Positioning and brand personality within research charity organizations

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This bachelor thesis was written at the Industrial Marketing department at Luleå University of technology in the program International Business. Our thesis was completed in May 2008. It has been a great challenge to write this thesis and we have learned a lot about positioning and brand personality.

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ABSTRACT

Positioning and the creation of brand personality are becoming more and more important to companies as they try to reach out to their segment and target groups. In times when competition rises and becomes harder and harder, companies need to have a clear positioning strategy. A strategy that clarifies the terms of what target market and differential advantage the company has. What the brand promise and that consumers gain the “little extra” also play an important role. Human personality traits can be transferred to a brand and help to create a brand personality. This is an important part of branding and can be a tool to differentiate a company from its competitors. Based on this, the purpose of this thesis is to gain a deeper understanding on how an organization's position strategy and brand personality appears in a research charity organization and how the donators perceive it. In order to reach our purpose we stated four research questions, and focused on the components of position and brand personality.

A review of literature regarding positioning and brand personality was conducted, which resulted in a conceptual framework. Using this framework as a guide a qualitative case study methodology was utilized. We used telephone interviews to collect empirical data.

The findings indicate that it is important to have knowledge in how a brand is positioned, how an organization wants to be perceived from its customers and what brand personality they want to create. To help the customer to categorize a brand through personality and position the brand identity can be better understood by customer and create a long lasting relationship.
SAMMANFATTNING


Studier av litteratur inom positionering och varumärks identitet gjordes och det resulterade i en teoretisk ram. Baserat på den teoretiska ramen har vi utfört en kvalitativ fallstudie. Vi genomförde nio telefonintervjuer för att samlar empiriska data.

Resultaten och slutsatserna i den här studien är att det är viktigt att ha kunskap om vilken positioneringen företaget har och hur de vill bli uppfattade av sina kunder, vilken personlighet de vill visa upp som kunderna har i sitt medvetande. Genom att hjälpa kunderna att kategorisera organisationen genom personligheten och positioneringen organisationen har, ökar förståelsen för företagets identitet till det bättre och kan skapa långvariga kundrelationer.
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1. INTRODUCTION

The first chapter is an introduction to the area of positioning and branding. To start with, we will introduce the background followed by a problem discussion. This will lead to the overall purpose and research questions (RQ). We will then present the disposition for this study.

1.1 BACKGROUND

According to Czinkota and Ronkainen (2007) brand refers to a name, term, symbol, sign or design used by a firm to differentiate its offering from its competitors. Brand names convey the image of the product or service (ibid.).

The process of branding is a cycle of research, planning implementation, and control. Hankinson and Cowking’s (1993) five-step model called “The branding cycle” (see figure 1.1) identifies consumer's physical and psychological needs, that are relevant to a product. The five step model consist of: Research, Brand Proposition, Marketing Mix, Communication Triggers and Consumers (ibid.).

![Figure 1.1: The Branding Cycle](source: Adapted from Hankinson & Cowking 1993, p. 5)

The first step in Hankinson and Cowking’s (1993) theory “The branding cycle” is research. Research provides a base of information about the product's usage and the position and personality of competitors. The research is used to make decisions for step two, the brand proposition. According to Hankinson and Cowking (1993) the brand proposition consists of positioning and personality, and these two factors are linked closely together. A successful branding is depended on a correct combination of the marketing mix, step three. The marketing mix serves to communicate the brand proposition with product and packaging, price, communication and distribution. Effective communication will then lead to associations to the brand name and the strap-
line. These two components combined with distinctive packaging act as *communication triggers*, step four. The final step in the branding cycle is the *consumer*, who by the earlier mentioned triggers will accept or reject the brand. The branding cycle then starts over again. (ibid.)

Positioning and personality are going to be central in this thesis. A product’s position is the way the product is *defined by consumers* on important attributes—the place the product in consumers’ minds relative to competing products. (Kotler & Armstrong, 2001)

Doyle (2002) claims that the positioning strategy is the choice of target market segment and the choice of a differential advantage. Target market determines where the business competes and the differential advantage dictates how it competes (ibid.).

Kotler and Keller (2006) define brand personality as the mix of human traits that may be attributed to a particular brand. Personality is the unique psychological characteristics that lead to consistent and lasting responses to one’s own environment (ibid).

**1.2 Problem Discussion**

Misner (2000) explain the importance of positioning and states that the first order of business in creating a positive message that is delivered effectively is to decide what you are going to be, what you’re going to offer, and to whom you are going to offer it (ibid.). Positioning can help a company to create an identity and maintain a secure spot in the minds of those they wish to serve (ibid.). Misner (2000) further claims that very little communication is perceived and understand in the society; a society, which he claims, is over communicated. A company must create a position in the prospect’s mind, recognizing that the most effective communication occurs when optimally placed and timed (ibid.).

Uggla (2006) states that brands have become like a currency that is possible to buy, sell and rent. He further claims that it is not a question if using positioning but rather about what method that is used. Should companies build a new brand, buy an existing brand, develop an existing brand or use co-production with another brand (ibid.).

According to Hankinson and Cowking (1993) a successful brand need to be one that stands the test of time and that the brand says something distinctive, and that the point of distinction embodied in the brand proposition. Advertising in media is one of the most effective channels for communicating with consumers. In different media channels marketers have the opportunity to establish a relationship with the consumers, and they can communicate both positing and personality (ibid.). Hankinson and Cowking (1993) quote Ogilvy “*Every advertisement should be thought of as a contribution to the brand personality*”. (Hankinson & Cowking, 1993, p.45)
Kotler and Armstrong (2001) state that branding has become so strong that hardly anything goes unbrand, they also claim that a brand helps the consumers in many ways; a brand name helps the buyer to identify the product and quality. If a Customer often buys from a certain brand he or she will know what features, benefits and quality they envisage each time they purchase a product or service (ibid.). When competing within a strategic segment it is important to offer a product that differ or gives more to the customer compared to competitor’s products. (Uggla, 2006)

Branding means that you want to create mental structures for helping consumer's knowledge about the products and service to make it easier for their decision-making. When branding a product it is necessary to teach the consumers about the product. This can be done by giving it a name and use other elements to help consumers to identify the product. (Kotler & Keller, 2006)

The attitudes toward charitable organizations over the past decade have according to Nichols (2001) become more critical and more people are questioning how charities use funds. Nichols also claims that many development officers use the least effective strategies for choosing donators and methodologies. The organization should state if it is wealth or affluence they want to target (ibid.).

After that we have been studying the subject the facts indicates that many people have been exposed for fatal illness or difficult diseases. Diseases like cancer, heart- and lung diseases or brain injuries, are all “common” causes of death and diseases that can result in a lot of suffering. Research charity organization’s contributions to research within different diseases, and the human body are important for future research projects. To be able to solve the secret of varying severe diseases researchers need economical resources and time. Every year charity organizations generate great amounts of money and these contributions enable research to continue to find cure to different diseases. Furthermore the researchers get the possibility to find answers that otherwise would not have been found.

