, competence and sophistication. Peacefulness was added as a dimension of brand personality. Kim and Ahn (2000) followed Aaker's (1997) five personality dimensions for the brands in South Korea, although excitement and sophistication were grouped in their study into two new items: activeness and tenderness. In addition, Kim et al., (2001) introduced a new brand personality dimension in Korea, passion, which is considered a combination of Aaker's (1997) excitement and sophistication dimensions. A more recent study by Sung and Tinkham (2005) identified brand personality dimensions in Korea and the U.S. These dimensions included are sophistication, competence, likeableness as well ascendancy that relates to culture of Korea.

Generally, branding is of great importance to charity organizations. It has developed overtime from tangibles to intangible or symbolic aspects such as personality (Haigh and Gilbert, 2005). Donors belong to charity organizations that have personalities and values that express their own opinion (Ramjaun, 2014). Due to its importance to charity organizations, Venable et al., (2005) measured charity brand personality using four dimensions: sophistication, ruggedness, and two additional dimensions which are integrity and nurturance.

2.2 Antecedents of Brand Personality

2.2.1 Brand Trust

Holbrook (2001) defined brand trust as consumers' willingness to rely on the ability of the brand to perform its stated function. Brand trust has two dimensions: the first dimension is the ability and willingness to keep promises and to satisfy consumers' needs. The second dimension is concerned with the good intentions to the brand in relation to the consumers' interests and welfare (Delgado et al., 2003). Ballester et al., (2003) proposed a multidimensional definition of brand trust in which brand trust is composed of consumers' confidence of the brand and intention to re-buy it. Cordoso et al., (2003) investigated the relationship between brand trust and brand personality in Portugal and their findings revealed that brand trust is an antecedent to brand personality and that it affects it positively. Sung et al., (2009) also conducted a research of commercial brands in Korea to investigate the relationship between brand personality and brand trust, and the findings showed that brand trust has a positive effect on brand personality. Later, Perepelkin and Zhang (2011) investigated the role of brand trust in creating brand personality among Canadian consumers. The results confirmed that there is a significant relationship between brand personality and brand trust. Similarly, Sung and kim (2010) proposed a study in the US on 30 different brands to test the relationship between brand personality and brand trust, and found that there is a positive and significant relationship between brand personality and brand trust.

2.2.2 Brand Engagement in Self concept (BESC)

Self-concept is the cognitive aspect of self and refers to the combination of a complex, organized and dynamic system of learned beliefs, attitudes, and opinions that each person holds to be true about his or her personal existence (Purkey, 1988). In the theory of consumer behavior, self-concept is divided into five categories: ideal self, actual self, social self, ideal social self, and self-expectations. Sprott et al.,

(2009) developed the concept of BESC. This concept investigates the difference between consumers concerning their relation with brands, screening the difference among consumers' tendency in including important brands in their self-concept.

Sprott et al., (2009) investigated the relationship between brand personality and brand engagement in self-concept and concluded that it affects brand personality positively. Fischer et al., (2010) also tested the relationship between brand personality and brand engagement in self-concept and reported that it significantly influences brand personality. Similarly, Cardoso et al., (2013) indicated that a high indicator of BESC affects how consumers associate personality attributes to the brand. Goldsmith and Goldsmith (2012) tested the relationship between brand personality and brand engagement in self-concept on clothing brands in southeastern USA. The data was collected from university students using an online survey and the study reported that brand engagement in self-concept significantly affects brand personality.

2.2.3 Brand Relevance in Category (BRIC)

Brand building plays an important role in improvement of customers' expectations and their satisfaction (Shamoon, 2011). It is essential to think about the specific conditions for different categories of brands, because the required conditions for brand building construction are not equal for all categories (Fischer et al., 2010). Fischer et al., (2010) developed a conceptual framework to measure BRIC and tested the relationship between brand relevance in category and brand personality and they concluded that brand relevance in category has a positive effect on consumers' perception of brand personality. Shamoon (2011) tested the relationship between brand relevance in category and brand personality and it was found that brand relevance in category significantly affects brand personality. Similarly, Cardoso et al., (2013) in the US, showed that the degree of relevance of the brand within the product category (BRIC) has a significant effect on brand personality.

