

**Exploring branding as part of the corporate  
communication strategy of the Girl Guides  
Association of South Africa (GGASA)**

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**in partial fulfilment of the**

**Master's Degree: Development Communication**

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**November 2005**

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## ACKNOWLEDGEMENTS

The following people made the completion of this study possible: Their contribution is sincerely appreciated, and I extend my warm thanks to:

Stephan, Stephani and Conrad Le Roux: for all their support, motivation, patience and understanding.

Girl Guides Association of South Africa (GGASA) management, staff and members: for their consent to use their organisation as my case study and for their assistance and support in conducting my research.

Professor Maritha Snyman: my study leader: for all her guidance, support and motivation.

My extended Le Roux and Kriel family: for their support, interest and prayers

NICDAM management and staff: for their support and assistance.

Charl le Roux: layout and printing.

Hester van der Walt, my editor and master's student friend: for her help and motivation.

University of Pretoria Administrative and bursary staff Wida Viljoen and Elna van der Walt: for their support and assistance.

University of South Africa for external examination.

❖ Dedicated to my late parents: Drienie (22.11.95) and Hardus Kriel (13.06.2005)
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## ABSTRACT

The NPO sector has become a dominant economic force all over the world. With a base of more than 100 000 NPOs in South Africa, this sector, also known as the *third sector*, has become a force with which *all* in South Africa need to reckon. The size of the sector alone is an indication of the critically important role it plays in the development sector in our country.

I have been working in the non-profit sector for more than 25 years. With this experience as background, my opinion is that the effect of the exponential growth of the sector is that NPOs are now sharing the market with for-profit corporations and public agencies. In almost all markets, NPOs face increasing competition – competition that has intensified the pressure these organisations face to find effective management methods. For survival and self-sustainability, it is imperative for NPOs to adopt the managerial techniques and systems of the for-profit corporations.

It is my view that the implementation and management of corporate branding can contribute positively to improve communications and relationships with the internal and external audiences of NPOs in the same way as for-profit organisations.

To prove this viewpoint I decided to use a case study focus to allow me to analyse the content of the corporate communication strategy of the Girl Guides Association of South Africa (GGASA) as a non-profit organisation. Following this approach, I endeavoured to establish the role which branding is playing in the organisation and how it can market itself to its internal and external audiences by using the organisation's corporate brand. Three data collection methods were used, namely, document analysis semi-structured interviews and focus groups.

Based on the above, the main research question for this study has been formulated as: "How can the GGASA develop/manage its corporate brand to communicate its image effectively to internal and external audiences?" Four

sub-questions were formulated, focussing specifically on: the aims of the communication of the corporate branding; identity and image programme of the GGASA; the principles on which the communication of the corporate branding, identity and image programme of GGASA are based; the characteristics of the communication of the corporate branding, identity and image programme of the GGASA and what the perceptions of the internal and external audience are of the communication of the corporate branding, identity and image programme of the GGASA.

In an attempt to answer this research question I endeavoured to link three theories, namely corporate communication, social marketing and branding in order to describe their integration within the NPO sector. By following this approach, a case can be made out that social marketing and corporate communication in the NPO sector is just as important as the organisation's core service delivery business. Secondly, if an NPO is not sure what its brand is all about, such an organisation would be unable to implement any effective social marketing and/or strategic corporate communication, bearing in mind that the brand is the core and essence of an NPO and the pivot of all these actions.

I am of the opinion that should the key recommendations of this study be put in place by the management of the GGASA, it will improve the implementation of its corporate communication, more specifically the corporate identity, image and brand management processes. This will in turn lead to an improvement in the effectiveness of the organisation's communication and the achievement of its developmental objectives, which will enable them to position themselves as one of the *new superbrands* in South Africa, with real power to act on behalf of a perceived common good. In my opinion, the inclusion of recommendations provided by the GGASA target audiences during the field research enriched my own conclusions and recommendations. The recommendations were further formulated in such a way, that they could form the basis of a workable implementation plan for the management of the GGASA. This factor further enhances the value of the study.

## CHAPTER ONE: INTRODUCTORY ORIENTATION

### 1.1 Introduction

In Chapter One, I describe the research topic and motivate the reason for this study. The research problem and questions are identified, namely to establish how non-profit organisations (NPOs) can market themselves by using their corporate brand (“branding”) as part of their corporate communication function. The study takes the form of a case study of how the Girl Guides Association of South Africa can develop and manage its corporate brand to communicate its image effectively to the Association’s internal and external audiences.

This is followed by a general indication of the research design and methodology. In closing, an outline is given of the remainder of the dissertation.

### 1.2 Background and problem statement

According to Van Riel (1992:1) most organisations use three basic forms of communication; i.e. management communication, marketing communication and organisational communication. Corporate communication “...encompasses marketing communication, organisational communication and management communication”. The difference between the three main forms of corporate communication is illustrated in Table 1.1 (Van Riel, 1992: 1-14).

Table 1.1: Differences between the 3 main forms of corporate communication (Van Riel, 1992:1-14).

<b>Management communication</b>	<b>Marketing communication</b>	<b>Organisational communication</b>
Communication by managers with internal and external target groups.	Includes advertising, direct mail, personal selling and sponsorship.	Includes public relations, public affairs, investor relations, environmental communication, corporate advertising and internal communication.

The underlying philosophy of this corporate communication framework is that it describes a company’s communication policies from within the “corporate



strategy – corporate identity – corporate image” triangle. The importance of consultation between the various communication specialists on the development of “common starting points” is stressed. This forms the agreed communication strategy needed to implement the actual and desired corporate identity and to support the company’s image.

The image of an organisation is a reflection of an organisation’s reality and is thus the way an organisation is seen through the eyes of its target audiences. Identity, on the other hand, is the visual manifestation of the organisation’s reality as seen in its logo, buildings and stationery. Van Riel (1992:28) refers to three elements, i.e. symbols, communication and behaviour, as the corporate identity mix. Identity is created by the organisation when it communicates with its different target audiences. The target audiences form perceptions based on the messages sent out by the organisation. Perception analysis is thus important for organisations.

Van Riel (1992:25) and Argenti (1998:56) are of the opinion that corporate identity and image are the two concepts central to corporate communication and the most critical part of any corporate communication function. This study is in agreement with these views and falls within the field of corporate communication. More specifically, the focus of the study is the two central concepts, namely corporate identity and image, as part of the corporate strategy.

According to Pickton and Broderick (2001:25) brand management should be incorporated with identity and image management. Mottram (Pickton & Broderick, 1998:24) refers to this inclusion as “corporate branding”. These writers are of the opinion that there has been a significant move away from individual product line branding (e.g. Coke) towards corporate branding in the last ten years.

Just like product brands, corporate brands comprise three discrete, but overlapping concepts: personality, identity and image. These concepts are outlined in Table 1.2.

Table 1.2 : Concepts of corporate brands (Pickton and Broderick, 2001:25)

<b>Corporate personality</b>	<b>Corporate identity</b>	<b>Corporate image</b>
The composite organisational traits, characteristics and spirit.	The basis of knowledge and understanding of the organisation and the means by which corporate personality is expressed.	The impression of an organisation, created by the corporate identity, as perceived by the target audiences.

The close connection between the concepts of product brands as seen by Pickton, Broderick and Mottram and the concepts of the corporate communication triangle as seen by Van Riel and Argenti is striking. Based on this connection I have attempted to include branding as part of the study of the application of a corporate communication strategy for non-profit organisations (NPOs).

According to Clift (1998:7) a poor image can be disastrous for NPOs, who should constantly survey their customers' opinion to ensure that they reach out effectively to the publics they serve. Since NPOs mainly work in the development field, the views of Servaes (1995:45) on participatory communication can be linked to Clift's opinion. Servaes (1995:45) recommends the participatory communication model. This model highlights the importance of sharing information, knowledge, trust, commitment and a right attitude in development projects with specific target audiences. If NPOs are not aware of the perceptions and views of their target audiences, their relationships with stakeholders can be negatively affected. On the other hand, timely research points the way to more meaningful, productive relationships with donors, volunteers and other key publics of NPOs (Heinz & Robinson, 1999:36).

