

# **The Applicability of Strategic Design in Non-Profit Organizations**

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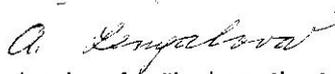
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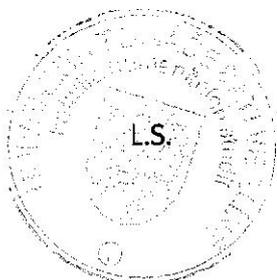
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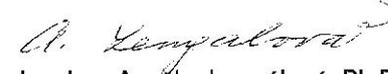
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## **ABSTRAKT**

Neziskový sektor stejně jako ten ziskový podléhá neustálým změnám v sociodemografické, ekonomické, ale i kulturně-politické sféře. Rychlá adaptace na nové podmínky a přizpůsobení se novým trendům jsou klíčem k dlouhodobému úspěchu. Využití strategického designu může oběma sektorům napomoci nejen k upevnění pozice v měnícím se prostředí, ale i k získání nebo obnovení konkurenční výhody. Vyhnou se tak stále rostoucím tlakům ze strany konkurence a zesílí své postavení na trhu.

Klíčová slova: Strategický design, nezisková organizace, inovační proces, identita, image, značka, design, komunikace, segmentace.

## **ABSTRACT**

Both non-profit and profit sectors are a subject to incessant changes in socio-demographic, economic and also cultural and political spheres. A swift adaptation to new conditions and trends are a key to long-term success. An application of strategic design can help the sectors not only in strengthening of their position in the changing environment but also in gaining or re-establishing of a competitive advantage. This way they can avoid a mounting competition-pull pressure and strengthen their position in the market.

Keywords: Strategic design, non-profit organization, innovation process, identity, image, brand, design, communication, segmentation.

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## INTRODUCTION

In today's dynamic market companies must prove their ability to respond to the competitive environment. The usage of their current assets is no longer enough. The success in such an environment is temporal because all the advantages are very quickly absorbed by competitors and this "copy – paste" behaviour inevitably leads to the head-to-head competition. To avoid these destructive tendencies companies should engage in an innovative thinking and differentiate themselves from rivals. They can search for a professional help in strategic design companies or directly apply this approach.

Strategic design principles exclude conventional strategies and aim at setting the user apart from the rest. Although it is a quite new discipline its positive influence is already proven in the business practice of many successful companies. Thanks to this approach these companies found or re-established the viable competitive advantage, eliminated their drawbacks and strengthened their position in the market.

The same applies to the non-profit organizations. Although the term non-profit can be misleading these organizations are dependent on the financial support of the donors and what is more important they have to win their favour. It means that also there exists a competition and therefore the need for building of the assets. Thus both profit and non-profit organizations share generally speaking the same goal namely to gain as much financial means as possible and therefore it is apropos to engage in strategic design thinking which can help them to find their unique position in the already glutted market.

The aim of this bachelor thesis is to introduce strategic design and prove its possible applicability in a non-profit sector.

The theoretical part is divided into two main sections. The first section introduces the strategic design, strategic design innovation process and building of the strategic design team according to the available scientific knowledge. The second section presents fields with which strategic design works in order to help the organization to be a strong entity.

The practical part is based on a qualitative questionnaire survey and its division is closely connected with the order and the subject matter of questions presented in the questionnaire. The aim of the analysis is to reveal possible weaknesses of five international non-profit organizations selected especially for this reason and non-profits generally. This revelation should call attention to the presence of weak points which leave room to the strategic design intervention.

## **I. THEORY**

## 1 STRATEGIC DESIGN

The design was increasingly forced to overstep its disciplinary boundaries that it finally split up into a purely artful design (general idea of design) and a scientific design approach (Friis 2005, 6-7) termed as strategic design. “It has risen from a larger movement of user oriented design” (Friis 2004, 6) and was described by Friis as “Design’s New Frontier”. (Friis 2004, 6)

Strategic design as a scientific approach is multidisciplinary. It is a synthesis of design and disciplines such as psychology, sociology, marketing, engineering, etc.

This synthesis “carries a huge potential for the design agencies capable of making the evolutionary leap from ‘merely’ being about design to step up and grapple with strategic management. By applying creative competencies to identify problems and develop new solutions, the agencies can cultivate new markets, for themselves and for their clients. Thus it is very important that clients come to see strategic design agencies as key partners in their long-term strategic planning. If and when this happens, design agencies may well become the innovative driving force in the economy of tomorrow.” (Friis 2004, 7)

### 1.1 Strategic Design Agencies

“Leading design agencies all over the world are changing focus; from merely delivering design as a visually pleasing form, leading agencies now take part in the analysis and identification of the clients’ challenges as well as in the development of creative solutions that create new markets. This change is currently shaping cutting-edge professional design practice and means a departure from the traditional design approach.” (Friis 2004, 6)

1. **Traditional design agencies** are strictly focused on problem solving. “They work from the assumption that the client has already identified the problem and knows what is needed (a new building, a graphic identity or a new product line).” (Friis 2005, 7)  
Such an approach when designers solve a specific challenge with a particular product is described by Friis as a framed problem solving. (Friis 2004, 6)
2. **Strategic design agencies** as representatives of unframed problem solving on the other hand “help the clients identify strategic challenges and opportunities rather than merely solve them. They do not take for granted that the client has identified the real problem or opportunity.” (Friis 2004, 6) Client’s problem is understood as a possible symptom of a real difficulty and it serves as a springboard for their work. “Solution

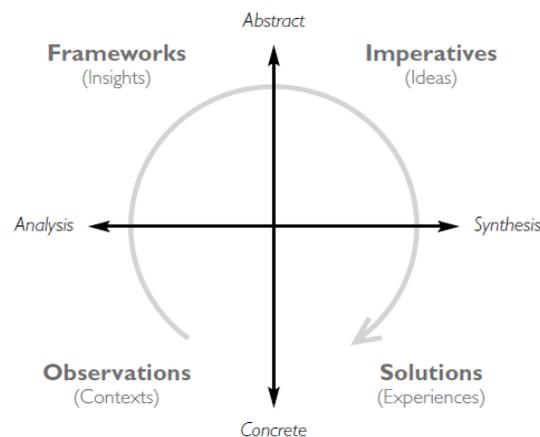
paths are not known in advance and take any shape or form, both physical and immaterial” (Friis 2004, 6) contrary to the traditional approach when the solutions uniformly correspond with the client’s assignment.

“Design agencies in this category are generally hyper alert marketplace trend spotters. They like to think of themselves as being on the cutting edge of development, and will constantly incorporate new trends and new values into their work. In this way they readily offer the client new and radically different perspectives, which will help reframe questions and create new opportunities. They generally attract a lot of attention from the media, mainly because they are masters of delivering original perspectives – and because they do this in a highly aesthetic and seductive manner.” (Friis 2005, 6)

## 1.2 Strategic Design Innovation Process

The whole innovation process represents the difference between the traditional and the strategic approach. In traditional agencies they leap from the analytical phase, which is done by clients who identify their needs and assign the form of the concrete solution, directly to a designing phase and do a custom-made work.

With the arrival of strategic design the solution took unconventional paths and it became more difficult to find it, see a model of innovation process below. To make the explanation of the whole process more clear Beckman and Barry determined four basic steps leading to the innovative solution finding namely Understanding (Observations), Thinking (Frameworks), Filtering (Imperatives) and Explaining (Solutions). (Beckman, and Barry 2007, 29-43)



Pic. 1. Model of Innovation Process (Beckman, and Barry 2007, 30)

To elaborate on the simplified scheme of innovation process of Beckman and Barry the process of solution finding can be viewed as having three main phases:

1. Analytical phase (Understanding)
2. Creation phase (Thinking)
3. Solution deriving phase (Filtering, Explaining)

The analytical phase is a foundation for the task formulation. It is co-created with clients who share their knowledge and insight with the agency. In this phase the agency identifies a real problem and focuses on both internal and external factors which may influence or cause the problem.

The output of the previous phase should be more or less clearly stated problem and the task of the creative phase is to find a way how to eliminate it and in fact make an advantage from its core. In this phase agencies engage in a set of surveys, statistics, analysis etc. to define strengths and weaknesses in the integrity of the organization (identity, corporate culture, corporate design, corporate communication, corporate product) and carry out a market research (customers, target groups, technology available, competition, etc.) in order to find the most suitable solution.

Although this process is contrary to the process of traditional agencies there still remain some limits of the innovative creation which must be taken into consideration. These limits are usually of a financial nature which means that the client earmarks a certain budget for the project's realization. If the cost of the project's planned realization exceeds the reserved budget for instance because of the incorporation of new technologies and because the designers do not want to accept any limitations in their work on the innovative problem solution it is up to the clients' decision whether they will increase the budget or whether you will fail the project. This can be the difficulty of this process but it can also show you how successful the project's fulfilment was when you reached the end.

So the outcome of the whole process is a creative solution which should be innovative by offering something not seen before and which should fit the client.

### **1.3 Team of Strategic Designers**

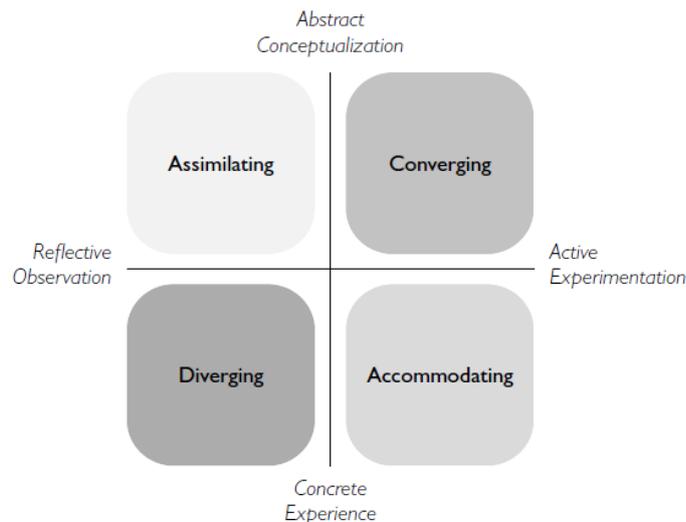
“If the agencies aim to compete on this new level, they will have to acquire new competencies and figure out how to manage multidisciplinary team-work.” (Friis 2004, 6) Because agencies do not know in advance what is the real client's weakness there arises a need to find people from different professional fields who will ensure several different points of view on the matter and who will warrant a complexity of the solution. There are no general

rules about how many members should join the team yet but generally it is desired to group people who will by their skills cover the disciplines of marketing, engineering, psychology and sociology, and last but not least design together with arts and visual arts.

Such a team should generate ambiguous perspectives on problem spotting, problem formulating and then solution finding. But to warrant their work to be within the frame of the innovation process or within the given time it is highly relevant to think about their learning styles which reflect on their approach to work.

### 1.3.1 Learning Styles

According to Beckman's and Barry's model the innovation "process moves its participants between the concrete and the abstract worlds (see a model of learning styles below). In moving among those extremes, it in essence requires participants to engage in concrete experience and abstract conceptualization, reflective observation and active experimentation." (Beckman, and Barry 2007, 29)



Pic. 2. Model of Learning Styles (Beckman, and Barry 2007, 28)

Beckman and Barry identified four learning styles which support the most one of the four phases of the innovation process:

1. Diverging learning style
2. Assimilating learning style
3. Converging learning style
4. Accommodating learning style (Beckman, and Barry 2007, 28)

The mentioned learning styles say a lot about the person. For instance “individuals with a preference for a diverging style are good at idea generation activities, while individuals with a preference for converging style prefer technical tasks over tasks dealing with social or interpersonal issues. Individuals with the assimilating style are good at taking in a lot of information and logically ordering it, while individuals with the accommodating style prefer hands-on experience and action-oriented learning.” (Beckman, and Barry 2007, 29)

### **Analytical phase**

Those who best support this phase are those with diverging learning style. “They are best at viewing concrete situations from many different points of view and like to gather information. Those with a diverging learning style are often introverted and feeling-oriented, major in the arts, history, or psychology, and tend to choose work in the social services or the arts.” (Beckman, and Barry 2007, 35)

### **Creation phase**

In the initial stage of creation it is necessary to process all information gathered in the analytical phase. Therefore it is essential to have in the team “an assimilator who asks what would happen if the data were restructured in a different way, who takes the large amount of seemingly disconnected data and puts it in order as the team is delivering it. Assimilators are good at collecting information in logical order as the team talks. They are often found in the math and science fields.” (Beckman, and Barry 2007, 41)

Very important for this phase are also those who are “goal-driven and want to move the team forward. Convergent types help a team move on by extracting the essence of the project. Those with a converging style tend to be extraverted, thinking types.” (Beckman, and Barry 2007, 42) These people guarantee that the project will be done within the given time because one of their strength points is a good time management. At the beginning of the project they will probably set milestones for the course of their work and will watch over their adherence. They are also very skilful at moving the team forward in cases when it gets stuck or when it pointlessly remains in some phase although its tasks were already done and it is time to move to the next phase. Therefore their presence in the team is indispensable.

### Solution deriving phase

In the final stage there is a need for people who have the ability to critically evaluate the possible variants of the solution which were results of the creative phase. Individuals with this ability have accommodating learning style. “They often are extraverted and major in education, communication, and sales fields.” (Beckman, and Barry 2007, 44)

#### 1.3.2 Creativity

As was mentioned above it is very useful to take the learning styles into consideration when building a strategic design team to ensure a smooth going of the innovation process. But in order to come up with an innovative solution at the end of the process the strategic agencies should also choose the candidates according to their ability to be creative.

According to Amabile creativity is within every individual a function of three components:

1. Expertise
2. Creative-thinking skills
3. Motivation (Amabile 1998, 78)



Pic. 3. Model of Creativity (Amabile 1998, 78)

By expertise it is understood “knowledge-technical, procedural, and intellectual.” (Amabile 1998, 78)

“Creative thinking then refers to how flexibly and imaginatively people approach problems and solutions-their capacity to put existing ideas together in new combinations. The skill itself depends quite a bit on personality as well as on how a person thinks and works.” (Amabile 1998, 79)

The first two components are without any doubt “individual's natural resources” but it is crucial to choose team members according to motivation as a third natural resource. “There are two types of motivation - extrinsic and intrinsic, the latter being the natural ability far more essential for creativity.” (Amabile 1998, 79) Extrinsic motivation from the point of view of creativity is impermissible. “People will be most creative when they feel motivated

primarily by the interest, satisfaction, and challenge of the work itself” (Amabile 1998, 79) and not because they are awarded for doing it. The right kind of motivation was articulated just by Amabile as an Intrinsic Motivation Principle of Creativity. (Amabile 1998, 79)

Goldenberg, Horowitz, Levav, and Mazursky called the phenomenon of creative thinking as a systematic inventive thinking. The inventive thinking is then a set of skills composed of the ability to subtract, multiply, duplicate and alter an aspect of some product, divide into parts and recombine, attribute dependency change, exploit unseen and unused dependencies between attributes, unify task and assign a new task to an existing component or attribute. (Goldenberg, Horowitz, Levav, and Mazursky 2003, 122-124)

### 1.3.3 Design

Design is one of the strategic design disciplines that uses “designer’s sensibility and methods to match people’s needs with what is technologically feasible and what a viable business strategy can convert into customer value and market opportunity. Leaders now look to innovation as a principal source of differentiation and competitive advantage; they would do well to incorporate design thinking into all phases of the process.” (Brown 2008, 86)

A role of design in the innovation process lies in the integration of knowledge gained from a design practice. One piece of knowledge which is worth mentioning is a finding that the rationale consumer whose internal processes can be simply described as Think – Feel – Do is dead. The contemporary consumer undergoes following processes:

- Feel – do – think
- Do – feel – think
- Feel – think – do

### Visceral design

“When we perceive something as “pretty”, that judgement comes directly from the visceral level. Because visceral design is about initial reactions, it can be studied quite simply by putting people in front of a design and waiting for reactions. In the best of circumstances, the visceral reaction to appearance works so well that people take one look and say “I want it”. Then they might ask, “What does it do?” and last, “And how much does it cost?” (Norman 2004, 66-68)

The reactions of the consumer (namely “I want it”, “What does it do?”, “How much does it cost?”) can be simply replaced by a description:

Feel – Do – Think

This reaction is known as a wow factor and “requires the skills of the visual and graphic artist and the industrial engineer.” (Norman 2004, 69)

### **Behavioural design**

“Behavioural design is all about use. Appearance doesn’t really matter. Rationale doesn’t matter, performance does. What matters here are four components of good behavioural design: function, understandability, usability, and physical feel.” (Norman 2004, 69-70) The effectiveness of use plays in the case of behavioural design the most important role. The consumers mind works in this way:

Do – Feel –Think

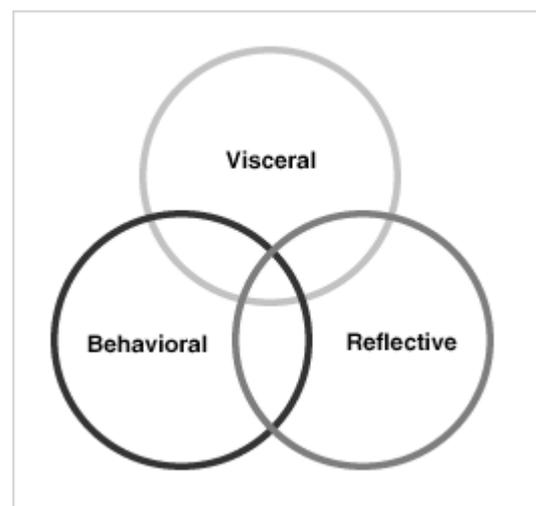
### **Reflective design**

“Reflective design covers a lot of territory. It is all about message, about culture, and about the meaning of a product or its use. For one, it is about the meaning of things, the personal remembrances something evokes. For another, very different thing, it is about self-image and the message a product sends to others” (Norman 2004, 83-84)

“Prestige, perceived rarity, and exclusiveness” (Norman 2004, 88) of the product or service cause following pattern of consumer’s reaction:

Feel – think – do

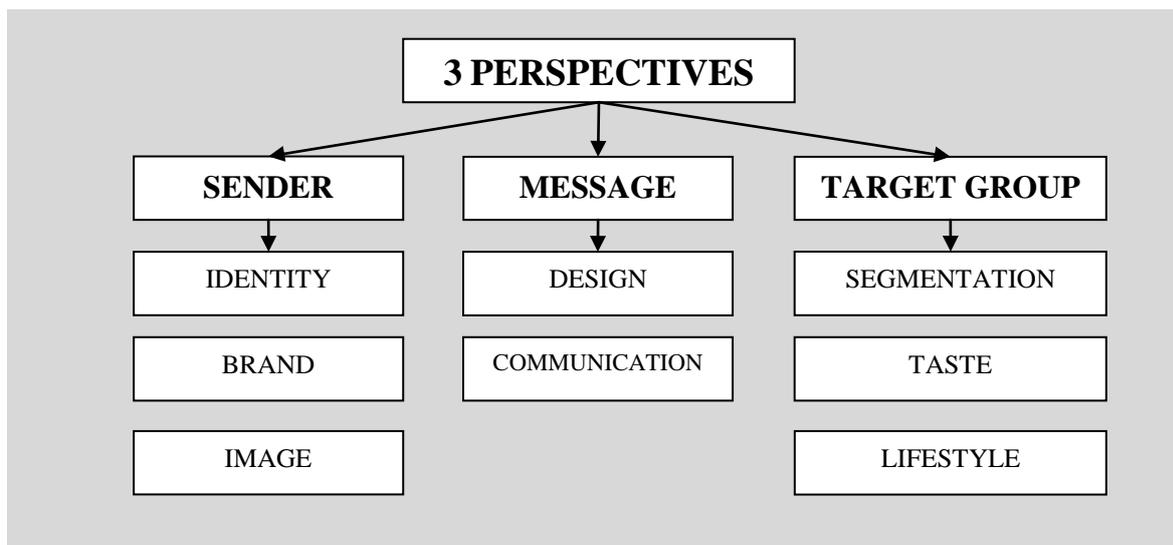
The mentioned knowledge should help the strategic design team to be more effective in delivering a service of a real value to their clients.



Pic. 4. Model of Design Levels (Norman 2004, 89)

## 2 3 PERSPECTIVES

The synthesis of multiple disciplines such as design, visual arts, arts, humanistic and cultural thinking, psychology etc. supports a market success of organizations. A well-built strategic design team is able to deliver state of the art innovations and create completely new markets for these innovations. But its not less important task is to help the organizations to be adequately prepared to enter these markets as a strong entity. To ensure this the strategic design team works with the organization from 3 perspectives which must coexist in harmony.



Pic. 5. Model of 3 Perspectives

Under the best of conditions organizations should seek the professional help of the strategic design agency as soon as they plan to start up their business. The decision to engage the agency in the early beginning of the start-up process is an appropriate step in order to eliminate or even exclude mistakes in the scope of 3 perspectives.

The following pieces of knowledge will be accomplished as a manual of strategic design with a description of the ideal form of the components which create the above mentioned perspectives. There are also several approaches and techniques which describe a way how to achieve the ideal state. These methods were chosen with regards to their innovative and revolutionary nature.

## 2.1 Sender Perspectives

This perspective is primarily focused on answering a simple question:

“Who are you?”

It plays a major role in the organizational success because it shows how strong entity the organization is and what is its position in the market. Together with message perspective and target group perspective it should form a stable and functional unit.

### 2.1.1 Identity

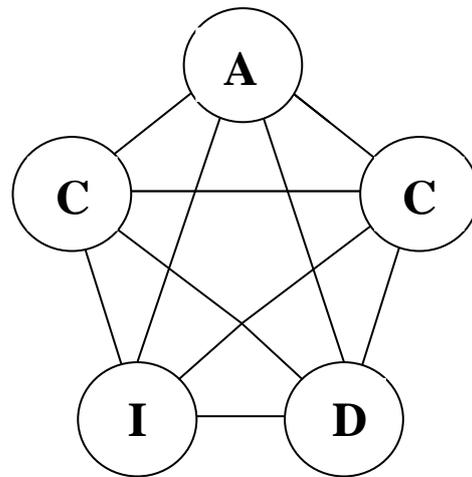
“All organizations have an identity whether they explicitly manage it or not and whether they are aware of it or not.” (Wolff 1995, 2) The identity issues management can be the first distinguishing characteristic of success. Each organization should have clearly stated what it stands for and where it aims purely and simply because it is a primary precondition for acquisition of the control over the external perception of the identity. Well managed identity thus means that although it is naturally loaded it has clear description of its current state and future prospects and last but not least this description corresponds with its perception.