2.2.4 Country of Origin

The country of origin or place of origin is only one aspect among many others on which consumers base their perception of quality (Becker, 2000). Consumers evaluate products and assess services based on the information about the origin (Hong et al., 1989). Besides, Ittersum et al., (2003) reported that products which are similar in all aspects except in their origin are evaluated differently. Cardoso et al., (2013) investigated a relationship between brand personality and brand country of origin and found that the degree of association with the region of origin affects how consumers associate personality attributes to the brand. Wang and Yang (2008) tested the relationship between brand personality and country of origin in China and the findings revealed that country of origin has a significant effect on brand personality. The same result was provided by Eisend and Sauer (2013) who found that country of origin is an important antecedent that affects brand personality positively. Sessarego and Ulvoas's (2011) study in the US showed that brand personality dimensions are significantly affected by brand country of origin.

2.2.5 Brand Experience

Brakus et al., (2009) defined brand experience as sensations, feelings, cognitions and behavioral responses evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communications and environments. Their brand experience scale includes four dimensions: sensory, affective, intellectual and behavioral. There are two main mile stones in the study of brand experience. The first was developed by Brakus et al., (2009) who highlighted the important role of brand experience in the area of branding. They conducted a study in the US which included 30 strong brands. The researchers expected that brand experience would be an antecedent of brand personality and found that brand experience affects brand personality positively. Later, Klaus and Maklan (2012) developed a multiple-item scale for service experience in order to explore the attributes and dimensions of service experience. Their findings suggested that customers base their perceptions of service quality on four dimensions: product experience, outcome focuses, moments of truth, and peace of mind. Brands with

strong personality dimensions share attributes beyond their functional benefits as consumers' choices are based on experimental aspects provided by brands (Brakus et al., 2009; Zarantonello and Schmitt, 2010). Similarly, Kim et al., (2015) provided empirical evidence for the influence of brand experience on brand personality in South Korea to shopping malls. Cardoso et al., (2013) and Keng et al., (2013) investigated the relationship between brand experience and brand personality and they provided a strong support for the importance of brand experience in influencing brand personality. Furthermore, Cleff et al., (2013), Walter et al., (2013), Nysveen et al., (2013) and Kwong and Candinegara (2014) analyzed the relationship between brand experience and brand personality and proved that brand experience has a significant positive effect on brand personality. Accordingly, the first proposition will be formulated as follows:

P1: Brand experience has a positive effect on brand personality

2.3 Consequences of Brand Personality

2.3.1 Brand Attitude

Brand attitude is a consumer's overall evaluation toward the brand (Yang et al., 2012). It is the positive or negative, or favorable or unfavorable emotional responses about brands (Ang and Lim, 2006). Brand attitude includes three factors. First, is the affect factor which explains the emotions and feelings toward the brand. Second, is the behavior factor which determines the actions taken toward the brand. Third, is the cognition factor which explains the thoughts toward the brand (Ghorban, 2012). Yang et al., (2012) investigated the relationship between brand personality and brand attitude in Korea and provided empirical evidence that brand personality affects brand attitude positively. Kim (2000) also tested the relationship between brand personality and brand attitude in the US. They reported that brand personality has a positive influence on brand attitude. Klabi and Debabi (2011) conducted a study in Tunisia on mobile phones to test the effect of brand personality on brand attitude. They concluded that brand personality affects brand attitude positively. Eisend and Sauer (2013) tested the relationship between brand attitude and brand personality and found that brand attitude affects brand personality positively.

2.3.2 Customers' Satisfaction

Customers' satisfaction is considered a central concept in marketing and an important goal of all business activities (Angelova and Zekiri, 2011). Tse and Wilton (1988) defined customer satisfaction as the consumer's response to the comparison between their expectations and the perceived performance of the product. This definition is based on the disconfirmation paradigm developed by Oliver (1980) which proposed two main antecedents to satisfaction which are cognitive and affective. Cognitive means an assessment of customer's expectations and the actual performance of the product. Affective measures a consumer's attitude toward a product whether consumers like or dislike it. Customers' satisfaction is measured using five dimensions which are overall satisfaction, consumer favorite, consumer loyalty, consumer recommendation, and priority option (Anderson and Srinivasan 2003).