The work of research charity organizations relies on donations. The donators come from different social classes and geographic areas. We believe that the ability for an organization to recruit new donators and have them to stay loyal to the organization can increase and be better. The donation between a donator and charity organization can be seen as a transaction. Furthermore Armstrong and Kotler (2006) state that a company (organization) that provides satisfaction to the customers will gain loyal customers and be able to increase markets share and the amount of consumers.

The central problem in our thesis is to examine how research charity organizations work with their positioning and brand personality. The last years there have been several alarming reports in media about different diseases and the need of research. Research charity organizations support many research projects and need all money they can get. The way to collect money and how the money is used differ from organization to organization, but the overall goal is the same. The research should help people in one-way or another.
1.3 PURPOSE AND RESEARCH QUESTIONS

Based on the problem discussion above, the purpose of this study is to gain a deeper understanding of research charity organizations positioning and brand personality. To see how a research charity organization send out their position and brand personality, and how their donators perceive them. The donators in this study are private persons, which means that it is a business to customer relationship/transaction (B2C). In order to reach our purpose we have stated the following research questions (RQ).

RQ1 How do research charity organizations positioning themselves?
RQ2 How do brand personality appear in research charity organizations?
RQ3 How do donators perceive research charity organizations positioning?
RQ4 How do donators perceive the brand personality of research charity organizations?

1.4 DISPOSITION OF THE THESIS

The thesis is divided into several different chapters. To give the reader a clear outline the disposition is describing what the chapters deal with. The thesis consists of a theoretical part and an empirical part.

After an introduction in chapter one (Introduction), which consists of background, problem discussion, research problem and the disposition of the thesis, we are going to examine different theories that can be used to answer the RQ. When examining a phenomenon the researcher should first create an understanding about the study object. Therefore it is important to have an information overview which purpose is to explain different phenomenon, define ideas and give a general background to the current topic. These increase the understanding for both the authors and the readers. The second chapter (Positioning and Brand Personality) starts with positioning and brand personality, and will end up in a conceptual framework. Chapter three provides the reader with a description of the methodology of the thesis, the approach for the data collection and the processing of the collected data. The chapter will end with a discussion and criticism of the sources, weaknesses in the thesis and delimitations.

In chapter four (Empirical Data) we present the empirical part of the thesis, the empirical data that we have collected via, interviews with a research charity organization (Hjärt-Lungfonden) and donators to the organization. Chapter five (Analysis) will compare the selected theories for this study with the gathered data. In the final chapter (Findings and Conclusions) the findings and conclusions for our RQ are presented. Chapter six will also include a final discussion.
**Figure 1.2:** Outline of the Thesis
2. Positioning and Brand Personality

In the previous chapter we presented the background, problem discussion and RQs, and the disposition of the thesis. In this chapter the area of research are narrowed down to a specific area of research. Before narrowing down the area of research the theories of positioning and brand personality will be presented.

2.1 Positioning

When a company decides its market segment, they must know what position they want to have. The position strategy is based on consumer’s important characters and needs. When a company is positioning itself, it needs to know that positioning involves implementation the brand’s unique benefits and differentiation in customer’s minds (Kotler & Armstrong, 2001). One example of positioning can be the automobile market: Toyota are positioning on economy, Mercedes and Cadillac on luxury, Porsche and BMW on performance and Volvo on safety (ibid.). Kotler and Armstrong (2001) further state that consumers are overloaded with information. Companies need to help the consumers by categorizing; they need to “position” their products and services. Which simplifies the buying process. Kotler and Armstrong (2001) claim that to be able to win and keep the customer they need to understand the needs of the customer. It is also important to understand the customers buying behavior, to be able to add more value to them. To the extent a company can position itself as providing superior value to selected segment, also create a competitive advantage. Kotler and Armstrong (2001) further states that a position cannot be built on unfilled promises; companies must fulfill their commitment. If companies position them self with, that they offer the best quality products and service, they must then be able to deliver the high expectations from the customer (ibid.).

Ugla (2002) states that position is a necessary concept, first because all choices are comparative, and so it makes sense to start off by starting in the area where a company is strongest, secondly because in marketing, perception is reality. Furthermore Fill (2002) states that positioning is not about the product itself, but what the buyer thinks about the product or the organization.

According to Doyle (2002), a positioning strategy is the choice of target market segments, which determines where the business competes, and the choice of differential advantage, which dictates how it competes. Doyle (2002) further claims that business, and products may be positioned for three reasons.

1. The segments in which a product has its target might have become unattractive.
2. The quality and features that the product offers do not appeal to the segment that the product targets.
3. Costs are too high to allow it to be priced competitively.

According to Jobber (2004), successful positioning is often associated with products and services possessing favorable connotations in the mind of the customer. He further claim that the key factors to a successful positioning are:
1. **Clarity** – The positioning must be clear in terms of target market and differential advantage.
2. **Consistency** – To break through noise a consistent message is required.
3. **Credibility** – Differential advantage that is chosen must be credible in the mind of the target customer.
4. **Competitiveness** – The differential advantage should have a competitive edge. It should offer something of value to the customer that the competitors are failing to supply.

Uggl (2006) states that positioning builds on how a brand differentiate itself from competitors and that it communicates in a unique way to the target and segment. Positioning should be clear so that the above stated categories needs are satisfied (ibid.)

Further on, Uggl (2006) claims that, *segmenting, targeting* and *positioning* fits together, and each one of them needs the others to function optimally. When a certain segment attaches to a target market and communicates by positioning, the triangle is completed as shown in figure 2.1.

![Figure 2.1: The relation between Segment, Target Group and Positioning.](image)

Kapferer (1997) claims that positioning is a crucial concept. Positioning a brand means to enhance the distinctive characteristics that make it different from its competitors and at the same time communicate with the segment and target group to attract the consumers. Kapferer (1997) further states that there are four questions to be asked when creating a positioning strategy.

1. **Why?** – Refers to the brand promise and consumer benefit aspect.
2. **For Whom?** – Refers to the target aspect.
3. **When?** – In what occasions will the product be consumed?
4. **Against Whom?** – Who are the main competitors, what clients/customer the organization thinks they can conquer?

Kapferer (1997) claim that these four questions make it easier when positioning the product or the brand and make it more obvious to the consumers. Kapferer (1997.) further states that positioning does not reveal the entire brand’s richness of meaning or reflect all of its potential. Once the brand has reduced its positioning strategy to the four questions the brand become more or less restricted to the positioning strategy (ibid.).
2.2 **BRAND PERSONALITY**

Melin (1997) states that the goal when creating brand personality is to humanize the brand product, to give it a soul. This is made in order to give consumers a better picture and embrace the brand. Moreover de Chernatony and McDonald (1992) claim that the meaning is to create an attractive brand personality, because the consumers choose brand articles the same way they choose friends. According to Biel (1992) consumers therefore expect to choose a brand article they want to consort with or to bee seen with. This means that consumers preferentially choose brand articles they feel connected to and that enhance their own self-image (ibid.). This is in contrast to "product-related attributes," which tend to serve as a utilitarian function for consumers and brand personality tends to serve a symbolic or self-expressive function for the consumers (Aaker, 1997).

In relation to the paragraph above Plummer (1985) claims that the concept of brand personality is based on the assumptions that people tend to personify objects surrounding them. By describing brands in terms of human characteristics, it serves as a major device in generating brand attachment and brand awareness, in the same way as people bond themselves together (ibid.).