The naturally loaded character can be considered as a quite new way of viewing the identity. Prevailing opinion is that the identity is “a monolithic phenomenon” but a research of Balmer and Greyser shows that “the premise of a monolithic identity is narrow and inadequate” and that it is necessary for the identity management “to have understanding across the five identities within the AC<sup>2</sup>ID model” which they created because “they are all present in any corporate (or organizational) entity”. (Balmer, and Greyser 2002, 73)

AC<sup>2</sup>ID is an acronym that encapsulates a mosaic of five identity types:

1. Actual identity
2. Communicated identity
3. Conceived identity
4. Ideal identity
5. Desired identity

(Balmer, and Greyser 2002, 73)



Pic. 6. AC<sup>2</sup>ID Model (Balmer, and Greyser 2002, 74)

**Actual identity**

The actual identity reflects reality. “It is shaped by a number of elements, including corporate ownership, the leadership style of management, organizational structure, business activities and markets covered, the range and quality of products and services offered, and overall business performance. Also encompassed is the set of values held by management and employees.” (Balmer, and Greyser 2002, 73)

**Communicated identity**

The communicated identity is spread by two means of communication. The first one is “controllable corporate communication which typically encompasses advertising, sponsorship, and public relations”. The second one is “non-controllable communication, e.g., word-of-mouth, media commentary, and the like”. (Balmer, and Greyser 2002, 73)

**Conceived identity**

The conceived identity can be viewed as earlier mentioned perception of the organization. It consists of “corporate image, corporate reputation, and corporate branding. Management must make a judgment as to which groups’ perceptions are most important” (Balmer, and Greyser 2002, 74) because it is almost impossible to gain a positive response from all audiences and at the same time it should not be the aim of the management because it is counterproductive and time-consuming.

**Ideal identity**

“The ideal identity is the optimum positioning of the organization in its market (or markets) in a given time frame. This is normally based on current knowledge from the strategic planners and others about the organization’s capabilities and prospects in the context of the general business and competitive environment.” (Balmer, and Greyser 2002, 74)

**Desired identity**

“The desired identity lives in the hearts and minds of corporate leaders; it is their vision for the organization.” It has a lot of to do with “CEO’s personality and ego than with a rational assessment of the organization’s actual identity” based in the research and analysis. (Balmer, and Greyser 2002, 74)

### **2.1.1.1 *The Central Idea/ Vision***

In the previous paragraph there was mentioned a vision of the organization as something deeply rooted in the minds of top-managers. “The vision or the central idea is almost always the base from which a successful identity programme can be developed. It is the force that drives the organization. It is what the organization is about, what it stands for, what it believes in.” (Wolff 1995, 9) Which confirms the importance desired identity although the vision does not seem achievable its existence is inevitable in successful identity program. The object thus can be the way to the vision. Therefore “the vision must be unique.” (Wolff 1995, 9)

### **2.1.1.2 *The Symbol***

“It usually lies at the heart of an identity programme because it is almost always the focal point from which the identity is judged. Its prime purpose is to present the central idea of the organization with impact, brevity and immediacy. The symbol encapsulates the identity. Symbols are immensely powerful. They act as visual triggers which work many times faster and more explosively than words to set off a train of ideas in mind. Symbols can unleash the most complex and profound emotions.” (Wolff 1995, 10)

### **2.1.2 *Image***

Several times there was mentioned the significance of the identity perception. According to Wolff “what different audiences perceive is often called image” (Wolff 1995, 2). From the foregoing it can be thought that the perception of the identity obliquely refers to a much complex term “image”.

Boorstin believes that the image is a “value-caricature – visible public “personality” as distinguished from an inward private “character” (Boorstin 1992, 186). He supports his idea by an entry in common English dictionary which defines an image as “an artificial imitation or representation of the external form of any object.” (Boorstin 1992, 187)

Boorstin also identified six attributes which must be attached to the image in order to ensure its resonance with the audience. An image should be then:

1. Synthetic. Planned. Created especially to serve a purpose, to make a certain kind of impression.
2. Believable. It serves no purpose if people do not believe it. In their own minds they must make it stand for the institution or the person imaged.

3. Passive. Since the image is already supposed to be congruent with reality, the producer of the image (namely, the corporation) is expected to fit into the image – rather than to strive toward it.
4. Vivid and concrete. The image is limited. It must be more graspable than any specific list of objectives.
5. Simplified. In order to exclude undesired and undesirable aspects, an image must be simpler than the object it represents.
6. Ambiguous. It floats somewhere between the imagination and the senses, between expectation and offend. (Boorstin 1992, 185-194)

From this perspective image is tractable and according to another Boorstin's claim "its very purpose is to overshadow reality" (Boorstin 1992, 197), which creates more space for the creative approach offered by the strategic design team.

A classic of the shapeability of an image is marketing of cigarettes. "Different brands of these commodities could not readily be distinguished from one another by actual shape or function. Each had to be distinguished, therefore, by being attached to, or rather, "fitted into," a distinctive image." (Boorstin 1992, 198-199)

### **2.1.3 Brand**

"A brand is a type of product made by a particular company." (Summers 2007, 57) Its purpose is to distinguish products or services from others.

The creation of successful brand requires the execution of several necessary steps. Aaker suggests carrying out a brand analysis because "the strategic brand analysis helps the manager to understand the customer, the competitors, and the brand itself (including the organization behind the brand)" (Aaker, and Joachimsthaler 2000, 43).

Then select "a set of brand associations" (Aaker, and Joachimsthaler 2000, 40) that will portray brand's identity.

"Typically, the brand identity will require from six to twelve dimensions in order to adequately describe the brand's aspiration.(...) All dimensions of the core identity should reflect the strategy and values of the organization, and at least one association should differentiate the brand and resonate with customers. The core identity is most likely to remain constant.(...) The core identity usually has two to four dimensions that compactly summarize the brand vision. The extended identity includes all of the brand identity elements that are not in the core." (Aaker, and Joachimsthaler 2000, 43-44) At least one dimension of the core

identity should be somehow unique to guarantee an exclusive position in the positioning map. And finally the brand's identity should be supported by well elaborated symbols.

### **2.1.3.1 Brand Value**

An entry in the Business English Dictionary describes a value as “the amount of money something is worth” (Summers 2007, 572). With respect to the international measuring of the brand value it is true only partially.

“The great brands have achieved their global status through high levels of investment and consistent management across the country markets of the dimensions used to value the brand over a long period of time. Usually the investment includes a large commitment to advertising but other factors, such as understanding their customers' needs and wants, totally consistent quality, reliability and continuous innovation are just as important to achieve widespread customer loyalty and recommendations.” (Doole, and Lowe 2008, 287)

### **Brand Value of profit organizations**

Interbrand as “the world's largest brand consultancy” (Interbrand Web site) identifies annually the best global brands of profit organizations according to three main criteria: “the financial performance of the branded products or services, the role of brand in the purchase decision process, and the strength of the brand.”

1. Financial performance – measures an organization's raw financial return to the investors.
2. Role of brand – measures the portion of the decision to purchase that is attributable to brand – this is exclusive of other aspects of the offer like price or feature.
3. Brand strength – measures the ability of the brand to secure the delivery of expected future earnings. (Interbrand Web site)

### **Brand Value of non-profit organizations**

For a long time evaluation of the success of non-profit organizations closely related only to the financial performance. But in 2007 a public relations and marketing agency Cone Communications among the first carried out the “public ranking to value non-profit organizations by more than financial standing alone” (Cone Web site). Their methodology

reflects very closely Interbrand's research methods for profit organizations. The brand value is rated there by means of three aspects:

1. Brand Image: The relative strength of each non-profit brand's image derived from using a spectrum of measures.
2. Revenue: Consolidated itemized revenue, including but not limited to: direct and indirect public support, government contributions and alternative revenue streams.
3. Propensity for Future Growth: Compound annual growth rates, derived from the reported financial data, adjusted to reflect the non-profit brand's long-term ability for growth. (Cone Pdf, 7)

The measuring of the brand's value offers a tool for an assessment of the success of both non-profit and profit organizations to deliver a unique value to their customers. If the brand resonates with customers it will find expression in the company's ability to gain financial resources, in the stability of these resources in time and in the rise of the brand's value.

## **2.2 Message Perspectives**

This perspective is focused on the way and the content of different types of communication of the organization.

### **2.2.1 Design**

Design is a visual expression of an organization. It should reflect clearly the identity of the organization and bear its image. The final shape of corporate design should not be invaded by a short-term or a medium-term business plan because it serves a long-term strategy. The term corporate design can be replaced by the united design or the united visual style and it encompasses following visual elements:

**trade mark, raster, font and typography, architectonic design and other measures**  
(Svoboda 2003, 10-11)

#### **Trade mark**

“The trade mark is a kind of shorthand symbol for a corporation. It is a memory trigger. If it is a good one, it can in an instant, utilizing conscious and unconscious forces, reflect a corporate image effectively and accurately.” (Boorstin 1992, 195)

**Raster**

A design raster is a united graphic format which is indivisibly intertwined with the communication of the organization. It is an essential element for the corporate printed matter because it enables the recipients to immediately identify the sender. The raster sets an arrangement of addresses, photographs, paragraphs, proportions between the trade mark and other design elements, and solves other graphic adjustments. (Svoboda 2003, 15)

**Font and typography**

The basic role of writing is a mediation of the communication. Therefore it should be clear, readable, well arranged and balanced. In order to keep the design united it is necessary to abide by the same font and typography by all employees in all corporate materials. (Svoboda 2003, 15)

**Architecture**

The image of the organization is also formed by its buildings and premises. The corporate environment should have a specific effect on employees and visitors. This effect is created with the assistance of materials such as steel, glass, concrete, wood, bricks etc. (Svoboda 2003, 16)

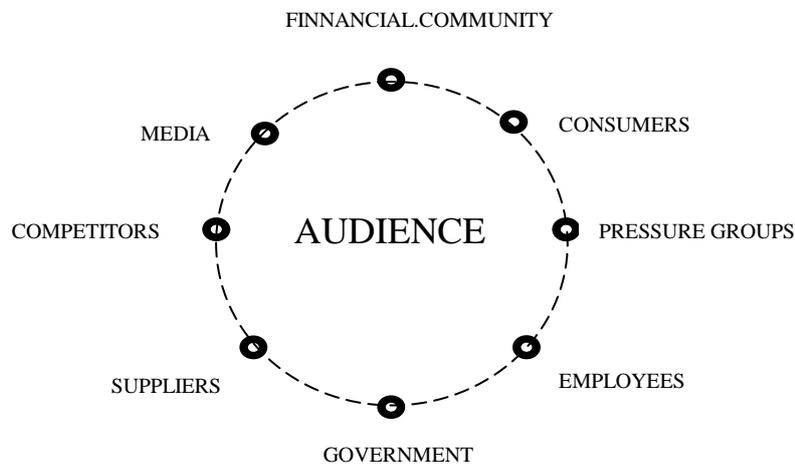
The corporate design emerges also from the clothing of employees and the appearance of products.

Design can communicate what you cannot say. Its strength lies in the ability to create strong feelings, impressions and experiences. (Svoboda 2003, 17)

**2.2.2 Communication**

“Every company communicates, both to its own staff and variety of outside audiences. In addition to personal voice and mail, the communication process embraces all the printed material that the organization uses, from the invoices through to press advertising, together with communication in other media, TV, events, new product launches and so on. The totality, nature and content of the communication process influence the way in which different audiences perceive the organization.” (Wolff 1995, 6-8)

One of the most important parts of corporate communications is the identification of all public groups and a composition of a relevant communication policy for each group. (Svoboda 2003, 30)



Pic. 7. Audiences of Organization (Svoboda 2003, 30)

At the highest and most inclusive level, communication policy states a firm's chief communication values. Ideally, the policy integrates a mission and goals with the communication function. It conveys a sense of "who we are" as a corporation, and offers some guidance for communicators so that the desired corporate identity comes through in all firm's communications. This high-level, inclusive policy statement provides the basis for integrative communications planning. At lower levels:

**a procedure** may guide the writing of routine letters or regulate how electronic mail is to be used;

**a program** may facilitate upward communication;

**a plan** may instruct employees about emergency communications. (Gilsdorf 1987, 36)

“There are some organizations in which the communications process is the prime means by which the identity emerges.” (Wolff 1995, 6) One of these are for sure non-profit organizations because “in any non-profit much the most significant factor in both identity and image is the behaviour in face to face encounters of individuals with their publics.” (Wolff 1995, 8)

## **Product and service communication**

According to Gripsrud there are three means of communication or better persuasion targeted on an audience: ethos, logos, pathos. (Gripsrud 2002, 163)

“Ethos is an emotional means of persuasion tied to the character of the speaker, more precisely the impression the speaker makes concerning what sort of human character he or she is.” (Gripsrud 2002, 163-164) Typically it is a case of engaging well known people in different kind of advertising. This is a kind of persuasion of the targeted audience by means of the credibility of the chosen character. But quite problematic is a question of familiarity of these people with the given subject matter. The credibility of the speaker can be supported by the right choice of verbal means and well chosen place for the speech. (Gripsrud 2002, 164)

Good example of favourable ethos arrangement is political campaign where the politicians stand on “city streets, face to face with the public, informally dressed, which is to emphasize that they are “one of us” and hence not to be suspected of not wanting the best for everyone” (Gripsrud 2002, 164).

“The word logos means word, speech and reasoning. It is, in the context, the term for the intellectual or rational means of persuasion.” (Gripsrud 2002, 164)

“Pathos refers to emotions, but primarily to emotions (such as passion) that are so strong one almost feels overpowered by them, a victim. Pathos is the (use of) feelings that are more or less overwhelming, more or less beyond conscious control. Ethos is also an emotional means of persuasion, but milder, as in varieties of respect, trust, feelings of community etc. Pathos is more powerful staff, such as joy, anger, grief and the like.” (Gripsrud 2002, 165)

This kind of communication is specific for instance for the lawyers’ speaking manner especially in America where their goal is to move the trial jury. (Gripsrud 2002, 166)

## **2.3 Target Group Perspectives**

This perspective is focused on identification of potential audiences of the organization.

### **2.3.1 Segmentation**

”A market segment is a target group (singled out from a large universe or market) that is believed to be receptive to the brand concept or idea in a way that others are not. A segment may be defined in various ways (demographically, psychographically, attitudinally, behaviourally), but it is always a group of consumers who currently – or potentially – value the brand idea.” (Tybout, Calkins, and Kotler 2005, 154-155)

“Subsegments are the division of a basic segment into subgroups. Marketers use subsegmentation because they believe that the brand’s appeal can be further strengthened by treating each subsegment differently. The marketer aims to allow different subsegments to experience the brand in a more individualistic way that hinges on the uniqueness of their subsegment identity.” (Tybout, Calkins, and Kotler 2005, 155)

Your segments should:

1. Explain key differences you’ve observed among users
2. Be different enough from each other
3. Feel like real people
4. Be described quickly
5. Cover all users
6. Clearly affect decision making (Mulder, and Yaar 2007, 120-121)

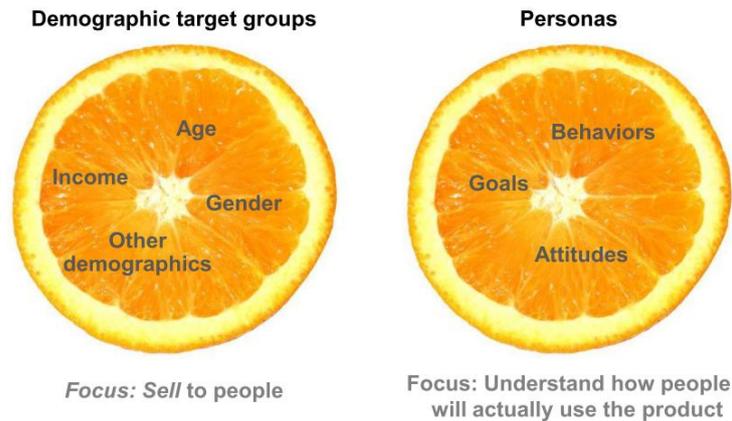
### **2.3.1.1 Personas**

Personas are another contribution of the designer involved in the strategic design work. “Within the field of design, Personas is a frequently used method to focus a design process towards a specific user on the market.” (Nilsson, Fältholm, and Abrahamsson 2010. 289)

“Personas summarize user research findings and bring that research to life in such a way that everyone can make decisions based on these personas, not based on themselves.” (Turner, and Turner 2011, 19) They serve for the avoidance of a very often mistake of development teams who “assume that their users think and act like they do, so they end up designing for themselves rather than for the users”. (Turner, and Turner 2011, 10) Personas lead the team to recognition of a statement “you are not your users” (Turner, and Turner 2011, 8) and bring them “to create one sharp vision of exactly whom you are designing for and what they want”. (Turner, and Turner 2011, 24)

Personas are thus representatives of all segments or better subsegments chosen by the company as potential customers. “In essence they are fictional, composite descriptions of people, complete with names, gender, age, occupations, friends, and potentially all of the attributes of real people including membership of an ethnic group, likes and dislikes, particular educational attainments and the trappings of socioeconomic status.” (Turner, and Turner 2011, 34)

## Target groups vs. personas



Pic. 8. Target Groups vs. Personas (Mulder, and Yaar 2007, 122)

Personas can have different forms: Persona-profiles, office space etc. (Mulder, and Yaar 2007, 121)

According to Mulder to make personas credible, it is necessary to proof that:

1. Each persona represents real users that you care about.
2. The personas' attributes and descriptions are accurate and complete.
3. The set of personas covers the full range of your users. (Mulder, and Yaar 2007, 19)

The use of personas is quite huge and there are several examples:

1. Personas for Strategy: Framework for business decisions, offerings, channel usage, features
2. Personas for Marketing: Framework for marketing campaigns, branding, messaging, market research
3. Personas for Design: Information architecture, interaction design, visual design, content development, user testing (Mulder, and Yaar 2007, 27)

Good way in creating personas is carrying out a strategic customer analysis. “This analysis must get beyond what customers say to what lies underneath what they do. Creative qualitative research is often useful toward this end. Another challenge is to develop a segmentation scheme that can drive strategy. To do this, the manager must discover which

segmentation variables have real leverage and understand the size and dynamics of each segment.” (Aaker, and Joachimsthaler 2000, 40-41)

### 2.3.1.2 Segmentation Model

#### Young & Rubicam’s Cross 4Cs

4Cs – an abbreviation of Cross-cultural Consumer Characterisation is one of the segmentation models which can be applied internationally because “it was specially designed for gaining insight into consumer values connections and these target values are found in all countries, though their expression may vary”. (Young, and Rubicam 2010, 1)

“4Cs brings each value to life as a characterisation of a person that unfolds into an entire subjective reality, a lifestyle, a way of making choices. In addition to commonly used brand values Status, Security, Control, Discovery and Enlightenment – the five motivations that play such a large role in advertising – there are also two that are rarely targeted commercially – Survival and Escape. With a few adaptations they should be recognisable anywhere in the world.” (Young, and Rubicam 2010, 1)

Young and Rubicam’s interpretation of the research findings on which basis they built the 4Cs model provided us with a characterization of brands in which the members of each segment can be potentially interested. These characteristics of brand's features necessary to attract the particular segment can serve as a guide for each organization.



Pic. 9. Young & Rubicam’s Cross 4Cs Model (Young, and Rubicam 2010, 1)

### **Mainstream Brands**

Brands that are welcomed into this scenario carry a large emotional charge of trust and reliance. This trust is a big part of the value in 'value for money' and the loyalty in 'brand loyalty'.

- To fit in they must be like any friend of the family - honest and straightforward, simple and unpretentious. Like someone who has come to help, they will be seen as kind, helpful and obliging.
- They should also be generally popular and well-liked, a guarantee of acceptability. Up-to-date, but not innovative. (Young, and Rubicam 2010, 2)

### **Aspirer Brands**

The job of the brand is to act as a reference point in defining personal image.

- It is original, unique and special. It has charisma, sparkle and shine.
- It is dynamic, trendy, forward-moving.
- And also funny and friendly. (Young, and Rubicam 2010, 3)

### **Succeder Brands**

Brand choice is based on self-reward and self-affirmation

- Prestige brands mark discrimination from the mass, for self and also for others.
- The feel-good factor is a concept well understood – the best golf clubs, the third holiday, good food and wine.
- Progress, leadership and performance 'introject' power.
- Elements of endurance and stability attract, such as long-matured spirits, authentic. Craftsmanship, mountain-climbing style for casual wear.
- On the more female side of brand personality, stress relief via caring and protective brands. (Young, and Rubicam 2010, 4)

### **Explorer Brands**

- Daring – brands with attitudes that don't compromise.
- Different, true to itself, with its own class and style - not necessarily reflecting Explorer values, as the Explorer is extremely eclectic in brand behaviour.
- Progressive, innovative, intelligent. (Young, and Rubicam 2010, 5)

### **Struggling Brands**

- The lovable rogue, charming and fun, but slightly devious. (Young, and Rubicam 2010, 6)

## **II. ANALYSIS**

### 3 RESEARCH METHODOLOGY

The aim of the analysis is to reveal possible weaknesses of five international non-profit organizations selected especially for this reason and non-profits generally. This revelation should call attention to the presence of weak points which leave room to the strategic design intervention.

The analysis is made on the basis of a qualitative questionnaire survey and is divided into ten parts. Each part is concentrated on one or more questions from the questionnaire which share the same thematic content.

#### **Assumptions:**

1. The higher the level of education achieved the higher the interest in the issue of non-profit organizations.
2. The higher age relates positively to financial means and therefore the older the respondents the higher number of donators.
3. Respondents with a university degree will in most cases choose photos of development programs and will allocate the highest percentage to them.
4. Women will be more sensitive to photos portraying wretched people and crying emaciated children independently of their education.

## 4 RESEARCH IMPLEMENTATION

### 4.1 Socio-demographic Data

First five questions of the questionnaire served for a socio-demographic division of the respondents. They were asked to fill in their gender, age, the highest level of education achieved, marital status and number of children.

