1997

How nonprofit organizations can build brand equity using the World Wide Web; trends and developments

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HOW NONPROFIT ORGANIZATIONS CAN BUILD BRAND EQUITY USING THE WORLD WIDE WEB: TRENDS AND DEVELOPMENTS

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BA, Baylor University, 1995

Presented in partial fulfillment of the requirements

for the degree of

Master of Business Administration

University of Montana

1997

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5-15-97

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HOW NONPROFIT ORGANIZATIONS CAN BUILD BRAND EQUITY USING THE WORLD WIDE WEB: TRENDS AND DEVELOPMENTS

The purpose of this paper is to provide a synthesis of existing literature relating to brand equity, nonprofit organizations, and marketing on the World Wide Web (Web). Preliminary research has revealed that current literature in this area is in its infancy: 1) very little research exists that applies brand equity principles to nonprofit organizations and 2) formal studies demonstrating how to transfer marketing principles to the Web, and specifically dealing with building brand equity for nonprofits are virtually nonexistent.

The intent of this paper is to integrate three dynamic and increasingly popular research topics to form an informational backdrop for practical use and further research. The motivation for combining brand equity, nonprofit organizations, and marketing on-line as a research topic lies in recognizing the importance of understanding how the interdependence of each might contribute to the success of the nonprofit organization.

This paper should further the understanding marketers have when using the Web to build brand equity for nonprofits. It should also provide a starting point for further analysis and investigation for researchers interested in applying on-line marketing techniques to nonprofit organizations.

This paper is divided into four sections, beginning with a review and discussion of brand equity. Following is a description of the nonprofit organization and how its marketing strategies differ from for-profit firms. This leads to the third section, which evaluates nonprofit marketing using the Web. Included in this section is an outline identifying who uses the Web, why they use it, and its advantages and disadvantages. The final section provides the author's conclusions and recommendations for future research.

BRAND EQUITY

A strong interest in brand equity has emerged as a result of the increasingly complex and competitive business environment. Brand managers are essentially interested in how to build a strong brand in the most profitable and effective way. Strong brands have the advantage of charging higher prices (Aaker 320), reducing risks when entering new markets (Kotler 446), and being more insulated from potential and existing competition (Kotler 448). Kevin Lane Keller points out in his article, "Conceptualizing, Measuring, and Managing Customer-Based Brand Equity", that two broad reasons exist for researching brand equity (1). First, brand equity drives the financial success of many firms. The added value of a strong brand may initially make it successful and ultimately place it ahead of its competitors. The result of a poorly managed brand with minimal or low brand equity usually results in product failure. That is why marketers who understand how to build brand equity have an important competitive advantage over those who do not. Second, it is increasingly important not only for firms, but all organizations to improve the cost effectiveness of their marketing efforts. Brand equity can do just that.

Definition of Brand Equity

Regardless of whether it is a service or a product, brand equity is the term given to the group of abstract assets or product qualities that add value to a brand and ultimately enhance the bottom-line. Research shows that most marketing experts would agree that a product with high brand equity adds value to a firm. Which assets add value and exactly how much value they add, however, appears to be debatable.

When defining brand equity it is important to distinguish between a product or service and a brand. Brand managers who distinguish between products, services, and brands have a greater understanding of brand equity and how to manage it. A product is an item that provides functional benefits, for example a shoe. A service may also provide functional benefits, such as health education seminars. A brand "is a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors", for example Nike (Kotler 444). The group of assets or characteristics associated with brands may include brand loyalty, awareness, familiarity, personality, or identity. The following definitions show how marketing experts emphasize different components of brand equity when evaluating a brand.

> The added value that a brand name gives to a product is now commonly referred to as "brand equity" (Aaker 1991 qtd in Cobb-Walgren 26).
>
> Brand equity is achieved when the cluster of values or characteristics encompassing a brand are strengthened over time to engender an unforgettable, desirable experience for customers (Grossman 18).
>
> Customer-based brand equity is defined as the differential effect of brand knowledge on consumer response to the marketing of the brand (Keller 2).

Max Blackston believes a brand's cluster of assets includes the brand's saliency (an "expanded definition of brand awareness"), associations, and personality (3). Grossman's definition on the other hand focuses on a brand's identity. He identifies the key assets as "a distinctive name, a logotype, graphic design, typography, color and other visual signals; and the physical design of the product...this "cluster of values" differs from brand to brand" (Grossman 18). In contrast, David Aaker, who is considered one of the leading experts on brand equity, defines brand equity as

> ...a set of assets (and liabilities) linked to a brand's name and symbol that add to (or subtracts from) the value provided by a product or service to a firm and/or that firm's customers. The major asset categories are:
> 1. Brand name awareness 2. Brand loyalty
> 3. Perceived quality 4. Brand associations (7-8).

Each author suggests that brand equity includes a set of abstract characteristics that add value to a product when managed on a long-term basis. What is less clear is which assets add value and the degree to which they impact the brand. In his book Building Strong Brands, Aaker recommends identifying those assets that are most important to a particular firm's brand. For example, brand loyalty may be important for Nike to maintain its customer base while perceived quality may be more important for Ford.

Each facet of brand equity deals with well-researched and documented marketing concepts (i.e., brand loyalty). The key to understanding brand equity is to identify a common core of value-driven assets and study how they enhance a product's value. It is difficult to limit the core assets that comprise brand equity since one idea builds off of another. For the purposes of this paper, Aaker's definition of brand equity will be used. It should also be noted that some authors define brand equity based on the perspective of the customer, the investor, the firm, or the trade market (Farquhar 24-33). Brand equity in this instance is defined from the organization's perspective.

How Firms Build Brand Equity

How a firm builds brand equity will depend upon the cluster of assets it identifies as driving its brand. Since this paper uses Aaker's definition of brand equity, the discussion is limited to methods that develop brand name awareness, loyalty, associations, and perceived quality. Aaker does include a fifth category, other proprietary brand assets, that includes channel relationships and patents, but he does not emphasize this aspect of brand equity, and as a result it is not discussed.

Brand Awareness

Aaker defines brand awareness as "the strength of a brand's presence in the consumer's mind" (10). A consumer's familiarity with a brand may influence purchase decisions and brand equity. Keller identifies three reasons why brand awareness is important. First, consumers who are able to link the brand to its product category are more likely to consider it when they make a purchase. Without awareness there is no link. Second, consumer awareness of the brand may affect the purchase decision. Studies show that, in certain situations, consumers base their purchase decisions on how familiar they are with the brand, even if no other brand associations exist. Keller refers to studies conducted by Jacoby, Syzabillo, and Busato-Schach

1977; Roselius 1971 that showed consumers tend to purchase only well-established and familiar brands (3). Third, a consumer who has a strong awareness of a brand is able to attach additional information about that brand to existing knowledge of the brand. In other words, a consumer who is aware of a brand is more likely to take in other components of the brand that enhance brand equity (i.e., brand image and personality). Strong brand awareness is distinguished from brand knowledge by the "consumers' ability to identify the brand under different conditions" (3). For example, consumers who are familiar with Nike are more likely to accept new information about the product because they are familiar with it than they would be to accept information about a product they knew little about.

Marketers develop brand awareness in many ways. First, building a broad sales base creates brand awareness (Aaker 16). Firms that build a broad sales base have the advantage of spreading non-product costs over more sales, thus lowering the firm's per unit sales costs. Second, firms create greater brand awareness when they utilize nontraditional media channels. Several nontraditional methods include event promotions, sponsorships, sampling, and publicity (Aaker 16). Aaker notes that stronger brands are "remembered for the right reasons" (17). A consumer's familiarity with the brand and ability to link it to the product category demonstrates a strong brand. This brand has a greater probability of being in one's consideration set the next time a purchase is made in that product category (Keller 3).