Kapferer (1997) explain the value of brand personality as follow:

"The value of a brand comes from its ability to gain an exclusive, positive and prominent meaning in the minds of a large number of consumers. It is not simply a crocodile sewn onto a shirt: it is all the difference things that the buyer thinks as soon as he sees the Lacoste symbol. These refers to the tangible attributes of the product as well as the more intangible, which may be either psychological or social" (Kapferer, 1997, p. 25)

Furthermore Aaker and Fournier (1995) state that personality factors might reflect emotions or feelings of the brand, thus encouraging the target group to perceive the brand as an active, contributing friend, and to enter into a long-term relationship with the brand (ibid.)

Kotler & Keller (2006) state that consumers often choose to use brands that have a brand personality that relates to them. They might also choose a brand based on how they want to view themselves, or how they want other to view them (ibid.). Perceptions of brand personality character can according to Plummer (1985) be formed and influenced by direct or indirect contact that the consumer has with the brand.

Aaker (1997) has created a brand personality framework called the “Big Five” where the brand personality is compared with the human personality. The theoretical framework that Aaker created shows the nature and dimensions of brand personality; *sincerity, excitement, competence, sophistication* and *ruggedness*. Aaker's “Big Five” model is shown in figure 2.2.
Aakers (1997) framework the “Big Five” above shows how a brand personalities five dimensions are developed. By isolating these distinct dimensions versus treating brand personality as an unidimensional construct, the different types of brand personalities can be distinguished, and the multiple ways in which the brand personality construct influences consumer preference may be understood better. The different dimensions including the 14 facets of the brand personality, that can be used to gain theoretical and practical insight into the antecedents and consequences of brand personality. The 14 facets are subsumed of the selected 42 characteristics that provide both breadth and depth and to serve as a framework for establishing the similarities and differences among conceptions of the “Big Five”. (ibid.) The 42 characteristics are listed in the interview guides in the end of the thesis (Appendix 1). The theory may not work in all cases as, some factors may work with brands, as well as humans, and others may not (Aaker, 1997). Furthermore, Sweeney and Brandon (2006) means that the research concerning brand personality is very young compared to studies about the human personality. They claim that the “Big Five” framework only includes positive brand attributes, which might not always be true (ibid.).

Kapferer (1997) has created a model called the “brand identity prism”. Which reflects the different aspects of building brand personality. The concept of identity is created for three reasons: a brand needs to be durable, it needs to send out coherent signs, and it has to be realistic. (ibib.)

The brand identity prism (see figure 2.3) involves the important factors, which are: personality, culture, self-image, reflection, relationship and physique (Kapferer, 1997).
A brand has physical qualities. The *physique* is the brand’s tangible added value and its strength. Without the value it creates, the brand would not survive long in its branch. When developing a brand personality the first step is to define its physical aspects by answering these questions: What is it concretely? What does it do? What does it look like? (Kapferer 1997)

Further on Kapferer (1997) states that every brand has its own *personality* and gradually build up character through communication. The way it speaks of its products and services shows what kind of person it would be if it were a human. One of the easiest ways to give the brand a personality is to use a spokesperson or a figurehead, a real one or a symbolic one. That explains why it is so popular to have famous characters represent the brand (ibid.). An example can be David Beckham who does advertisement for Pepsi et cetera.

The product is according to Kapferer (1997) not only a concrete representation of this *culture*, but also how it communicates in media. A brand has its own culture, from which every product derives. The culture has a set of values that is feeding the brand’s inspiration helping the brand to restrain it external outward signs such as product and communication (Kapferer 1997).

A brand can be seen as a *relationship*. Brands are often involved with the exchange and transactions between people. And the service a company offers can be defined as a relationship (Kapferer, 1997).
Kapferer (1997) states that a brand is a *reflection*, from its communication through commercials, the brand is addressing an image or reflection to the buyer and user’s personality. Consumers use brand to create their own personality that fit themselves (ibid.)

Furthermore Kapferer (1997) claim that the brand speaks to our *self-image*. If reflection is target the outward mirror, self-image looks at the target internal mirror and the consumers own inner reflection. It is a similar concept as reflection but through our attitudes to certain brand, consumers tend to create an inner relationship with ourselves (ibid.)

The brand identity prism is according to Kapferer (1997) also including a vertical division (see figure 2.4). *Physique, relationship and reflection* – are the social facets that give the brand its outward expression. *Personality, culture and self-image* – are those who are incorporating within the brand itself, within its spirit. Kapferer (1997) further states that the brand identity prism helps to understand the essence of both brand and retailer identities (ibid.).

### 2.3 Conceptual Framework

According to Miles and Huberman (1994) a conceptual framework contains the main factors that will help researcher to answer the research questions. Our conceptual framework is based on the theories described in chapter 2 and it explains key factors of the thesis and in what way they are related. We are not going to use the identity prism further on in the thesis, it is only disposed to get the reader a deeper knowledge in the researched area. We are going to use the same theories to RQ 1 and RQ3, and one theory to RQ2 and RQ4. This in order to be able to compare the answers between the organization and the donators.

#### 2.3.1 Positioning RQ1 & RQ3

Research question number one and three concerns the positioning strategy of the organization. In the thesis there will be a comparison of how the organization positions itself and how the donator perceive the organization’s positioning strategy. The theory that will be used is Kapferer’s (1997) four questions about brand positioning.

- Why?
- For whom?
- When?
- Against whom?

This theory is one of the most recent theories in positioning and the questions in the theory might help us to answer RQ1 and RQ3.

To see if the positioning strategy that the organization has is successful we are going to use Jobber’s (2004) theory “a successful positioning”, the theory have four dimensions.

- Clarity
- Consistency
- Credibility
- Competitiveness
Jobber’s (2004) theory is well known and we think that the theory is relevant to our thesis purpose. The theory is a tool that can be used to show if a company has a good positioning strategy.

2.3.2 BRAND PERSONALITY

RQ2 and RQ4 concern the brand personality. We are going to use Aaker’s (1997) theory of brand personality, which goal is to communicate with the brand-as-a-person, to create a relationship with the customers. To identify the brand personality in the real world, the definition: “The set of human characteristics associated with a brand” will be used as the brand personality framework, the “Big Five” (ibid). Aakers (1997) theory is one of the most used theories in this area and the most extensive one.

The dimensions that will compare the brand personality to the human characteristics and personality are:

- *Sincerity*
- *Competence*
- *Excitement*
- *Sophistication*
- *Ruggedness*
3. METHODOLOGY

In this chapter, the methods and techniques used for collecting the data together with the quality criteria for this study will be presented. The discussion will circle around the issues of the purpose of the research, research approach, research strategy, data collection, sample selection and data analysis. The outline of the methodology chapter is shown in Figure 3.1 below.

Figure 3.1: Methodology Overview

Source: Adapted from Foster, 1998, p. 81

3.1 PURPOSE OF RESEARCH

The purpose with a research is according to Eriksson and Wiedersheim-Paul (2001) to state what is accomplished by conducting research and how the results of the research can be used. Eriksson and Wiedersheim-Paul (2001) also claim that research should be: interesting, reliable and understandable. Saunders et al. (2003) defines research as something that people undertake in order to find out things in a systematic way and thereby increasing their knowledge. When conducting research it is important that the work is based on logical relationships and not the thoughts of the researcher (ibid.).