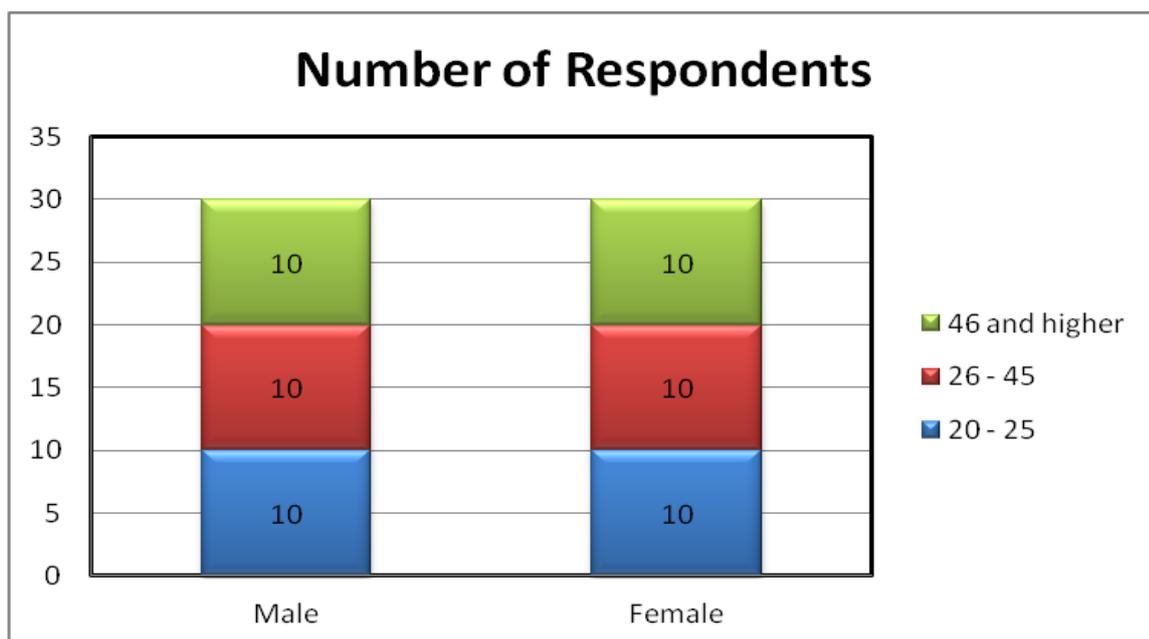
*Table no. 1 Number of respondents*

Gender	Number of respondents
Male	30
Female	30

The questionnaire was filled in by 60 respondents. Both men and women were equally represented.

*Table no. 2 Number of respondents in relation to their age and gender*

Age	Gender	Number of respondents
20 - 25	Male	10
	Female	10
26 - 45	Male	10
	Female	10
46 and higher	Male	10
	Female	10



*Graph no.1 Number of respondents in relation to their age and gender*

The respondents were also equally represented throughout three age groups. In each group there were ten men and women. The age groups were chosen according to the following development stages of an adult:

1. **Early adulthood** (20 – 25 years) is connected with the reaching of some degree of maturity, becoming independent of parents, setting of personal goals and stabilization of own identity. (Langmeier, and Krejčířová. 2006, 167-168). Respondents from this segment are the youngest potential donators of the non-profit organizations because younger people usually do not have their own finance and their expenses are paid and therefore approved by their parents. For this reason they are not included in the questionnaire.
2. **Middle adulthood** (26 – 45) is a period of strengthening of responsibilities during upbringing of children and in the family in general, a clear pursuit of personal goals. (Langmeier, and Krejčířová. 2006, 167-168).
3. **Late adulthood** (46 and higher) a relative stability, leaving of children. (Langmeier, and Krejčířová. 2006, 167-168). These people are preparing for gaining of independence of their children which should mean a financial increase and are also getting ready for their retirement which is in most cases connected with increasing of their free time which could also increase their interest in non-profit organizations.

Other socio-demographic data which differentiate the respondents (the highest education level achieved, marital status, number of children) are given into the context with data collected from other thematic groups. Their values appear in tables which follow.

## 4.2 Interest in Issue of Non-profit Organizations

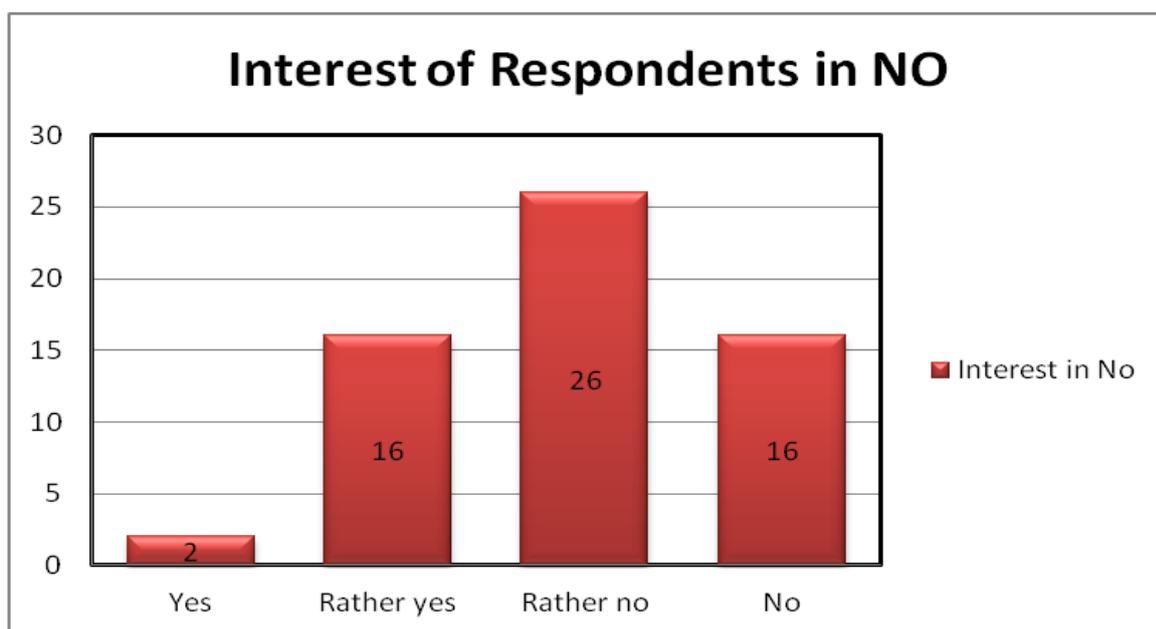
In this part respondents answered a question regarding their interest in issues of non-profit organizations. They could choose from following four possible answers:

1. Yes, I am quite active in this field and I am searching for the information.
2. Rather yes, I know something about NO.
3. Rather no, I know very little about NO.
4. No, I am not interested in NO at all.

Results were compared with gender, age, the highest education level achieved, marital status and number of children of the respondents which were evaluated individually in six tables and demonstrated by the graphs.

*Table no. 3 Interest of respondents in non-profit organizations*

<b>Interest in NO</b>	Yes	Rather yes	Rather no	No	Sum
Respondents	2	16	26	16	60
Relative frequency (%)	3,3	26,7	43,3	26,7	100%

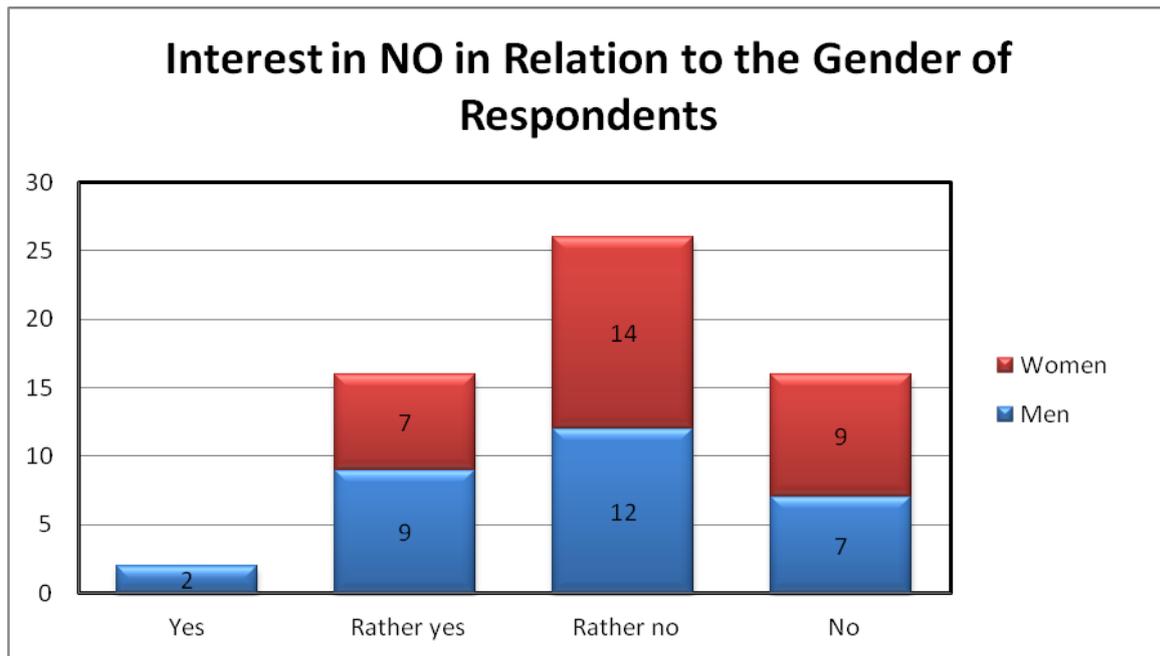


*Graph no.2 Interest of respondents in non-profit organizations*

From the preceding table and graph it is apparent that only 30% of respondents are at least marginally interested in the issue of non-profit organizations. The rest 70% showed little or no interest at all. The answers will be compared with socio-demographic factors in the next set of tables and graphs.

*Table no. 4 Interest of respondents in non-profit organizations in relation to their gender*

<b>Interest in NO</b>	Yes	Rather yes	Rather no	No	Sum
Men	2	9	12	7	30
Relative frequency (%)	6,7	30	40	23,3	100%
Women	0	7	14	9	30
Relative frequency (%)	0	23,3	46,7	30	100%

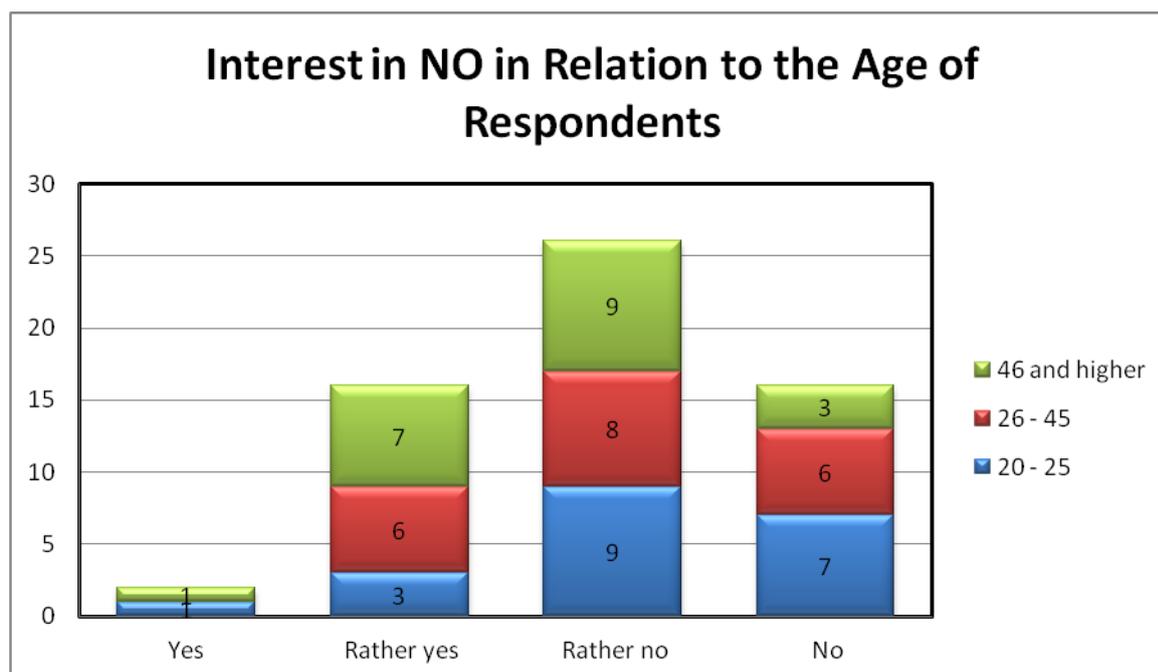


*Graph no.3 Interest of respondents in non-profit organizations in relation to their gender*

This graph shows that there is almost an equal representation of men and women in all four answers except the first one. The only respondents who confirmed a real interest in the non-profit sector were men.

*Table no. 5 Interest of respondents in non-profit organizations in relation to their age*

Interest in NO	Yes	Rather yes	Rather no	No	Sum
20 - 25	1	3	9	7	20
Relative frequency (%)	5	15	45	35	100%
26 - 45	0	6	8	6	20
Relative frequency (%)	0	30	40	30	100%
46 and higher	1	7	9	3	20
Relative frequency (%)	5	35	45	15	100%

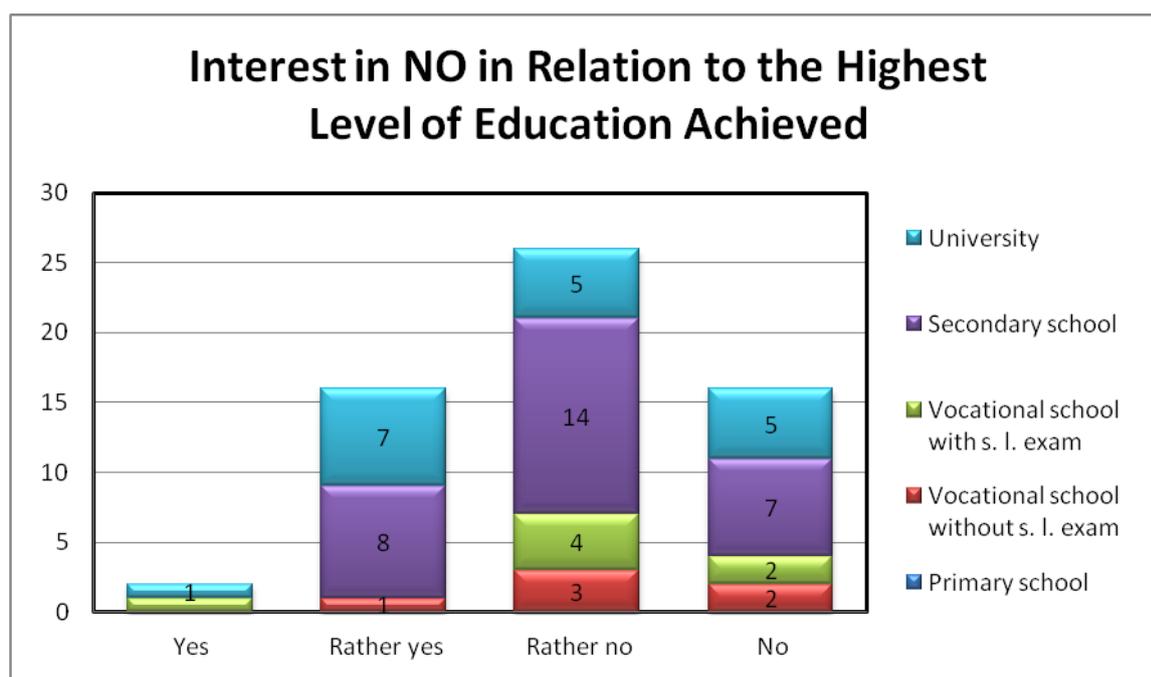


*Graph no.4 Interest of respondents in non-profit organizations in relation to their age*

The table suggests that there is only a slight difference among the answers of the respondents separated into the age groups. Respondents from the first age group (20 – 25 years) showed the highest uninterest (80%), the older respondents (26 – 45 years) 70% and the last and the oldest group 60%.

*Table no. 6 Interest of respondents in non-profit organizations in relation to their highest level of education achieved*

Highest level of education achieved	Yes	Rather yes	Rather no	No	Sum
Primary school	0	0	0	0	0
Relative frequency (%)	0	0	0	0	0%
Vocational school without s. l. exam	0	1	3	2	6
Relative frequency (%)	0	16,7	50	33,3	100%
Vocational school with s. l. exam	1	0	4	2	7
Relative frequency (%)	14,3	0	57,1	28,6	100%
Secondary school	0	8	14	7	29
Relative frequency (%)	0	27,6	48,3	24,1	100%
University	1	7	5	5	18
Relative frequency (%)	5,6	38,8	27,8	27,8	100%

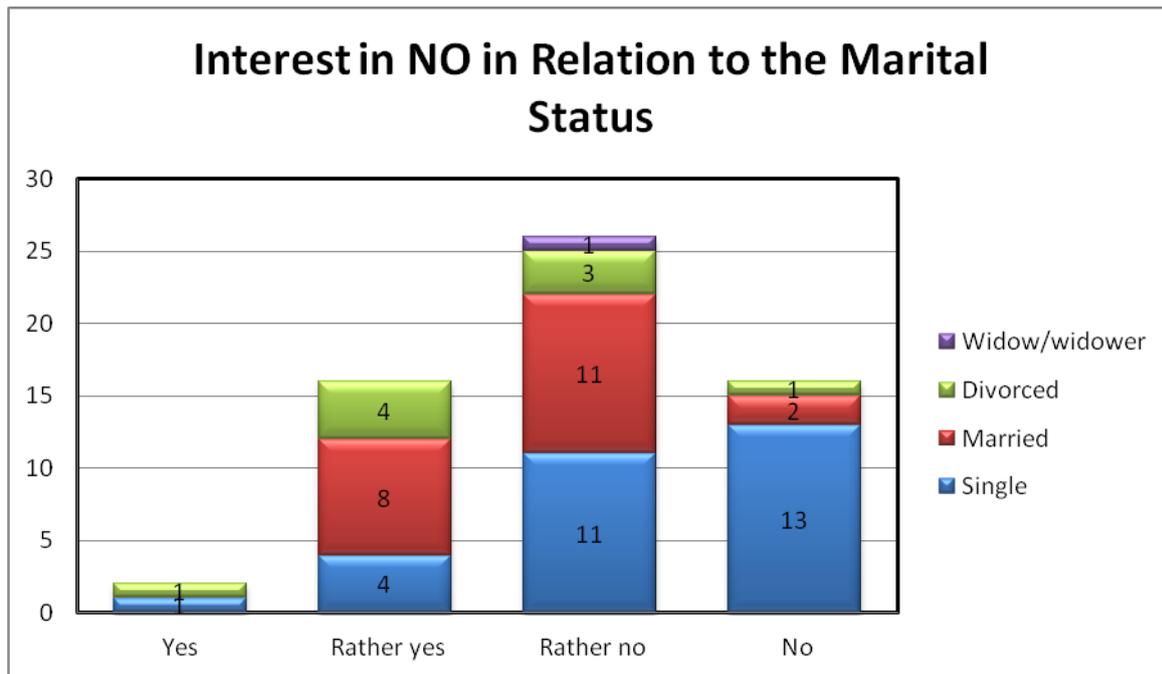


*Graph no.5 Interest of respondents in non-profit organizations in relation to their highest level of education achieved*

There were no respondents with primary education but other education levels were represented at least by six people. The least interest showed vocational school graduates (16.7% and 14.3%). The interest of respondents who finished secondary school was almost twice as high (27.6%). Respondents with a university degree were the most interested (44.4%) but the number of not interested university graduates is still higher than one-half (55.6%).

*Table no. 7 Interest of respondents in non-profit organizations in relation to their marital status*

<b>Interest in NO</b>	Yes	Rather yes	Rather no	No	Sum
Single	1	4	11	13	29
Relative frequency (%)	3,5	13,8	37,9	44,8	100%
Married	0	8	11	2	21
Relative frequency (%)	0	38,1	52,4	9,5	100%
Divorced	1	4	3	1	9
Relative frequency (%)	11,1	44,5	33,3	11,1	100%
Widow/widower	0	0	1	0	1
Relative frequency (%)	0	0	100	0	100%

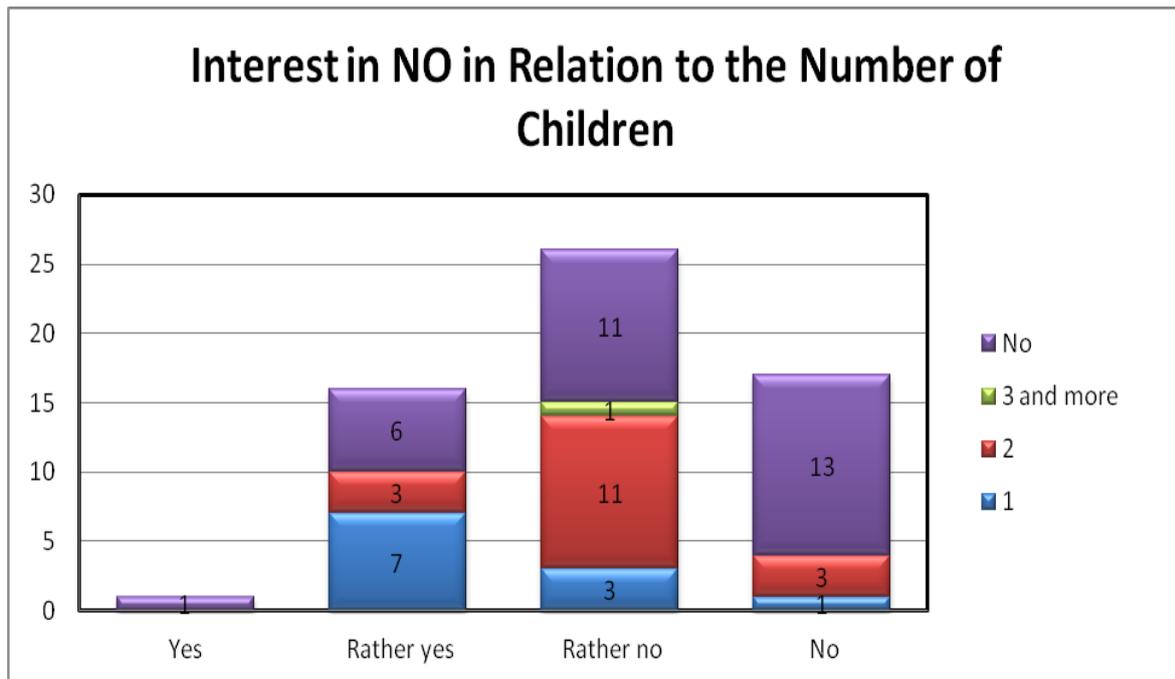


Graph no.6 Interest of respondents in non-profit organizations in relation to their marital status

The interest in the issue of non-profits with regards to the marital status showed mainly divorced (55.6%) and married (38.1%) respondents. Respondents from the segment of singles were of almost no interest (82.7%). Results of the marital status “widow/widower” can not be taken into consideration because there was only one respondent with that status.

Table no. 8 Interest of respondents in non-profit organizations in relation to the number of children

Interest in NO	Yes	Rather yes	Rather no	No	Sum
1	0	7	3	1	11
Relative frequency (%)	0	63,6	27,3	9,1	100%
2	0	3	11	3	17
Relative frequency (%)	0	17,6	64,7	17,7	100%
3 and more	0	0	1	0	1
Relative frequency (%)	0	0	100	0	100%
No	1	6	11	13	31
Relative frequency (%)	3,2	19,4	35,5	41,9	100%



*Graph no.7 Interest of respondents in non-profit organizations in relation to the number of children*

The most interested in non-profit organizations with regards to the number of children were respondents with one child (63.6%). Respondents with two and no children were rather not interested (82.4% and 77.4%). It is not possible to assess a result of a respondent with 3 and more children objectively because there was only one respondent with such a characteristic.

**Summary:** The overall public interest in the issue of a non-profit sector is quite low. Reasons for the lack of interest are analysed in the sixth part called Improvements Suggested by Respondents on page 56.