Brand Loyalty

Brand loyalty is directly linked to a product's revenue stream. A product with a loyal customer base adds value to that brand by providing a steady flow of repeat purchases and word of mouth publicity. Firms which enjoy a loyal customer base understand that it is more cost effective to retain customers than it is to attract new ones (Aaker 21). Marketers who build strong brands do so over the long-run by monitoring and strengthening the brand's loyalty base.

A great deal of research has been conducted on capturing loyal customers. Firms that breakdown their loyal customers by category will do better in developing specific marketing programs to build brand equity than those that do not. Aaker segments loyal customers into "noncustomers", "price switchers", the "passively loyal", "fence sitters", and the "committed". He suggests marketers focus more attention on the "fence sitters", those customers who are indifferent, and the "passively loyal" customers, "those who buy out of habit rather than reason" (22). These groups tend to be neglected and offer greater economic potential when building brand equity than do the "price switchers" or "noncustomers" who may be more easily lured away by competitors (22-23).

Firms that try to strengthen customer loyalties are more successful when they employ frequency and club marketing programs among other strategies (Kotler 50). Frequency programs are designed to attract repeat business based on incentives. Customers are rewarded for repeat purchases and/or buying in large quantities. Local retailers often do this by offering frequent buyer cards. For example, a customer who purchases 12 pounds of coffee receives the 13th one free. Nationally, this strategy is employed by most airlines in the form of frequent flyer miles. Marketers who use this type of program need to be aware of the potential for both actual product quality and service to deteriorate. Frequency marketing programs have the potential to be reduced to "economic incentives" and to divert attention away from quality (Kotler 50). Although frequency-marketing programs may enhance customer loyalty, brand managers need to use them cautiously.

Club marketing programs offer customers the opportunity to join a brand-sponsored club or group. Usually in exchange for a fee, customers may receive a monthly newsletter, free samples, bonus points for merchandise or a variety of other items. The strategy may differ from firm to firm, but the objective is to build ties between the customer and the product or brand. Marketers enhance the customer's experience when they strengthen the consumer's bond to the brand, thus building brand loyalty. Aaker points out that club marketing is a more active way to involve customers than frequency clubs and provides an outlet for consumers with similar interests to share perceptions and attitudes of the brand (24).

In addition to frequency and club marketing programs, Aaker discusses database marketing. Database marketing tracks specific buying habits of a firm's customer base. Scanners and computer databases record information about consumer purchases that may be useful to brand managers. The intent is to focus marketing efforts more effectively on a narrowly defined consumer group. Once this is done, marketing managers are able to send targeted mailings, catalogues, and brochures to customers with specific interests. This technique helps customers feel more loyal to a product because they perceive the company is interested in them and is concerned about their individual needs (Aaker 25).

Brand Associations

The third component Aaker uses to define brand equity is brand associations. "Brand associations are driven by the brand identity--what the organization wants the brand to stand for in a customer's mind. A key to building strong brands, then, is to develop and implement a brand identity" (Aaker 25). Brand identity plays a powerful role in building a strong brand.

One of the mistakes marketers often make is to focus too much on brand image and not enough on brand identity. A brand's image is defined as how customers perceive a brand now. In contrast, a brand's identity is how marketers want a brand to be perceived. Brand identity is multifaceted, forward-looking, and action oriented. It provides direction, purpose, and meaning by encompassing core values, projecting traits, and driving the associations consumers have with a brand. A marketing strategy that encompasses core values "(reflects) the associations that are aspired for the brand"(70), projects desired traits, rejecting the brand's image, and is strategic, emphasizing long-term objectives. Brand identity is also distinguishable from a brand's position that is "the part of the brand identity and value proposition to be actively communicated to a target audience". Marketers often make the mistake of focusing too much on position, overlooking the brand's personality and symbols. The result is often an advertising tag line that focuses on attributes instead of brand identity. Creating a brand identity requires greater depth and understanding of the brand than position allows since it is the brand's position that is actively communicated (Aaker 69-72).

A great deal of Aaker's book Building Strong Brands addresses the issue of developing a strong brand identity. He states that one of the main objectives of the book is to broaden marketers' knowledge of brand identity. He does this by devoting five of eleven chapters to brand identity, specifically how it is defined; how it is viewed--which includes discussions of the brand-as-product, the brand-as-organization, the brand-as-person, and the brand-as-symbol; how it is implemented; and how the process is managed. Due to the broad scope and complexity of brand identity, this paper limits its discussion to the four assets Aaker identifies as building brand equity. Most importantly, marketers should recognize the role that brand identity plays in building brand equity. As Aaker points out "the key to developing a strong brand identity is to broaden the brand concept" beyond product attributes "to include other dimensions and perspectives", such as the brand as product, person, organization, and symbol (76).

Perceived Quality

Another important attribute of brand equity is perceived quality. One of the reasons managing brand equity is of critical importance is that the value added to the brand from its assets, such as perceived quality, allows marketers to charge a higher price for a product than they could if the brand were perceived as weak. Consequently, one of the first reactions to a brand that is declining in demand is often to reduce the brand's price. Ultimately, price reductions cause further deterioration of a brand's value by undermining its position. Lowering the price only damages the brand's perceived quality. This concept is well accepted by marketing specialists, such as Branford Morgan, who suggests firms need to emphasize value over price. Kotler reinforces this concept by suggesting that customer delivered value is the difference between perceived customer value and total customer cost (Kotler 37-38). Morgan postulates in his article "It's the Myth of the '90s: the Value Consumer" that purchase decisions are based on value. Mathematically, he suggests that "value equals what you get, divided by what you pay". Too many marketers, in his opinion, focus on reducing price to increase this ratio when they should be focusing on increasing value (17).

A customer's perception of quality is important because, of all the assets driving brand equity, perceived quality has the strongest direct link to financial performance (e.g. return on investment) (Aaker 324). Aaker points to research that supports the link between perceived quality and return on investment ratios. Studies have shown a direct relationship between brand building efforts and stock return (18). He also states that a customer's perception of quality is one of the most difficult attributes to change. The best strategy to enhance the perception of quality is to understand what quality means to a firm's customers (20). Once brand managers understand what quality means to their customers, they have a better chance of strengthening perceived quality and enhancing brand equity.

Building brand equity is not an easy task. Brand managers must overcome a number of obstacles in the short-run. For example, it is not uncommon for firms to enhance profitability in the short-run at the expense of building a brand in the long-run. Aaker suggests that marketers strengthen brand equity by focusing on enhancing strong brand identities and recognizing the internal pressures, such as an emphasis of annual profitability or cost containment, that divert energies from building strong brands (35-36).

How Firms Measure Brand Equity

Firms that decide to invest in building strong brands know the importance of trying to measure, to the extent possible, the effectiveness of their marketing strategies. A firm that tracks the impact of its marketing programs is able to manage change more effectively by anticipating consumption patterns that reflect social trends. Jay Conrad Levinson, author of Guerrilla Marketing, emphasizes the value of measuring marketing efforts and states "once (a company) launches a guerrilla marketing attack, it must keep track of which weapons are hitting the target and which are not. Merely knowing can *double the effectiveness of (the) marketing budget*" (10). Not only must a firm launch programs to enhance brand awareness, loyalty, associations, or perceived quality, it must also find ways to measure the impact of those programs. A firm that finds effective ways to measure the impact of its marketing programs is better able to identify which methods work and which do not.