There are three different categories of research according to Yin (2003) and Eriksson and Wiedersheim-Paul (2001).

- **Exploratory**, is used for the understanding of a phenomenon. It is extra useful when clarifying the understanding of a basic problem. Exploratory research can be conducted via search of literature, talking to experts in the subject and conducting focus group interviews. (Saunders et al., 2003)
- **Descriptive**. A descriptive research approach is appropriate when the problem is clearly structured and the focus of connection between cause and relations is low (Eriksson & Wiedersheim-Paul, 2001). They further say that descriptive research means that the researcher register and document facts. It is crucial to have a clear picture of the phenomenon you want to collect data about, prior to the collection of data (ibid.). Saunders et al. (2003) claims that the object of a descriptive research is to portray a truthful profile of events, persons or situations.
- **Explanatory**, is when the meaning is to explain something. When the researcher is trying to study the relations between cause and effect (Eriksson & Wiedersheim-Paul, 2001).
Our main goal with this thesis is to gain a deeper understanding of the phenomenon of positioning and brand personality in research charity organizations, as stated in the purpose of the thesis. This study involves all of the three categories discussed above, because the thesis goes through different phases. Initially it will be exploratory, because we will conduct an exploratory research to gain a deeper knowledge within the research area. The main purpose is descriptive, since the questions are of descriptive character ("How") and since data is collected and analyzed. When the RQs are answered the study is in its final phase the explanatory phase.

3.2 RESEARCH APPROACH
There are mainly two different approaches when working with information, qualitative and quantitative. Qualitative research is associated with describing, and to use words rather than numbers as the base of analysis. Qualitative approaches tend to go in depth because of the smaller size of studied sample, compared to a quantitative approach (Miles & Huberman, 1994). According to Denscombe (2000) qualitative research is the name of several different types of science research approaches. The interest of meaning and people’s interpretations, and the interest of behavioral patterns are some characteristics that give the concept of qualitative research a big meaning. Denscombe (2000) further claim that a qualitative research by itself can be used as a base when building a theory. And he also states that the research is the result of the researchers interpretation (ibid.).

We are using a qualitative approach in this thesis because of several reasons; one is that the goal is to gain a deeper knowledge of the research area. Another is that we are going to describe and use words in the thesis, not numbers. The qualitative approach is also preferable because we want to collect as deep and rich data as possible.

3.3 RESEARCH STRATEGY
When conducting a research or a study, a researcher can use different methods, the choice of method depends on the aim with the work, what the RQ are and what the researcher want to achieve with the study.

Yin (2007) listed three questions/statements that can be useful when choosing research strategy.

a) The type of RQ posed.
b) The extent of control the investigator has over actual behavior events.
c) The degree of focus on contemporary as opposed to historical events.

According to Yin (2007) and Denscombe (2000) there are several methods to use as research strategy: case study, experiment, survey, archival analysis and history. The following figure 3.2 shows the different strategies.
According to Yin (2007) a case is study usable in many situations with the purpose to contribute to the gathered knowledge about individual, group, organizational, social and political phenomenon. He further claims that a case study gives the researcher the possibility to maintain the whole and the meaningfully in actual events (ibid.).

A case study is preferable when the purpose is to study current cases or events, and relevant behavior cannot be manipulated. Yin (2007) further claims that one of the case study's strongest strengths is that it makes it possible to handle many different types of empirical material such as: documents, artifacts, interviews, and observations. Yin (2007) also states that a case study is generally the preferred method when the RQ are “How?” or “Why?”.

For researchers, the closeness of the case study to real-life situations and its multiple wealth of details are important in two aspects. First, it is important for the development of a nuanced view of reality. Second, cases are important for researchers’ own learning process in developing the skills needed to do a decent research. (Flyvbjerg, 2006)

The strategy we have chosen to use in this thesis is to conduct a case study. One reason for this is that the RQ are “How-questions”. Another reason is that the thesis does not require control over behavioral events, and focuses on contemporary events. With these facts the two available choices are survey or case studies. The available time for this study was limited, and therefore the time for doing a large sample survey is not available. Therefore this study will rely on a case study.

### 3.4 Techniques for Data Collection

The most common sources that are used when collecting information are literature, scientific articles and reports. In literature there are often attempt to compile and systemize the knowledge within one problem area. The latest discoveries are however found in articles, reports and conference literature because of the reason that books take relative long time to be published. (Patel & Davidson, 1991)

There are several different methods to use when answering the RQs. None of these methods can be seen as better or not as good as any one else. What technique you choose depends on what seems best to use when answering the RQs. It depends on how long time and what means the researcher has to his/her disposal for the research.
Different techniques for collecting data could be documents, diaries, interviews and questionnaires, attitude formularies and observations (Patel & Davidson, 1991). We describe the techniques that have been used when collecting information to our thesis below.

The *documentation* is traditionally used for information that is recorded or printed. Document can be used to answer RQ concerning actual situations and events. They can also be used when answering question formulations concerning individual’s experiences of a situation or event. The document can be statistic and register, state papers, non-fiction, protocol, and letters to fiction. In our modern time also film/movie, paintings, and tapes count as documents. (Patel & Davidsson, 1991 and Eriksson & Wiedersheim-Paul, 2001)

To achieve the basic theoretical knowledge about the theme of the thesis document in the form of non-fiction, course literature and articles have been used. The more detailed information we have got from an interview with one charity organization about how their positioning and brand personality are expressed towards the donators. We have also conducted interviews with eight donators so that we could get their view of the charity organization’s profile.

*Interviews* are a research technique that builds on questions. There are two aspects to consider when conducting interviews. The first is that the researcher should consider how much responsibility that is left to the interviewer when it comes to the formation of the questions and their intergroup setup, this is called the degree of standardization. It is also important to know in what extent the questions are free for the responder to interpret based on their own attitude and earlier experiences. This is called the degree of structure. (Patel & Davidsson, 1991 and Eriksson & Wiedersheim-Paul, 2001)

Kinnear and Taylor (1996) claims that to be able to use the theoretical knowledge in the interviews it is important that the interviewer have learned to use different form of techniques to measure data. To avoid misunderstandings and to get the right answers some rules should be followed when shaping and implementing the interviews. These rules are stated below (ibid.)

- Use easy words
- Use clear word
- Avoid leading questions
- Avoid questions that might affect the responder
- Avoid hidden alternatives in the questions
- Avoid included presumptions
- Avoid admissions
- Avoid double-faced questions
- Pay attention to the responders frame of reference

When we created the interview guide we had these statements in consideration, and tried to write our questions as easy as possible.

The advantage of interviews is that they are flexible and useful for understanding the viewpoints held by respondents (Bryman, 2002).
There are two main interview methods; *in person* and *by telephone*. One-on-one, in-person interviews have advantages over telephone interviews in terms of fewer limitations on the types and length of questioning and in the ability to use visual aids. Telephone interviews have advantages when it comes to cost-efficiency and speed of data collection (Frey & Oishi, 1995).