The influence of socio-demographic factors was following: Differences in results in relation to the gender and the number of children were almost imperceptible in contrast to the results connected with marital status. More than a half of divorced respondents (55.6%) showed the interest as same as 38.1% of married ones. The interest was also gradually increasing with the higher age and the level of education achieved.

### 4.3 Mind Share

This part is dedicated to the mind share which can be described as a share in minds of a targeted audience. If there is a share of a concrete organization in our mind it will automatically come into our mind when we will think about a related issue. This share in mind

can differ in relation to the interest the organization awakened in us. The amount of organizations which we can remember is restricted. Therefore the aim of organizations is to be remembered as first. (Pavlů 2009, 174)

The task of respondents was to name some non-profit organization. The first organization which crossed their mind was in the majority of cases also the last one and for this reason the following table represents a list of organizations which came first into mind of respondents together with a respective number of respondents to whom the concrete organization occurred.

*Table no. 9 Mind share*

NO	Respondents	Relative frequency (%)
Adra	10	16,6
Bílá pastelka	3	5
Centrum Paraple	2	3,3
Charita ČR	1	1,7
Děti ulice	1	1,7
Greenpeace	1	1,7
Kapka naděje	4	6,6
Klokánek	1	1,7
Nadace Lucie Bílé	1	1,7
Nadace Naše dítě	6	10
Nadace Olgy Havlové	1	1,7
Nadace T. Maxové	1	1,7
Němá tvář	2	3,3
People in need	3	5
Rakovina prsu	1	1,7
Red cross	10	16,6
Sluníčko	3	5
Světlo pro svět	1	1,7
Světluška	3	5
Tříkrálová sbírka	1	1,7
Unicef	4	6,6
Sum	60	100%

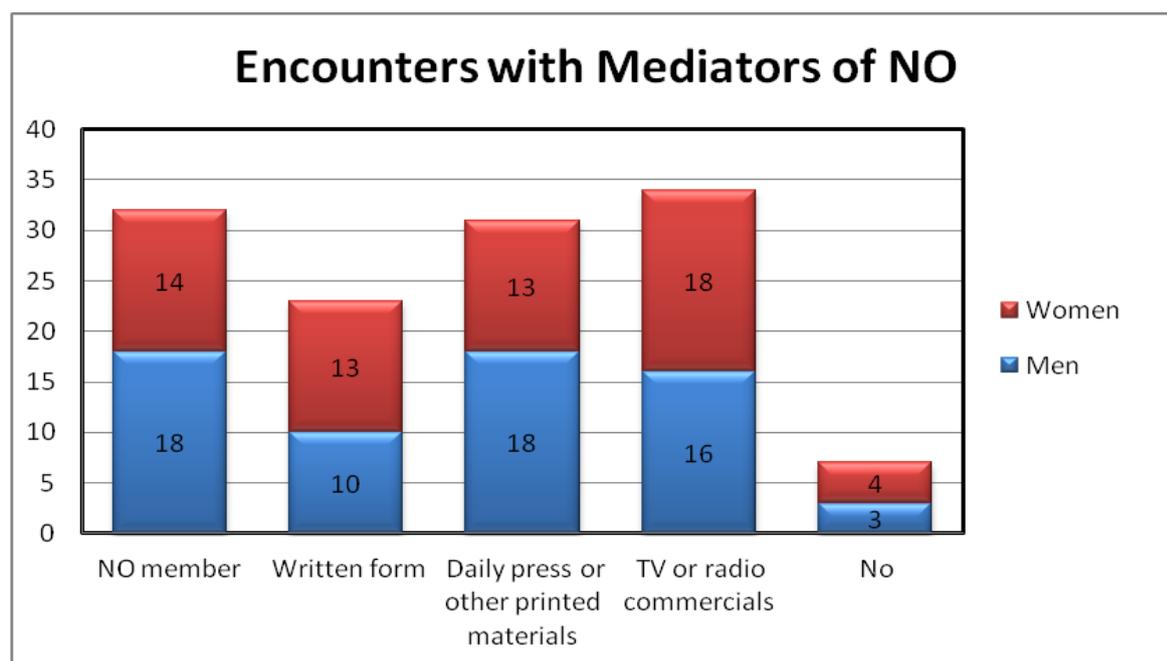
The most successful non-profit organizations were Adra and Red Cross. Both received 16.6%. The second place took Nadace Naše Dítě, which got 10 %. The third place was shared by Kapka Naděje and Unicef. Less successful were Bílá Pastelka, People in Need, Sluníčko and Světluška which had 5% and Centrum Paraple and Němá Tvář (3.3%). The rest of the organizations were remembered only by one respondent.

#### 4.4 Encounters of Respondents with Mediators of Non-profit Organizations

A question in this part should reveal how successful non-profit organizations were in addressing the respondents. Possible encounters were generalized into four basic forms and the respondents could choose more than one of them.

Table no. 10 Encounters of respondents with mediators of non-profit organizations

Encounters with Mediators of NO	NO member	Written form	Daily press or other printed materials	TV or radio commercials	No	Sum
Men	18	10	18	16	3	65
Relative frequency (%)	27,7	15,4	27,7	24,6	4,6	100%
Women	14	13	13	18	4	62
Relative frequency (%)	22,6	20,9	20,9	29,1	6,5	100%



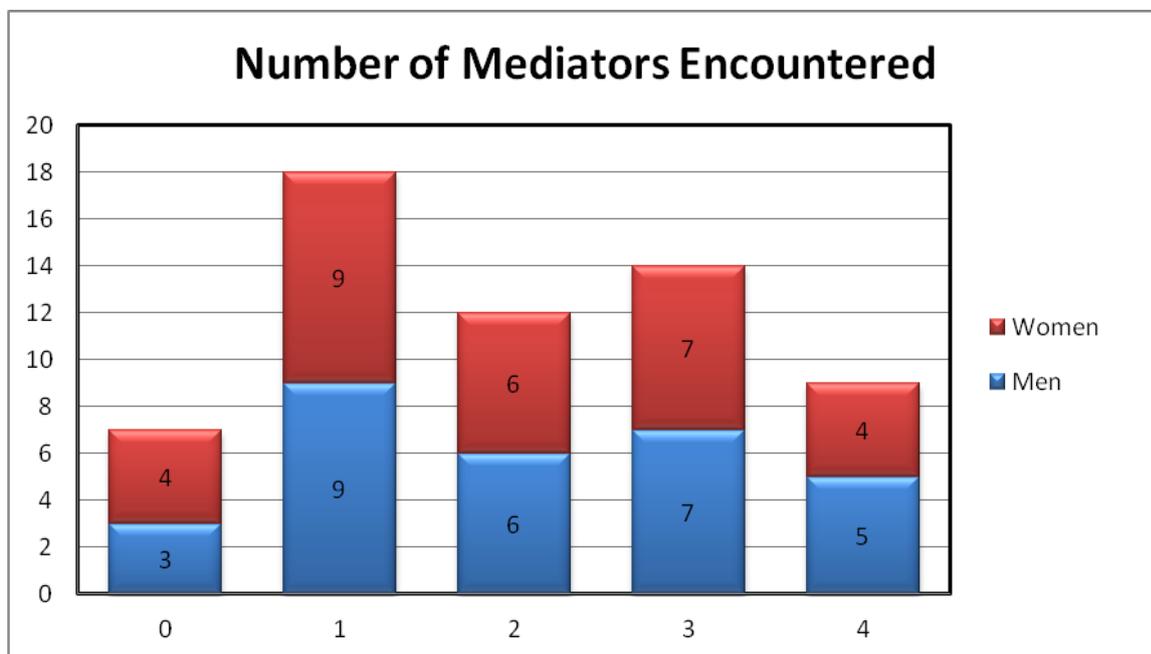
Graph no.8 Encounters with mediators of non-profit organizations

The most of the respondents noticed TV or radio commercials of non-profit organizations (26.7%). Slightly fewer respondents saw advertisements of non-profit organizations in printed form (24.4%) and were approached by members of non-profit organizations (25.2%). Less than a fifth of respondents received a letter intended directly for them 18.1% and 5.5% were

not approached at all. Regarding the genders in most cases men confirmed personal (27.7%) and printed form of encounter (27.7%) and women mostly saw TV or radio commercials (29.1%) and were personally approached by members of non-profit organizations (22.6%).

Table no. 11 Number of forms of the encounter with mediators of non-profit organizations

Number of forms of the encounter	0	1	2	3	4	Sum
Men	3	9	6	7	5	30
Relative frequency (%)	10	30	20	23,4	16,6	100%
Women	4	9	6	7	4	30
Relative frequency (%)	13,3	30	20	23,4	13,3	100%



Graph no.9 Number of forms of the encounter with mediators of non-profit organizations

The majority of respondents (30%) met only one of the generalized forms by the means of which various non-profits try to approach them. 23.3% met three forms, 20% met two forms, 15% met four forms and 11.7% did not meet any form. From the graph it is apparent that the answers of both genders equalled.

Summary: It is surprising that 11.7% of all respondents were not approached by any non-profit organization in any generalized form of the possible encounter at all although there were no restrictions regarding the type of the non-profit organization. But on the other hand 58.3% met

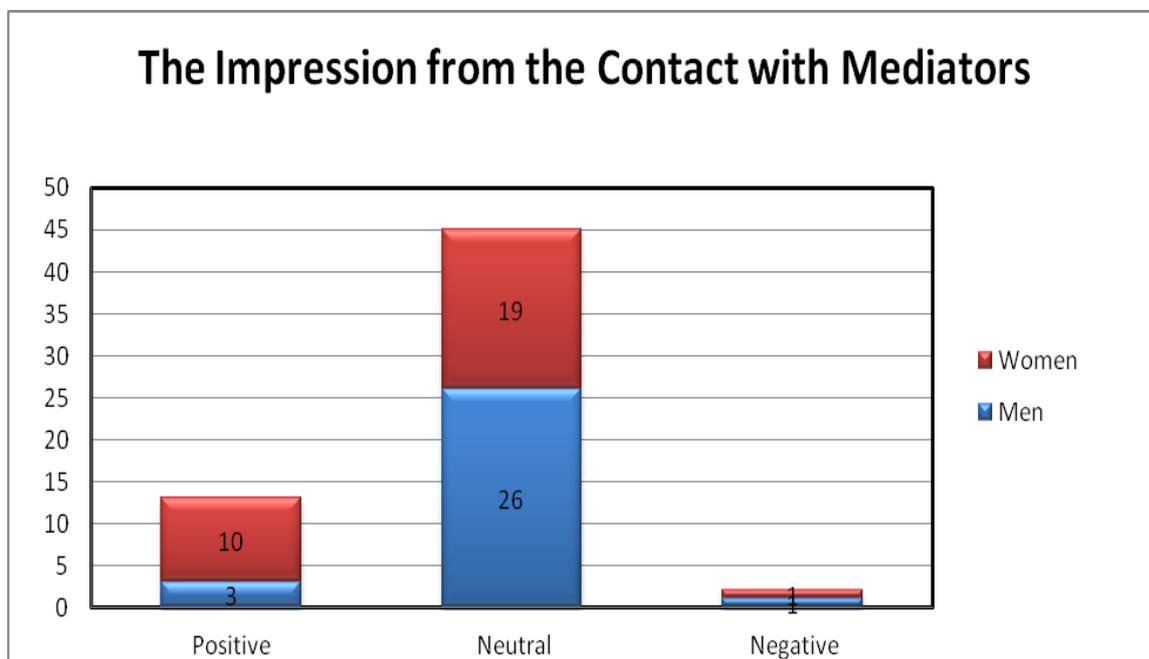
more than one form which is not a little. Generally the most of the respondents were attentive to TV and radio commercials but they were very often approached by a NO member or via daily press. The gender was not determining in this case.

#### 4.5 The Impression from the Contact with Mediators of Non-profit Organizations

This part is closely connected to the previous one. The respondents were asked to evaluate the contact with mediators of non-profit organizations either positively, neutrally or negatively. After that they should have explained for what reason they chose the answer.

Table no. 12 The impression of respondents from the contact with mediators of non-profit organizations

The Impression from the Contact with Mediators	Positive	Neutral	Negative	Sum
Men	3	26	1	30
Relative frequency (%)	10	86,7	3,3	100%
Women	10	19	1	30
Relative frequency (%)	33,3	63,4	3,3	100%



Graph no.10 The impression of respondents from the contact with mediators of non-profit organizations

The impression from the contact with mediators of non-profit organizations was in 75% neutral, in 21.7% positive and in 3.3% negative. 33.3% of women evaluated it positively, 63.4% neutrally and 3.3% negatively. Only 10% of men regarded it as positive, 86.7% as neutral and 3.3% negative.

The reasons for the positive evaluation were: an effort to help, sympathy, meaningfulness and nice behaviour of members.

The reasons for the neutral evaluation: lack of interest, lack of information, lack of time, unpleasant personal contact with members of non-profit organizations (hawking the items, impersonal approach), an inseparable part of daily life, uncertainty who will get the contributions, dull presentation.

The reasons for the negative evaluation: mistrust, unpleasant personal contact with members of non-profit organizations.

Summary: Regardless gender the majority of the respondents consider the contact with mediators of non-profit organizations neutral (75%). The reasons varied but a lot of them criticized the presentation of non-profit organizations (insufficient, dull, unpleasant members) and showed mistrust of the treating of non-profit organizations with contributions. Other factors can be ascribed to the hectic pace of modern world (lack of time) and partially to a personal approach to the issue (lack of interest). The positive evaluation gave mainly women (33.3%) and they appreciated the effort of non-profit organizations to mediate a help. Two respondents stated a negative impression from the contact and the reasons were mistrust and an unpleasant personal contact with members of non-profit organizations.

#### **4.6 Contributions to Non-profit Organizations**

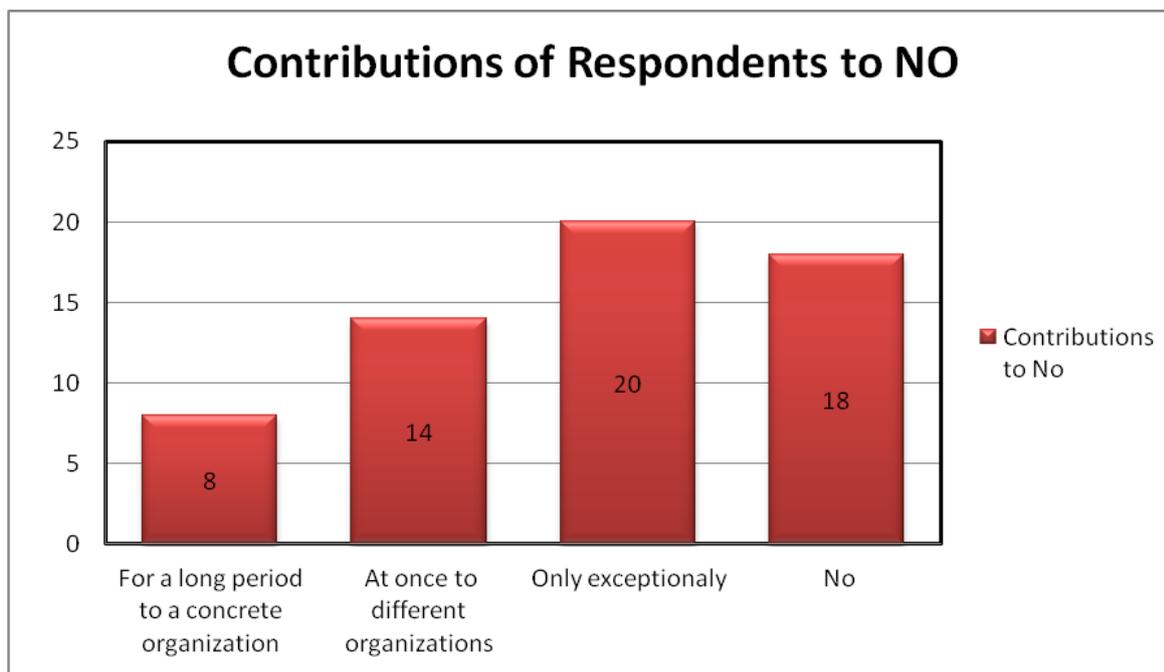
This part is focused on the contributing of respondents to non-profit sector. The respondents selected one of the following answers and again were asked to explain for what reason.

1. For a long period to a concrete organization
2. At once to different organizations
3. Only exceptionally
4. No, I do not.

Results were compared with gender, age, the highest education level achieved, marital status and number of children of the respondents which were evaluated individually in six tables and demonstrated by the graphs.

Table no. 13 Contributions of respondents to non-profit organizations

Contributions to NO	For a long period to a concrete org.	At once to different organizations	Only exceptionally	No	Sum
Respondents	8	14	20	18	60
Relative frequency (%)	13,3	23,3	33,4	30	100%

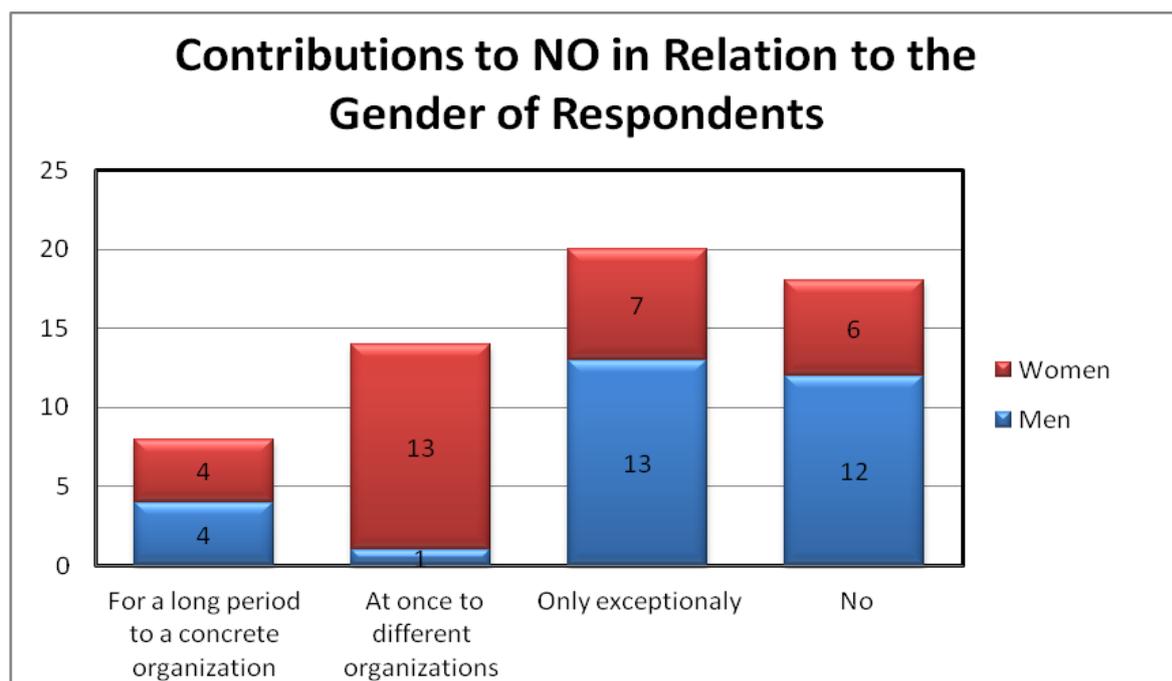


Graph no.11 Contributions of respondents to non-profit organizations

70% of all interviewed confirmed that they contribute to non-profit organizations and the remaining 30% were not contributing. The contributing respondents (donators) contribute mainly exceptionally (33.4%) or at once to different organizations (23.3%). Only 13.3% contribute for a long period to a concrete organization.

Table no. 14 Contributions of respondents to non-profit organizations in relation to their gender

Contributions to NO	For a long period to a concrete org.	At once to different organizations	Only exceptionally	No	Sum
Men	4	1	13	12	30
Relative frequency (%)	13,3	3,3	43,4	40	100%
Women	4	13	7	6	30
Relative frequency (%)	13,3	43,4	23,3	20	100%

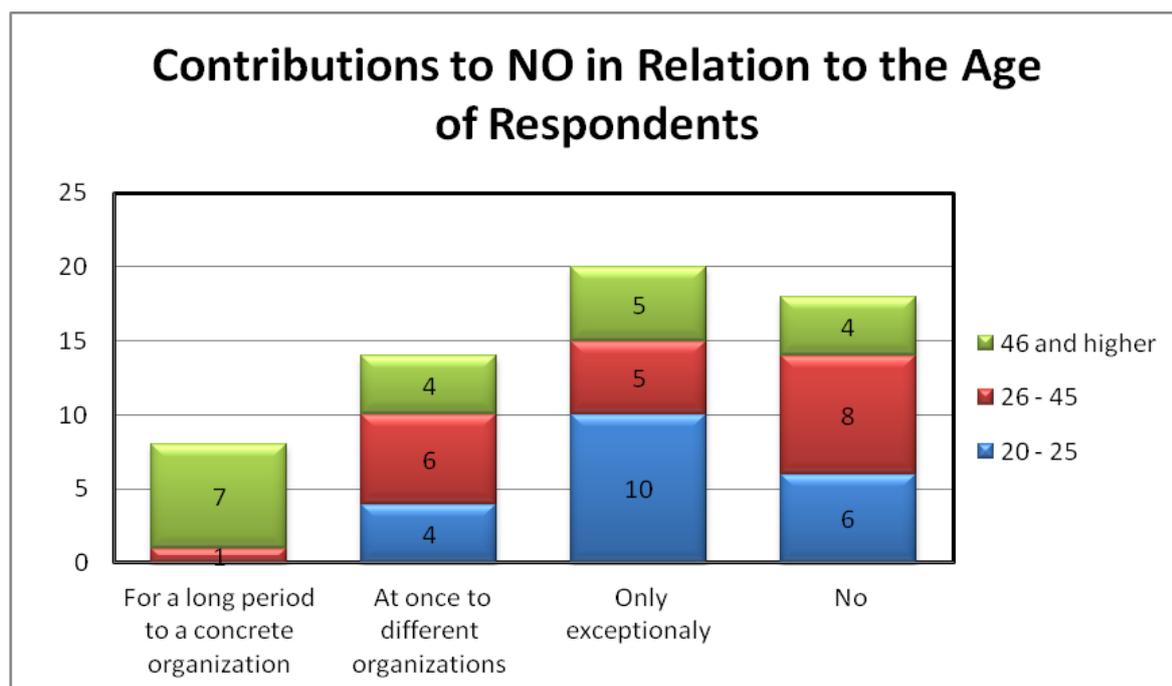


*Graph no.12 Contributions of respondents to non-profit organizations in relation to their gender*

The answers differed a lot in relation to the gender of respondents. 40% of the interviewed men do not contribute which is in comparison with women (20%) two times more. The majority of men (43.4%) contributes only exceptionally again in contrast to women who contribute mainly (43.4%) at once to different organizations but regularly. The same percentage of men and women contribute for a long period to a concrete organization (13.3%).