A brand manager that measures the effectiveness of brand building efforts has the advantage of insight into the brand's value. It has been shown that strong brands may impact a firm's financial position; brands with high equity command higher prices, strengthen consumer loyalty, and affect return on investment (Aaker 18,21-23,324). A manager who knows the product's brand value is better able to leverage the brand in mergers and acquisitions. Brand licensing, joint ventures, tax regulations, and "goodwill" make measuring brand equity all the more important. Firms that own high-value brands are able to demand a higher selling price from buyers. A brand's value is not only important for mergers and acquisitions, but also for determining a marketing budget. "...It's interesting to see how many marketing executives overestimate the value of their brands, which could lead to some bad marketing decisions" (qtd. in Lefton 43). However, the following are a few examples of high-value brands (Lefton 43-44).

• Benetton	.5-.55 billion dollars
• Gillette	5.1-5.4 billion dollars
• Johnson & Johnson	11.4-11.8 billion dollars
• Nestle	25+ billion dollars
• Nike	1.3-1.7 billion dollars

The way in which marketing experts measure brand equity is more subjective than objective. Many of the value-driven assets, such as brand loyalty, perceived quality, and price premiums, are chosen based on opinion rather than scientific method. The way a firm measures brand equity is based upon which assets it chooses to emphasize. Some firms focus on financial components, such as price premiums and stock prices. Others focus on consumer attitudes and other qualitative dimensions of brand equity, such as loyalty and perceived quality.

Methods to Measure Brand Equity

Aaker reviews three methods currently used to measure brand equity and then suggests his own method. He discusses Young and Rubicam's *Brand Asset Valuator, Total Research's Equitrend, Interbrand's model,* as well as his own model, the *Brand Equity Ten.* Keller adds *Grand Metropolitan's method, Simon and Sullivan,* and his own *"direct" and "indirect"* approach to this list. Cobb-Walgren adds *Mahajan, Rao and Srivastava* and *Financial World's* research.

Brand Asset Valuator

Young and Rubicam's *Brand Asset Valuator* is a 32 item questionnaire that identifies brand strength and brand stature. Brand strength is defined as the combination of differentiation and relevance. Brand stature is the combination of esteem or perceived quality and knowledge of the brand. Knowledge requires that the consumer be aware of the brand and understand it. From this information, Young and Rubicam designed a grid according to brand strength and stature to show a brand's level of equity. This identifies whether the brand is a niche brand or has unrealized potential, and whether the brand is tired based on low esteem or low differentiation (Aaker 304-309).

Total Research's Equitrend

Total Research's Equitrend is based on a brand's salience, perceived quality, and user satisfaction. Salience is defined as the percentage of respondents who have an opinion about the brand. Perceived quality is based on an eleven-point scale that identifies the respondents' willingness to recommend the product and their liking, trust, and pride in the product. From *Total Research's Equitrend* model several theories have emerged. The most interesting links stock value and brand equity. *Total Research's* results have shown a positive relationship between brand equity and stockholder return (Aaker 309-12).

Interbrand

Interbrand takes a business oriented view when measuring brand equity. It identifies seven weighted criteria and forms a multiplier that is applied to a firm's earnings. The seven criteria include leadership, stability, the market, internationality, long-term sales, financial support, and protection of the brand. Although *Interbrand* uses the brand ratings as a multiplier on earnings, all seven criteria are subjectively chosen making the reliability and accuracy of the brand's financial value controversial (Aaker 313-14).

Grand Metropolitan

According to Keller, *Grand Metropolitan* determines a brand's value "by determining the difference between the acquisition price and fixed assets" (1), and *Simon and Sullivan* measure brand equity by extracting "the value of brand equity from the value of a firm's other assets" (1). They do this by comparing a strong brand's discounted future cash flows with that of a low or weak brand (Keller 1). *Simon and Sullivan* are also known for using the *brand replacement* method to measure brand equity. This method determines the amount of funds needed to launch a new brand (Cobb-Walgren 26). Obviously this is applicable to new brands, but it is also relevant to existing brands based on the advantage that strong brands have when they decide to engage in brand extension. Keller also suggests the *"indirect" and "direct"* methods of measuring brand equity. The *"indirect"* method focuses on brand knowledge and the *"direct"* method attempts to measure consumer response to different elements in the marketing mix (12).

Mahajan, Rao, and Srivastava

Cobb-Walgren adds *Mahajan, Rao and Srivastava's* research and *Financial World's* model to the list. *Mahajan, Rao and Srivastava* "used the potential value of brands to an acquiring firm as an indicator of brand equity", while *Financial World* focuses on "net brand-related profits, assigning a multiple based on brand strength" (26). Evaluation of accounting and financial models of brand equity are becoming increasingly more useful; however, the trend still exists to use more qualitative models to evaluate brand equity.

Brand Equity Ten

The final method suggested for measuring brand equity is Aaker's *Brand Equity Ten.* It is the method most related to the brand components identified: brand awareness, loyalty, associations, and perceived quality. Regardless of the method used, brand managers should clearly identify and measure those components they believe add value to their brand.

The goal of Aaker's *Brand Equity Ten* is "to develop credible and sensitive measures of brand strength that supplement financial measures with brand asset measures" (316). This method is based on awareness, loyalty, association and differentiation, perceived quality and leadership, and market behavior measures. Brand awareness is determined by a consumer's familiarity with the product, their recall for the product given the product category, and their prioritization of the brand being recalled (e.g. was it first to be recalled or was it the only brand to be recalled). Loyalty measures include price premiums and customer satisfaction or liking of a brand (322). Associations and differentiation measures include a brand's perceived value, personality, and organizational associations. Perceived quality and leadership are direct measures on quality and popularity. Finally, market behavior measures include market share, market price, and distribution coverage. Except for the market behavior measures, market share and market price and distribution coverage, the methods are subjective and usually take the form of customer questionnaires or surveys (331-32).

Typically the best way to extract needed information about a brand is to ask consumers directly. A common method used is conjoint or trade-off analysis. This method "presents consumers with a series of simple choices, which are then analyzed together in order to determine the importance of different dimensions to consumers" (Aaker 321). Aaker states that one should be cautious about the number of measures used. Cost and feasibility are considerations when measuring brand equity. Using too many components to measure brand equity can be costly, ineffective, and difficult to track. He suggests brand managers identify those components that drive brand equity and assign weights accordingly. Brand managers will have to determine how the dimensions will be combined and what other brands will serve as benchmarks for comparisons (Aaker 316-38).

A set standard or model for measuring brand equity does not exist. Because of this, it is difficult for brand managers to accurately track the success of their brand building efforts. Even though the methods listed are subjective and arbitrary, they are currently the best indicators available for brand managers to employ when measuring and tracking a brand.

Summary of Brand Equity

The amount of research and literature on brand equity shows that it is an increasingly important topic for brand managers. A brand's success is often the result of brand building efforts and brand equity management. Although marketers broadly agree on how brand equity is defined, currently few managers agree on how brand equity should be measured. Typically, managers will choose the method that correlates best with the assets that drive their brand.