Reed (1996:6) sees the use of corporate communication as one of the key differences between the for-profit sector and the non-profit sector. The for-profit sector dedicates more resources to a marketing campaign, while the non-profit sector uses its creativity "unplugged" as their marketing strategy. Feder (1998:1) agrees, and states: "While branding and image-building once was thought to be foreign to NPOs, they are moving to create stronger brand

images and recognisable logos, marketing initiatives they believe are critical to their survival.”

In line with this argument, the core focus of this study is to establish how NPOs can market themselves by using their corporate brand as part of their communication function, using the three basic forms of communication in Table 1.1 as described by Van Riel (1992:1). The focus is the marketing function of corporate communication. Kotler and Andreasen (1991:404) refer to the marketing function in the development sector (NPOs) as social marketing. “Social marketing seeks to influence *social behaviours* not to benefit the marketer but *to benefit the target audience and the general society.*” (Kotler & Andreasen, 1991:404.)

With regard to social marketing, McClellan, Rebello-Rao and Wyszomirski (1999:169) further state that a strong image-building programme will increase the visibility of NPOs. An important part of image building is to develop a persistent presence. A persistent presence should be built from inside the organisation and must be perceived from the outside. This ensures healthy and visible NPOs with a tangible presence in the community, consistently in public view. This, in turn, contributes to continued support. Any NPO not constantly in view will lose public awareness, interest and support. According to Edelman (2001:34), top-tier NPOs are given more media visibility. Edelman also believes that NPOs are the new superbrands with real power to act on behalf of a perceived common good.

It is imperative for NPOs to change and adapt to environmental changes. Environmental scanning has therefore become an important function in the corporate communication strategy of NPOs (Feder, 1998:1). Donors only support reputable charities with legitimacy and relevancy. NPOs need to protect their reputation, which is part and parcel of their corporate image and identity (Argenti, 1998:79). An enhanced image can help NPOs to distinguish themselves from the rest and become more noticeable, while enhancing their own credibility. This will result in sustained funding from the corporate and public sector (Feder, 1998:1).

The Girl Guides Association of South Africa (GGASA), the chosen non-profit organisation of this study, is a national, non-formal educational organisation with a network of 800 local Guiding Units throughout South Africa. A unit consists of 20-25 members. The current membership of girls and women is around 20 000, with the potential for growth. The GGASA is a member of the World Association of Girl Guides and Girl Scouts (WAGGGS). WAGGGS is the largest women's organisation in the world, aiming at the development and advancement of girls and young women as responsible citizens of the world (GGASA, 2002).

The GGASA's mission is to develop actively the full potential of all girls and women, incorporating a clearly defined value system.

The GGASA recognised that it was necessary to become more active in developing young women to meet their ideals. As a result, the organisation developed a progressively dynamic programme, linking opportunities to particular responsibilities. This capacity-building programme was financed by The Royal Netherlands Embassy and the Nederlandse Organisatie voor Internationale Ontwikkelingssamenwerking (NOVIB), and was piloted in 1998 in four provinces with positive results. NOVIB conducted an evaluation of the two-year programme implemented by GGASA, which indicated the need to expand the programme nationally. Further recommendations included strategies to accelerate the growth of the organisation in order to enable the GGASA to achieve its organisational goals and improve the image of "Guiding" in the South African society (GGASA, 2002).

### **1.3 Research question**

Based on the description of the GGASA as the chosen NPO, the main research question is then: "How can the GGASA develop/manage its corporate brand to communicate its image effectively to internal and external audiences?" The following sub-questions were formulated:

1.3.1 What are the aims of the communication of the corporate branding, identity and image programme of the GGASA?

1.3.2 What are the principles on which the communication of the corporate branding, identity and image programme of the GGASA are based?

1.3.3 What are the characteristics of the communication of the corporate branding, identity and image programme of the GGASA?

1.3.4 What are the perceptions of the internal and external audience of the communication of the corporate branding, identity and image programme of the GGASA?

#### **1.4 Motivation for the study**

It is my view that the implementation and management of corporate branding can contribute positively to improve communication and relationships with the internal and external audiences of NPOs in the same way as for-profit organisations. A clear, consistent communication path connecting the different pieces in such a strategy will make it easier for NPOs to build relationships that can grow and ensure sustainability (Reed, 1996:6).

I have been working in the non-profit sector for more than 25 years. With this experience as background, my opinion is that non-profit organisations need to understand the following:

- Funding for NPOs is more difficult to obtain and more professionalised, and includes strict accountability principles.
- For their own survival, NPOs should stop thinking charity and start thinking business.
- NPOs should start operating as business units based on specific business principles.
- To ensure the sustainability of NPOs, the branding of the organisation is an imperative element, especially with cause-related marketing in mind. This is an underdeveloped area of sponsorships in South Africa.

The case study focus allows an analysis of the content of the GGASA's corporate communication strategy as a non-profit organisation to establish the role which branding is playing in the organisation.

## **1.5 Research design**

The study uses the existing theory on corporate branding, identity and image (Van Riel, 1992 and Argenti, 1998), and will develop it further by applying it to a new context (the non-profit sector).

Triangulation is an attempt to include multiple sources of data collection in a single research project to increase the reliability of results and to compensate for the limitations of each method (Mouton & Marais, 1992:91 and Lemon, 1995:33). In this study, the principle of data triangulation and methodological triangulation will be applied, because several data sources will be employed and more than one research method will be used for examining the research questions.

### **1.5.1 Literature study**

The following are the most important sources that have been used in this study:

- Branding
  - David Aaker: *Brand Management: 2002*
  - J. Kapferer: *Strategic Brand Management: 1992*

These two authors are dominant role players in the branding field. Aaker has a more general approach, while Kapferer has a more strategic approach to brand management. Vega, the School for Branding and Advertising, views these two authors as authorities and they cover the branding domain for the purposes of this study.
- The NPO sector
  - Mark Swilling and Bev Russell: *The size and scope of the non-profit sector in South Africa: 2002*. This study has been funded by the Johns Hopkins University and is the most comprehensive

attempt to map the size and shape of the civil society sector in South Africa.

- Social marketing

- Alan Andreasen: *Marketing social change: 1995*
- Roberto Kotler: *Social Marketing: 1991*

These authors outline social marketing as the new and innovative approach to the way in which information can be effectively communicated to communities.

- Corporate and marketing communication

- P. Argenti: *Corporate Communication: 1998*
- C. van Riel: *Principles of Corporate Communication: 1992*

These authors define corporate communication and break it down into clearly comprehensible areas.

- D. Pickton and A. Broderick: *Integrated Marketing Communication: 2001*

These authors conclusively argue that brand management should be incorporated within the corporate communication framework.

The above sources were supported by a secondary literature study which was conducted focussing on the following databases: NEXUS, Ferdinand Postma Catalogue, SA Cat; Business Periodicals Index, Social Sciences Index, Humanities Index, MCB Emerald and EBSCO Host.

### **1.5.2 Data collection methods**

The following three data collection methods have been used in this study:

#### Method 1: Document (content) analysis

I analysed the official documents, newspaper/magazine articles, advertisements, speeches, articles of clothing and other branded products of the GGASA in relation to the aim of the study. The management of the GGASA made available all materials and branded products since the implementation of

the capacity building programme in 1997 which was the beginning of the transformation process.

#### Method 2: Semi-structured interviews

Semi-structured interviews based on a specific interview schedule were used to establish the perceptions of internal and external target audiences. The interviews were flexible and did not necessarily follow the sequence as set out in the interview schedule (Naudé, 2001:105). Specific questions were asked for triangulation purposes, which addressed the research questions of this study. These interviews were important for understanding the context in which the GGASA functions as seen from the different perspectives of its internal target audiences. The questions were based on the content analysis. In this study, interviewees were asked to provide examples to illustrate their answers in order to ensure that they understand the questions and also to ensure that the interviewer understands their answers correctly. Interviews were tape-recorded according to guidelines set by Rubin and Rubin (1995:125-127).

#### Method 3: Focus group discussions

In conjunction with the semi-structured interviews, four focus group discussions were held, the groups consisting of members from external or internal audiences respectively. The focus groups gave me the opportunity to group people together to create a common understanding among them regarding the corporate branding, identity and image of the GGASA, rather than individually formalising their own views. These focus groups offered the added value of gathering information I would not otherwise have been able to access. People were able to shape and reshape their opinion (Babbie & Mouton, 2002:292).

### **1.5.3 Sampling**

A convenience and purposive sample of key informants and timetable was drawn up in consultation with the management of the organisation to include both the internal and external target audiences.