*Table no. 15 Contributions of respondents to non-profit organizations in relation to their age*

Contributions to NO	For a long period to a concrete org.	At once to different organizations	Only exceptionally	No	Sum
20 - 25	0	4	10	6	20
Relative frequency (%)	0	20	50	30	100%
26 - 45	1	6	5	8	20
Relative frequency (%)	5	30	25	40	100%
46 and higher	7	4	5	4	20
Relative frequency (%)	35	20	25	20	100%



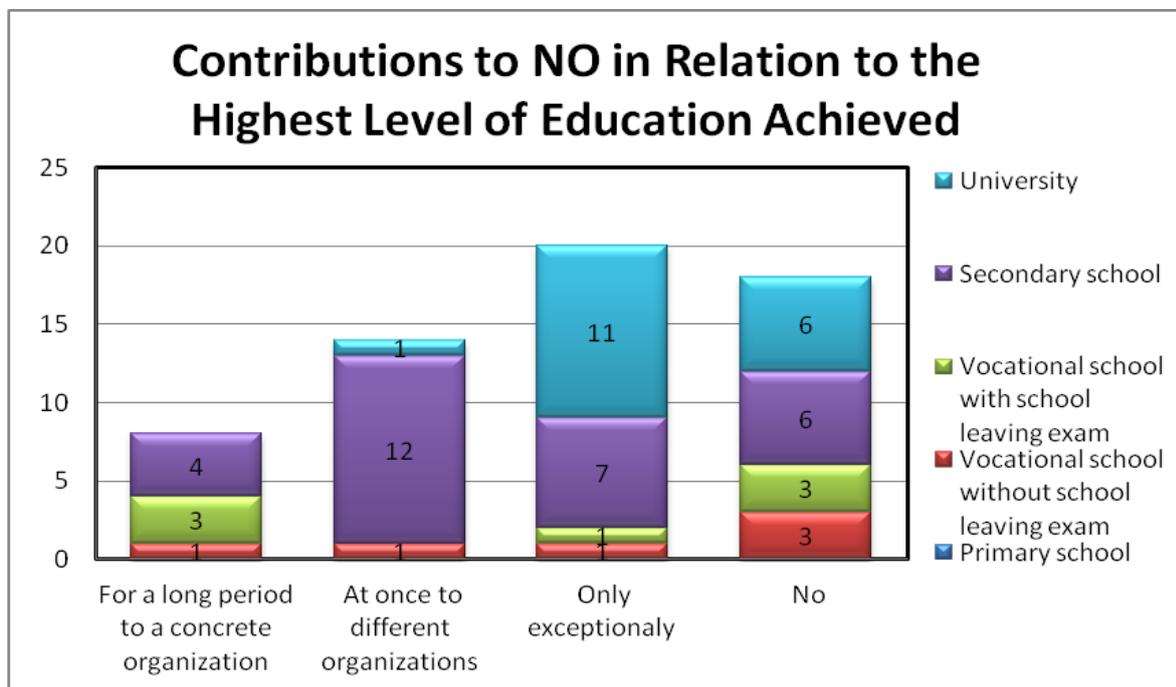
Graph no.13 Contributions of respondents to non-profit organizations in relation to their age

The age had a quite evident influence on the results related to the contributing. The youngest group of people contributes from 50% only exceptionally, 20% on regular basis to different organizations and the rest do not contribute (30%). Respondents from the middle age group mostly do not contribute (40%) in contrast to the respondents from the highest age group in which 80% contributes.

Table no. 16 Contributions of respondents to non-profit organizations in relation to the highest level of education achieved

Contributions to NO	For a long period to a concrete org.	At once to different organizations	Only exceptionally	No	Sum
Primary school	0	0	0	0	0
Relative frequency (%)	0	0	0	0	0%
Vocational school without s. l. exam	1	1	1	3	6
Relative frequency (%)	16,7	16,7	16,7	50	100%
Vocational school with s. l. exam	3	0	1	3	7
Relative frequency (%)	42,9	0	14,2	42,9	100%
Secondary school	4	12	7	6	29
Relative frequency (%)	13,8	41,4	24,1	20,7	100%

University	0	1	11	6	18
Relative frequency (%)	0	5,5	61,1	33,4	100%

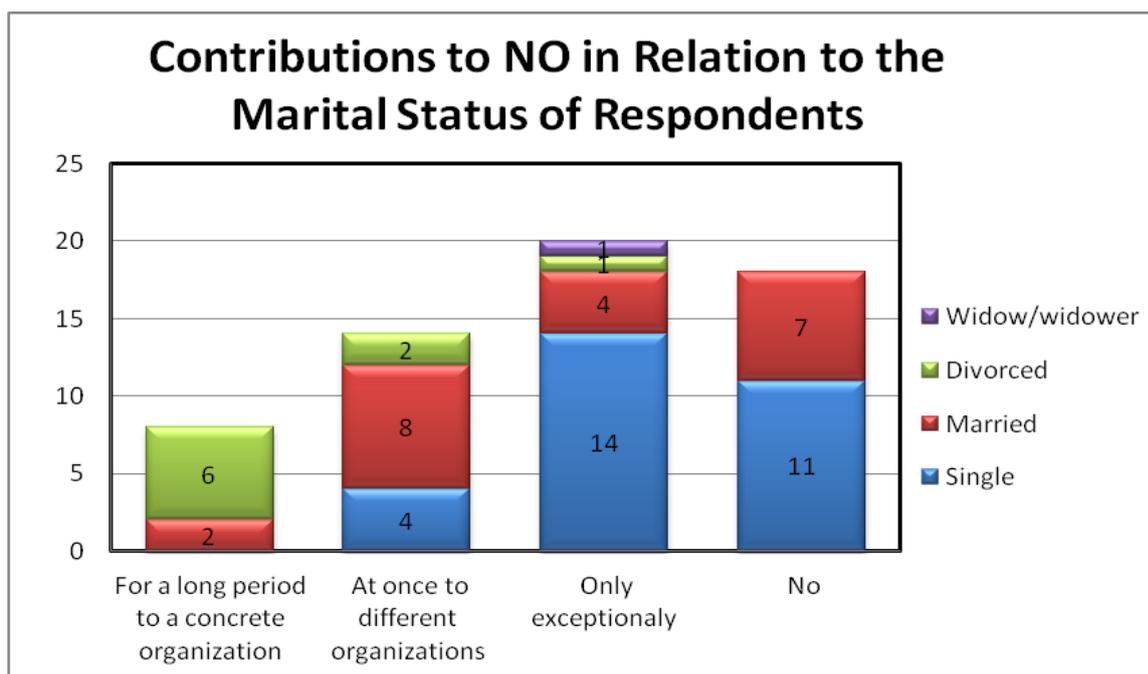


*Graph no.14 Contributions of respondents to non-profit organizations in relation to the highest level of education achieved*

The results of the previous table show that the higher the level of education achieved the higher the number of donators. The same percentage of respondents with vocational school without school leaving exam contribute equally in all possible forms (16.7%) and 50% do not contribute to non-profit organizations. 42.9% of respondents who were graduates of the same type of school but with school leaving examination contributes for a long period to a concrete organization but the same percentage also does not contribute. Almost half of the secondary school graduates contributes at once to different organizations (41.4%), 13.8% to a concrete one, 24.1% only exceptionally and the rest does not contribute. Respondents with university degree contribute mostly exceptionally (61.1%), 5.5% at once to different organizations and 33.4% does not contribute.

Table no. 17 Contributions of respondents to non-profit organizations in relation to their marital status

Contributions to NO	For a long period to a concrete org.	At once to different organizations	Only exceptionally	No	Sum
Single	0	4	14	11	29
Relative frequency (%)	0	13,8	48,3	37,9	100%
Married	2	8	4	7	21
Relative frequency (%)	9,5	38,1	19,1	33,3	100%
Divorced	6	2	1	0	9
Relative frequency (%)	66,7	22,2	11,1	0	100%
Widow/widower	0	0	1	0	1
Relative frequency (%)	0	0	100	0	100%



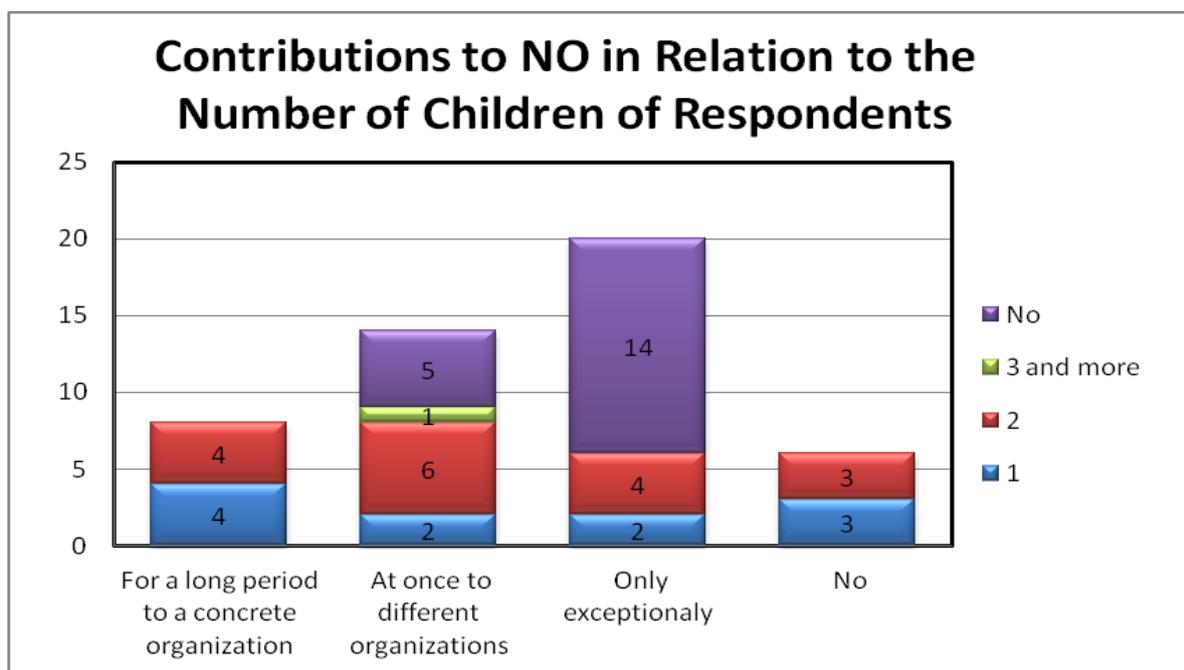
Graph no.15 Contributions of respondents to non-profit organizations in relation to their marital status

According to a table single people contribute rather exceptionally (48.3%), at once to different organizations (13.8%) or not at all (37.9%). Married respondents contribute mostly at once to different organizations (38.1%) and 33.3% does not contribute. All divorced respondents contribute to non-profit organizations and they usually have a concrete organization to which

they contribute (66.7%). Results of the marital status “widow/widower” can not be taken into consideration because there was only one respondent with that status.

Table no. 18 Contributions of respondents to non-profit organizations in relation to the number of children

Contributions to NO	For a long period to a concrete org.	At once to different organizations	Only exceptionally	No	Sum
1	4	2	2	3	11
Relative frequency (%)	36,4	18,2	18,2	27,2	100%
2	4	6	4	3	17
Relative frequency (%)	23,5	35,3	23,5	17,7	100%
3 and more	0	1	0	0	1
Relative frequency (%)	0	100	0	0	100%
No	0	5	14	12	31
Relative frequency (%)	0	16,1	45,2	38,7	100%



Graph no.16 Contributions of respondents to non-profit organizations in relation to the number of children

There is an increasing trend – the more children the respondents have the higher number of donators. Respondents with no children donate either exceptionally (45.2%), at once to

different organizations (16.1) or not at all (38.7%). Respondents with one child contribute mostly to a concrete organization (36.4%), an equal percentage also contributes to different organizations and exceptionally (18.2%). The rest of them does not contribute. Respondents with two children donate mainly at once to different organizations (35.3%) and an equal number gives money to a concrete organization or exceptionally (23.5%). The remaining 17.7% does not contribute. Results of the respondent with a status “three children and more” can not be taken into consideration because there was only one respondent with that status.

Summary: More than a half of all respondents (70%) contribute to non-profit organizations. A segment of respondents who do not contribute (30%) constitutes mainly of single men with different education and age. It was visible that the older the respondents are the more donors were among them. The same applies to the number of children. Very interesting was the fact that 66.7% of divorced respondents have a concrete organization to which they regularly contribute and none of the divorced does not contribute. A married segment was almost equally divided between contributors of different organizations (38.1%) and non-contributors (33.3%).

Respondents who do not contribute to non-profit organizations gave these reasons: lack of financial means, lack of information, distrust of non-profit organizations (uncertainty who will get the contributions, whether they will reach the people in need), they do not have chance to see the results of their help and have a lack of information.

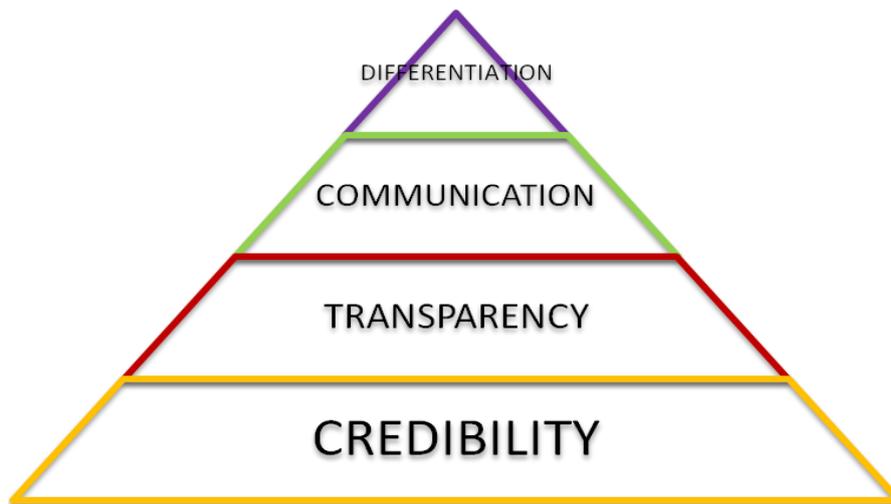
Those who contribute only exceptionally have these reasons: lack of financial means, contribute only to non-profit organizations which capture their attention or which approach them directly, donate to those non-profit organizations which enable sending of donation sms.

Respondents who contribute at once to different organizations stated these reasons: like to help different people on various occasions to live their life fully and in all respects, contribute to non-profit organizations which capture their attention or which approach them directly.

A group of respondents who have a concrete organization or concrete organizations have these reasons: prefer help oriented on a concrete subject (mistreated children, child sponsorship, blind, disabled – sheltered workshops).

#### **4.7 Improvements Suggested by Respondents**

In this part respondents had to suggest what would raise their interest in non-profit organizations. Their answers can be summed up into four key words:



Pic. 10. Pyramid of missed values

A majority of respondents reached an agreement that the weakest point of the non-profit sector is a lack of credibility which is closely connected with the second weak point which is transparency. The respondents want to be sure that their contributions will not be misused and want to see results.

Very often respondents mentioned that they lack information and that they almost do not hear about non-profit organizations. They wished more elaborated communication (advertisements, workshops) and more fantasy which will enable them to differentiate the non-profit organizations from each other.

Summary: In these days it seems that the non-profit sector is facing a challenge which resides in overcoming an increasing public scepticism. Although there still remain a lot of people who are unshakeable in their trust and who more or less regularly contribute to these organizations it can be worth trying to change this prevailing opinion and convert it to an advantage. It also should become a priority for non-profit organizations to make their annual reports public and their financial management more transparent.

Non-profit organizations should also focus their activities on rising of public awareness. People are also lacking distinctive and original approach. The differentiation can help them not only to distinguish one organization from another but it can help them to recognize false ones.

#### 4.8 Commended Aspects of Non-profit Organizations

A question prepared for this part was meant rather as supplementary. Respondents answered a question what particular aspect(s) of a concrete NO or NO generally they would commend.

They mostly appreciated an effort of non-profit organizations to help people who need it and who can not do that themselves. They consider it praiseworthy to help diseased, disabled or to other people of whom nobody takes care. They were also appreciative of developing programs for these people (education, health care systems, etc.).

Summary: The most of the respondents understand the role of non-profit organizations in the world. They are aware of gaps which can not be actually covered by the state and therefore they appreciate the effort of the non-profit sector. However this good image is damaged by fraudsters who sponge on a good will of people to help other people.

#### 4.9 An Analysis of the Influence of Photos on Contributions

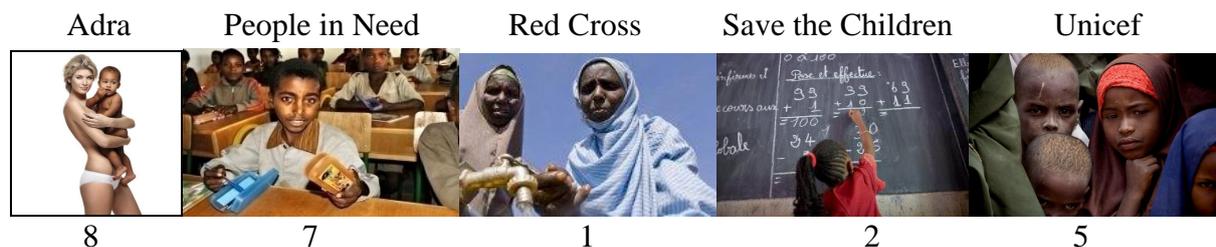
To answer a question which is leading for this part respondents had to imagine that they have a certain amount of money which makes up 100%. Their task was to divide this amount on percentage basis at first among ten photos and afterwards among five photos from NO campaigns according to the impression they made on them. It was not necessary to divide the amount among all of the photos.

For this reason there were chosen five international organizations and photos with respect to the main organizations' orientation (humanitarian aid/ development aid). A set of ten photos consists of pairs of the photos from each organization. Individual pairs encompass one photo from a recent campaign and one photo from three years old campaign.

A set of five photos represents an image which was chosen by five mentioned non-profit organizations as an interactive field on their web pages which will move them to a money transfer. These photos were mostly accompanied by a short text (donate, donate now, etc.).

All the used photos can be found below and in the appendix PIII and PIV.

Photos from recent campaigns:



Photos from older campaigns:



Interactive fields:

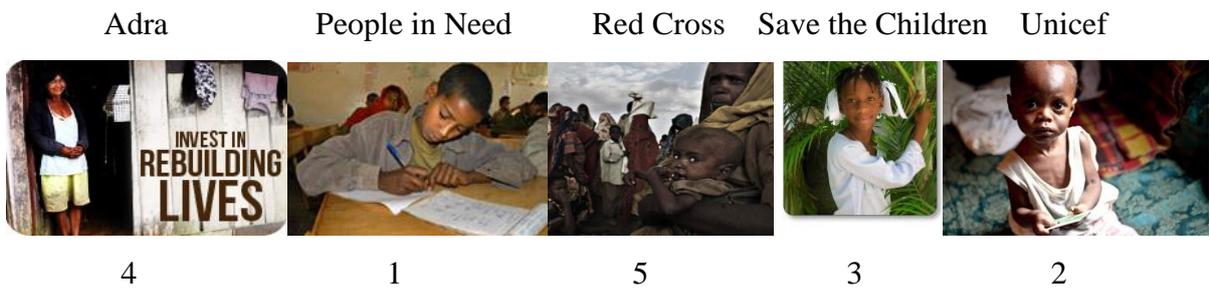
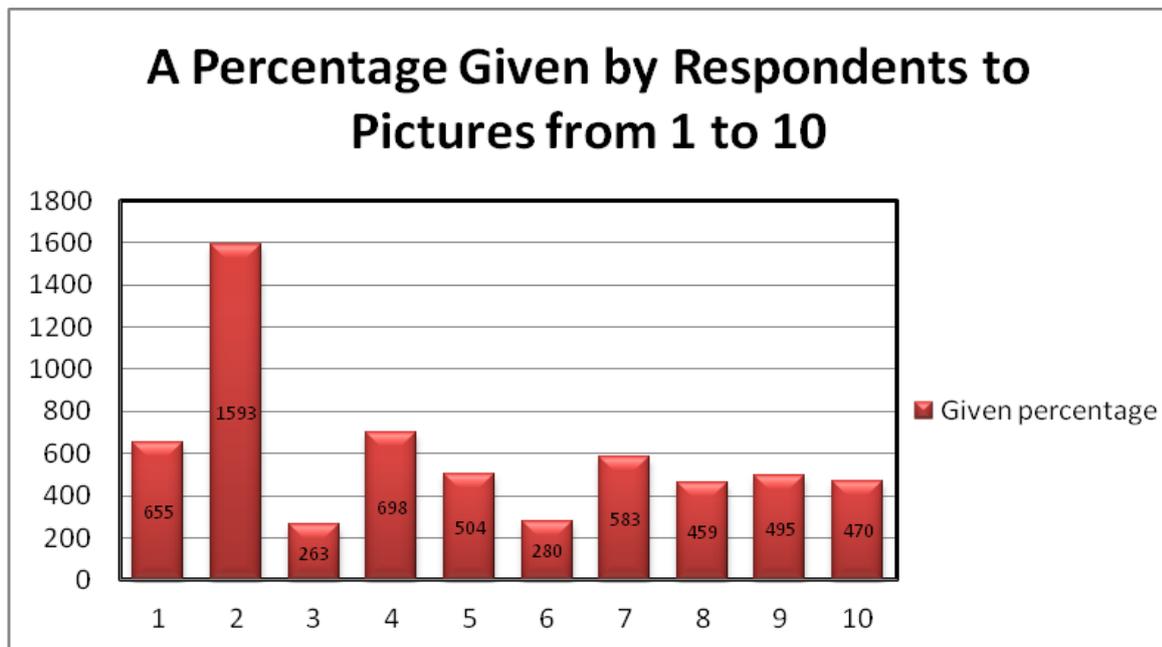


Table no. 19 A Percentage Given by Respondents to Pictures from 1 to 10

Pictures	1	2	3	4	5	6	7	8	9	10	Sum
Respondents	655	1593	263	698	504	280	583	459	495	470	6000
Relative frequency (%)	10,9	26,5	4,4	11,6	8,4	4,7	9,7	7,7	8,2	7,9	100%

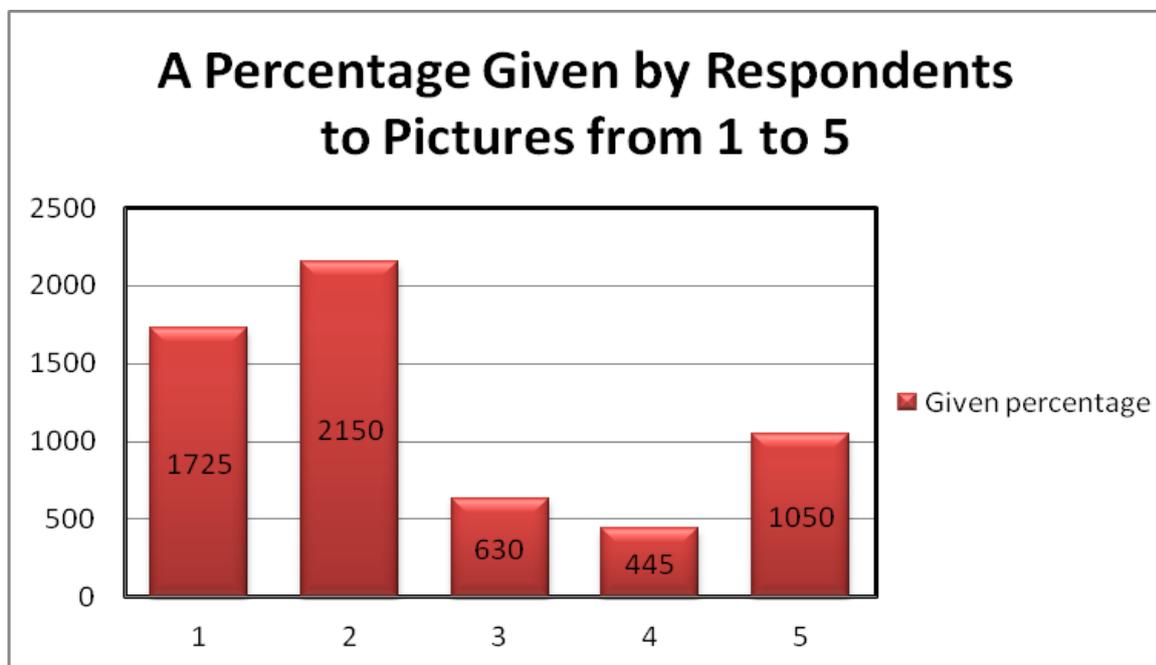


Graph no.17 A Percentage Given by Respondents to Pictures from 1 to 10

From results of the table and the respective graph it is evident that respondents displayed very high receptivity to a photograph number 2 (26.5%) which represents an educational development programme. The rest of the photos does not even reach a half of the percentage. There were two other photos which received more than 10% namely number 4 (11.6%) which is meant to play on feelings and number 1 (10.9%) representing humanitarian aid. Less favoured were photos number 7 (9.7%) which represents an educational development programme just as number 2 but the difference is gender of portrayed children, 5 (8.4%) playing on feelings and 9 (8.2%) with humanitarian aid. Photos which received less than 8% were photos number 8 (7.7%) which is a photograph of an experimentative nature, 10 (7.9%) picturing mother with a child which is again targeted on feelings. Photos with the smallest percentage were numbers 6 (4.7%), 3 (4.4%) both showing smiling people which can be also viewed as experimentative.