A review of the literature has shown that the majority of brand equity research involves national brands, products, and companies. Although these are the examples typically used, local and regional brand managers can gain insight into their products and services from the value of brand equity. For example, a small, local nonprofit organization that understands the importance of brand equity can benefit from building assets associated with a strong brand. They too can realize the advantages of a loyal customer base, strong brand associations, perceived quality, and brand awareness. Nonprofit managers, like for-profit managers, must persuade customers to align with the organization's products and services. These managers should be able to reap significant benefits from applying the concept of brand equity to their organizations. The following section discusses the nonprofit organization, how marketing in a nonprofit organization differs from a for-profit organization, and how nonprofit managers might build brand equity.

THE NONPROFIT ORGANIZATION

Thirty-five percent of the top 400 nonprofit organizations in 1995 were colleges and universities. Eleven percent were United Way organizations, and a little over five percent were health charities. The top 400 raised over 23 billion dollars in 1995 from private donations, an increase of five percent from the previous year (Blum 40).

While some nonprofits exist to serve their membership, most nonprofit organizations exist to fulfill society's unmet needs. For example, many hospital foundations raise funds to support needed medical services that the government does not subsidize or that the for-profit sector finds unprofitable to provide. It may be unprofitable for the government to oversee all relief efforts in the case of natural disasters, but it may still provide aid. For-profit organizations are hesitant to make a profit as a result of society's misfortunes. Hence, the American Red Cross and other similar organizations were developed to meet those needs. Author Peter Drucker states in his book, <u>Managing the Nonprofit Organization: Principles and Practices</u>, that nonprofits "exist to bring about a change in individuals and in society" (3). Author Siri Espy supports this when he states "nonprofit organizations have evolved from a sense of purpose and mission and the desire to fulfill human wants and/or needs" (8). Whether the purpose is to change society or to fulfill society's unmet needs, it is clear that nonprofits have economic importance in our society. If nonprofit organizations are to continue to grow and compete against each other and, in some cases, against businesses in the for-profit sector, marketers must understand how to build brand equity to strengthen a nonprofit's position with its stakeholders.

Definition of a Nonprofit Organization

One of the greatest misunderstandings the public has of a nonprofit organization is that it cannot make a net profit. It is true that a nonprofit firm cannot re-distribute profits to the staff, board members, or other constituents. However, it is not true that a nonprofit cannot make a net profit. For nonprofits to survive, board members must manage monies prudently to carry the organization through declines in support to allow the organization to offer less profitable but necessary services. Although it may be called a nonprofit organization, one would be misguided to think that this means the nonprofit organization does not seek profit-making activities (Espy 2-3).

A few differences exist between nonprofits and for-profit firms. First, unlike the profit sector, nonprofit organizations may receive a tax-exempt status. Second, the primary goal of a for-profit business is to maximize shareholder wealth. The primary goal of the nonprofit organization is "to fulfill a particular, well-defined mission" which impacts society (Espy 3), and the character of this mission varies greatly from nonprofit to nonprofit. Furthermore, the nonprofit must continuously be aware of all of its constituencies. Although the for-profit entity is concerned with public image, consumers, and employees, its primary concern is its shareholders. Nonprofit organizations struggle to harmonize the goals of donors, volunteers, board members, clients, government officials, staff, service providers, and other stakeholders. Nonprofit marketers must keep in mind that without any one of these groups the nonprofit would not survive (Espy 2-3).

Although the differences between nonprofits and their counterparts may seem striking at first, many similarities also exist. First, both seek to increase demand for their products and services. Without a successful product or service neither group could financially survive. Nonprofit marketers must create a stable demand for their products or services through membership fees or through a customer base that will pay or support its services. Second, both types of organizations seek to increase their flow of earnings. It is the responsibility of the nonprofit board to make sure that resources are invested wisely. Although the nonprofit seeks to increase earnings and resources, it should be stressed that it is not the primary goal of the organization as it is with for-profits.

Third, both desire a positive public image. Public relations issues are a concern for both organizations. Regardless of their primary goals, both organizations desire to project a positive image (Espy 4-5).

How Marketing in a Nonprofit Organization Differs From Marketing in a For-Profit Organization

Before one understands how to use brand equity for a nonprofit organization, it is important to note how marketing differs in a nonprofit environment. In his book, Marketing Strategies for Nonprofit Organizations, author Siri Espy, defines marketing as the process of determining "what human wants and needs might be and how best to match resources with what constituents are likely to use and from what they will benefit" (7).

If one were to take the key components of Espy's marketing definition, it would seem that marketing in the nonprofit organization differs little from marketing in the for-profit organization. Both must analyze the needs of their customers and develop services to meet those needs. For the nonprofit, this is not as easy at it appears at face value. For example, a nonprofit organization whose mission is "supporting persons with disabilities in enhancing their quality of life" wants to develop a service to employ their workers on a steady basis throughout the year. Who is the customer? Is it the disabled workers who they are trying to employ year-round, or is it the consumer of the service? How the nonprofit defines its consumer determines how it will satisfy its consumer's needs and wants and ultimately how it will market its products and services. This process is much more straightforward for the for-profit organization because it is able to focus primarily on the customer.

The communication strategies of both types of organizations are theoretically very similar. Both desire publicity; both want to promote their organization and their product; and both strive to make money. For-profit organizations have the advantage of size and availability of financial resources. Nonprofit organizations rely more on dues, fees, and charity, and less on revenues from products or services. Oftentimes, nonprofit organizations may receive free publicity for their contributions to society. Their efforts are newsworthy and of public interest. For-profit organizations often try to project the same concern for the public through both advocacy and image advertising in order to gain consumer trust.

How Nonprofits Build Brand Equity

Today, a successful nonprofit manager must be able to understand how to build brand equity for an organization. A nonprofit organization can create brand awareness by carefully constructing its mission statement and educating the public about its mission. It can engage in consumer education, an essential component for building awareness of the organization's services. In all, nonprofits can use the same strategies to build awareness as for-profits do. Both rely on establishing a broad constituency base and using integrated communications.

For the nonprofit, the heavy half theory is an important marketing concept for them to consider when establishing communication priorities. The largest percentage of donations is derived from only a small number of donors. Even though this is the case, nonprofits must still build awareness among a large number of stakeholders. A broad-based constituency serves to educate the public about the organization's services and provides credibility for the organization. Even though a nonprofit organization may only directly benefit a small group of people, for example a group of people who have a rare genetic disorder, such as cystic fibrosis, its success involves creating a sense of community among the greater whole.

For a nonprofit organization to enhance perceived quality, it should define what quality means for its constituents. Does perceived quality refer to the services that the nonprofit delivers to its consumers or does it refer to the mission of the organization? Once the nonprofit identifies the attitudes of its constituents, it is better able to communicate quality that the target market can understand.

Nonprofits employ the same methods of marketing that for-profits do when building brand equity. Both organizations, however, face their own unique challenges. For the nonprofit, this means being aware of its many constituents and using its resources in creative ways to expand the marketing budget through pro bono professional communications, co-branding, and sponsorships. While their focus may not be on maximizing shareholder wealth, nonprofits still need to employ marketing communication strategies to generate support if they are to compete for donors against other nonprofits and for-profit organizations that may offer similar products and services. One way for nonprofits to generate support is to build brand equity using the Web. This increasingly important marketing communications vehicle is discussed in the following section.