#### **1.5.4 Analysis of data**

Neuman (1997:272) describes content analysis as a technique for gathering and analysing the content of text. *Content* refers to words, meanings, pictures, symbols, ideas, themes or any message that can be communicated. *Text* is anything written, visual or spoken that serves as a medium for communication. This method was used to analyse the data collected in the study.

#### **1.6 Key words and concepts**

The following definitions for key concepts in the study apply:

##### Corporate branding

Brand management that incorporates identity and image management is referred to as “corporate branding”.

##### Corporate communication

Corporate identity and image are the two concepts central to corporate communication and the most critical part of any corporate communication function.

##### Corporate identity

Corporate identity is the visual manifestation of the organisation’s reality as seen in its logo, buildings and stationery.

##### Corporate image

Corporate image is a reflection of an organisation’s reality and is thus the way an organisation is seen through the eyes of its target audiences

##### Development communication

Development communication activity embodies models of social change that are implemented across political and cultural boundaries. (Servaes, 1995:39).

### Development sector

The development sector is also known as the third sector and focuses on developmental issues of communities that should lead to self-sustainability.

### External target audience

The term external target audience refers to the audience outside the GGASA immediate sphere i.e. donors, government, media, etc.

### Girl Guides Association of South Africa (GGASA)

The Girl Guides Association of South Africa (GGASA) as the chosen non-profit organisation in this research study is a national, non-formal educational organisation with a network of 800 local Guiding Units throughout South Africa.

### Internal target audience

The term internal target audience refers to the audience inside the GGASA sphere i.e their members, Board/Council, management and staff of the GGASA.

### Non-profit organisations (NPOs)

The term NPO refers to non-profit organisations that are independent from government and that in the South African context often serve as intermediaries. These organisations are formed when individuals agree to act together for a common purpose towards their community development and capacity building. The financial support comes mainly from appeals for voluntary response from donors. Other resources come from government subsidies or contracts and self-generated income. The “voluntary” refers to the fact that volunteers administer many NPOs and their activities. The independency means that NPOs are independent from the private and public sectors.

### Social marketing

Social marketing seeks to influence social behaviours, not to benefit the marketer but to benefit the target audience and society in general.

## Visibility

Any entity that is not constantly in the forefront lacks widespread interest and support. Every possible avenue for visibility must be seized and maximised, especially those that are free.

### 1.7 List of abbreviations

GGASA	Girl Guides Association of South Africa
NGO	Non-governmental organisation
NOVIB	Nederlandse Organisatie voor Internationale Ontwikkelingssamenwerking
NPO	Non-profit organisation
WAGGGS	World Association of Girl Guides and Girl Scouts

### 1.8 Outline of the remaining chapters of the dissertation

Table 1.3 gives an outline of what can be expected in the rest of the study.

Table 1.3 : Outline of the remaining chapters of the dissertation

Chapter	Content
Two: Literature review/theoretical framework	<ul style="list-style-type: none"> <li>• Introduction: demarcating the literature covered</li> <li>• Key concepts defined</li> <li>• Discussion of literature that has been examined</li> <li>• Summary of the main conclusions or findings of the literature review</li> </ul>
Three: Research design and methodology	<ul style="list-style-type: none"> <li>• Conceptualisations of research design</li> <li>• Description of data capturing, data editing and analysis</li> <li>• Description of shortcomings and sources of error</li> </ul>
Four: Results: presentation and discussions	<ul style="list-style-type: none"> <li>• Presentation of results/findings</li> <li>• Discussion of results/findings</li> </ul>
Five: Conclusions and recommendations	<ul style="list-style-type: none"> <li>• Interpretation of results in terms of literature review</li> <li>• Discussion of gaps, anomalies and/or deviations in the data</li> <li>• Conclusion to state the degree to which findings answered research questions</li> <li>• Make larger significance of results explicit</li> </ul>
Bibliography	
Appendices i.e. questionnaires, covering letters and other documentation	
A. GGASA management 's consent letter to conduct this study	
B. NPO checklist to plan their social marketing programmes	

## **1.9 Summary**

In Chapter One the background of the study and problem statement were outlined. The research questions were stipulated supported by the motivation for the study. The research design was discussed outlining the literature study, the three data collection methods used, as well as the sampling and analysis of data was described. In closing, keywords, concepts and a list of abbreviations were noted, as well as the outline of the remaining chapters of the dissertation. In Chapter Two the literature review will be described.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

Chapter Two demarcates the literature covered in the literature review and theoretical framework. The literature that has been read will be discussed in detail. The literature review focuses specifically on brand management, the NPO sector, social marketing, corporate and marketing communication. The chapter is concluded with a summary of the main conclusions and findings of the literature review.

### **2.2 Describing the NPO sector and the face of NPOs in general in South Africa**

In this section, the NPO sector, also known as the “third sector”, will be examined closely to gain a better understanding of the sector. Two main focus areas will be discussed: firstly, a general approach looking at the historical, emerging and global picture of the NPO sector and thereafter a closer look at the face of NPOs in South Africa.

#### ***2.2.1 The NPO sector in general***

The following development areas in the NPO sector will be focussed on:

##### **2.2.1.1 The emergence of the NPO sector**

Over the past 6000 years, people and communities have always found ways to care for those in need. Cuthbert (2001:13) describes these “giving ways” as philanthropy, a word that entered the English language in the 17<sup>th</sup> century from the Greek – meaning “the love of mankind”. For centuries people all over the world have done what could be described as charitable work, providing food, shelter and basic necessities to the disadvantaged. The non-profit sector still fulfils this role in society today. Payton (Cuthbert, 2001:15) defines philanthropy

as “...voluntary action for public good, through voluntary action, voluntary association and voluntary giving”. But where did all of this start?

#### 2.2.1.2 History of the NPO sector

Paul (as quoted in Rockey, 2001:129) traces the non-profit sector’s roots back and identifies some key development areas. The anti-slavery movement founded in England in the late 18<sup>th</sup> century, which gave rise to many “political associations” and eventually led to the World Anti-Slavery Convention (1840), is seen as a milestone in the move to coordinate the work of citizen organisations on an international level. This was followed by the foundation of the World Alliance of YMCAs in 1855, while the International Committee for the Red Cross came into being in 1863. During the 19<sup>th</sup> century, such independent associations addressed many issues, including women’s rights, the conditions of the poor, alcohol abuse and municipal reform.

Later in the nineteenth century trade unions emerged as a leading force in the NPO movement. Modern trends have created specific areas of need within the societal structures and today non-profit organisations address a diversity of issues. Across the world the non-profit sector has grown substantially in the last decade. According to Rockey (2001:129) the growth may be attributed to increasing concerns over a wide range of issues like the environment, globalisation, unemployment and poverty, human rights violations and, more recently, the HIV and AIDS pandemic.

The difference today is not only this growth, but that the NPO sector has collectively evolved as a distinct sector; one that, like government, performs essential social functions. NPOs demonstrate many of the entrepreneurial qualities of a business; in this case, however, the profit is primarily social development.

### 2.2.1.3 A global picture of the NPO sector

Rockey (2001:133) sketches the scene of the international non-profit sector as follows:

- Since the mid-70s the NPO sector, in developed as well as developing countries, has experienced exponential growth. Today, NPOs address every conceivable issue and operate in virtually every country around the globe, with the result that NPOs have become major role players in the field of international development. Paul (as quoted in Rockey, 2001:133) gives the following examples in his article *NGOs and Global policy-making*: 25 000 organisations (up from less than 400 a century ago) have more than a million members with affiliates/networks in over 90 countries.
- The United Nations Development Programme estimated that there are currently approximately 30 000 national non-governmental organisations (NGOs) in developing countries, touching probably 250 million people, which is about 20 percent of the 1,3 billion people living in abject poverty in developing countries.
- Adding the millions of community-based organisations, the size and influence of the NPO sector becomes apparent. Some examples are:
  - It is estimated that there are 500 000 NPOs in Britain. Of these, less than half are registered charities and collectively they receive an estimated 17 billion pounds per year in funding.
  - In the United States there were approximately 1, 5 million NPOs in 1998. This represented a 22 percent increase in the decade leading up to 1998. The NPO sector is well recognised and supported by structures such as Boardsource, whose mission is to improve the effectiveness of NPOs by strengthening their boards of directors (Boardsource, 2002).
  - In Australia, over half of the welfare services nationally are provided by NPOs, mobilising an estimated 93 million volunteer hours each year.
  - In the Philippines, NPOs grew from 18 000 to 58 000 between 1980 and 1996.