Table no. 20 A Percentage Given by Respondents to Pictures from 1 to 5

Pictures	1	2	3	4	5	Sum
Respondents	1725	2150	630	445	1050	6000
Relative frequency (%)	28,8	35,8	10,5	7,4	17,5	100%

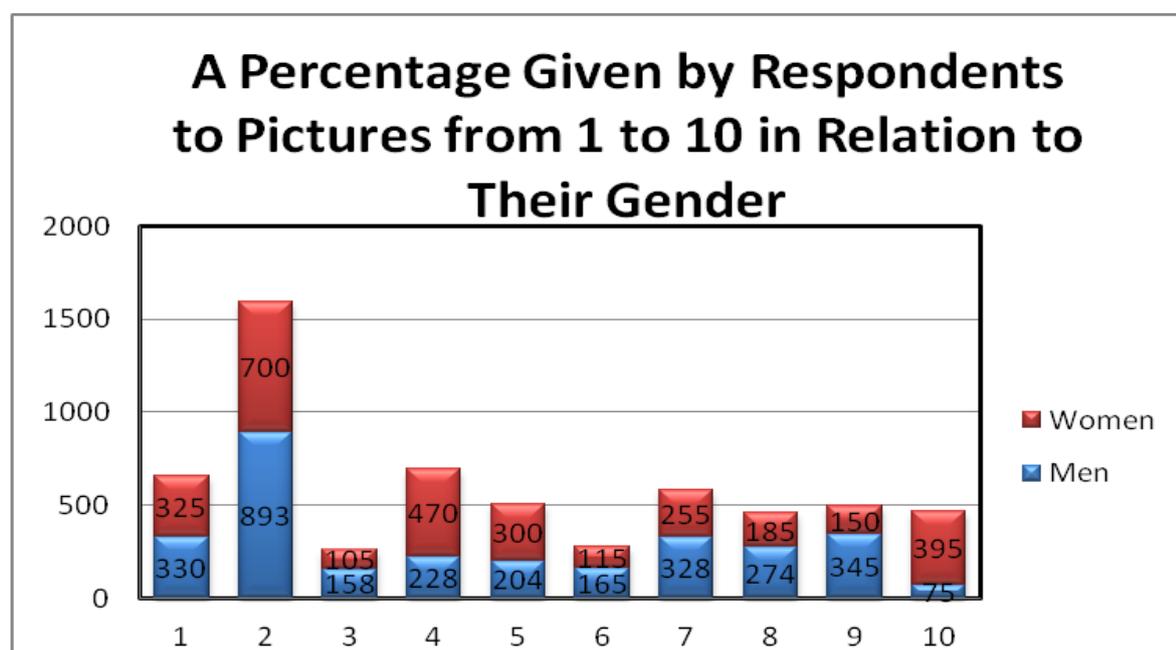


Graph no.18 A Percentage Given by Respondents to Pictures from 1 to 5

A photograph number 2 received nearly one third of all percents (35.8%). It represents stereotypic kind of advertising of non-profit organizations, this time it is an emaciated sad child. Number 1 was almost as successful as the previous one. This photo from an educational development programme gained 28.8%. 17.5% was assigned by respondents to number 5 which is another example of the stereotypic advertising. An experimentative photo with a smiling girl got 10.5%. The smallest amount of percentage (7.4%) obtained a photo number 4 focused on a development programme.

*Table no. 21 A Percentage Given by Respondents to Pictures from 1 to 10 in Relation to Their Gender*

Gender	1	2	3	4	5	6	7	8	9	10	Sum
Men	330	893	158	228	204	165	328	274	345	75	3000
Relative frequency (%)	11	29,8	5,3	7,6	6,8	5,5	10,9	9,1	11,5	2,5	100%
Women	325	700	105	470	300	115	255	185	150	395	3000
Relative frequency (%)	10,8	23,3	3,5	15,6	10	3,8	8,5	6,2	5	13,3	100%



*Graph no.19 A Percentage Given by Respondents to Pictures from 1 to 10 in Relation to Their Gender*

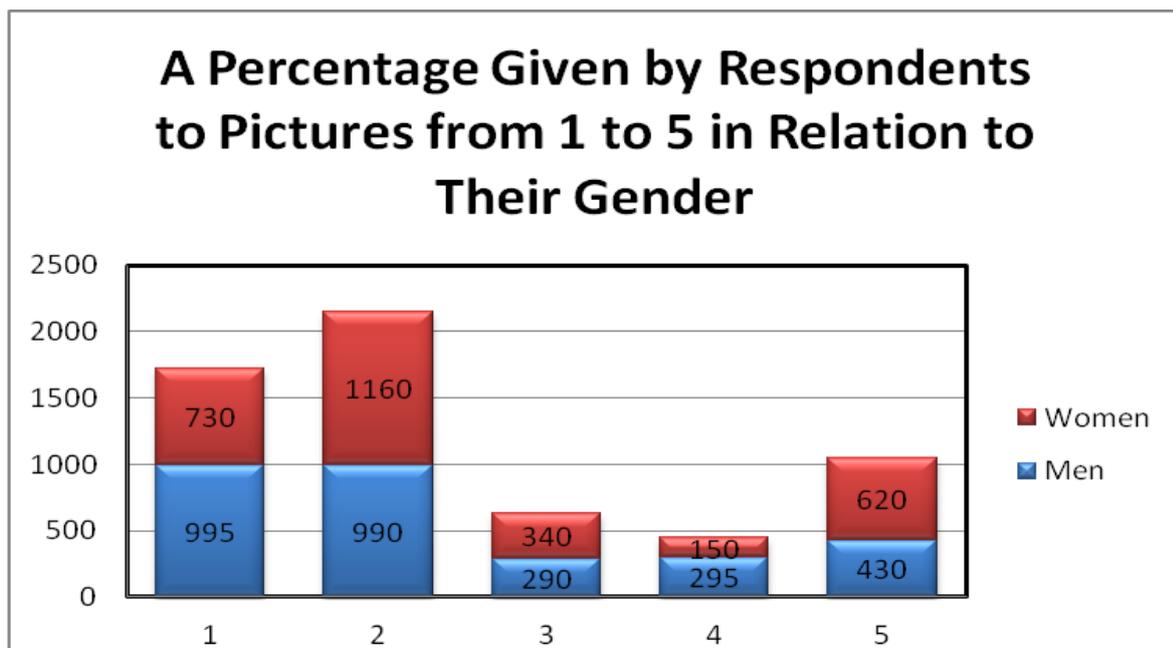
Men gave the highest percentage to number 2 (an educational development programme) as same as women. At least they liked the photo of mother with a child number 10 (based on feelings awakening). A high percentage was also divided by men among numbers 9 (11.5%)

and 1 (11%) which represented humanitarian aid, 7 (10.9%). They reacted quite well to the experimentative photograph 8 of a Czech top model with a child.

Women were more feeling oriented. Except the number 2 they were receptive to humanitarian aid represented by number 1 (10.8%) and examples of the stereotypic advertising – number 4 (15.6%), number 10 (13.3%), number 5 (10%).

*Table no. 22 A Percentage Given by Respondents to Pictures from 1 to 5 in Relation to Their Gender*

Gender	1	2	3	4	5	Sum
Men	995	990	290	295	430	3000
Relative frequency (%)	33,2	33	9,7	9,8	14,3	100%
Women	730	1160	340	150	620	3000
Relative frequency (%)	24,3	38,7	11,3	5	20,7	100%



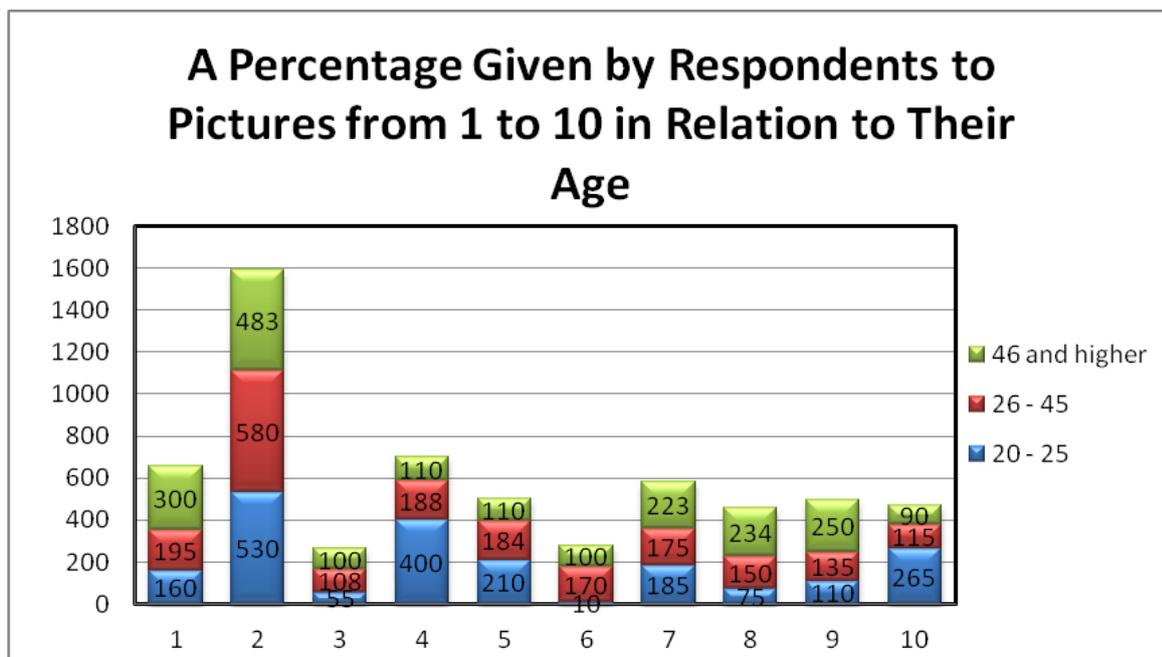
*Graph no.20 A Percentage Given by Respondents to Pictures from 1 to 5 in Relation to Their Gender*

Men showed almost the same interest in photos number 1 (33.2%) and 2 (33%) although their implicit meanings were different. The first one stands for an educational development programme and the second one for a stereotypic kind of advertising. The interest in the rest three photos was much lower.

Women on the other hand showed again the sense for feeling based photos. The photo number 2 gained 38.7%. A bit less favourable were numbers 1 (an educational development program) and 5 (a stereotypic kind of advertisement).

Table no. 23 A Percentage Given by Respondents to Pictures from 1 to 10 in Relation to Their Age

Age	1	2	3	4	5	6	7	8	9	10	Sum
20 - 25	160	530	55	400	210	10	185	75	110	265	2000
Relative frequency (%)	8	26,5	2,7	20	10,5	0,5	9,3	3,7	5,5	13,3	100%
26 - 45	195	580	108	188	184	170	175	150	135	115	2000
Relative frequency (%)	9,8	29	5,4	9,4	9,2	8,5	8,7	7,5	6,7	5,8	100%
46 and higher	300	483	100	110	110	100	223	234	250	90	2000
Relative frequency (%)	15	24,2	5	5,5	5,5	5	11,1	11,7	12,5	4,5	100%



Graph no.21 A Percentage Given by Respondents to Pictures from 1 to 10 in Relation to Their Age

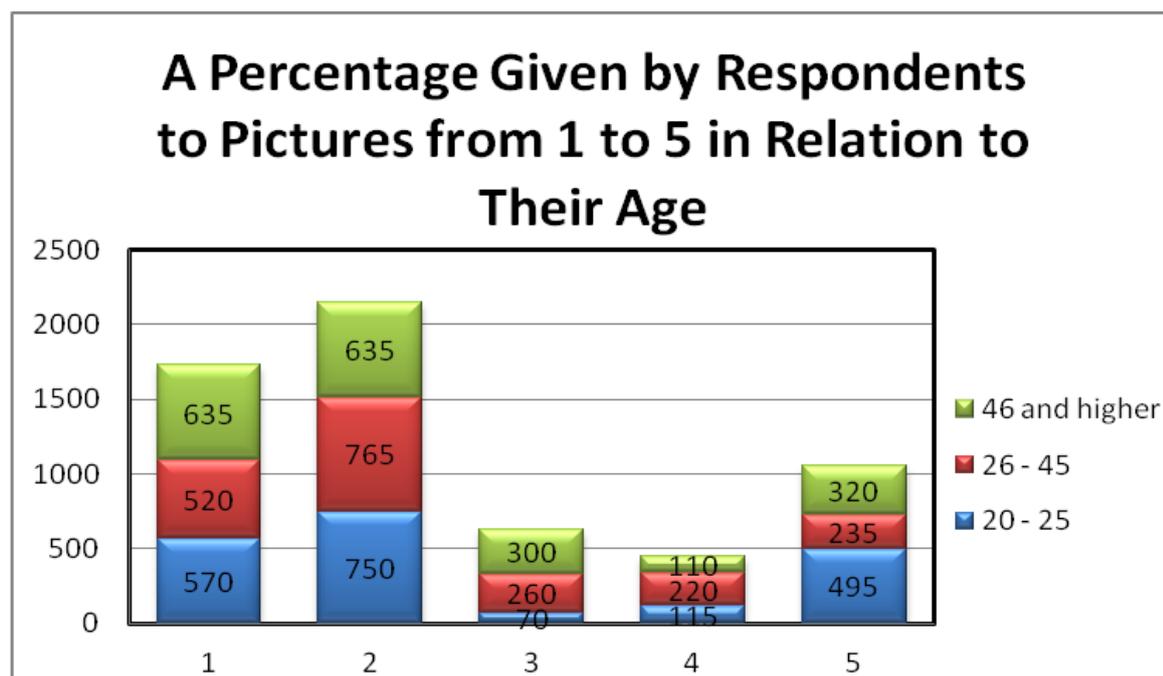
Differences in results in relation to age of respondents are visible in the first age group. This group of the youngest respondents gave 26.5% to the photo number 2 (an educational development programme) and 20% to number 4 (feelings oriented). They were not interested in experimental photos number 6 (0.5%) and number (2.7%).

Respondents with age from 25 – 45 years divided the percentage almost equally except the percentage given to number 2 (29%).

The oldest age group showed the highest interest in number 2 (24.2%), number 1 (15%) and 9 (12.5%) with humanitarian aid. Numbers 8 (experimentative) and 7 (an educational development programme) received still quite high amount of the percentage (11.7% and 11.1%).

*Table no. 24 A Percentage Given by Respondents to Pictures from 1 to 5 in Relation to Their Age*

Age	1	2	3	4	5	Sum
20 - 25	570	750	70	115	495	2000
Relative frequency (%)	28,5	37,5	3,5	5,8	24,7	100%
26 - 45	520	765	260	220	235	2000
Relative frequency (%)	26	38,3	13	11	11,7	100%
46 and higher	635	635	300	110	320	2000
Relative frequency (%)	31,8	31,8	15	5,4	16	100%



*Graph no.22 A Percentage Given by Respondents to Pictures from 1 to 5 in Relation to Their Age*

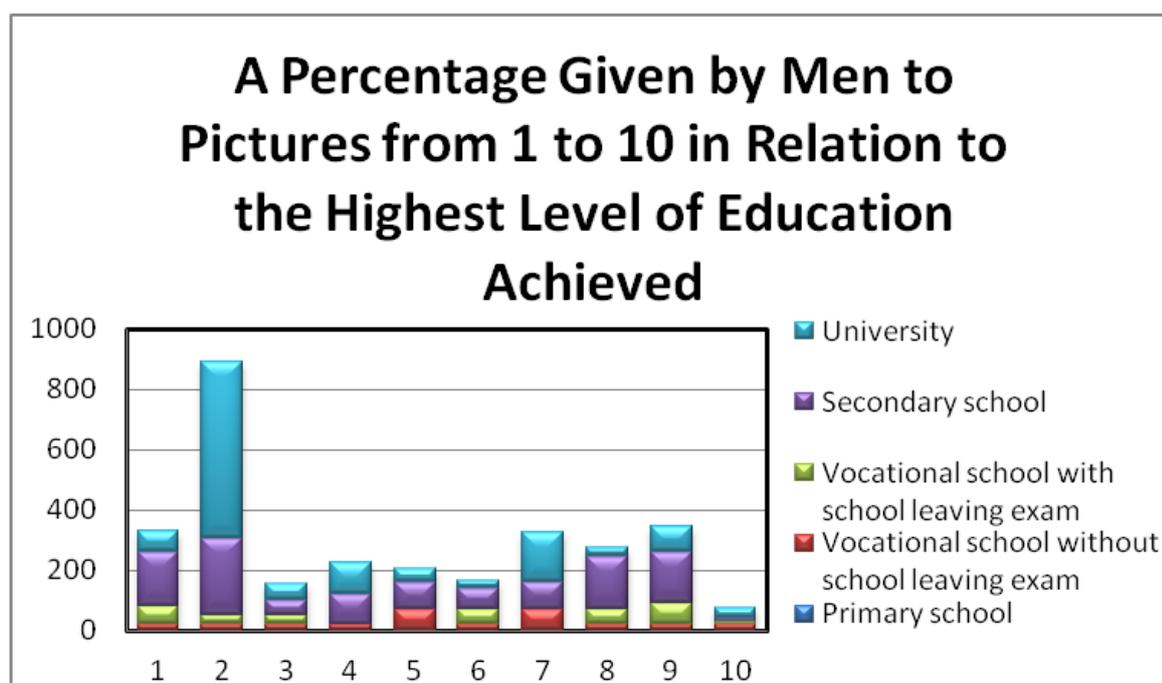
The youngest group was in this case influenced by photos number 2 (stereotyped), 1 (educational) and 5 (stereotyped). The group rejected the third photo (3.5%).

The middle group showed the interest in the first and the second picture (38.3% and 26%). The percentages of other photos were almost equal.

Respondents in the group with age from 46 years divided the highest percentage between the first and the second photo too. They did not pay much attention to the photo number 4 (5%).

*Table no. 25 A Percentage Given by Men to Pictures from 1 to 10 in Relation to the Highest Level of Education Achieved*

Gender	Education	1	2	3	4	5	6	7	8	9	10	Sum
Men	Primary school	X	X	X	X	X	X	X	X	X	X	X
	Relative frequency (%)	X	X	X	X	X	X	X	X	X	X	X
	Vocational school without s. l. exam	20	20	20	20	70	20	70	20	20	20	300
	Relative frequency (%)	6,7	6,7	6,7	6,7	23,2	6,7	23,2	6,7	6,7	6,7	100%
	Vocational school with s. l. exam	60	30	30	0	0	50	0	50	70	10	300
	Relative frequency (%)	20	10	10	0	0	16,7	0	16,7	23,3	3,3	100%
	Secondary school	180	258	53	103	89	70	93	174	170	10	1200
	Relative frequency (%)	15	21,5	4,4	8,6	7,4	5,8	7,8	14,5	14,2	0,8	100%
	University	70	585	55	105	45	25	165	30	85	35	1200
	Relative frequency (%)	5,8	48,6	4,6	8,8	3,8	2,1	13,8	2,5	7,1	2,9	100%



*Graph no.23 A Percentage Given by Men to Pictures from 1 to 10 in Relation to the Highest Level of Education Achieved*

Results of male respondents in relation to their highest level of education were diverse. Respondents who finished a vocational school without school leaving examination gave the highest percentage to two photos namely to the photo number 5 and 7 (23.2% both). The first one can be classified as stereotypic and the second one as an educational programme. The rest of photos got 6.7%.