Denscombe (2000) states that there are three types of interviews; *structured-, semi structured- and unstructured interviews*. A structured interview is when the interviewer has very strong control over the questions and the answers. In semi-structured interviews the responder gives the opportunity to develop his or hers own ideas and speak more detailed about the current topic. But the interviewer still has a ready list with subjects and questions that have to be discussed and answered.

In order to answer our thesis research questions and to achieve the purpose we have conducted nine interviews, one with a charity organization and eight interviews with donators to the charity organization. We conducted all interviews by telephone; in view of the fact that we had lack of time and it would not have been cost-efficiency due to the geographic aspect (all respondents where from the south of Sweden). We mainly used semi-structured interviews where the responder could speak freely from some given questions. But some of the question where linked to a structured interviews, these in order to be able to apply the interviews to the theory. The first contact with the charity organization and the donators we took via e-mail. We explained the purpose with the thesis and asked if they could take part in an interview. After that we booked a date for the interview. Before calling we sent an interview guide to the respondent so the respondent could be prepared to the interview.

### 3.5 Sample Selection

This step will explain how the respondents to the interviews were chosen and which research charity organization the study focus on. Miles and Huberman (1994) claim that sampling in qualitative research involves setting boundaries. This is done in order to find aspects, which can be directly connected to the research.

#### 3.5.1 Choice of Charity Organization

The purpose of this thesis was to gain a better understanding for positioning and brand personality within research charity organizations. We choose to examine Hjärt-Lungfonden (we will from now refer to Hjärt-Lungfonden as HLF), one of the largest research charity organizations in Sweden. The choice of looking at HLF was based on the fact that they are a well-known organization and have recently had a marketing campaign, which give us the possibility to se how the donators have perceived the campaign.

#### 3.5.2 Choice of Respondents

According to Denscombe (2000) it is usual to choose respondents based on the knowledge that they have something special to contribute with to the investigated area. If the purpose of the study is to generalize the results, is the main topic to choose a representative selection of respondents to interview (ibid.).
Because of the reason that the focus is on the positioning and brand personality of HLF, the criteria were that the respondents had donated money to HLF. We found eight respondents chosen upon their knowledge in the area. The respondents were all women in the age of 45 to 60 years old. The respondents were chosen through a convenient sample selection, due to our limited timeframe and the fact that the respondents had to have knowledge in the area.

Because of the reason that there is hard to get respondents who have donated money to HLF, we put out ads at several working places in Uppsala to receive respondents.

3.6 Analysis of Data
Denscombe (2000) states that qualitative research has a tendency to perceive words as the central analysis unit. According to Yin (2003) the researcher needs to choose a general analytical strategy before the data from a case study can be analyzed. The three strategies to choose between are; relying on the theoretical propositions, thinking about rival explanations and developing a case description.

The analyzing process has according to Miles & Huberman (1994) and Yin (2003) two steps that we can follow; within-case and cross-case analyses. A within-case analysis consists of comparing the collected with the relevant theory.

We are going to use words as the primary fundamental analytical unit, which means that we are going to transform the collected information into qualitative words. The thesis relies on theoretical propositions and the data collection is based on our research questions and literature reviews concerning the case. Our thesis is a single case study based on previous research in the area of positioning and brand personality. We conducted a within-case analysis, which compares the collected data with the theories that we rely our thesis on.

3.7 Validity and Reliability
Gathering of data often means some form of measurement, and in connection with this there is a risk that there will be measure problems. These problems can depend on the precision in the measurements and how the researcher chose to define different results. To secure that what we measure fits to our purpose and that the result we state are reliable we are going to discuss the thesis in terms of validity and reliability.

Validity and Reliability is according to Denscombe (2004) two ways of measuring whether a study is of high quality or not. Denscombe further claims that one way to increase validity is to see things from different perspectives and that it is possible to confirm results (ibid.). According to Thurén (2004) validity means that you have researched what you wanted and nothing more. And Eriksson and Wiedersheim-Paul (2001) claim that validity can be explained as the ability to measure what you actually intended to measure. Yin (2003) states that to construct validity is to create measurements for the data collection specified to fit with the concepts being studied. Eriksson and Wiedersheim-Paul (2001) claim that reliability means that another researcher using the same approach should be able to do a study and come up with the same result. Denscombe (2004) states that to achieve a high reliability demands that the measure instrument is formed in such a way that the respondent do not misunderstand or had to do an own interpretation of the question (ibid.).
To fulfill the purpose of this thesis are we discussing different terms that consider the validity and reliability. We tried to gathered information that is relevant for the research questions we have stated. To secure the relevance of the information we have based our study on literature and articles. The literature studies together with earlier courses have given us greater possibilities to formulate relevant research questions and examine the thesis theme. We constructed the interviews based on the theories we use in our study, so that the measured data would fit the concepts being studied.

We have also conducted interviews with both HLF and eight of their donators, so we could get a nuanced picture of from both sides. We conducted all interviews in Swedish, we are aware of that it is a risk for translation errors. But due to the fact that all responders have Swedish as their native language we decided to do the interviews in Swedish in order to avoid language- barriers and misunderstandings. To minimize the risk of translation errors and other misunderstandings we have shown an outline of the interview guide to our instructor Håkan Perzon. We have also showed the finished interview guide to Jessica Bodin who work at Hjärnfonden, to make sure that the questions was adequate to the branch. Before each interview, we send the interview guide (see appendix 1 and 2) to the respondents, so they could look at the questions and prepare for the interview. After we had conducted the interview with HLF we send the respondent a written summary to get the respondents approval. There is always a risk of mistranslating answers when interviewing people.

Our thesis could have been more extensive if we had more time available. The choice of respondents could also have affected the outcome of the thesis; if we had chosen another focus group there might have been another result. We are aware that there is scarcity in the thesis that depends upon factors such as human errors, lack of time, delimitation that was made within the thesis topic and personal factors and opinions.

When we constructed the interviews we tried to think of the guidelines above. Interview question can often be asked from different approaches. In the interview question about the “Big Five” theory (Brand Personality) for example we choose to show all the 42 traits in the “Big Five” theory to the respondents. Another way could have been to ask the respondents what traits they associate with HLF. We choose to show the 42 words because this is the way the creator of the theory Aaker (1997) used when she created the theory. It is easier to analyze and we also avoid misunderstandings and problems with interpreting the answers to the theory. Could the respondents had come up with other answers that might have caused some problems when adapting the answers to the theory, if we had let the respondent name the traits they associate with HLF without given them the words?
4. **EMPIRICAL DATA**

The previous methodology chapter explained how the data was collected. In this chapter the empirical data will be presented. The data was collected through nine telephone interviews, eight of them with persons that have donated money to the charity organization we examined, and the last one was with the head of information department at HLF. We asked the organization questions about what overall positioning strategy and brand personality they have and how they want to be perceived by the donors. When we interviewed the persons that had donated money we asked questions concerning how they have perceived the positioning strategy and brand personality of Hjärt-Lungfonden.

### 4.1 How Hjärt-Lungfonden Want To Be Perceived With Their Positioning Strategy

To be able to make a within-case analyze we need to know what HLF have for positioning strategy and what brand personality they want to send out.