- In Kenya, an average of 240 new NGOs is being formed each year, competing for \$1,2 billion in annual donor funding.
- The Johns Hopkins Comparative Non-profit Sector Project is engaged in an ongoing review of the NPO sector. In 1995, its study reported that, excluding religious congregations, the NPO sector, in the 28 countries<sup>1</sup> studied, was a \$1,1 trillion industry, which employed close to 19 million full-time equivalent paid workers. NPO employment in these countries easily outdistances the combined employment in the largest private businesses in each country by a factor of six.

#### 2.2.1.4 A voluntary and developmental role of the NPO sector

Three distinct groups of individuals and organisations are identified as having important impacts on community life in most democratic societies and can be described as follows:

State or government: Through this group, all of society expresses its political life and centralises its supervision of community life. The state, most of its members voted into power through elections, performs services in society and these activities are funded by taxes collected from individuals and institutions.

Private enterprise or business sector: Its influence on the community is felt when it meets the needs and desires of individuals. Individuals respond by voluntarily paying for its products and services and from this support the private sector continues to meet needs and make a profit in the process.

Non-profit sector or voluntary/independent sector, also known as the “third sector”: These organisations are formed when individuals agree to act together for a common purpose, and financial support comes mainly from appeals for voluntary response from donors. Other resources come from government subsidies or contracts and self-generated income. The “voluntary” refers to the fact that many NPOs and their activities are handled by volunteers. Their independence means that NPOs are independent from the other two sectors.

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<sup>1</sup> Countries included United States, the United Kingdom, France, Germany, Italy, Sweden, Hungary and Japan



These activities can be performed by either individuals or organisations and can include religious, cultural, social, economic, educational and political activities.

Strong and active civil society organisations are needed for democracy and development, particularly in developing countries like South Africa. This need comes from the failure of state-controlled or top-down approaches to developing communities. Emerging societies throughout the world are demonstrating the effectiveness of an alternative bottom-up or community-driven approach to development. The World Bank is one of these, recognising the importance and strengths of NPOs in the development field. It has been working in collaboration with NPOs for many years (WB, 2001).

It has therefore become imperative that citizens are free to express and act according to the principles that have been built into the constitutions of most democratic states today. The new freedom emerged strongly during the late 1980s when Eastern Bloc countries shed the yoke of communism and civilians began the search for their roles in the new society. People have the power to respond to community needs for the common good, which is enacted by forming NPOs to address the ills and shortfalls of societies. NPOs are playing an important role today which is generally underestimated. I will now take a closer look at who these NPOs really are.

### ***2.2.2 The NPO sector in South Africa***

The NPO sector in South Africa encompasses a variety of definitions and descriptions, and a wide spectrum of activities which lend the sector a very specific South African character.

#### **2.2.2.1 Definitions and descriptions of NPOs**

The following issues are defined and described in the NPO sector:

## Terminology

A variety of terms have been used over time and across the globe to describe the non-profit sector – ranging from civil society organisations and the third sector to voluntary associations. Rockey (2001:130) clarifies the confusion in the terminology war by explaining that the terms non-profit sector and non-profit organisations are all-encompassing, including NGOs, community-based organisations (CBOs), civil society organisations (CSOs), trade unions, church groups, stokvels and school committees.

- The term NGO refers to non-profit organisations that are independent from government and in the South African context often serve as intermediaries.
- CBOs and CSOs generally serve a need or set of needs within a specific community and tend to be less formally constituted. They are often “membership” organisations made up of a group of individuals who have joined together to further their own interests, for example women and youth groups.
- NPOs are very diverse, embracing many different methods and goals. NPO work tends to be spread along a continuum between care and welfare of the disadvantaged on the one hand; and change and development on the other.

## Spectrum of NPO activities

The spectrum of NPO activities is outlined by South Africa’s NPO Directorate (S.A. Department of Welfare, NPO Directorate, 1999:10) as follows:

- Service and delivery: NPOs may themselves define the services to be provided, or do so in consultation with beneficiary groups, or provide the services for government or funding agencies that define the services.
- Mobilising resources: NPOs mobilise resources at an individual or collective level. These resources may be human, financial and/or physical. These include production activities to generate resources.
- Research and innovation: NPOs do research to better understand the needs and problems affecting individuals, groups, or society as a whole. They also work towards finding, creating and testing new ways of responding to these needs and problems.

- Human resource development: Human resource development is often described as empowerment. It focuses on building the human capacity and skills of disadvantaged people or communities. Various methods are used to create consciousness and awareness, and are also used to enable people to participate in identifying their needs, in taking action to address them, and in owning the process of development.
- Public information, education and advocacy: These activities often build on research activities. Mobilising public awareness, campaigning and advocating change or reform are important activities of many NPOs.

#### Key defining characteristics of NPOs

The South African's NPO Directorate (1999:8) defines this sector by identifying the following key characteristics:

- Voluntary: This means they are formed voluntarily. There is nothing in the laws of any country that says they must be formed or that stops them from being formed. There will be an element of voluntary participation in the organisation. This could be by small numbers of board members, or large numbers of members or members giving their time voluntarily.
- Independent: As long as they comply with the law, NPOs are controlled by the people who have formed them, or by management boards that have been delegated either by law or members of the organisation to take on the responsibility of controlling and managing them.
- Not-for-profit: They are not for personal, private profit or gain, although NPOs may have employees – boards of management are not paid for the work they perform on boards, other than being reimbursed for expenses incurred from performing their board duties. NPOs may take on income-generating activities. They do not, however, distribute profits or surpluses to shareholders or members. They use this money to further the aims of their organisations.
- Not self-serving aims and related values: The aim of NPOs is to improve the lives and life prospects of disadvantaged people who are unable to realise their potential or achieve their full rights in society. NPOs act on concerns

and issues that badly affect the well-being, circumstances or prospects of people or society as a whole.

#### 2.2.2.2 NPOs and the legal constituency

The following aspects of NPOs and their legal constituency have been looked at:

##### The process of the legal constituency

Throughout South Africa's development history, successive governments have decided that their country is not a welfare state. Before the 19<sup>th</sup> century, no organised welfare services existed. A national conference in 1916 recommended the co-ordination of private welfare services and in the late twenties a number of National Welfare Councils was constituted. Just before the Second World War, the report of the Carnegie Commission of Enquiry on the Poor White Problem recommended the creation of a State Bureau of Social Welfare to co-ordinate the welfare activities of State departments in co-operation with voluntary organisations and churches. A Department of Social Welfare was established in 1937.

Active public fundraising took place during the Second World War. As a result it was felt that some control of money collections needed to be introduced. This gave rise to the Welfare Organisation Act, No. 40 of 1947. Several commissions of enquiry followed, including the Van Rooyen Commission of Inquiry into the Collection of Voluntary Financial Contributions from the Public which led to the registration of the Fundraising Act, No. 107 of 1978.

The 1990s have been a period of great debate around, and change in, every sphere of South African life. Since the 1994 elections, major changes were made in South African laws. One of these changes was that the National Department of Welfare set up the Directorate for Non-profit Organisations in 1996. One of the main tasks of the Directorate was to develop the policy and legislation that led to the Non-profit Organisations Act, No. 71 of 1997. This Act replaced the Fundraising Act. This implied that the non-profit sector had moved

away from a regulated system to a self-regulated system. Non-profit organisations can now choose whether or not they want to register. The Act encourages the sector to be self-responsible and accountable in order to promote good governance, auditing and accountability practices.

The Act creates a new and positive view of the non-profit sector. It implies that all government departments should help to create an “enabling environment” for the NPO sector and should recognise the important role that the non-profit sector plays in society. It seeks to ensure that the sector not only survives, but that it grows in strength and capacity (South Africa, 1997:2).