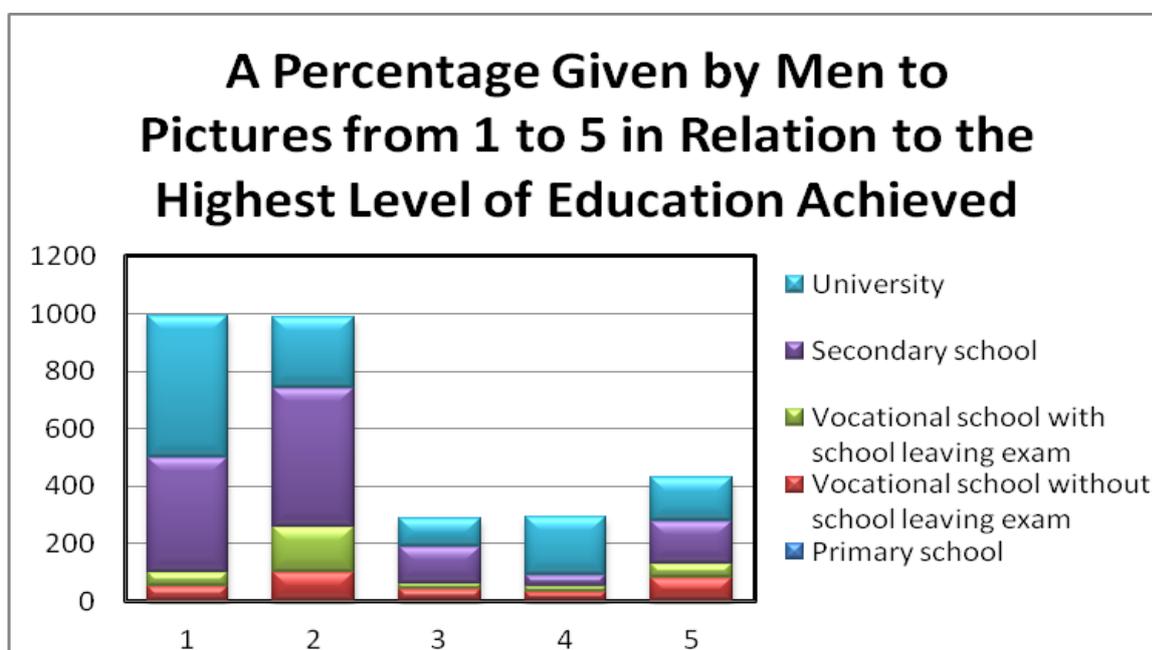
Respondents with the same education but with school leaving examination chose in completely different way. Numbers 7 (education) and 1 (humanitarian aid) got the highest percentage (23.3% and 20%). Quite a lot of percents received numbers 6 (16.7%) and 8 (16.7%) which are both in category of experimentative photos.

Results derived from answers of respondents who were secondary school graduates were more balanced. The highest interest awakened photos number 2 (21.5%), 8 (14.5%) and 9 (14.2) which are in category connected with development, humanitarian and experimental projects.

Respondents with university degree were clear about their answers. Almost half of them chose number 2 (development programme). The rest of photos got a minimum percentage with exception of number 7 (13.8%) which represented a development programme too.

Table no. 26 A Percentage Given by Men to Pictures from 1 to 5 in Relation to the Highest Level of Education Achieved

Gender	Education	1	2	3	4	5	Sum
Men	Primary school	X	X	X	X	X	X
	Relative frequency (%)	X	X	X	X	X	X
	Vocational school without s. l. exam	50	100	40	30	80	300
	Relative frequency (%)	16,7	33,3	13,3	10	26,7	100%
	Vocational school with s. l. exam	50	160	20	20	50	300
	Relative frequency (%)	16,7	53,2	6,7	6,7	16,7	100%
	Secondary school	400	480	130	40	150	1200
	Relative frequency (%)	33,3	40	10,9	3,3	12,5	100%
	University	495	250	100	205	150	1200
	Relative frequency (%)	41,3	20,8	8,3	17,1	12,5	100%



Graph no.24 A Percentage Given by Men to Pictures from 1 to 5 in Relation to the Highest Level of Education Achieved

Men who finished a vocational school without school leaving examination wanted to contribute mostly to photos number 2 (33.3%) and 5 (26.7%) which represent the stereotypic category of photos.

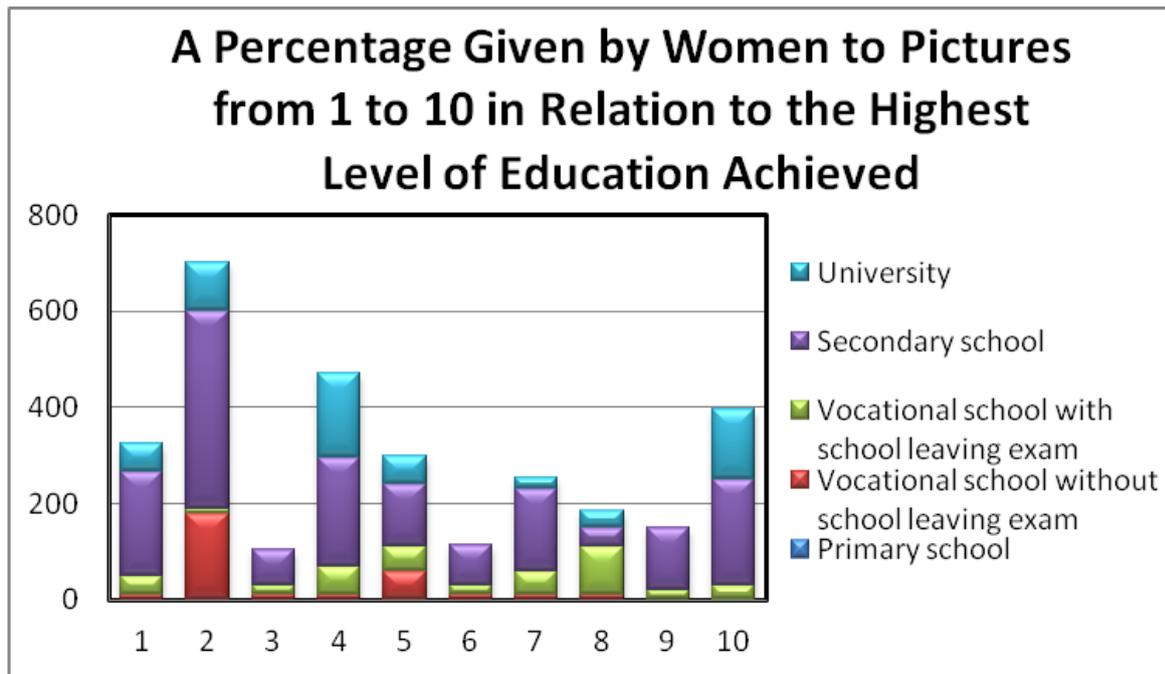
Respondents with the same education but with school leaving examination also preferred the photo number 2 (53.2%) and 5 (16.7%) plus number 1 (16.7%) which belongs to an education development programme category.

Secondary school graduates divided a big part of the percentage between number 1 (33.3%) and 2 (40%).

University students were quite clear about that matter. They gave 41.3% to number 1 and relatively less to number 2 (20.8%).

*Table no. 27 A Percentage Given by Women to Pictures from 1 to 10 in Relation to the Highest Level of Education Achieved*

Gender	Education	1	2	3	4	5	6	7	8	9	10	Sum
Women	Primary school	X	X	X	X	X	X	X	X	X	X	X
	Relative frequency (%)	X	X	X	X	X	X	X	X	X	X	X
	Vocational school without s. 1. exam	10	180	10	10	60	10	10	10	0	0	300
	Relative frequency (%)	3,3	60	3,3	3,3	20	3,3	3,3	3,3	0	0	100 %
	Vocational school with s. 1. exam	40	10	20	60	50	20	50	100	20	30	400
	Relative frequency (%)	10	2,5	5	15	12,5	5	12,5	25	5	7,5	100 %
	Secondary school	215	410	75	225	130	85	170	40	130	220	1700
	Relative frequency (%)	12,6	24,3	4,4	13,2	7,6	5	10	2,4	7,6	12,9	100 %
	University	60	100	0	175	60	0	25	35	0	145	600
	Relative frequency (%)	10	16,6	0	29,2	10	0	4,2	5,8	0	24,2	100 %



*Graph no.25 A Percentage Given by Women to Pictures from 1 to 10 in Relation to the Highest Level of Education Achieved*

Female respondents who completed a vocational school without school leaving examination preferred the photo number 2 (60%) to any other photo. The second most favorable photo (5) received 20%. The first is from a category of development programmes and the second one from stereotypic.

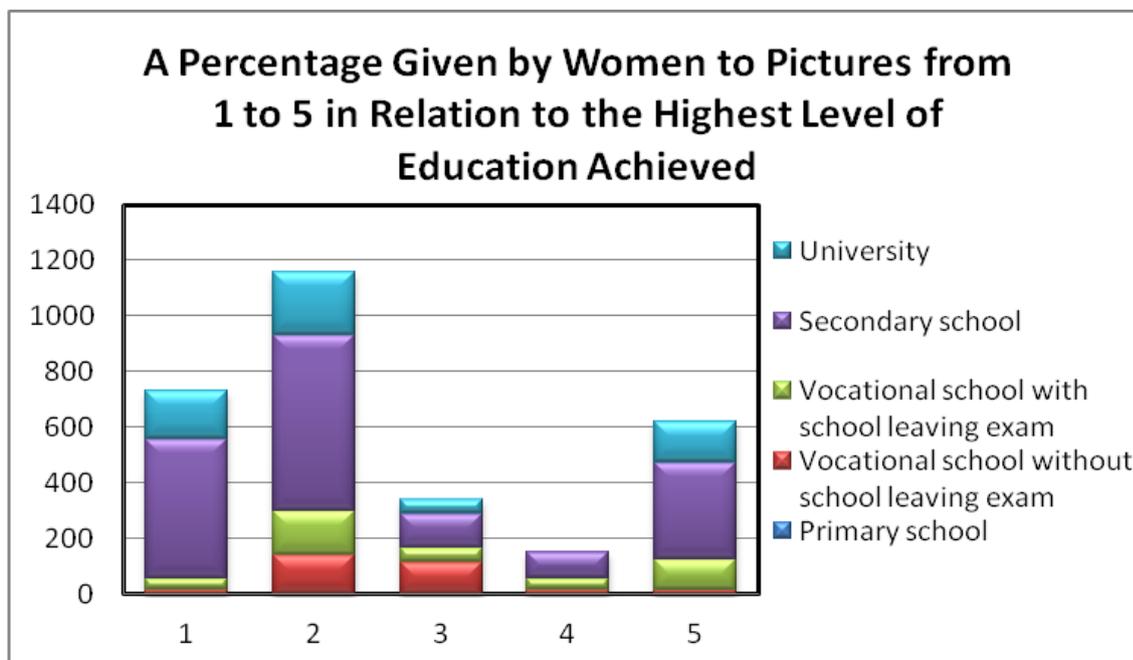
Women with the same education with school leaving examination were not so definite. The highest percentage they gave was 25% to number 8 and 15% to number 4. The latter being is stereotypic and the former experimental.

Secondary school graduates also did not have a sure favourite. They gave 24.3% to the photo number 2 and about 10% to photos number 1 (humanitarian aid), 4 (stereotypic advertising), 7 (development programme), 10 (feelings based).

Respondents with university degrees divided almost the whole percentage between two photos namely the photo number 4 and 10. First of them was from a stereotypic category, the second one from feelings oriented.

Table no. 28 A Percentage Given by Women to Pictures from 1 to 5 in Relation to the Highest Level of Education Achieved

Gender	Education	1	2	3	4	5	Sum
Women	Primary school	X	X	X	X	X	X
	Relative frequency (%)	X	X	X	X	X	X
	Vocational school without s. l. exam	15	140	115	15	15	300
	Relative frequency (%)	5	47	38	5	5	100%
	Vocational school with s. l. exam	40	160	50	40	110	400
	Relative frequency (%)	10	40	12,5	10	27,5	100%
	Secondary school	500	630	125	95	350	1700
	Relative frequency (%)	29,4	37,1	7,4	5,6	20,5	100%
	University	175	230	50	0	145	600
	Relative frequency (%)	29,2	38,3	8,3	0	24,2	100%



Graph no.26 A Percentage Given by Women to Pictures from 1 to 5 in Relation to the Highest Level of Education Achieved

Vocational school without school leaving examination graduates divided a considerable part of the percentage between two photos. The first one was number 2 (stereotypic) and the second one number 3 (experimentative).

Graduates of the same type of school with school leaving examination preferred number 2 (40%) and 5 (27.5%).

Those who graduated from secondary schools and universities chose three photos namely a photo number 1 (development programme), 2 and 5.

Summary: In the set of ten photos the most favourite one was number 2 (26.5%) from the organization Save the Children which represents the education developing programme. The rest of photos did not even reach half as high percentage and almost equalled. But what is interesting men chose in the second place photos focussed on humanitarian aid (number 1 and 9 from Red Cross campaigns) and women chose photos based on feelings of the viewer (number 4, 5 from Unicef and 10 from Adra). Regarding the influence of the age on decision making the youngest respondents vacillated mainly between the number 2 and 4 (based on feelings). Middle age group was clear about this matter and chose mostly number 2. Respondents from the oldest group divided their attention among numbers 2, 1, 9. Both number 1 and 9 were with a humanitarian focus. The influence of education was more evident on men. The higher their level of education achieved was the more of them chose numbers 2 and 7 from the organization Save the Children and People in Need with the focus on education developing programmes. Women probably preserved their sense of sensitivity and therefore were in their decisions less rational than men. Throughout the education level groups they mostly preferred photos based on stereotypic advertising with monotonous repetition of suffering, diseased or emaciated people. It can be also quite interesting to point out that photos marked as experimentative (number 3, 6) were not accepted very well by all of the groups which can be a signal for non-profit organizations that both extremes – stereotyped wretched people but also smiling happy people - do not belong to the favourite stimuli. The only experimentative photo which was quite well perceived was number 8 from Adra which used a famous person (ethos) to attract people. In this case it was a model and was appreciated mainly by male respondents although a big amount of respondents independently on their gender called for differentiation and fantasy of the non-profit organizations.

There were two favourite photos from the set of 5 which got together almost 70% of the whole percentage. The first one was a photo number 2 from Unicef portraying an emaciated child. The second one was number 1 from non-profit organization People in Need which is focused on developing programmes. The picture number two was supported mainly by women who again confirmed their strong focus on feelings. This time age had an insignificant influence on the decision making in contrast to the education level of the respondents. Respondents with lower than secondary education preferred photos number 2 and 3 which

both represent stereotypic advertising. More educated respondents were changing their focus from the mentioned two photos on a photo number 1 which falls into the category of development programmes.

When we compare the pairs of photos from recent and past campaigns of the five organizations we will find out that except Unicef which had the greatest slump in popularity of a chosen photo for the campaign and Adra with a slight fall all of the organizations made a great leap in a positive sense. Both Save the Children and People in Need bet on developing programmes photos and Red Cross appealed more on solidarity with people who need humanitarian help and chose a more appealing photo.

This probably relates to the uncertainty of people where their donations go. They want to see results of their help and therefore they seek the development projects photos where they see the impact of their contributions. Also the nature of the help is probably more appreciated. The issue is that development programmes ensure long-term help on which basis they can earlier or later continue. Mainly men are more refusing to the stereotypic kind of suffering people and welcome experimentative approach which can be (but not necessarily) gradually followed by women.

#### **4.10 A Perception of Symbols of International Non-profit Organizations**

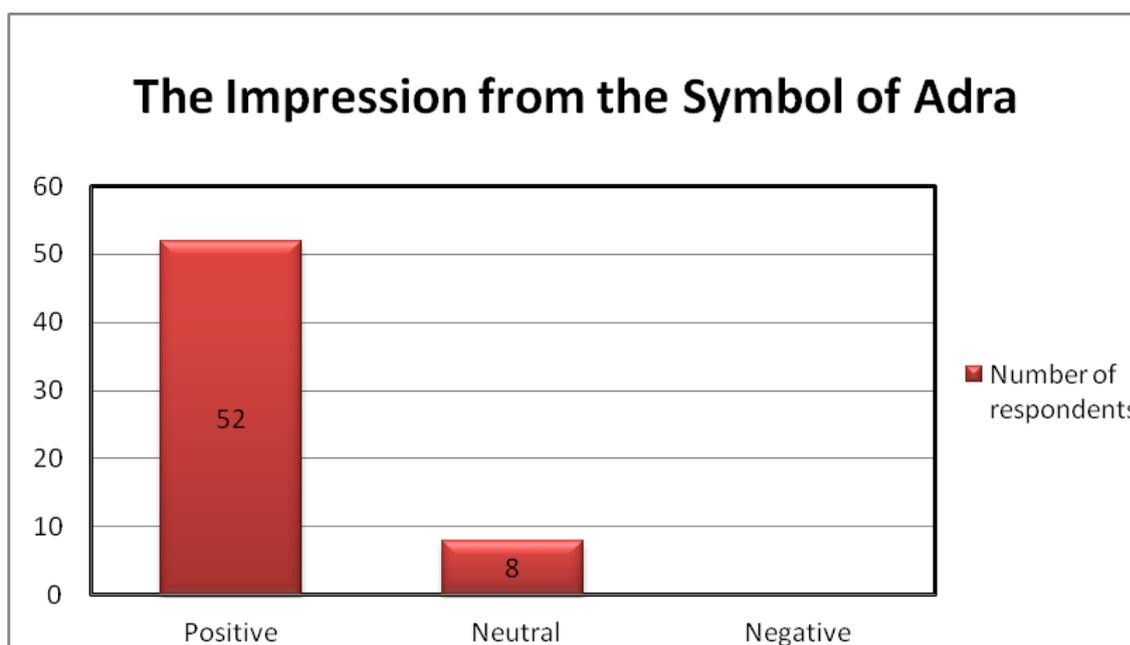
This part is based on a question which had a form of a creative exercise. Respondets tried to assign an animal to symbols of five earlier mentioned international non-profit organizations and characterized these animals by an adjective. For purposes of this research adjectives attributed to each symbol were determinative. Assigned animals could be a subject of further research.

The adjectives were sorted into three groups (positive, neutral, negative) and their values were then compared. A complete list of adjectives ascribed to each symbol are in the appendix PVI. The symbols are a part of the appendix PV: Questionnaire Supplement III.

Symbols are adverts of non-profit organizations and they serve as mediators of a contact between an organization and its public (see Pic. 7. Audiences of Organization on page 28). Therefore it is desirable that the symbol is well elaborated and serves its purpose well.

Table no. 29 The Impression from Symbols of Non-profit Organizations

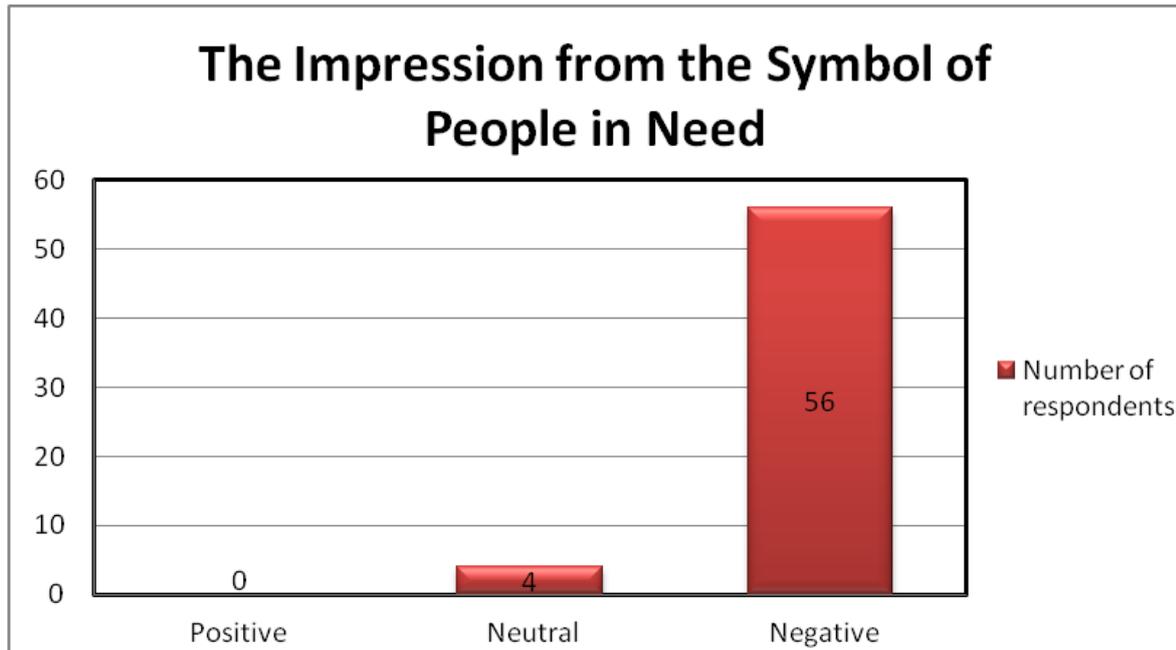
Non-profit Organizations	Positive	Neutral	Negative	Sum
Adra	52	8	0	60
Relative frequency (%)	86,7	13,3	0	100%
People in Need	0	4	56	60
Relative frequency (%)	0	6,7	93,3	100%
Red Cross	54	5	1	60
Relative frequency (%)	90	8,3	1,7	100%
Save the Children	36	6	18	60
Relative frequency (%)	60	10	30	100%
Unicef	47	6	7	60
Relative frequency (%)	78,3	10	11,7	100%



Graph no.27 The Impression from the Symbol of Adra

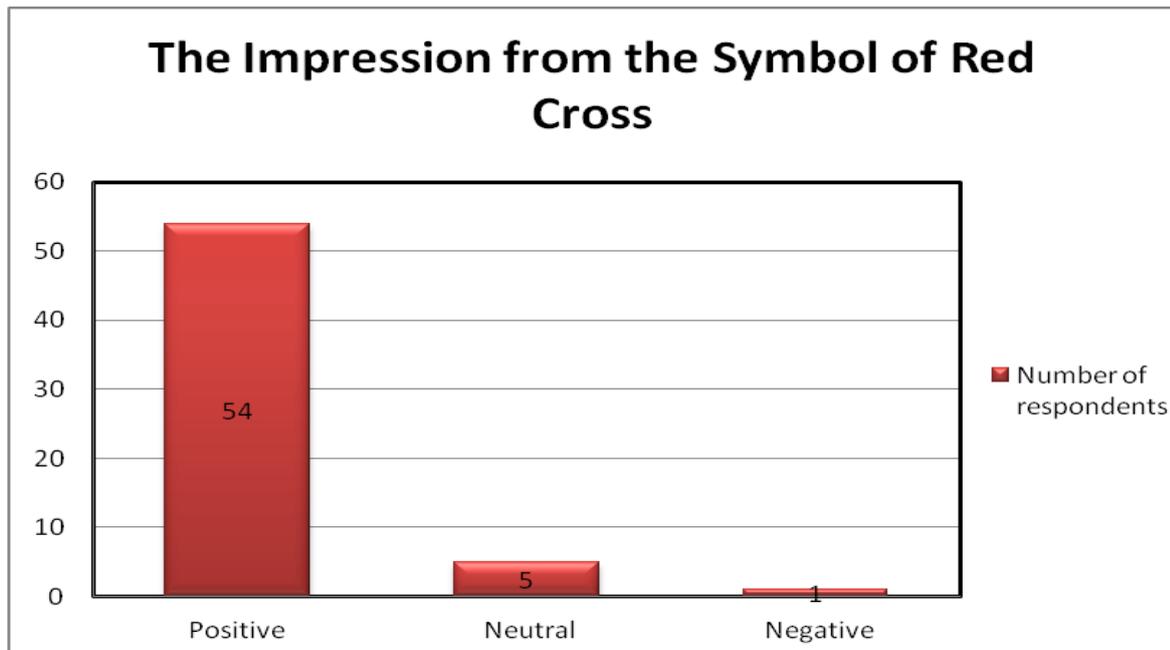
The symbol of Adventist Development and Relief Agency can be considered well designed. Almost 90% of all respondents perceived it positively and the rest of them used a neutral naming.