**Clarity** “What positioning strategy does HLF have?”. HLF have two parameters, they have a focus penetration strategy on people who is 65 years or older with a stable income and that they emphasize the research on heart attacks.

**Consistency.** “How does HLF reach out to the customer?” HLF have two different channels, TV and printed ad, the advertising is by a well-aware decision made so that it is not a “selling” advertisement but an informative advertisement. HLF only create awareness and provide information. They consistently send out fond raising letters to their segment and the letters feedbacks to the TV commercial and printed ads.

**Credibility.** “What does HLF do to show trustworthiness?” There are many ways to show trustworthiness and to show credibility. HLF informs about its work, facts about the diseases, and where the research money goes. They have magazines in hospitals and libraries to present results and to give information about events. They also show the result of their work on their homepage and in their magazines.

**Why.** “What makes the product of HLF unique?” HLF is the only one in Sweden that raises money for research within the area heart and lung diseases. Every year heart-vascular disorder kills more than double as many than cancer does. Fact of that heart-vascular disorder stands for almost half of those who pass away in Sweden every year. To be the only one who raises money for research within heart and lung makes them unique in Sweden.

**For Whom.** “What is the main segment and target group of HLF?” HLF’s target group are people of 65 years and older. Their segments are people with stable income and those who have come in contact her/him self or have a close friend or relative that have been ill within the area of heart and lung diseases.

**When.** “For which different reasons should people donate money to HLF?” People tend to give when a close friend, a relative or he/she get a disease in the area of heart and lung. According to HLF A person who donates money feel that they have made an investment to the future, and that they have made a great choice for their invested money.

**Competitiveness/Against whom.** “Who are the main competitors of HLF?” Donators have often one charity foundations in each category they tend to donate to. For example:
research foundations, developing country organizations, children and environmental foundations. HLF states that every foundation or Help organization must be seen as a competitor. Cancerfonden is the major competitor to HLF.

Figure 4.1 shows where HLF believes they are situated in trustworthiness, focus, availability and market position.

![Figure 4.1: Summary HLF concerning: trustworthiness, focus, availability and market position.](image)

### 4.2 HOW HJÄRT-LUNGFONDEN WANT TO BE PERCEIVED WITH THEIR BRAND PERSONALITY

Before we started the Interview with the head of the information department of HLF we explained Jennifer Aaker’s “Big Five” framework and read the 42 traits. The information chief knew about the theory. He told which of the characteristics traits he wanted HLF to be associated with.

Characteristics traits that HLF want to be associated with: *sincere, real, honest, daring, spirited, independent and reliable.*

Summary of HLF’s associations.

![Figure 4.2: Summary of HLF’s associations](image)
4.3 How Donators Perceive the Positioning Strategy

In this part we have chosen to summarize the answers from the respondents, due to the fact that all answers where similar to each other. The answers were not exactly the same spoken words but the meaning of each answer was the same.

Clarity. "What do you know about HLF? " The respondents know that the money they donate goes to research to find a cure or to prevent heart and lung disease. But the respondents had poor knowledge about exactly precise describe where the money really goes and what the organization do, more than the above stated.

Consistency "How did you get in contact with HLF?" The two common answers according to our respondents were: In connection with a funeral or when a heart or lung disease affected a relative or friend. Second: Some of the respondent also got their first contact via commercials. The average respondent donated money 3-4 times a year. Some had subscription and gave continuous and some gave just occasionally during the year.

Credibility, "What should HLF do, for you to continue to give your contribution to them?" Collective for the respondents was that they said that, HLF cannot be within a scandal, they need to do the right thing all the time. Other answers were that they want to see more information how much money that reach the researcher, that you could earmark the money to specific research within heart and lung diseases and that they need to appear more in different media channels.

"Why do you donate money to HLF?" Almost every respondent said that they give because they think that research in these types of decease is at high importance and that they want to contribute so that research proceeds. Other common answers where that they in connection with funeral had been encourage to donate with economical contributions.

For Whom, “How do you perceive HLF’s marketing?” In general the responders do not see much marketing from HLF. But they think that the marketing is very informative. They think that HLF turn to people over 45 years old with stable income.

When “What do you get out of it, when you donate money?” The conclusion of this question is that all of our respondents claim that they feel good when they donate economical contributions, and that the donation is good for their conscience. The reasons for why they feel good and why it is positive for their consciences have as many answers as respondents. Examples of reasons are, the feeling of doing good, egoistic reasons and one respondent felt a responsibility because he/she had a good salary.

Competitiveness/Against whom. “To whom would you have donated money if not to HLF?” Most of the respondents spontaneously said that they would donate money to another research charity organization if they did not donate money to HLF. The respondents mentioned Cancerfonden as an alternative.
Figure 4.3 shows where the donors place HLF in the areas of trustworthiness, focus, availability and market position.

Figure 4.3: Results from interviews with donors concerning; trustworthiness, focus, availability and market position.
4.4 How Donators Perceive the Brand Personality

Before we introduced the second research question about the brand personality for the donor respondent we explained the Aaker’s “Big Five” personality framework. After that we listed 42 words that describe character traits. The respondent then answered with the characteristics traits they associate with HLF.

Characteristic traits that were associated: honest, sincere, real, wholesome, reliable, corporate, successful, cheerful, up-to-date, independent, technical, leader, friendly, intelligent and confident.

Summary of donators associations:

Figure 4.4: Summary of donators associations

The three most common answers where honest, reliability and corporate. Seven of the eight respondents picked these three traits to describe HLF’s personality.
5. Analysis

In this chapter the empirical data from the previous chapter will be compared with the conceptual framework presented in chapter two. In order to answer the thesis research questions a within-case study was conducted. The data was reduced and displayed to make the process of drawing conclusions presented in chapter six easier. Section 5.1 cover the information regarding research question one and two, and section 5.2 cover the information regarding research question three and four.

RQ1 How do research charity organizations positioning themselves?
RQ2 How do brand personality appear in research charity organizations?
RQ3 How do donators perceive research charity organizations positioning?
RQ4 How do donators perceive the brand personality of research charity organizations?

5.1 Hjärt-Lungfonden

5.1.1 Positioning

Jobber (2004) states that successful positioning must be clear in terms of target market and differential advantage. HLF has stated a clear target market which is people who is 65 years or older and who have a stable income. Their differential advantage is that they emphasize the research on hearts. Because they have a focus penetration strategy on this target group, they accommodate the advertisement to this group. Which could be referred to the target aspect.

HLF uses informative advertisement instead of selling advertisement. The organization uses informative advertisement to create awareness about the problems within their product. HLF continuously send out letters to donators who already have contributed with money to the organization. The letters are often reminder to the customers. And as Jobber (2004) claims, to break through noise, a consistent message is required.

The differential advantage that is chosen must according to Jobber (2004) be credible in the mind of the target customer. To show that HLF is credible and that the donated money are used in the right way, HLF send out information about diseases, their research and money usage. They also inform about research results and ongoing projects in printed magazines and on their homepage.