#### The different kinds of legal entities for NPOs

Before the Department of Welfare’s NPO Directorate can register a non-profit organisation, it needs to verify that the organisation is properly set up. There are three main kinds of legal entities for non-profit organisations. They are:

- Section 21 companies: Organisations that deal with large amounts of money and are involved in the buying and selling of goods should register as a Section 21 company. Such an organisation has to abide by the government’s Companies Act, No 61 of 1973.
- Trusts: Organisations that channel funds to other organisations should register as a trust. Trustees are responsible for seeing that funds are used properly. A trust abides by the government’s Trust Property Control Act as well as common law.
- Voluntary associations: Organisations that do not deal with large amounts of money should form voluntary associations. They should have a written constitution. This is the simplest and cheapest option for NPOs. A voluntary association is set up in terms of common law and has to abide by common law.

#### Other legislation influencing the NPO sector

It is important for NPOs to consider the following Acts that influence the non-profit sector:

- National Development Agency Act

- Income Tax Act (tax is the biggest differentiator for NPOs)
- Value-added Tax Act
- Special Investigating Units and Special Tribunals Act
- Lotteries Act

The reason why NPOs have to take these Acts into consideration is that they have a direct influence on the way the NPOs conduct their activities. Compliance further enhances accountability and good governance practices.

### 2.2.2.3 The non-profit sector's face in South Africa

The Johns Hopkins University in the United States and the Graduate School of Public and Development Management at the University of the Witwatersrand have conducted a joint and first of its kind study of the South African NPO sector. Some of the principal findings of this study are listed below (Rockey, 2001:15-34).

#### Organisational profile

There are 98 920 NPOs across all sectors. The sectors with the largest number of NPOs are culture and recreation (20 587), social services (22 755) and development and housing (20 382). Most NPOs are less formalised voluntary organisations concentrated in the poorer communities. Women and black people played a leading role in the management of the NPO sector. At the managerial level of NPOs, 59% were women, 73% of managers were black, 60% of all full-time employees were women and 81% were black.

#### Revenue sources

NPOs raised R14 billion in 1998. Government grants and contracts (including grants from abroad) are the major sources of NPO income in South Africa, followed by service fees, dues and investment income. The public sector funding constitutes 42% (R5,8 billion), higher than in most countries, but not as high as in Western Europe. Service fees, dues, and self-generated income account for 34%, considerably lower than in most other countries where the

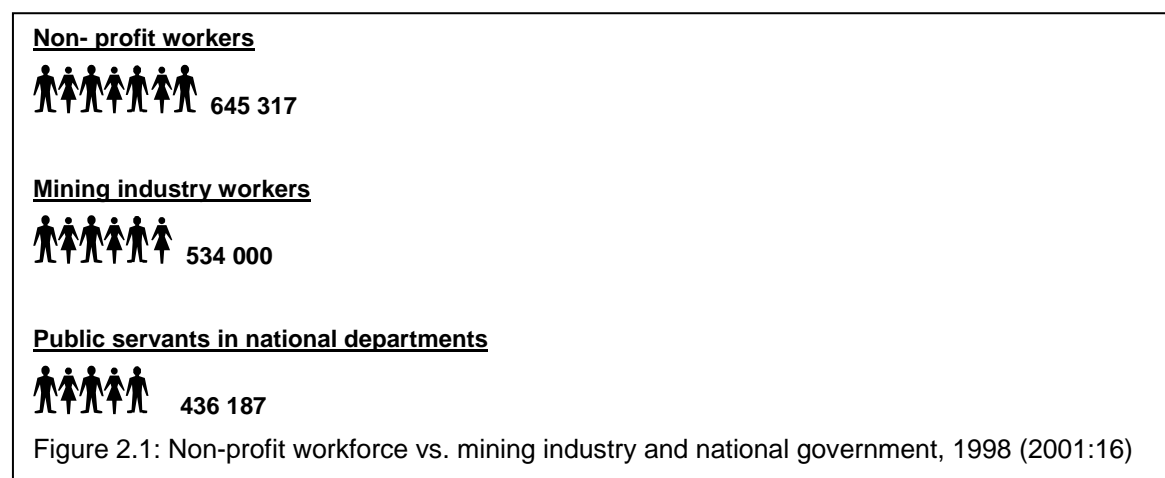
average is 51%. Private philanthropy contributes over 25%; one of the highest among 28 countries studied. This is explained by noting that South African businesses donate between R4 and R5 billion per annum to NPOs. Though foreign donors are active supporters, they only contribute an estimated R500 million per annum (10% of what is generated from within South Africa). With the financial value of volunteer work included (R5,3 billion), private philanthropy's contribution to NPO income in South Africa jumped to 48% (R8,7 billion), significantly higher than the 28-country average.

### Volunteer involvement

The NPO sector mobilises a substantial number of volunteers. Nearly 1,5 million volunteers actively contributed their time and energy to South African NPOs in 1988. Their contribution equals nearly 316 991 full-time equivalent jobs and accounts for 43% of the NPOs' workforce, well above the international average.

### A major economic force

The NPO sector is a major economic force in South Africa. The data assembled during the Johns Hopkins University study indicates that in 1998 NPOs accounted for R9,3 billion in expenditures or 1,2% of the GDP, 654 317 full-time equivalent staff which is equivalent to 10,2% of the formal non-agricultural workforce which included 328 326 full-time paid workers and 316 991 full-time equivalent volunteers, as illustrated in Figure 2.1.



These figures indicate that the NPO sector consists of a larger workforce than South Africa's mining industry and national government.

### Social and community services dominate

The non-profit sector is a major contributor to socio-economic development, the formation of social capital and empowerment. In particular:

- Culture, services and development dominate the sector. Not only are the largest number of NPOs concentrated in the culture/recreation (20 587), social services (22 755), and development/housing (20 382) sectors, but these sectors together also employed 178 370 full-time equivalents or 54,3% of the total number employed in the sector and make use of the labour time of an additional 165 125 full-time equivalent volunteers. This means that the total number of full-time paid and volunteer equivalents in the three largest sectors of the NPO sector are 343 495.
- Particularly notable in South Africa is the substantial non-profit involvement in housing and development activities. If the religious sector is excluded, 18% of the South African non-profit workforce is employed in this field compared to an average of 6% in the 28-country sample.
- Another distinctive feature of the South African NPO sector is the relatively large concentration of effort in the area of culture, sports, and recreation, which accounts for over 15% of the NPO workforce and over 22% of volunteer input.
- Issue-based and value-driven organisations in the environment and civil/advocacy sectors (including civil rights organisations and political parties) are also relatively important (i.e. 5% and 14% respectively of the NPO workforce). In fact, a larger share of the NPO workforce in South Africa (5%) is focused on environmental protection than in almost all of the other countries studied.



#### 2.2.2.4. Factors that differentiate the non-profit sector from the private sector and government

According to Young (1999:17) NPOs have a number of features which make them different from the private sector and government. Non-profits:

- Often work in partnership with the private sector and government but they can play an important role in challenging and critiquing both private sector and government responses to social issues; Douglas in Oster (1995:19) sees this role of NPOs as that of important political stabilisers;
- Are based on a culture of “volunteerism” and benevolence – not of industry and business. They do not aim to make a financial profit, but they aim to build social capital – in other words, to improve the society in which people live;
- Are usually committed to community empowerment and aim to build the confidence and self-esteem of a community, so that they can tackle their own problems;
- Can represent and provide a voice for the most marginalised groups;
- Develop mechanisms to ensure that community members can participate in the work of the organisation, such as elected governing boards or as volunteers;
- Are staffed by both paid workers and volunteers. Volunteers are usually found in all positions throughout the organisation, from management through to service provision and administration;
- Are governed or managed by a group of elected or appointed members. These are usually people who have volunteered their time because they have a commitment to the work of the organisation and to improving their community;
- Are accountable to a governing body which is accountable to the wider community as well as to funders;
- May be less “formal” and “conservative” than the private sector or government. Community organisations are often less bound by red tape;
- Attract staff who usually have strong links to their community;

- Need to raise funding from external sources such as provincial, national or international governments or from the general public and the business sector;
- Provide the communities with a formal structure for identifying needs, finding solutions and evaluating effectiveness.

Oster (1995:4) regards tax status as the most prominent difference between for-profit and non-profit organisations. In most countries, NPOs are exempted from all tax regulations. Simultaneously, NPOs are subject to some governmental limits on how their revenues can be used. Any financial surplus cannot be distributed to those in control; this is referred to as the non-distribution constraint. Oster (1995:8) further states that NPOs distinguish themselves by their mix of goods and services, the character of their labour forces, and their source of revenues.

In this next section, I am going to endeavour to link three theories, namely corporate communication, social marketing and branding in order to describe the importance integration hereof within the NPO sector.