MARKETING ON THE WEB

The Internet is a computer network that connects users, allowing them to share information via electronic mail (email), text based documents and file transfers, and discussion groups. The Internet originated in government and research laboratories in the 1950s as a tool to distribute information in the event of a war. The World Wide Web or Web (WWW or 3W), which is a subset of the Internet, was developed in 1989. A group of physicists in Geneva, Switzerland developed the Web to disseminate their research using text, graphics and video, and sound (Stevens 1). Both proponents and opponents of the Web agree that this new medium will continue to experience growing pains at an exponential rate. The rate at which the Web has grown has caused confusion among users, technological difficulties, such as search methods, and has left businesses wondering how to safely process customer purchase orders. It is estimated that by the year 2000 over 50 percent of the total American population will be users of the World Wide Web (Judson 8). Current estimates of the number of Web users vary, ranging anywhere from three million to sixty million (Judson 7).

Nonprofit organizations have established their presence for years through traditional marketing vehicles. Nonprofit organizations have recently grown because they took advantage of the management and marketing principles used by for-profit businesses. By adapting these principles to their own mission statements, nonprofit managers are able to harness the potential of the Web to reach an otherwise untapped donor and volunteer base. Thus, the Web will continue to develop brand equity, a marketing goal important to the success of the nonprofit organization.

Not every nonprofit organization will benefit from using the Web. Before going on-line, managers must identify their target market, competitors, and objectives. The following are a few sample questions Eckman recommended in the Journal of Accountancy for managers to consider when deciding if the Web is the right medium for them.

- How will the Internet open your target market?
- Does your organization have the resources to extend its business beyond its current geographical boundaries?
- Is your accounting software ready to accept data generated on the Internet?
- Does using the Internet change the target or scope of your market?
- How does the Internet help you satisfy your customers' wants and needs?
- Are you prepared to invest in the development and maintenance of a home page on the Internet? (10).

For someone who is considering using the Web to build brand equity, it is important that the Web be treated with the same amount of commitment as any other medium. A recent article in the Wall Street Journal stated that "some 424,000 Web pages haven't been refreshed since early 1995, and 75,000 web pages haven't been touched since before 1994 (Sandberg B1).

> "...the decision to go 'on-line' must be done with the level of commitment expected before launching a new product or running an ad campaign. However, the danger of a mediocre commitment to the new media is clearly being overlooked. Standards of new media efforts must be at least as high as their core business. Poorly thought out and executed sites with substandard, static or dated informational content will undermine current brand equity in a manner that most marketing managers would never allow in traditional media (Stevens 8).

Additional considerations include the evolving search engines, such as Yahoo and Infoseek, used to navigate the Web, increasingly sophisticated graphics and interfaces, and the increasing demand from users for informative, interactive, and entertaining Web sites.

Why Nonprofit Organizations are Using the Web to Build Brand Equity

The first annual Brand Tech Forum exploring how firms build brand equity using the Web was held in 1993. It was hosted by IntelliQuest and included major software firms and CEO's from around the country. Results from the 1993 conference identified five reasons why firms are paying so much attention to brand equity and the Web. These reasons are equally applicable to nonprofit organizations building brand equity.

First, global competition has made it increasingly difficult for both nonprofit and for-profit organizations to differentiate their products based on price, quality, or service. Building brand equity allows firms to differentiate their products in the consumer's mind. Second, marketers have discovered the power of sub-brands. Parent brands that possess positive amounts of equity make it easier for brand managers to extend existing lines. The value of the parent brand reduces the entry barriers for new brands. Third, competition has made it difficult to reduce costs or increase prices. This leaves marketers looking for new ways to increase profitability. Hence, more attention is given to building brand equity. Nonprofits have limited funds resulting in a greater need to use creative strategies to stretch the organization's marketing budget. The shorter life cycles of high technology products divert the brand manager's focus toward the long-run instead of the short-run profitability of the product. A long-run emphasis is needed for brand building efforts to succeed. Finally, more firms are making investments in their brands through increased advertising. As more firms increase their investments, firms who do not will be left behind, including nonprofits who compete for donor support (IntelliQuest).

So far, many firms who have Web sites have benefited from the excitement generated from the development of the Web. Most consumers and businesses want to experience or be a part of the Web. As a result, many businesses have not had to rely on traditional brand building strategies. However, as use of the Web expands, firms will be forced to increase their standards to remain competitive on the Internet. Many are turning to brand building efforts to maintain their presence on the Web. America On-line understands the value of building brand equity.

> We're a marketing company, and our asset is our brand...usually, brands are either needed, like AT&T, or they're loved, like Coke or MTV or Nike. We're a lifestyle brand, we're loved by a generation. And you saw a few weeks ago when our network went down that we're a brand that's needed too. I can't think of any other brands that are utility-like and also lifestyle-like. It's an interesting opportunity (Schmuckler 49).

How Nonprofits Use the Web to Build Brand Equity

The next step is to examine how a nonprofit manager might use this information to build brand equity using the Web. According to Steve Klein managing partner-director of media and interactive services at Kirshenbaum Bond & Partners, New York, brand managers should focus on providing consumers with utility rather than using the Web purely as a medium for advertisements. He recommends using the Web to deliver information about the organization's products and services and to build a Web presence (Klein 28). Nonprofit organizations may do this by making sure that the content of their Web site is of value to their constituents. Marketers who have a clear idea about the objective of their Web site are more likely to succeed than those who do not.

Nonprofits that use the Web to build brand equity are better able to differentiate their products and services and are able to maintain a sense of continuity in their marketing communications efforts. The Web allows nonprofits to strengthen brand awareness, customer loyalty, and the organizations presence in the electronic market place. By doing so, managers are able to differentiate their organization from other similar organizations. Continuity is created when marketing strategies using the Web are integrated into other marketing efforts, creating less confusion for consumers. Differentiation among products and services is essential for loyalty, and continuity reduces the likelihood that consumers will be confused about the organization's mission.

The Web can be effective in building brand equity, but nonprofit organizations must publicize their Web address. Consumers must be able to locate the site easily. This requires a commitment and an investment by the nonprofit organization to integrate its Web site into its marketing strategy and to maintain the site once it is on-line (Stevens 4-6).

Before building a Web site, marketers must determine which segment of their target audience uses the Internet, how building the site will better enable the organization to fulfill its mission statement, and how the content of the site will enhance the organization's brand equity. Keeping in mind the four elements of brand equity (brand awareness, loyalty, quality, and associations) nonprofit marketers may transfer similar marketing methods using the Web. For example, brand quality using the Web may be directly related to the sophistication, usefulness, and maintenance of the site. If nonprofit managers allow their brands to deteriorate from a lack of investment in updating information, brand equity may become a liability rather than an asset. If the quality of the Web site deteriorates so does the user's perception of the organization. A consumer with strong brand awareness is more likely to attach additional information about that product than one with low brand awareness (Keller 3). Because of this, nonprofits are attempting to establish a presence on the Web to build brand equity.

A Sample of Nonprofits Currently Using the Web

Commercial use of the Web is the largest and fastest growing segment on the Internet. Nonprofits are finding that they too may benefit from this medium. Current research shows that the use of the Web by nonprofits is on the rise. Nonprofits are discovering that the Web provides them with a direct link to their constituents, businesses, volunteers, and donors.

For example, a pilot project developed by Cornell University, College of Human Ecology, links its network to local nonprofit organizations. This link allows faculty and students to

> ...discover at their fingertips what service opportunities are available for field study, internships, research, and volunteer activities in the community; find agencies to host students and student projects; keep apprised of current issues; and stay in close contact when students are working in the field (Lang 24)

Through this medium, nonprofit organizations are able to disperse greater amounts of targeted information to faculty, students, and the community. They are able to gain a better understanding of faculty and student research and field interests. Linking to the university also provides the nonprofit with valuable information about available grants (Lang 24). Information about this site is accessed via email address dd25@cornell.edu.