HLF is the only organization that raises money to research within heart and lung diseases. Heart and lung diseases stands for almost half of all deaths in Sweden. This gives them a unique position on the market. It is very important to help solving these diseases. As Kapferer states (1997) this refers to brand promise and customer benefit aspect.

One of the questions that Kapferer (1997) asks is in which occasions the product will be consumed. HLF believes that persons that donate money to them feel that they have made an investment for the future. According to HLF most people donate money when they have a relative or close friend that have suffered from a heart or lung diseases.

HLF claims that all charity organizations that collect money from the public compete with each other. HLF further states that most people who donate money have several categories they donate money to, for example, research, humanitarian, environmental
and children organizations. However they believe that Cancerfonden is the main competitor. HLF’s target group (65+, with a stable income) and the fact that they are specialized on heart and lung diseases gives them an advantage against their competitors. This is in line with Jobber's (2004) and Kapferer’s (1997) positioning theories.

We constructed four questions about positioning because we thought it was interesting to see where HLF positions them self (We used a scale from 1 to 6, where 1 is the lowest and 6 the highest).

**Trustworthiness**

HLF considered them self to be positioned at 5 of 6 on the trustworthiness scale. This means that HLF thinks that their work on showing their trustworthiness is very good but can be better in the future..

**Focus** (that the donated money comes to research)

HLF thinks that they are positioned at 5 of 6 at the scale. It means that HLF thinks that they account the donated resources at a high level and that the donated money reaches out to research. They consider that they can be better at this point.

**Availability**

When we asked about ability, HLF places them self at 4 of 6. One reason can be that a lot of information about the organization, as well as payment, can be found and performed on Internet. Their target group is older people and the Internet usage in this target group might not be as frequent as in other groups.

**Market Position**

HLF places them self on 5 of 6 on the scale of market position. A reason for that might be that their competitor, Cancerfonden, is the most well known research charity organization in Sweden. HLF place themselves as number two on the list as the most well known research charity organization.

5.1.2 **BRAND PERSONALITY**

After HLF had been exposed for the words from Aaker’s (1997) brand personality framework the “Big Five “, HLF had to pick out between 5 to 10 characteristic traits that they associated with their organisation.

According to the results from the “Big Five” HLF possessed competence and sincerity, but they see them self more as an excitement research charity organization. One reason can be that they have up-to-dated research projects and that they try to keep up with development of the industry. A reason to why they see themselves as sprinted can be because they are the only organization in Sweden who works against heart and lung diseases and that they dare to have a target group who are 65 years or older.

The results also show that they believe that they appear as an honest organization. One reason to this can be that they are investigated of FRII (Swedish Fundraising Council), which is an organization that works for ethical and professional fundraising. HLF often presents research findings and show that the money really uses for researches. Therefore HLF can be seen as a reliable organization.
5.2 Donators

5.2.1 Positioning

How the donators perceive the position of HLF can be related to Jobber’s (2004) key factors to successful positioning and to Kapferer’s (1997) positioning theory.

All of the respondents had their first contact with HLF at a funeral or when a friend/relative suffered from lung or heart diseases. Many of the respondents knew that HLF supported research within heart and lung diseases but they first donated money when someone close to them got sick or passed away. That shows that many people start to care and want to help when someone they know get sick. After starting with donation many of the respondents still donates money to HLF (in average the recipients donate money three to four times a year), this means that they understood how meaningful their donations are. Their donations hopefully help people in the future. (Clarity, Consistency and Why)

The respondents understand the meaning and importance of their donations, but the main underlying reason is that they feel good about donating. This could be analyzed in many ways but we believe that this is connected to the circumstances when the donators give money. It could be on funerals or they feel that they have a responsibility as a human or also egoistic reason because they might be in the danger zone for some diseases. (When)

To maintain a strong credibility HLF keep out of scandals. One of the differential advantages the respondents mentioned was the possibility to earmark money to specific research areas. The possibility for the respondents to earmark money could be a way for the donators to specify to which research they want to donate money. If HFL could manage that there would be a possibility for the donators to give more money. That would give HLF a higher credibility. (Credibility)

The few respondents that had seen the commercial advertisements from HLF, perceived it as an informative commercial for persons over 45 years old who have a stable income. They had perceived the commercial in almost the same way, they think it is more informative than selling and that it creates awareness about the diseases. Not only the commercial makes the consumers donate. The consumers could need some more triggers.

We asked the donators same questions about positioning that we asked HLF about. But this time we wanted to know where the donators position HLF (We used a scale from 1 to 6, where 1 is the lowest and 6 the highest on the scale).

Trustworthiness

The respondents mean value was 4,7 of 6 on the trustworthiness scale. That is an indication that the respondents have quiet high credence to HLF. If HLF want to keep their trustworthiness they better would not be involved in scandals. It is hard competition in the branch and if HLF would not fulfill the expectations of the customers they probably would lose them to other organizations.
Focus (that the donated money comes to research)

Here, the mean value of the respondents was 4,1 of 6. An explanation for this can be that the donators do not exactly know where the money goes and exactly how much of the donated money reaches its purpose.

Availability

When it comes to availability the respondents mean value where they place HLF was 3 of 6. The respondents think that HLF’s availability can be improved. A reason to that could be that much of the information about HLF can be found on Internet, which demand that the donators are active searching on Internet.

Market Position

The respondents mean value of HLF’s market position was 3,5 of 6. This can depend on several things; for example other charity organizations have more advertising and creates/achieve more public relations in media.

5.2.2 Brand Personality

After the respondents had been exposed for the words from Aaker’s (1997) brand personality framework the “Big Five”. The respondents picked out a minimum of 5 and a maximum of 10 characteristic traits that they associated with HLF.

According to the results from the “Big Five” the respondents associate HLF with sincere, competence and excitement. The three most associated answers that the respondents claimed HLF to be, was honest, reliability and cooperative which goes under sincere and competence.

A reason of that can be that the respondents associate HLF to bee honest, wholesome and cheerful because they may think that HLF take responsibility and gather money to important research. And that they relate to HLF as intelligence and successful can depend of the complex of research and what HLF achieves makes them reliable. The fact that the donators think that HLF support research that is up-to-date and tries to find new solutions. Is a great advantage for HLF that they can use in their advertisement.
6. FINDINGS AND CONCLUSIONS

In the previous chapter we analyzed the empirical data. In this chapter we will present the findings and conclusions. Moreover the research questions are answered in order to fulfill the thesis purpose. In section 6.1 findings and conclusions concerning RQ1 and RQ2 will be answered. In section 6.2 RQ3 and RQ4 will be answered. In 6.3 we will compare RQ1 and RQ2 with RQ3 and RQ4. Finally we will present our implications and recommendations for HLF, and also implications for future research.

6.1 THE POSITIONING AND BRAND PERSONALITY OF RESEARCH CHARITY ORGANIZATIONS

In RQ1 and RQ2 our purpose was to examine the positioning and brand personality of research charity organizations. The positioning of a brand can be described as the position in the target markets mind that the brand holds. To position a brand and to create a personality that is clear for existing customers as well as for new customers is very important. The customers need something to identify with and it is also important that the organization sends out a clear message. The choice of positioning and how an organization chooses to send out its messages can be the difference between success and failure.