### **2.3 The role of corporate communication in the for-profit and non-profit sectors**

This section examines the reason behind the need for non-profits to apply the principles of corporate communication in their organisations' daily activities. Thereafter, the focus will be on how the corporate communication function can be constructed within NPOs.

#### ***2.3.1 Reasons for applying corporate communication principles to NPOs***

It is clear from the preceding discussion that the NPO sector has become a dominant economic force all over the world. The effect of this tendency is that NPOs are sharing the market with for-profit corporations and public agencies. In almost all markets NPOs face increasing competition – competition that has

intensified the pressure on these organisations to find effective management methods. For survival and self-sustainability, it is imperative for NPOs to adopt the managerial techniques and systems of the for-profit corporations. Therefore, it is evident that all the functions of corporate communication for the for-profit sector are applicable to the NPO sector.

Commercial and for-profit interests overwhelmingly control the images and information that influence our decisions and shape our reality. Technology has altered everything from our personal perception of the world to our relationships to it, i.e. how we buy groceries, how we do our banking and inform ourselves. According to Radtke (1998:xii), this explosion of media channels makes it difficult for NPOs to get a message across. Radtke avers that there is no “general public” any more, only targeted audiences, key constituencies, and influentials that, by virtue of education, income and activism, have a more powerful impact on public policy than their numbers would suggest.

Like for-profits, NPOs need to take advantage of these new communication and media opportunities. For example, non-profits need consistent web page quality and daily updates to maintain long-term donor support, according to the third annual survey of NPOs and their web use conducted by the Wesley Mission. A disappointing result of the survey was that only 2% of the total sites surveyed updated their web pages daily. “People will only come back to your site a third and fourth time if they have a reason to do so – it seems that too many NPOs see the web as just another version of their printing marketing – this is a sure way of reducing traffic” (Wesley Mission, 2004). Fifty-eight percent of the NPOs said that they had received donations via their website, which underlines the effectiveness of such offers. Johnson (Wesley Mission, 2004) states that overall, NPOs see the web as an important way of communicating with their donors and supporters. However, they need to make better use of e-mail lists, provide daily rather than weekly updates and ensure the provision of secure online donation facilities.

The goal that any NPO needs to strive towards is to occupy a space in the mind of its target audience in order to get the audience’s attention by creating

awareness, engaging the audience, moving the audience to act and to maintain these relationships (Radtke, 1998:18).

In line with the above, Smith (2004) from Weber Shandwick's Hong Kong office states that NPOs "...need to be provided with insight from the professionals, allowing these organisations to develop some of the Public Relations and Communication techniques they need".

### ***2.3.2 The general face of corporate communication***

Van Riel (1992:25) and Argenti (1998:56) are of the opinion that corporate identity and image are the two concepts central to corporate communication and the most critical part of any corporate communication function.

The organising of corporate communication consists, according to Van Riel (1992:143), of four interrelated themes. The first is the location of the communication function within organisations, i.e. what are the tasks that properly belong to communication and what organisational structures or departments should be created to implement them? The second is the organisation of the communication process, i.e. the planning of all forms of internal and external communication used by the organisation. The third is the coordination of both the function and the process of all communication activities in a company. The fourth is the establishment of critical success factors for effective and efficient organisation of both the communication function and the communication process.

All NPOs need to build and maintain relationships, both internally and externally, to promote an understanding of their work. If an NPO is well regarded, it will be able to attract members, volunteers, supporters, funders and clients. But more important, the ability of the organisation to advocate and lobby will be increased because the decision-makers will respect the organisation's reputation and therefore the influence it has within its specific community.

Building community relations is a leadership issue. Therefore, the governing board is ultimately responsible for ensuring that the NPO has a strong and positive identity and image; yet all staff, volunteers and members have a supporting role to play in this regard. This function is an ongoing activity. By investing in building a good public profile and solid reputation, the support base of an NPO will increase and become stronger, while the work of the organisation will be valued and respected.

Young (1999:133) identifies different practical ways to build a strong relationship with communities and establish a positive identity and image. Some of these are:

- Become a client-focused organisation and invite feedback. Listen to the feedback and address the issues raised.
- Respond to criticism from the community. Ensure that minority views are listened to and acted upon.
- Make a commitment to ensure that the governing board and any other sub-committee are representative of the community.
- Be open and transparent about how decisions are made.
- Make a commitment to ensure that any conflict that arises either internally or externally is resolved quickly and satisfactorily.
- Identify key influential people in the community and ensure that they are informed about the activities.
- Publicise events and achievements through strong relationships with the media.
- Develop a logo that is displayed on all printed stationery and promotional material and products like information leaflets.
- A regular newsletter should be printed and distributed to keep supporters informed about the work that has been done and to promote future events.
- An annual report and audited financial statements should be printed and distributed as well, which clearly indicate the NPO's strategic plan for the next year.
- Invite stakeholders and other influential people to visit and plan open days.
- Coordinate services and support the activities of other NPOs.

All these activities can contribute to the successful implementation of a strong image and identity. Such an NPO will be regarded as a recognised leader in its specific field of operations within all its different constituencies.

Argenti (1998:32) agrees strongly that whether an organisation is trying to develop a coherent image for itself through corporate advertising, to communicate effectively with employees about health benefits, to convince stakeholders that the organisation is worth investing in, or simply trying to get customers to buy products/services, it pays to use a coherent communication strategy.

He identifies the following steps:

1. Setting an effective organisation strategy: The three subsets of an organisation strategy include determining what the *objectives* are for the particular communication, deciding what *resources* (money, human resources, time) are available for achieving those objectives, and diagnosing the organisation's *image credibility* in terms of this task.
2. Analysing constituencies: This analysis determines who the organisation's constituents are, what each constituency thinks of the organisation and what each constituency knows about the communication in question.
3. Delivering messages appropriately: This involves a two-step analysis for organisations. They must decide *how* they want to deliver the message (communication channel) and *what* approach to take in structuring the message itself.

The effects of the borderless world should be taken in consideration when drawing up an organisation's communication strategy. Argenti (1998:12) gives the following advice in this regard:

- Recognise the changing environment.
- Adapt to the environment without compromising principles.
- Keep corporate communication on the cutting edge.

- Avoid cutting corners.
- Don't assume problems will magically disappear (gnat theory).

He concludes that the way organisations adapt and modify their behaviour as manifested through their communication, will determine the success of business as a whole for the next century.

In line with this view of Argenti (1998:12), Radtke (1998:1) is of the opinion that it is therefore critical for NPOs to invest in the development of a strategic communication plan with the following seven steps:

Step 1: Invest in a communication plan to advance the mission.

Step 2: Identify and know your audience.

Step 3: Target your message.

Step 4: Develop practical strategies and appropriate communication vehicles.

Step 5: Build a plan and create a calendar.

Step 6: Turn obstacles into opportunities.

Step 7: Evaluate actions.

Radtke (1998:189) concludes with the assurance that if NPOs have a plan, chances are very good that it will actually happen; and, that nothing is constant but change. Therefore, NPOs' plans need to be fluid and must be regularly re-evaluated and adapted to what is happening at this very moment.

It is important for NPOs to apply these principles of corporate communication in order to market their organisations and to ensure that their services are utilised effectively, their developmental goals are achieved and that they receive the necessary support from their target audiences. This will ensure the sustainability of their organisation.

The mission of the organisation must drive all aspects of the marketing approach for NPOs. This includes product or services design and delivery, as well as the advertising and promotion messages that the term marketing

commonly brings to mind (Herron, 1997:282). It is therefore imperative to recognise and address the important differences in mission and social responsibility between NPOs and for-profit businesses, namely that NPOs apply social marketing principles. Kotler and Andreasen (1991:404) refer to this marketing function in the development sector (NPOs) as social marketing. “Social marketing seeks to influence *social behaviours*, not to benefit the marketer but *to benefit the target audience and the general society*.” (Kotler & Andreasen, 1991:404.)

## **2.4. Social marketing as the recognised marketing vehicle for the NPO sector**

In this section, I will focus in greater depth on defining and describing the social marketing concept, as well as describing the domain, processes, approaches and concepts of social marketing. The social marketing framework and strategic management process will also be outlined.