The Marion Foundation (see appendix A) has developed a Web site for children and teenagers that provides on-line advice, counseling, contests, and entertainment. Their site was one of twelve to win an award for Nonprofit Web Site Excellence "from the Zeff Group, an Arlington, Virginia consulting firm that helps charities use the Internet"

(Hall 66). Users are able to email specialists with their concerns, read an advice column, submit personal stories, and play games. Using the Web allows the Marion Foundation to contact a segment of their market that other types of media are unable to reach. Part of building awareness and brand equity means knowing how and where to locate your target market (Hall 66). The address to this site is *http://www.marion.org.*

The Virtual Foundation is another example of how nonprofit organizations are using the Web (see appendix B). This site was developed by a group of twelve nonprofits "to link donors with groups abroad that need support" (Hall 66). Ecologia, an environmental organization, oversees requests for $5,000 or less and matches those requests with donors. Projects are limited to Central Europe, the Baltics, and the former Soviet Union. Although a small administrative fee is assessed, the link allows nonprofit organizations to receive donations otherwise unavailable to them.

> Before the emergence of global electronic communications, it was not feasible for the average person, small organization, or medium-sized business to engage in meaningful international philanthropy without travel...now it is (Hall 66).

Nonprofit organizations interested in this site may locate it on the Internet at *http://www.virtualfoundation.org.*

The National Center for Nonprofit Boards has created a site for board members seeking information about managing a nonprofit organization. The center's leaders provide answers about motivation, salaries, fundraising, leadership, and training. They respond by email, fax, or phone within two days of the request. This site provides nonprofit managers and marketers with direct access to experts and colleagues in their field (see appendix C). The Web site address is *http://www.ncnb.org.* (Demko).

Another nonprofit organization, the Contact Center Network (see appendix D), developed a feature on their Web site, Idealist, that provides nonprofit organizations with information about setting up their own Web site. By filling out an on-line questionnaire, users receive information about building a site, enabling them to reach potential donors. Building a Web site allows nonprofit organizations to share its mission, goals, services, publications, and to communicate with volunteers. "The goal...is to create a comprehensive, international data base of charities that will be easy for people to search". Although the service is free, users are asked for a $25 donation for the maintenance of the site (Demko). The Web site address is *http://www.contact.org.*

In addition to the sites mentioned above, many other nonprofit organizations have established a presence on the Web. The American Red Cross (*http://www.redcross.org* – see appendix E) provides an interactive and well-designed home page. Volunteers may access a calendar of events, donors may provide financial support on-line, and interested individuals may learn about the American Red Cross and its services.

The Soros Foundations Network (see appendix F) a visually appealing page, provides users with information about itself and other related nonprofit organizations, and keeps individuals informed about international events. This site may be viewed at *http://www.soros.org.*

An example of a small, local organization that has moved beyond the local community to establish a worldwide presence using the Web, is the Missoula Children's Theatre (see appendix G). While this site is informative and uses a well-designed logo, it lacks the interactivity that many Web users expect. The site is mainly text based and provides little incentive for uninterested browsers to return to the site.

The Philanthropy Journal Online (see appendix H) looks similar to a newspaper in design and provides readers with a variety of informative articles to choose from. This site is a valuable resource for nonprofit managers to access fundraising ideas, link to other nonprofit sites, and to keep informed about the nonprofit sector. It also links to a listing for those seeking employment in the nonprofit sector. The address to this site is *http://www.philanthropy-journal.org.*

Another example of a nonprofit Web site is Impact Online (see appendix I). This site links nonprofit managers to volunteers and provides nonprofit resources, such as advice, technology assistance, and consulting services for those organizations going on-line. This site is visually appealing, uses attractive and catchy colors, and allows multiple links and options for browsers.

Many of the Web pages provided are good examples of nonprofit organizations that have successfully gone on-line. By building an informative, interactive, updated and useful site, these nonprofits have established their presence on-line and enhanced their brand equity.

Who Is Currently Using the Web

As the Web evolves, consumers and businesses are watching closely to determine who is using the Web, how often, and in what ways. According to American Advertising, the typical Internet user is 35, earns $69,000 a year, is male (64%), works with computers (31%), and is educated (24%) (Jacobson 28). The Nielson/CommerceNet Survey recently found similar results in their research survey. According to their data, the average age of the typical Web user is between 25 and 44, has an income of about $50,000, is educated, is typically male, and works in technical, managerial, and professional occupations. The Nielson survey also found that the majority of consumers used the Web for obtaining product information and "browsing" sites (Judson 8-9).

In addition to segmenting Web users, marketers must also look at who is utilizing the Web from a business perspective and what, the users' motivation may be. Researchers at the University of Baltimore found that "businesses are using the Web for marketing, information dissemination, information acquisition, and control". According to their study, businesses that use the Web for marketing purposes do so to build the organization's presence on the Web, and in turn, to increase sales and improve customer service (Bento 161). Nonprofit organizations that use the Web to build brand equity also establish a presence on the Web, increasing donor involvement and improving customer service.

Advantages Of Web Sites

One of the significant advantages of the Web is its inherent ability to combine "the best attributes of direct mail, magazine and television advertising..." (Results Direct 1). Marketers are able to utilize the best aspects of each medium to combine text, graphics, video, sound, and interactivity--a combination found in no other medium. Web developers are able to do this at a fraction of the cost of traditional media. The elimination of printing and the use of expensive equipment greatly reduce the costs associated with the using the Web. The most significant cost is maintaining the site, which is relatively minimal (Results Direct 2). However, it is more cost effective to update and change information on a Web site than it is to change television, billboard, and printed ads. The Web allows managers greater flexibility when updating their marketing strategies. Businesses on the Web also face little regulation of site content and form, since the Web is not owned by anyone or governed by any one group. Furthermore, the potential for growth far exceeds any other form of marketing communications strategy.

Disadvantages Of Web Sites

Although the Web clearly has its advantages, it also has its disadvantages. The Web is still in its infancy, and as a result, the infrastructure of the Web is not fully developed. It is estimated that the number of sites on the Web is growing "at 10-15% per month" (Stevens) or approximately 200,000 new pages each day (Frost B6). This creates a problem for consumers who are trying to locate information on a particular industry or product. The current search engines available, while improving, have limited and varying functions. This is mainly due to the lack of an index system large enough to maintain and update the number of sites on the Web. For nonprofits, this means their product or

Web site may be buried under multiple layers of information, making consumer access difficult.

Brad Morgan, vice president of marketing for Harrah's Entertainment, believes the Web is the fad of the nineties. Although most would disagree with this statement, he does make a few valid points. First, he argues that too much time is wasted discovering and overcoming the obstacles inherent when using the Web. Time is a valuable resource, so why not let someone else do the leg work and build a Web site when all the kinks are worked out. While it is true that building and maintaining a Web site may be time consuming, it is a smart marketing strategy to establish your organization as a leader in its product category before anyone else. Being first on the Web increases the likelihood that an organization will be first in the consumer's mind.

Second, Morgan argues that the size of the Web makes it impossible with the current search engines to actually target your audience. At this time this is probably true; however, building brand equity requires that marketers establish brand awareness. One successful way to do this is to build a donor base that will recall the organization. New technology is emerging that will enable nonprofits to provide content specific information to their target audience.

Third, he points out that the Web is highly interactive and requires sophisticated sites to maintain the browser's attention. The Web does require creativity and maintenance; however, this is true of all media (Morgan, Brad 17-18).