Oliver (1980) found that satisfaction came from customers' past experience and influences post-purchase attitude. According to Masroujeh (2009), customer satisfaction is not limited only to the feeling of product or service, but it could also capture satisfaction of information. This information refers to the advertisement, information of the product attached in the packaging, and salesperson communications. In not-for-profit marketing, many organizations consider brand personality as a fundamental tool that enables them to reach their satisfaction objective (Park and Lee, 2005). Weidmann et al., (2013) concluded that donors, who are more satisfied, are more likely to re-donate and more likely to recommend the organizations to others. Brakus et al., (2009) and Ishaida and Taylor (2012) examined the effect of brand personality on customer satisfaction in the US and found that the more a brand is associated with human characteristics, the more satisfied a consumer will be. Therefore brand personality affects customer satisfaction and it does so positively. Lombart and Louis (2012) and Chen

and Phou (2013) examined the effect of brand personality on customer satisfaction and the results revealed that brand personality is positively associated with customers' satisfaction. Besides, Nysveen et al., (2013) and Kwong and Candinegara (2014) presented a study to test the relationship between brand personality and customer satisfaction and concluded that there is a significant and positive influence of brand personality dimensions on customer satisfaction. Moreover, Achori and Bouslama(2010) and Kim et al., (2015) indicated that brand personality has a positive effect on customer satisfaction for brands. Thus, the second proposition will be as follows:

P2: Brand personality has a positive effect on donors' satisfaction.

2.3.3 Behavioral Intentions

An intention happens when an individual makes a proposition that connects him/her with a future behavioral act (Soderlund and Ohman 2003). Zeithaml et al., (1996) proposed five dimensions of behavioral intentions which are loyalty to the organization, propensity to switch to another company, willingness to pay more, external response to a problem and internal response to a problem. Many studies examined the relationship between brand personality and customers' re-purchase intentions and reported that re-purchase intentions can be enhanced by including the concept of brand personality (Akin, 2011; Farhat and Khan, 2011; Chen and Phou, 2013). Venkateswaran et al., (2011), Lin and Huang (2012) and Yang et al., (2012) investigated the relationship between brand personality and repurchase intention and reported that brand personality positively affects repurchase intention.

In the context of not-for-profit marketing, understanding the donors' intention has been of increasing interest to marketers of charity organizations (Hou et al., 2009). The donor's giving intention is influenced by the not-for-profit brand, because brands provide special things that can allow consumers to distinguish a not-for-profit brand from competitors (Venable et al., 2005). Sargeant and Woodliffe (2007) proposed a theoretical framework which helps managers of charity organizations to understand the characteristics of donors and what affects their giving behavior. The researchers proposed that donors' perceived personality of charity organization as being unique and different is associated with donors' giving behavior. Faircloth (2005), Sargeant et al., (2008) and Stebbins and Hartman (2013) examined the relationship between charity brand personality and donors' giving intention in the US and UK and reported that charity brand personality has a significant influence on donors' giving behavior. According to these arguments, the researcher proposes the following:

P3: Brand personality has a positive effect on intentions to re-donate

2.4 Brand Experience and Customers' Satisfaction

A number of studies examined the relationship between brand experience dimensions and customer satisfaction. Ozer and Kose(2013) examined this relation in Turkey on fast food brands and concluded that there is a positive interaction between all dimensions of brand experience (sensory, affective, behavioral and intellectual dimension) and customer satisfaction. Moreover, Mumtaz et al., (2011) identified the factors affecting customer satisfaction and examined the relationship between customer satisfaction and brand experiences. The researchers concluded that brand experience is positively related to customer satisfaction. Huang and Huang (2012), Khalili et al., (2013) and Kim et al., (2015) explored the relationship between brand experience and customer satisfaction and their findings proved that brand experience affects customer satisfaction positively. In addition, Tsai (2010), Sahin et al., (2011) and Sahin et al., (2012) examined the relationship between brand experience and customer satisfaction and the results highlighted that brand experience has a significantly positive effect on customer satisfaction. Therefore, the third proposition will be formulated as follows:

P4: Brand experience has a positive effect on donors' satisfaction.

2.5 Brand Experience and Behavioral Intentions

Companies try hard to increase loyalty to their brand by providing their customers with positive brand-related experiences (Kim and Sullivan, 1998; Shamim and Butt, 2013; Shim et al., 2015). Han and Li (2012) and Ramaseshan and Stein (2014) examined the effect of brand experience on

customers' re-purchase intention and reported that repurchase intention is influenced positively by brand experience. The same result was concluded by Iglesias et al., (2011), Walter et al., (2013) and Shim et al., (2015) who suggested that the higher the brand experience for an individual, the higher the individual's re-purchase intention for that brand. This actually confirms what has been concluded when the relationship was examined by Brakus et al., (2009), Khalili et al., (2013) and Nysveen et al., (2013) who found that brand experience significantly affects customers' re-purchase intention. Furthermore, the findings of the studies in Turkey conducted by Sahin et al., (2011) and Sahin et al., (2012) reached the same results that brand experience has a significant positive effect on customer re-purchase intentions. The same finding was tested by Yang et al., (2012) and Kim et al., (2015) who also confirmed that brand experience affects repurchase intention positively. However, Ishida and Taylor (2012) investigated the relationship between brand experience and customer satisfaction in Indonesia and reported that brand experience has an insignificant effect on customer satisfaction in the retailer context. This is because the brand experience scale did not include intellectual experiences as a sub dimension. Another possibility is that in a retailing context, this relation may not exist. Accordingly the next proposition will be as follows:

P5: Brand experience has a positive effect on intentions to re-donate

2.6 Donors' Satisfaction and Re-donation Intentions:

Many researchers have investigated the relationship between customer satisfaction and loyalty in various contexts (Mittal et al.,1999;Chandrashekar et al., 2007; Coole et al., 2007). Customer satisfaction is seen to be one of the main determinants of loyalty (Faullant et al., 2008). Deng et al., (2010),Choi et al., (2011), Wu et al., (2011) and Khalili et al., (2013) investigated the relation between customer satisfaction and re-purchase intention and they found that customer satisfaction significantly affects re-purchase intentions. Moreover, Sargeant and Woodliffe (2007) developed a framework for more understanding of donors' giving behavior especially for monetary donations and they highlighted that higher level of donors' satisfaction of the service provided by the organization is associated with donors' re-donation intention.

In addition, Nguyen et al., (2008), Boenigk and Helmig (2013) and Weidmann et al., (2013) examined the relationship between donors' satisfaction and donors' intention to re-donate on blood and money collecting organizations and they reached the same results that donors' satisfaction affects positively donors' intention to re-donate. However, Walter et al., (2013) concluded a different result when the relationship between customer satisfaction and customer loyalty was examined for the BMW brand in Canada and Germany. The findings showed that customer satisfaction has an insignificant influence on customer loyalty because consumers who are satisfied with the BMW brand are not necessarily loyal to the brand. Based on these studies, the sixth proposition will be formulated as follows:

P6: Donors' satisfaction has a positive effect on donors' intentions to re-donate.

2.7 Brand Personality and Customers' Satisfaction as Mediators between Brand Experience and Behavioral Intentions

Yang et al., (2012), Walter et al., (2013) and Ramaseshan and Stein (2014) conducted a study to investigate the relationship between brand experiences and re-purchase intention. The results of an empirical study showed that brand experience has a positive influence on repurchase intention and brand personality mediates the relationship between brand experiences and repurchases intention. Moreover, Sahin et al., (2011) , Khalili et al., (2013) ,Kwong and Candinegara (2014)and Kim et al., (2015) conducted a research to investigate the relationship between brand experience, customer satisfaction and customers' repurchase intentions and proposed that customers' satisfaction mediates the relationship between brand experience and customer's re-purchase intention. Furthermore, (Brakus et al., 2009; Cleff et al., 2013; Nysveen et al., 2013) reported that both brand personality and customer satisfaction mediate the relationship between brand experience and customers' re-purchase intentions.

The following table summarizes the antecedents and consequences of brand personality.

Variable	Studies	Findings
Antecedents 1-Brand trust	Brook (2001) Ballester et al., (2003) Cordoso et al., (2003)	Findings revealed that brand trust is an antecedent to brand personality and that there is a significant relationship between brand personality and brand trust
2-Brand Engagement in Self Concept	Purkey (1988) Hou et al., (2009) Sprott et al., (2009) Fischer et al., (2010)	They concluded that brand engagement in self-concept affects brand personality positively.
3- Brand Relevance in Category	Fischer et al., (2010) Shamoon (2011) Cardoso et al., (2013)	Brand relevance in category has a positive effect on brand Personality.
4-Country of Origin	Hong et al., (1989) Verlegh and Steenkamp (1999) Becker (2000) Ittersum et al., (2003)	Studies confirmed that products which are similar in all aspects except in their origin are evaluated differently. They found that country of origin is an important antecedent that influences brand personality positively.
5-Brand Experience	Brakus et al., (2009) Klaus and Maklan (2012) Ching et al., (2013) Cardoso et al., (2013) Keng et al., (2013)	Researchers concluded that brand experience is one of the antecedents of brand personality and found a positive relationship between brand experience and brand personality.
Consequences 1-Brand Attitude	Ang and Lim (2006) Klabi and Debabi (2011) Yang et al., (2012) Ghorban (2012)	They provided empirical evidence that brand personality positively affects brand attitude.
2-Customer Satisfaction	Oliver (1980) Tse and Wilton (1988) Soderlund and Ohman (2003) Anderson and Srinivasan (2003)	They reported that there is a significant and positive influence of brand personality dimensions on customer satisfaction.
3-Behavioral Intentions	Zeithaml et al., (1996) Soderlund and Ohman (2003) Akin (2011) Hou et al., (2009) Ebrahim et al., (2016).	They reported that brand personality positively affects repurchase intention. Did not support the direct impact of brand personality on repurchase intentions .