The most often repeated words were: friendly, humanly, global and united.



*Graph no.28 The Impression from the Symbol of People in Need*

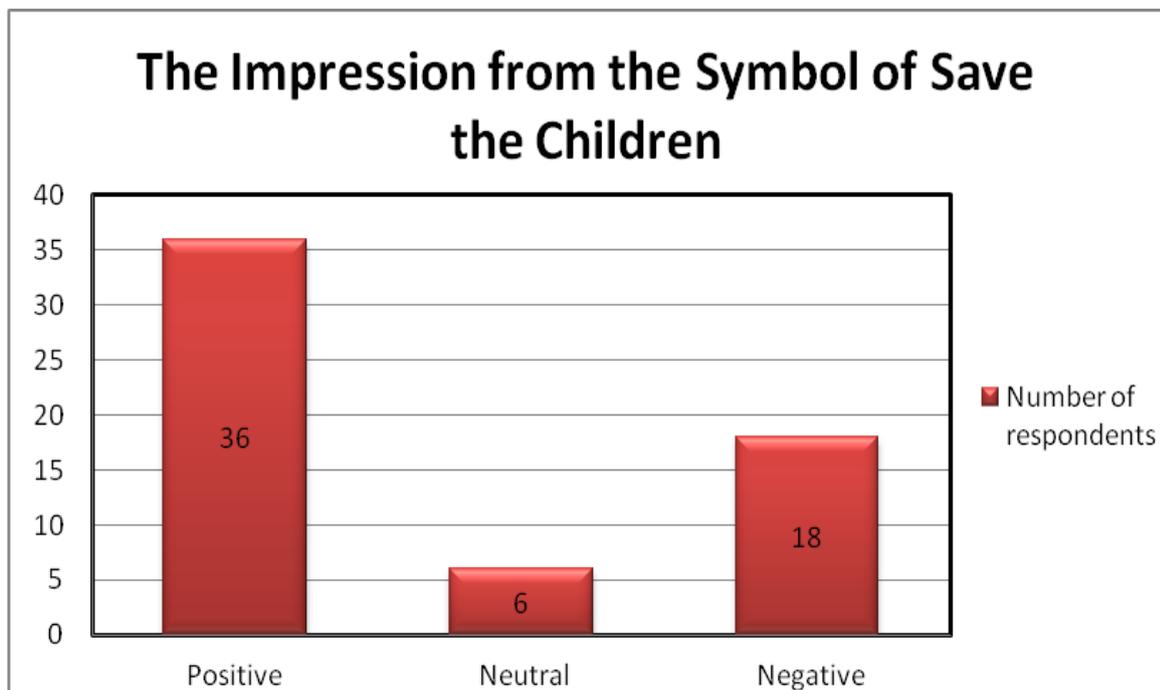
We would expect that the aim of designers of non-profit organizations' symbols is mainly to evoke pleasant feelings such as harmony and peacefulness in the viewer. But in this case when 93.3% of respondents evaluated the symbol in negative way it is possible that the aim was to differentiate the symbol from others and therefore to be easier to remember. If this presumption is true they achieved what they intended and the symbol can be considered well invented too. The symbol awakes although negative but still very strong feelings which can enable the symbol to impress itself on mind of the viewer.



*Graph no.29 The Impression from the Symbol of Red Cross*

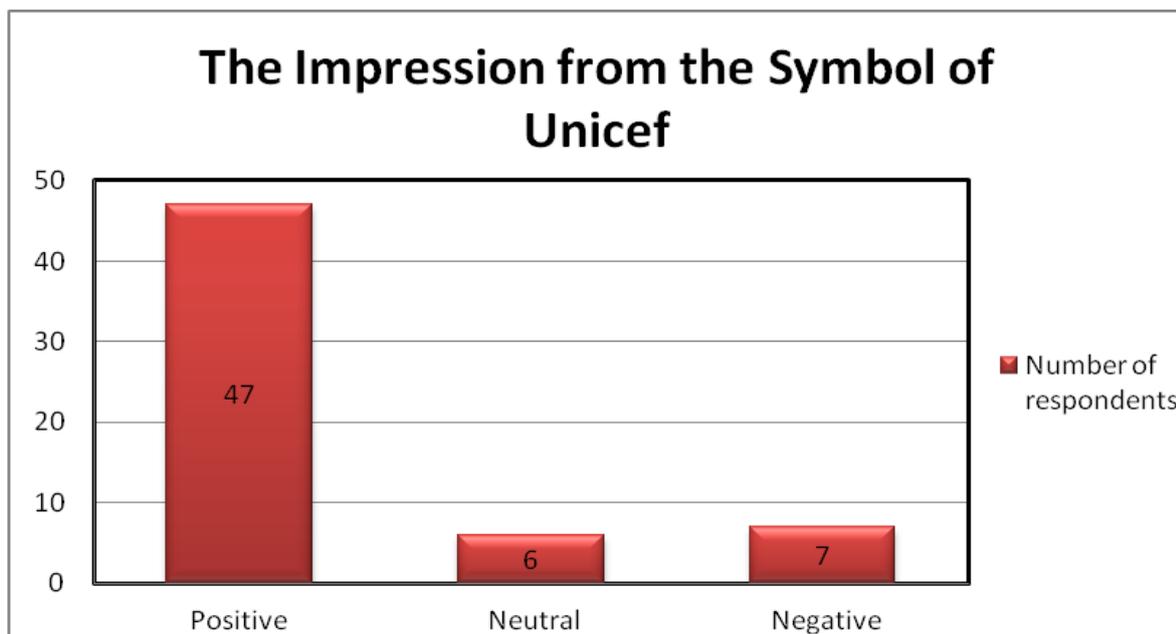
A symbol of ecclesiastic organization Red Cross belongs together with Adra to the most positively perceived symbols. The evaluation was from 90 % positive and there was only one recorded negative perception.

The most often repeated words were: hardworking, helping and rescue.



*Graph no.30 The Impression from the Symbol of Save the Children*

This symbol was evaluated by the respondents contradictorily. 60% of the evaluation was positive but 30% was negative. This testifies to the not so well designed concept of the symbol. The contradiction was very strong. Positive words were mostly: cheerful, free and playful. Negative words contained words such as evil, screaming and aggressive. In this case it will be apropos to think about a change.



*Graph no.31 The Impression from the Symbol of Unicef*

Unicef was perceived mostly positively (78.3 %) but some respondents did not evaluate it very well (11.7%).

The most often repeated words were: caring, protective and peaceful.

Summary: Three of five non-profit organizations proved well designed symbols (Adra, Red Cross, Unicef). The symbol of the organization People in Need had a negative evaluation but it is possible that it was intended and therefore it can be classified as successful too. According to results of the research it seems that the organization Save the Children did not choose its symbol appropriately. It was perceived very differently and the negative adjectives were quite strong.

Regarding the images which respondents very frequently connected with the symbols these are their visions:

Adra: A net which enables a global connection.

People in Need: An animal which is trapped.

Redd Cross: A dog (St Bernard) with a keg of rum somewhere in the snow.

Children in Need: A cheerful kid (positive) vs. screeching monkey (negative).

Unicef: Mother cradling her child in arms.

## 5 ASSESSMENT OF ASSUMPTIONS

At the beginning of the analysis we have stated following four assumptions and there they will be compared with the gathered results.

1. The higher the level of education achieved the higher the interest in the issue of non-profit organizations.

This assumption was correct. The interest of respondents was gradually increasing with the higher level of education achieved. The least interest showed vocational school graduates (16.7% and 14.3%). The interest of respondents who finished secondary school was almost twice as high (27.6%). Respondents with a university degree were the most interested (44.4%).

2. The higher age relates positively to financial means and therefore the older the respondents the higher number of donators.

This assumption was correct only partially. 60 % of respondents from the middle age group (26 – 45 years) contribute to the non-profit organizations. In the highest age group (from 46 years) 80% of respondents contribute. The youngest group of people (20 – 25 years) contributes from 70% which does not completely correspond with the assumption.

3. Respondents with a university degree will in most cases choose photos of development programmes and will allocate the highest percentage to them.

This assumption was correct only partially. There were two photos of development programmes in the set of 10, namely number 2 and 7. In the set of 5 photos there was only one (number 1).

Men assigned in total 62.4 % to the photos number 2 and 7 and 41.3 % to the photo number 1 which confirms a correctness of the assumption. On the other women gave to the first pair of photos only 20.8 % and 29.2 % to the photo number 1 which is not corresponding with the assumption.

4. Women will be more sensitive to photos portraying wretched people and crying emaciated children independently of their education.

This assumption was correct. All women were more sensitive to the photos which can be categorized as stereotypic although they were university graduates. Those photos played on feelings of the viewer (for instance the photo number 2 from the set of 5).

## CONCLUSION

The aim of this bachelor thesis was to introduce strategic design to readers and prove that its principles are not only applicable on a profit sector but also on non-profit organizations.

The theoretical part should give the reader an idea of strategic design and of a scope of its activity. After reading it, it should be also clear that although it is primarily used in the profit organizations it can be easily adopted by non-profit organizations because they share a similar structure and goals. This innovative partly scientific and partly artful approach will help the organizations to find and eliminate their weak points, strengthen their position and establish a viable competitive advantage which will protect the organization from competing on the same level with the rest of the organizations.

The practical part carried out by means of a qualitative questionnaire survey was meant to find out a public opinion and attitude to the issue of non-profit organizations in general and to reveal possible weaknesses of five international non-profit organizations. These organizations were chosen because they are well known and rank among the most successful non-profit organizations.

From the generally focused part of the analysis it is evident that the non-profit sector is facing a challenge which resides in overcoming an increasing public scepticism. The overall public interest in the issue of a non-profit sector is quite low and the majority of respondents does not contribute to non-profit organizations or contributes only exceptionally although a major part of respondents stated that they appreciate the activities of non-profit organizations and consider them praiseworthy. The trouble is a mistrust of respondents resting in a treating of non-profit organizations with contributions. They do not have a chance to see the results of their help and are uncertain whether the contributions will reach the people in need. The image of non-profit organizations in general is shaken and this is a key issue in which strategic design can take part in.

A lot of interviewed respondents criticized presentation of non-profit organizations. It referred to both personal and mediated by media. They evaluated the personal contact unpleasant and the mediated one insufficient and dull. This indicates a need of activities on rising of public awareness and a need of adoption of a distinctive and original approach which will capture the attention and at the same time differentiate the given organization. And again all these activities fall within the competence of strategic designers.

The results of a part of the analysis focused on the five international non-profit organizations showed that there is an increasing trend which appeared throughout the gender,

age and education groups. Respondents regardless the mentioned socio-demographic factors assigned the highest number of the percentage to photos which represented development programmes. This percentage can be perceived as an indicator of success of the photos to persuade the respondent to contribute to some organization. Although women demonstrated their strong sense of sensitivity this trend was evident also in this group.

Respondents seem to understand that the humanitarian aid has its important place in the society but they probably start to realize the importance of development projects with their long-term effects. They probably start to be exhausted by the stereotypic images of wretched people and instead of that they want to see some results.

This change can be also a good reason to incorporate strategic design approach in order to adapt to a new situation.

The last part of the analysis concentrated on the perception of symbols of the five non-profit organizations. Although they were representatives of the most successful non-profit organizations one organization did not come out well and a result of another was disputable.

All those revelations should call attention to the presence of weak points of organizations which for sure belong to the top most and should show that strategic design as an innovative discipline of tomorrow can become a key partner for the success.

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**LIST OF ABBREVIATIONS**

Etc.	And so forth
No.	Number
NO	Non-profit organization/s
Pic.	Picture
S. l. exam	School leaving examination

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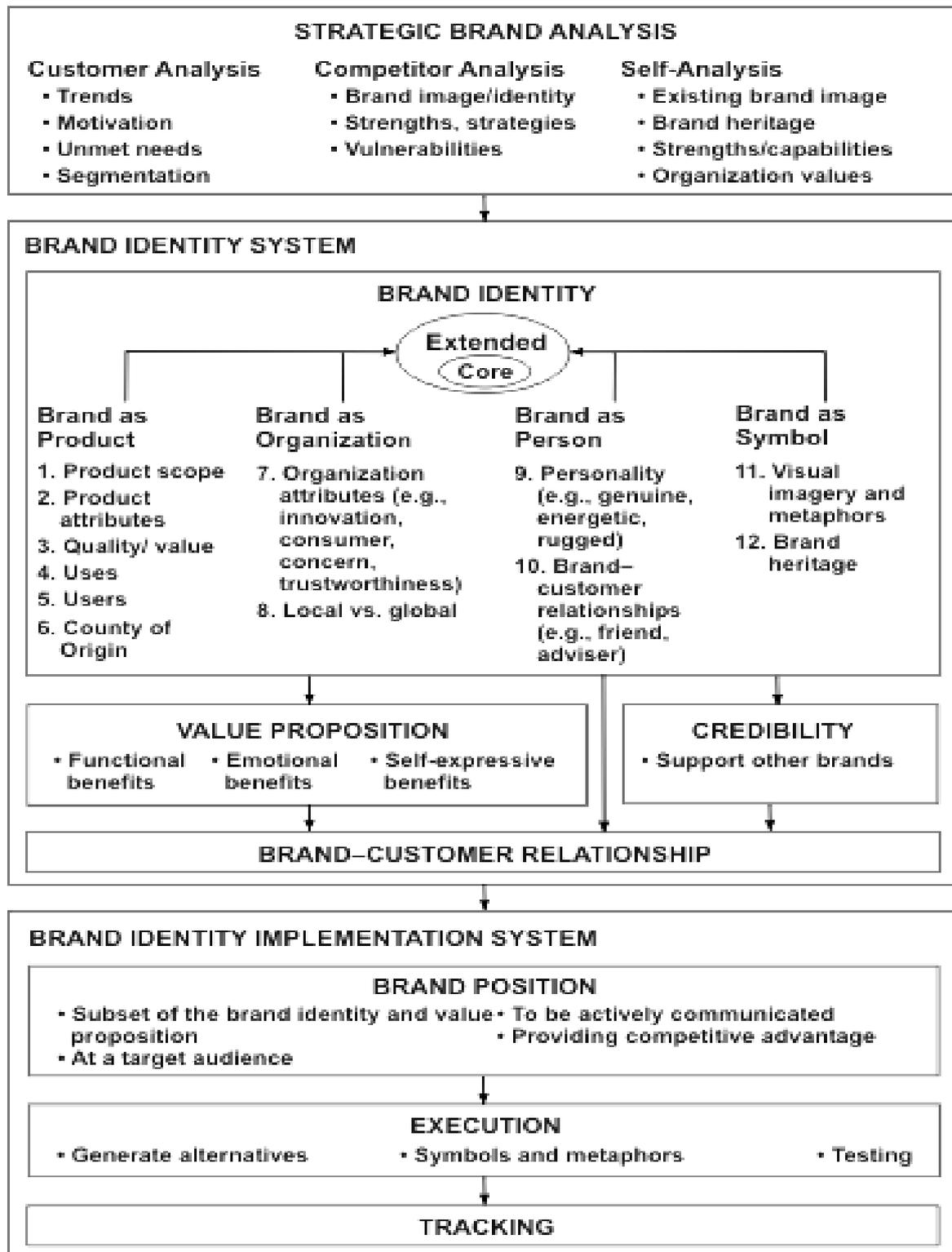
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## APPENDICES

- P I Model of Brand Architecture
- P II Questionnaire
- P III Questionnaire Supplement I
- P IV Questionnaire Supplement II
- P V Questionnaire Supplement III
- P VI Adjectives Ascribed to NO Symbols

**APPENDIX P I: MODEL OF BRAND ARCHITECTURE**



**APPENDIX P II: QUESTIONNAIRE****Gender:**

- Male
- Female

**Age:**

- 20-25
- 26-45
- 46- and higher

**Highest level of education achieved:**

- Primary school
- Vocational school without school leaving exam
- Vocational school with school leaving exam
- Secondary school
- University

**Marital status:**

- Single
- Married
- Divorced
- Widow/widower

**Children:**

- 1
- 2
- 3 and more
- No

**Are you at least marginally interested in NO?**

- Yes, I am quite active in this field and I am searching for the information.
- Rather yes, I know something about NO.
- Rather no, I know very little about NO.
- No, I am not interested in NO at all.

**Would you be able to name some NO?**

.....

**Have you ever been approached by NO?**

- Personally by its member
- In written form (by a letter, etc.)
- Via daily press or other printed materials
- Via TV or radio commercials
- No

How did the contact impress you?

- Positively
- Neutrally
- Negatively

For what reason:

.....  
.....  
.....

Do you contribute to some NO?

- For a long period to a concrete organization
- At once to different organizations
- Only exceptionally
- No, I do not.

For what reason:

.....  
.....  
.....

What would raise your interest in NO? (Ex. The creation of certain values, which you generally lack about NO; goals of the organization with which you could identify; advertising.)

.....  
.....  
.....

What particular aspect(s) of a concrete NO or NO generally would you commend?

.....  
.....  
.....

Imagine that you have a certain amount of money which makes up 100%. Try to divide this amount on percentage basis among following photos from NO campaigns according to the impression they make on you. (Note: It is not necessary to divide the amount among all of the photos.)

Try to assign an animal to each symbol and characterize it by an adjective.

APPENDIX P III: QUESTIONNAIRE SUPPLEMENT I



Photo no. 1



Photo no. 2



Photo no. 3



Photo no. 4

Photo no. 5



Photo no. 6



Photo no. 7

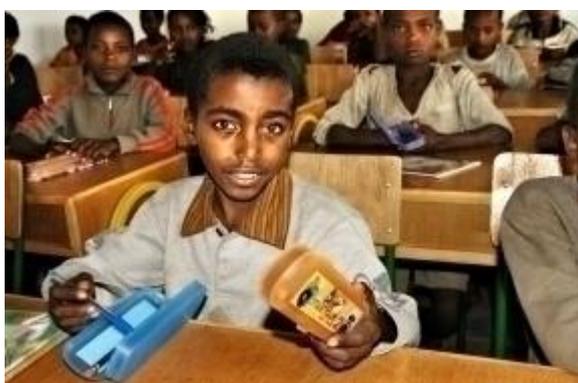




Photo no. 8



Photo no. 9



Photo no. 10

**APPENDIX P IV: QUESTIONNAIRE SUPPLEMENT II**



Photo no. 1



Photo no. 2



Photo no. 3



Photo no. 4

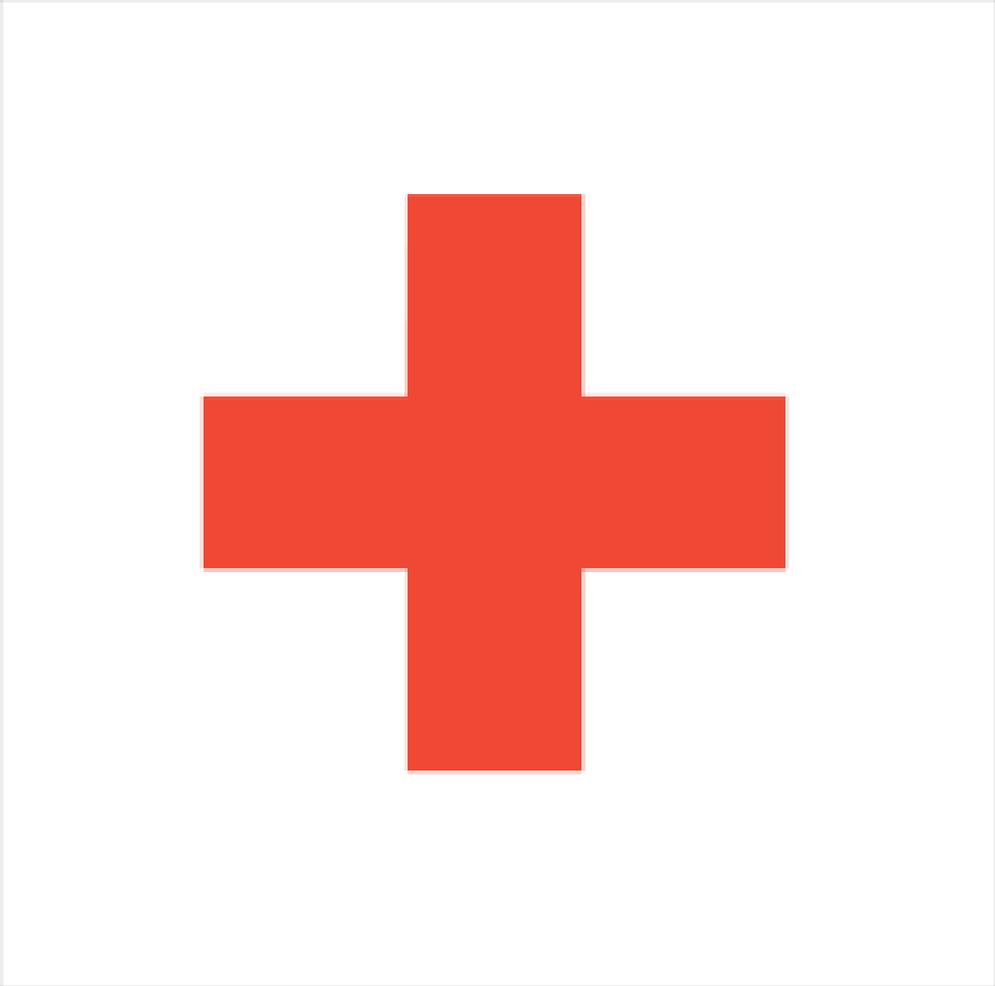


Photo no. 5

APPENDIX P V: QUESTIONNAIRE SUPPLEMENT III













# People in Need

Age	Positive			Neutral			Negative			
20 - 25			eager				blind	captured <sup>2</sup>	dangerous <sup>2</sup>	dark
							deadly	depressed	ill	insidious
							lurking	trapped <sup>3</sup>	weird <sup>2</sup>	
26 - 45			indecisive		old		angry	captured <sup>3</sup>	dangerous <sup>3</sup>	emaciated
							lonely <sup>2</sup>	sad <sup>2</sup>	screaming	underground
							unpleasant	wet		
46 and higher			old				bleak	captured <sup>2</sup>	dangerous	dark
							depressive	endangered <sup>2</sup>	lonely	oppressive
							parched	sad	stinging	trapped <sup>2</sup>