### ***2.4.1 Definition and description of social marketing***

According to Kotler and Andreasen (1991:427), social marketing is one of the fastest-growing sectors in non-profit marketing. It is also a powerful new approach to a wide range of social problems in health, crime, the environment and social welfare. Social marketing in the first instance is simply the application of generic marketing to a specific class of problems. All marketers are in the profession of creating, building, and maintaining exchanges. Because exchanges only take place when a target audience member takes an action, the ultimate objective of generic marketing is to influence behaviour. In social marketing, the objective of the marketer is to change social behaviours – not to benefit the marketer, but primarily to benefit the target audience and society in general. Social marketing programmes are therefore by definition generic marketing programmes carried out to change behaviours that are in the individual’s or society’s interest. The target audience has the primary role in the social marketing process (Andreasen, 1995:9).



Andreasen 1995:7) formulates his formal definition of social marketing as follows:

Social marketing is the application of commercial marketing technologies to the analysis, planning, execution, and evaluation of programmes designed to influence the voluntary behaviour of target audiences in order to improve their personal welfare and that of their society.

In simplest terms, social marketing is the application of marketing technologies developed in the commercial sector to the solution of social problems where the bottom line is behaviour change (Andreasen, 1995:3).

Despite the growing popularity and influence of social marketing, Andreasen (1995:xi) is of the opinion that it remains an approach that confronts three major obstacles:

- Its potential is unappreciated and sometimes people are very suspicious, even hostile towards marketing.
- Social marketing is very often misunderstood and confused with social advertising.
- Social marketing has not developed its own conceptual underpinnings.

The key features of social marketing are described by Andreasen (1995:14) as follows:

- Consumer behaviour is the bottom line.
- Social marketers worry about being cost-effective in the implementation of their programmes.
- All strategies begin with the consumer – social marketers are fanatically customer-centred in their strategies and tactics.
- Interventions involve the four P's: Product, Price, Place, and Promotion. It therefore does not rely on one or two programme elements to bring about change.
- Market research is essential for designing, pre-testing, and evaluating intervention programmes – social marketers are almost fanatical about conducting formative research.

- Markets are carefully segmented (marketers tend not to treat their targets as mass markets).
- Competition is always recognised and social marketers are placing a good deal of emphasis on competition.

Andreasen (1995:6) notes that social marketing is a concept whose time has come. I am from the opinion that NPOs in South Africa should capitalise on this factor.

#### ***2.4.2 The domain, processes, approaches and concepts of social marketing***

Given these defining characteristics, it is clear that the outer bounds of social marketing's legitimate domain are potentially extremely broad. They comprise of the following:

- Any planned effort to influence any human behaviour – here the change agent's motives are on balance more selfless than selfish.
- Anyone can carry out social marketing, not just organisations; it includes efforts ranging all the way from the personal and relatively trivial, such as a parent's attempt to get a teenager to clean up her room, to the global and extremely important, such as the South African government attempting to get South Africans to save their environment.
- Social marketing can involve influencing individuals to use products or services such as condoms and vasectomies in contraceptive social marketing programmes.
- Social marketing can involve sales and profits; i.e. fundraising and sales campaigns that make social marketing in NPOs seem little different from a private-sector counterpart.
- Social marketing aims to produce an optimal plan for bringing about a desired social change.
- Good social marketing begins with a philosophy deeply rooted in a customer or audience orientation.

- Marketing management involves influencing exchange according to a central role, which can be complex, personal and anticipatory.
- A customer-orientated social marketer, while convinced of the desirability of the behaviour being promoted, is totally open to the possibility that many customers may not agree. Therefore; there is a willingness to change the “offer” to the market that means changing these perceptions.
- Effective social marketing requires a coordinated programme focusing on all the major benefits and costs.
- Placing customer needs and wants at the centre of the social marketing strategy puts a heavy reliance on marketing research as a central role.
- Social marketers who constantly remain attuned to their target audience are confronted again and again by the market’s diversity; therefore there is a predilection for segmentation.
- Good marketers are constantly mindful that their goal is to influence behaviour. They also realise that they have limited resources to do so. Therefore they adopt a bottom-line approach which means constant attention to the efficiency and effectiveness of everything they do, as well as their full commitment to planning.
- As part of their sense of responsibility for “the bottom line”, good marketers believe very strongly in the need to take reasoned action implying a commitment to planning and a willingness to take “reasoned risks” – they are “flexible risk-takers”.
- Marketing specialists bring to the area of social behavioural change a number of special competencies. Andreasen (1995:57) identifies the following special skills of a social marketer as a change agent:
  - Marketing research
  - Creation, positioning, and enhancement of brands
  - Packaging, distribution and promotion
  - Creation and placement of advertising
  - Global marketing

### **2.4.3. Social marketing versus generic marketing**

It is important to understand the principal ways in which generic and social marketing differ. Social marketers have the following responsibilities and have to deal with a number of characteristics unique to their field and world:

- They face intense public scrutiny.
- They must meet extravagant expectations.
- They are often asked to influence nonexistent and negative demand.
- They often target non-literate audiences.
- They must understand highly sensitive issues.
- The behaviours to be influenced often have invisible benefits.
- The behaviours to be influenced often have benefits only to third parties.
- The behaviours often involve self-rewards.
- The behaviours often involve intangibles that are difficult to portray.
- Long-term changes are central.
- There are fewer opportunities to modify offerings.
- There are severely limited budgets.
- They need to work with those with a suspicion of marketing.
- They will encounter culture conflict and multiple publics.
- They have to deal with the absence of a marketing mindset.
- They have few opportunities to modify products.

The reason for the extra responsibilities that are placed on social marketers is because they must work on such important behaviours at such a deep level. They cannot risk approaching their task casually or without careful thought because of the complex motivations involved.

### **2.4.4 Social marketing framework and strategic management process**

The social marketing framework and strategic management process can be described as follows:

### The framework

The place to begin, according to Andreasen (1995:38), is with the proper orientation or philosophy toward marketing, what it is, what it does, and how it does it. The marketing mindset is, in some sense, a philosophy or orientation for action. The core of this preferred approach is the premise that all social marketing decisions must emanate from a consideration of the target customer: putting the customer first – every programme and every action starts by first considering customer needs and wants. Social marketers can achieve this by the following means:

- The organisation's mission is seen as bringing about behaviour change by meeting the target market's needs and wants – it looks to customers for what to do.
- The customer is seen as someone with unique perceptions, needs and wants to which the marketer must adapt.
- Customers are grouped in segments and competition is seen to be everywhere and never-ending.
- Marketers are chosen for their knowledge of consumers.
- Social marketing forces the manager to be market-driven.
- A customer focus makes it much less likely that the organisation will lose its way or miss trends.
- Social marketing forces the organisation and its programme managers to focus firmly on the critical bottom line – behavioural change.
- Social marketing forces the organisation to think about all the tools that can be used to achieve behavioural change.
- Because social marketers are alert to competition, they are compelled to be much faster on their feet.

A social marketing framework contains countless points of application. Because the bottom line of social marketing is influencing behaviour, this framework and these concepts can be applied to influence volunteers, government agents, donors, staff members and a range of potential intermediaries and other cooperating organisations.

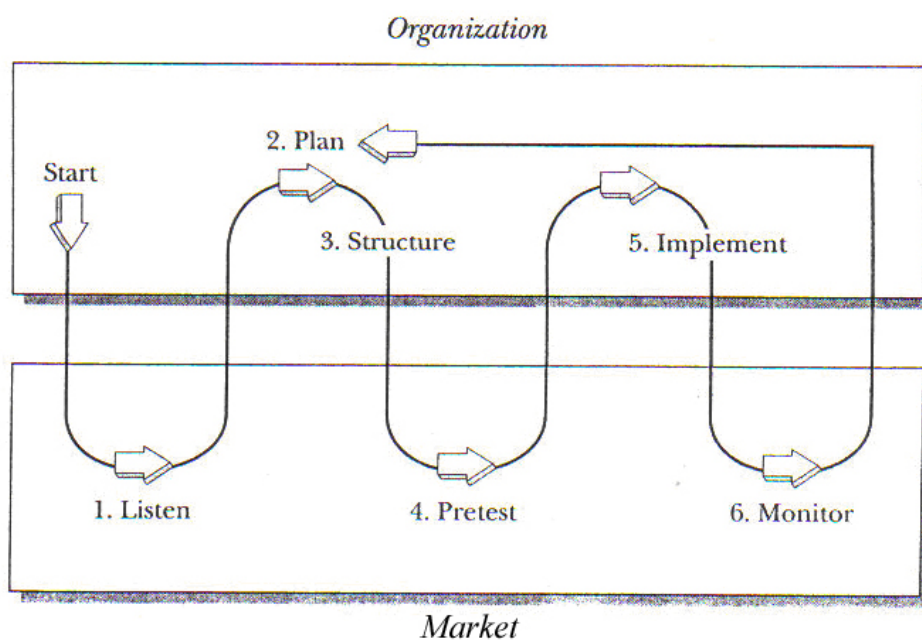
### The strategic management process

Some of the social marketing programmes with the greatest impact on the world today are those that have strong, charismatic leaders driving them to success. Another key and critical concept for a successful social marketing programme is the preparation of a sound strategic plan. According to Andreasen (1995:70), there are a number of benefits:

- Those who must implement the plan should have ownership of its contents.
- The process of working together to develop the strategic plan has significant effects on group cohesion and mutual respect.
- Individual staffers and volunteers have the opportunity to express their own desires for the programme and for their personal participation in it.
- Assumptions about the marketplace and the competitive environment are made explicit and tested.
- Programme managers and staff are forced to look ahead.