Special Considerations When Marketing on the Web

Once a manager has identified one target market, analyzed the competitors using the Web, and examined the advantages and disadvantages of this medium, the layout and design of the site must be considered. Unlike any other medium, the Web allows marketers to combine visual, sound, and interaction aspects into one channel. Special care must be given to the design of the site.

New and experienced Web developers must remember the basics when designing a home page. Author Robert Scott points out that many sites lack basic information about the organization, such as location, phone number, and a statement describing what the organization does. He also reminds managers that using the Web augments other forms of marketing rather than replacing it. Building and maintaining a Web site is not a marketing strategy unto itself. The site must be integrated into all other marketing communication plans so that continuity is achieved (Scott 33-34). For example many companies, such as the United Parcel

Service, have promoted their Web sites by including their on-line address in the copy of print and television advertisements (*http://www.ups.com*).

The Wall Street Journal adds that Web sites should be consistent with the organization's image. Sites that use more than one page need to build continuity between the pages so that the browser is not confused. It is also important to take into consideration the time it takes for the user to download the images. If the wait is too long, they may become bored and leave the site. Finally, developers need to be aware of the standards that are emerging when developing sites. For example, certain icons and colors act as cues, letting the browser know where to find additional information and links (Frost B6). It is not unusual for Web sites to underline text indicating that it is a hyperlink. The Marion Foundation (see appendix A) uses a combination of icons and underlined text to direct the user to additional information about the organization.

Future Marketing Considerations for Nonprofits Using the Web

The Web is growing exponentially. The rate at which the Web is growing and the technology is changing makes the use of this medium difficult for the novice to master. Going on-line requires an investment of time and support that many nonprofit organizations lack. Yet, for the nonprofit organization to build its base, it must adapt to today's technology by using the most cost effective means possible of reaching its market segment.

A growing trend is for local businesses to advertise and market their products and services using the Web. Initially, the Web was thought to be useful only for national companies; however, a trend is developing for a greater number of users to be concentrated in one area rather than dispersed over large geographical areas. For local organizations, this means managers have a better chance of reaching local consumers and potential tourists visiting the area (Krasilovsky 22).

> If developed successfully, such local services may go a long way toward being an efficient time saver for shopping, entertainment, and information gathering-a critical need mentioned by family members in focus group after focus group (Krasilovsky 22).

For the local nonprofit organization, users concentrated in one area means the possibility of developing fundraising events on-line, establishing a volunteer base, and educating the community of the organization's mission. Nonprofits interested in building brand equity on-line should benefit from watching this trend of the growing number of concentrated users.

Research thus far has focused on how nonprofits use the Web to communicate with volunteers, donors, and other similar organizations. Once for-profit businesses and nonprofit organizations establish themselves on-line it is likely that marketers will focus their attention on measuring the effectiveness of on-line communications to attempt to calculate the dollar figure associated with enhancing brand equity.

CONCLUSIONS

The development of the Web has provided nonprofit organizations a new way to deliver their marketing communications about their organization and their products and services. While some believe the Web uses traditional marketing principles in a different format, others believe the Web is a new and dynamic medium requiring a great deal of attention and new research.

Available information about the Web focuses on who uses the Web, why they use it, and how effectively it meets its intended objectives. As the Web continues to become popular in people's homes and offices, marketers will discover the mechanism of building brand equity using the Web. Future research will look at how the on-line presence of nonprofit organizations enhances an organization's brand equity and how an organization may measure the on-line effectiveness of its communications. This paper was written to provide nonprofit managers with an understanding of the importance of developing brand equity and how the Web can contribute toward that goal.

APPENDICES

Appendix A: Marion Foundation

The Marion Foundation strives to improve communications and relationships among youth and parents by implementing innovative programs that address the social, emotional and educational issues of our ever changing society.

History | On-Line Counseling | Project A.C.E.

TalkZone | School House Project | Soccer for Scholarships | Educational Videos

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contact us

Appendix B: Virtual Foundation

About the Foundation

Director's Message

Welcome to the Virtual Foundation(tm), a global approach to supporting grassroots change. We are an innovative approach to philanthropy in that we use the World Wide Web to link individual donors with the small grassroots projects which are effecting real change. This enables donors to see the concrete effects of their donations.

Search for Projects

Project Search by Map

While other foundations have financial endowments, the Virtual Foundation's endowment consists of farsighted individuals and organizations, and their goodwill and generosity.

Make a Donation

Matching funds double your donation!

This site was created by ECOLOGIA. Homepage was last modified by L.Thompson on April 14, 1997.

Sponsors | Feature Project | Guestbook

Appendix C: National Center for Nonprofit Boards

ncnb home porch

Building strong boards, building strong nonprofits.

Welcome!

You're on the doorstep of the National Center for Nonprofit Boards (NCNB), the only nonprofit organization dedicated to building stronger nonprofit boards and stronger nonprofit organizations.

We exist to help nonprofit leaders--board members and paid executive staff--engineer healthy, powerful organizations.

We provide the resources, leadership tools, and answers to help you be a better nonprofit leader.

Our programs and activities--our tools for building boards--fall into three main areas: education, publishing, and membership.

Education

NCNB provides training, education, and consulting services at the local, regional, and national levels. Click here for information on NCNB's National Leadership Forum, the nation's premier nonprofit leadership conference. Click here for information on bringing a workshop to you community via **satellite**. It's simple!

Publishing

NCNB is the world's leading publisher and disseminator of material on nonprofit governance. More than 80 booklets, books, videotapes, and audiotapes guide volunteers and nonprofit professionals through nearly every issue of governance and leadership.

Membership

Thousands of nonprofit leaders are members of NCNB. Membership provides the tools to help executives and board members engineer strong boards and strong nonprofit organizations. And members save on NCNB's resources!

About NCNB

The National Center for Nonprofit Boards is a 501(c)(3) nonprofit organization dedicated to improving the effectiveness of nonprofit organizations by strengthening their boards of directors.

Established in 1988 by the Association of Governing Boards of Universities and Colleges (AGB) and INDEPENDENT SECTOR, NCNB provides resources, programs, and services to volunteer and staff leaders, corporations, foundations, academic centers, journalists, consultants, and others with an interest in the nonprofit sector.

Press on the following links for more information:

- Why NCNB exists.
- NCNB's international programs and activities.
- NCNB's new activities in California: The California Nonprofit Governance Project.
- The foundations and organizations that have supported NCNB.
- NCNB's staff and board of directors.
- A calendar of upcoming events.

Free! Free! Free!

We encourage you to view all of our pages for a complete view of information and resources designed to help you be a better nonprofit leader. If you're in a hurry, press here to link to frequently asked questions (FAQs) about nonprofit boards. NCNB's Board Information Center can also provide answers and information to your governance questions.

For More Information

Feel free to sign our email guestbook, and we'll add you to our mailing list. You can e-mail us with questions or requests for information. Or call us: in the U.S. and Canada, dial toll-free 800-883-6262. Internationally, dial 202-452-6262. Our fax number is 202-452-6299. We also offer documents via fax on demand. Call toll-free to 800-342-5709 and request an index. You can obtain the governance FAQs and nearly all of the information on our web page via fax-on-demand.