In a branch where people donate money to research and where important characteristics are honesty, reliable, intelligence and sincere, it is of great importance that not deviate from it or to way demolish such a characteristic. When that happens it can be very costly. It is important to take care of the characteristics of the organization and to strengthen the personality. The relations to the customers are important for the future of the organizations. This is especially visible when considering that a research charity organization do not deal with ordinary business transactions, it is to about customers who give money and do not get back a visible product, they rather contribute to something good.

We found that an important factor for the positioning of the brand was the examined organization’s alignment to a specific research area, and also their target market.

We also found that HLF has a clear positioning strategy and that they focus on people with stable income who are 65 years old or older. They have chosen to emphasize on heart attacks in their informative commercial advertising in printed media organization that are up-to-date, daring and sprinted. They work to show that they are sincere and that HLF is an honest choice to donate money to. They are reliable and have the competence to and in TV commercials. We also found out that HLF work with their brand personality and that they try to show their donators that they are an excitement charity administer the money and find great and relevant research within heart and lung disease.

6.2 HOW DONATORS PERCEIVE THE POSITIONING AND BRAND PERSONALITY?

We found that our respondents perceive HLF as a research organization that collect money to research within the area of heart and lung diseases. The respondents understand that HLF address to middle age people that has a stable income and are at the age of 45 years and older. The common opinions are that HLF is a sincere organization, and that they are a cheerful, wholesome and honest organization that can make a difference. The respondents’ feel that HLF are competent enough to distribute the donated money they donate, they are able to solve the problems about heart and
l lung diseases. The customers also believe that they are successful with their work and that HLF support intelligence researchers. This makes that our respondents think of HLF as an organization with high level of reliability and that they have up-to-date research about heart and lung diseases.

6.3 HJÄRT-LUNGFONDEN VERSUS DONATORS

Roughly speaking HLF has managed to put their image to the donors mind. But as we can tell from our investigations HLF has a clear target market of people 65 years or older, and that the donators believe that HLF positioning themselves to people around 45 years old or older.

HLF want to be associated mainly as an excitement research charity organization that are sincere and have competence. The respondents perceive HLF mainly as a sincere and competence research charity organization that they are an excitement organization because of their up-to-date research.

The answers below shows were HLF and donators ranked HLF. We can ascertain that the donators do not perceive HLF as high as HLF do.

<table>
<thead>
<tr>
<th>Trustworthiness</th>
<th>Focus</th>
</tr>
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<tbody>
<tr>
<td>HLF: 5</td>
<td>HLF: 5</td>
</tr>
<tr>
<td>Donators: 4,1</td>
<td>Donators: 4,7</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Availability</th>
<th>Market position</th>
</tr>
</thead>
<tbody>
<tr>
<td>HLF: 4</td>
<td>HLF 5</td>
</tr>
<tr>
<td>Donators: 3</td>
<td>Donators: 3,5</td>
</tr>
</tbody>
</table>
6.4 IMPLICATIONS FOR HJÄRT-LUNGFONDEN

The findings of this thesis can be at use for the head of information department at HLF. We find that very few respondents had not seen result from different research and that they want to know where their money goes. Without doing a great effort to be able to check what they have been donated money to. Another finding was the respondents’ request to have the possibility to earmark their donations to specific research.

A proposal for HLF would be to reconsider what image (brand personality) they want to send out. According to the results HLF want to be seen as an excitement organization but their donators see them more as sincere and competence. Our recommendations are that HLF needs to work on strengthen their sincere and competence to be overexplicit and to show their donators that they really are what they seem to be, in order to keep and protect their existing customers and to find new customers. As Biel (1992) states consumers do choose a brand article they want to consort with or that gives them status. This means that consumers preferentially choose brand articles that consumers feel connected to and that enhance their own self-image.

6.5 IMPLICATIONS FOR FUTURE RESEARCH

While we were working with our thesis we came across several issues and areas that we found interesting. For several reasons we did not have the possibility to examine or to fit them into the thesis. Instead we will now present some ideas of methods and topics for future research.

- Examine HLF’s target group 65 years and older.
- Expand the number of interviews with donators to get a broader picture of how they perceive the organization.
- Expand the research to other research charity organizations.
- Testing other theories about the positioning and brand personality by the target market of research charity organizations.
- Apply the research to other industries.
REFERENCES

Articles


Books


APPENDIX 1

Intervju Guide- Mottagare

Generell information

Respondent

Namn?
År hos Hjärt och Lungfonden?
Vilken är din position i organisationen och hur länge har du arbetat på nuvarande position?
Arbetsuppgifter?

Företag/Organisation

Vision?
Huvudsaklig produkt?
Vilken är er kund grupp, -segment?
Kort historik om organisationen?
Finns ni utanför Sverige, har ni några samarbetspartners utomlands?

RQ1

Hur positionerar er organisation sig?
Vad är det som gör er produkt unik?
Hur gör ni för att nå ut till kunden?
Vad gör ni för att visa er trovärdighet?
Vad gör ni för att differentiera er från liknande organisationer/ konkurrerande verksamhet?
Vad tror ni det är som gör att människor skänker ekonomiskt bidrag till välgörenhet (forskning)?
Vilken är er målgrupp?
Av vilka anledningar ska människor bidra ekonomiskt till er organisation?
Hur vill ni att folk uppfattar er marknadsföring?
Vilka liknande organisationer konkurrerar om bidragen (inte bara inom er bransch)?
Var befinner ni er i nedanstående punkter?

Trovärdighet

(Låg) 1 2 3 4 5 6 (Hög)

Fokus (De ekonomiska bidragen når fram till sitt ändamål)

(Låg) 1 2 3 4 5 6 (Hög)

Tillgänglighet (Lätt att ge ekonomiska bidrag)

(Låg) 1 2 3 4 5 6 (Hög)

Marknadsposition (Inom er bransch)

(Låg) 1 2 3 4 5 6 (Hög)
RQ2

Vilka av följande egenskaper förknippar du med er organisation?
*Markera minst 5 och max 10 alternativ.*

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APPENDIX 2

Intervju Guide -Givare
Generell information

Respondent
Namn
Vilken organisation har du gett ekonomiskt bidrag HLF?
Vad vet du om HLF?
Hur länge/ofta har du gett ekonomiskt bidrag till HLF?

RQ3
Varför ger du ekonomiskt bidrag till HLF?
Hur kom du i kontakt med HLF?
Hur har du uppfattat HLF:s marknadsföring?
Vad får du ut av att ge pengar?
Vad ska HLF göra för att du ska fortsätta bidra med ekonomiska medel?
Till vika skulle du ha donerat pengar om du inte donerat till HLF?
Var befinner sig HLF i nedanstående punkter?

Trovärdighet
(Låg) 1 2 3 4 5 6 (Hög)

Fokus (Pengarna når fram till sitt ändamål)
(Låg) 1 2 3 4 5 6 (Hög)

Tillgänglighet (Lätt att ge pengar)
(Låg) 1 2 3 4 5 6 (Hög)

Marknadsposition (Inom HLFs bransch)
(Låg) 1 2 3 4 5 6 (Hög)
RQ 4

Vilka av följande egenskaper förknippar du med HLF?
*Markera minst 5 och max 10 alternativ.*

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