Table (1) summarizes studies of antecedents and consequences for brand personality

3. Conceptual Framework

The researcher proposes six relations. First, brand experience influences brand personality positively. Second, brand personality increases the level of donor satisfaction of the brand. Third, brand experience affects donor satisfaction positively. Fourth, brand personality influences intentions to re-

donate positively. Fifth, brand experience has a significant influence on intentions to re-donate. Sixth, the donors' satisfaction has a positive effect on intentions to re-donate.

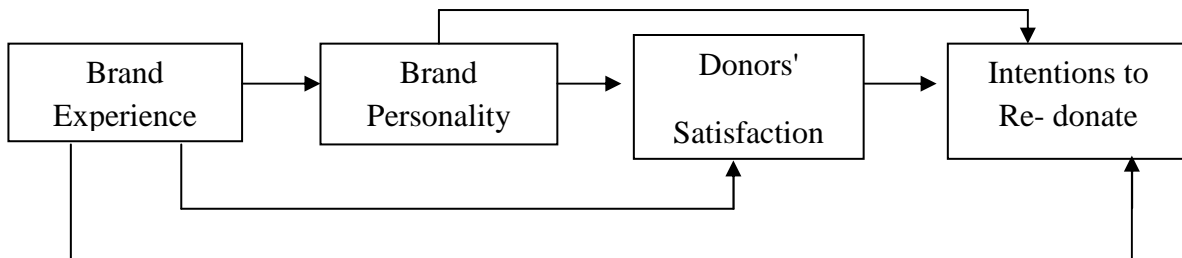


Figure (1): The conceptual model

4. Discussion and Conclusion

Charities play a major role in modern societies by providing services to those in need, and by increasing awareness of societal concerns (Sargeant, 2009). Their dependence on individual donors becomes very strong as most governments reduce their spending and this leads to a strong competitive environment among charities (Ho, 2011). A primary goal of this research is to develop a conceptual framework to identify personality of charity organizations and how this can affect donors' intention to re-donate. Brand experience is one factor that plays an important role in shaping brand personality (Brakus et al., 2009; Cardoso et al., 2013; Keng et al., 2013). The higher the importance of brand experience that a consumer perceives, the more likely the consumer will endow the brand with personality associations (Brakus et al., 2009). In respect to the relationship between brand personality and customer satisfaction, the literature indicates brand personality has a significant positive effect on customers' satisfaction (Park and Lee, 2005; Brakus et al., 2009; Achouri and Bouslama, 2010). Moreover, many studies reported that brand personality has a significant effect on re-donation intentions (e.g. Faircloth, 2005; Sargeant et al., 2008)

5. Research Implications

This research clearly illustrates the relationship between brand experience and brand personality of charity organizations on the one hand, and elucidating their effect on the donors' satisfaction and intentions to re-donate to those organizations on the other hand. It also provides a framework based on the literature review for charity organizations for better inference of donors' re-donation intentions. Managers of charity organizations are advised to effectively manage their investment in advertising and promotional activities, as well as design a suitable marketing mix with a clear aim of increasing brand equity, especially if they are not sure of donors' perception and opinion regarding the personality of their organizations.

6. Areas for Future Research

Future researchers have to take into consideration the unique effect of each of brand experience dimension on brand personality, donors' satisfaction and intentions to re-donate for charity organizations. This will add a deeper understanding of brand experience effects. The researcher did not study some variables that affect donors' re-donation intentions and ultimately donation behavior. For example, donors' self-concept, brand awareness, brand image (Hou et al., 2009) and brand preference (Ebrahim et al., 2016). This provides future opportunities for including such variables to the field of not-for-profit branding, especially charity organizations. Our study recommends that future researches

should consider other services organizations not only charity organizations. The current research hopes to be considered as a step in that direction.

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