Please download the newest version of Netscape

education | membership | publications

email | home

graphics by huh?design

Appendix D: Contact Center Network

[Text Only]

ideaLIST

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ORGANIZATIONS | SERVICES | VOLUNTEERING | EVENTS | MATERIALS | JOBS | INTERNSHIPS

- ADD YOUR ORGANIZATION
- UPDATE YOUR ENTRY
- NONPROFIT WEBSITES
- TOOLS FOR NONPROFITS
- PARTNERS & SUPPORTERS
- COMMUNITY WEB ACCESS
- REGISTER TO BE UPDATED
- MORE ABOUT IDEALIST
- WORK WITH US LOCALLY
- HOW TO CONTACT US
- IN THE NEWS

Welcome to Idealist, a project of the Contact Center Network

First Time Here?

Stretch your imagination. Take part in

Action Without Borders '97

October 18-25, in your community

Take a look at our:

Directory of 10,000 Nonprofit Websites   Tools for Nonprofits

---

What else would you like to see on this site?

Appendix E: Red Cross

FEATURES

[Red Cross Aids Flooded Families, Urges Flood Preparation]

[Are You Ready for a Flood?]

[Repairing Your Flooded Home?]

[Help Victims of Recent Disasters]

[Whatever It Takes] Our 1995-96 Annual Report

[Keep Your Family Safe in April] and All Year Long

[Vital Disaster Safety Information for You and Your Family]

[The Continuous Commitment] - A Tribute to the Contributions of African Americans in Red Cross History

[Land Mines: The Human Cost] - Visit our photo exhibit

Visit the Red Cross [Bulletin Board] for lots more interesting places to visit on our Website.

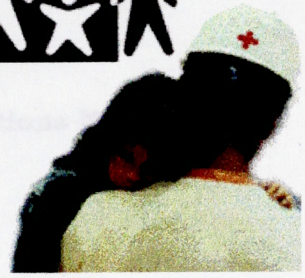
American Red Cross

April

Welcome to the American Red Cross Website.

Safe Families

Ready for Anything



- News
- Our Services
- Want to Help?
- Your Local Red Cross
- Bulletin Board
- Donate Now
- Virtual Museum
- Calendar of Events

Something to believe in

Home | Search | Feedback

Appendix F: Soros Foundations Network

Text Only Menu

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SOROS FOUNDATIONS NETWORK

The concept of open society is based on the recognition that people act on imperfect knowledge and nobody is in possession of the ultimate truth.

INTRODUCTION | NATIONAL FOUNDATIONS | OPEN SOCIETY INSTITUTE - NEW YORK | OPEN SOCIETY INSTITUTE - BUDAPEST | OTHER SUPPORTED ORGANIZATIONS

GEORGE SOROS

SEARCH THIS SITE

ABOUT THIS SITE

OTHER RELATED SITES

Sign and Read our Guest Book

E-mail: Web Site Administrator

Site Accessed 1186953 Times Since March 1, 1996

Find out how it went...

The fight for online free speech goes now to the Supreme Court. Follow the link to read about our victory and the road ahead of us.

Free Speech Online
Blue Ribbon Campaign
Click here for more info!

Appendix G: Missoula Children's Theatre

Missoula Children's Theatre

MCT Projects and Information

[MCT Tour Project]

[Local Programming]

[Issues and Awareness Tour]

[Performing Arts Camp]

[Backstage Newsletter]

[MCT's Camp Paxson]

[MCT Capital Campaign]

[MCT Staff & Board of Directors]

[MCT Employment Inquiries]

For twenty-five years Missoula Children's Theatre has provided quality education, entertainment and enrichment for all ages through the performing arts. This season alone more than 40,000 youngsters, from Tokyo to El Paso, will participate as performers in our productions, making MCT America's largest touring children's theatre.

MCT MISSION
The development of **LIFESKILLS** in children through participation in the performing arts:

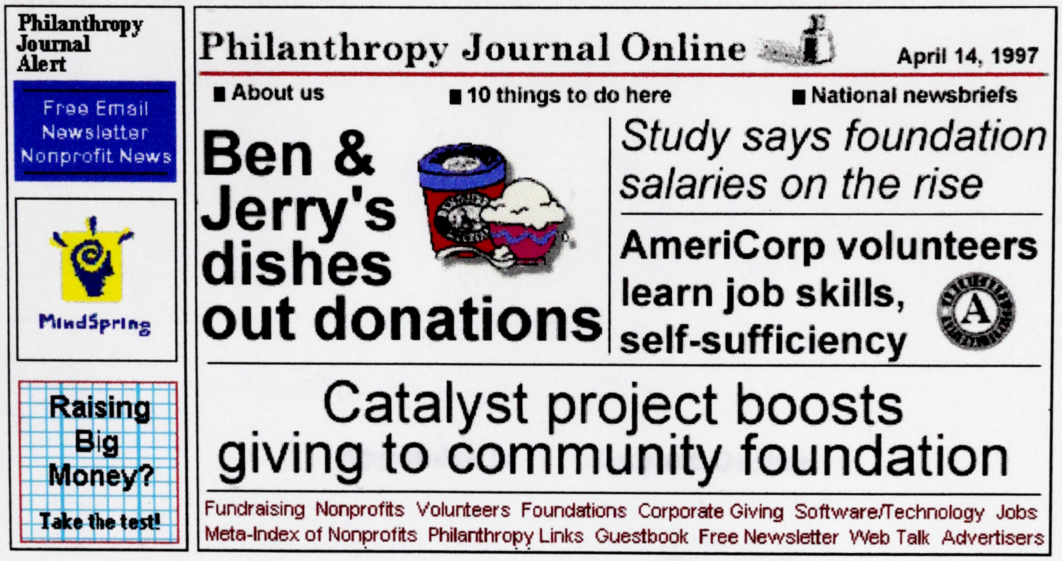
Creativity
Social Skills
Goal Achievement
Communications Skills
Self-Esteem

Within each MCT cast, girls are equal to boys, the disabled become able, the shy experiment with bravery, the slow are rehearsed to perfection, the gifted become part of the whole. The lesson learned is that all of them are necessary for the show to go on. Few arenas exist where responsibility is taught and learned so clearly. It is an opportunity to excel with all participants on the same level... a lesson from art that carries into life. On an almost daily basis, MCT receives letters from teachers and parents extolling the benefits received by their students and children through participation in MCT programs: a stronger performance in their school work, a blossoming imagination, greater rapport with teachers and classmates, appreciation and empathy for people different from themselves, increased harmony with family members... **a happier child.**

Missoula Children's Theatre
200 North Adams Street, Dept. I
Missoula, MT 59802-4718
(406) 728-1911 Fax: (406) 721-0637
E-Mail Address: mct@mctinc.org

MCT Web Pages
designed by Dave Pyron

Appendix H: The Philanthropy Journal Online



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Site Search: Enter Keyword or Phrase to Search [ ] Search

Home

Fundraising | Volunteers | Foundations | CorporateGiving | Technology&Software | NonprofitJobs

Meta-Index of Nonprofits | PhilanthropyLinks | Nonprofits | GuestBook | WebTalk | Advertisers

10 Things To Do Here | National Headlines | About Us

Appendix I: Impact Online

impact ONLINE

IMPACT ONLINE

Register your Organization

Registering allows you to have a one page editable listing on our site and allows you to publicize your volunteer activities using the web.

Update your Organization's listing

You can change your listing and add new volunteer opportunities as often as you need to.

Nonprofit Resources

Advice, help with technology, Frequently Asked Questions and our very own Internet 101 for nonprofits.

Consulting Services

There **is** someone to help you plan an internet strategy that is right for you.

Virtual Volunteering

Impact Online has launched a new national program to encourage development of volunteer activities that can be completed off-site via the Internet.

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