Six stages are identified in the strategic social marketing model of Andreasen (1995:73) as illustrated in Figure 2.2.

**Figure 2.2. Strategic Social Marketing Reviewed.**



The different elements of the concept of strategic social marketing can be described as follows:

- Listening implies conducting extensive background analysis, including listening intently to target audiences.
- Planning refers to setting the marketing mission, objectives and goals, and defining the core marketing strategy.
- Structuring, where the organisation designs marketing procedures, benchmarks and feedback mechanisms to carry out the core strategy.
- Pre-testing involves trying out key programme elements such as the core marketing strategy.
- Implementing, when the strategy is being put into effect by carrying out the design.
- Monitoring and adjusting have to do with the tracking of the results.

Andreasen (1995:73) notes that this strategic social marketing process is continuous and indefinite. It is not a one-way activity with a neat beginning and end. He also emphasises that the target audiences are central and a constant part of the process.

Andreasen (1995:310) recommends further that NPOs use his checklist (Appendix B) as a guide to plan their social marketing programmes. By using this checklist NPOs will ensure that their organisation's image and identity are known and constitute one of the new superbrands with real power to act on behalf of a perceived common good (Edelman, 2001: 34).

This leads to the next question: What do I have to do as an NPO to ensure that my organisation is known and perceived by my target audience as a superbrand? The question is closely linked to the correlative theory of branding and brand management. Both Aaker (2002:310) and Kapferer (1992:1) are dominant authors and role players in the brand management world. Their views in this regard are outlined in Section 2.5.

## 2.5 Branding and brand management for NPOs

The description of the theory behind branding and brand management needs to be placed in perspective based on the theory discussed up to this point. It can best be illustrated in Figure 2.3.

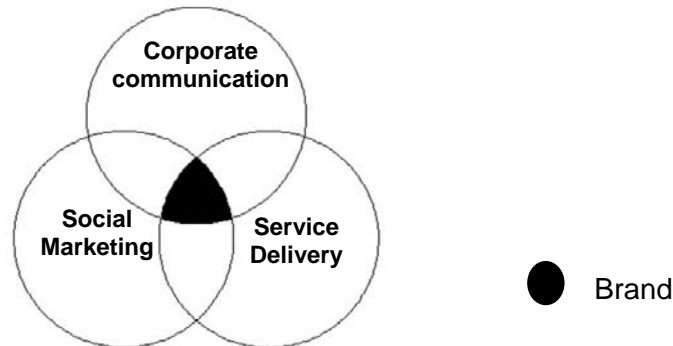


Figure 2.3: Branding and brand management for NPOs

Figure 2.3 describes two things. The one is that social marketing and corporate communication in the NPO sector is just as important as the organisation's core service delivery business. Secondly, the illustration clearly indicates that if an NPO is not sure what its brand is all about, such an NPO would be unable to implement any effective social marketing and/or strategic corporate communication, seeing the brand is the core and essence of an NPO and the foundation on which all these actions are based.

The following aspects of branding and brand management are seen to be of importance.

### ***2.5.1 The logic and meaning of branding***

Kapferer (1992:1) is of the opinion that "...the primary capital of many businesses is their brands." He continues that it has recently been recognised that a company's real value lies outside the business itself, in the minds of the potential buyers. The same can be made applicable to the NPO sector, which forms part of the bigger service brand family. The social capital of an NPO is its



brand and its real value lies within the minds of potential clientele and sponsors. According to Kapferer (1992:27), some service sectors only now seem to be entering the brand age. According to my observation, this can also apply to the NPO sector in South Africa.

Kapferer (1992:9) states: “Branding is much more than the naming *per se* or the creation of an external indication that a product or service has received an organisation’s imprint or its mark.” He identifies the following seven qualities to describe branding (1992:10-18).

#### 2.5.1.1 A brand aims to segment the market

Brands are part of a strategy aimed at differentiating the supply of services. NPOs should seek to better fulfil the expectations of specific groups of clients. They should do so by consistently and repeatedly providing an ideal combination of attributes, tangible and intangible, practical and symbolic, visible and invisible, under conditions that are economically viable for the NPO. The NPO should strive to leave its mark on a given field, and set its imprint on the services. According to Kapferer (1992:10), it is no coincidence that the word “brand” also means the actual act of burning a mark into the skin of an animal, in this way designating ownership. The first task in branding is to define just what the brand infuses into the service and how the brand transforms it. In other words, what attributes are embodied in the service, what advantages does it incorporate, what benefits does it provide and what obsessions does it represent? These questions highlight the fact that branding is not based on what goes *on*, but on what goes *in*.

#### 2.5.1.2 Brands are built up by persistent difference over the long run

The time factor and the concept of competition should not be neglected. Brands become known through the services they deliver and bring to the

market. Whenever a brand innovates, it generates “me-too-ism<sup>2</sup>” (Kapferer, 1992:11). Any progress made quickly becomes a standard to which buyers become accustomed. Competing brands must then follow suit if they do not want to fall behind. A brand is the signature on a constantly renewed, creative process which yields product A today, products B and C tomorrow, and so on. Products are introduced, they live and disappear, but brands endure. The consistency of this creative action is what gives a brand its meaning, its contents and its character. Creating a brand requires time and an identity.

#### 2.5.1.3 A brand is a living memory

The spirit of a brand can only be inferred through its products and its advertising. The content of a brand grows out of the cumulative memory of these acts, provided they are governed by a unifying idea or guideline. Therefore, it is important that NPOs understand that the way the target audience is introduced to a brand creates an anchor in their memories that shapes all future perceptions.

#### 2.5.1.4 A brand is a genetic programme

A brand is both the memory and the future of its products. An analogy from genetics provides a key to understanding how brands work. The brand memory that develops contains the programme for all future developments, the attributes of later models, the characteristics they will have in common, and their family resemblance as well as their individual personalities. By understanding a brand’s programme, we can trace its legitimate territory and the area in which it can be extended, beyond the products that created it. The brand’s implicit program reveals the meaning and direction of both former and future products.

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<sup>2</sup> Using principles, practices, or designs copied from and closely similar to those of a rival (Free Online Dictionary, <http://www.tfd.com/>)

#### 2.5.1.5 A brand gives products their meaning and direction

The brand tells why products exist, where they come from, and where they are going. It also sets their guidelines, which evolve over time. Kapferer (1992:13) is therefore of the opinion that major brands have meanings that describe their content and their sense of direction. The inter-relationship between the products and brand is of critical importance. The products embody what the brand is about, while the brand communicates about products and gives them meaning, as products cannot speak for themselves. A brand can only be developed through long-term consistency, which is both the source and the proof of its identity.

#### 2.5.1.6 A brand is a contract

A brand becomes credible through endurance and repetition. Over time, the brand's programme becomes a commitment. By creating satisfaction and loyalty, the brand enters into a virtual contract binding it to the market. The contract a brand establishes is economic, not legal.

#### 2.5.1.7 The internal requirements involved in branding

A contract implies constraints. The brand approach assumes first that an organisation and its various functions all have a single, specific focus. The personnel, who have a key role to play in relations with customers, have to demonstrate continuity and consistency. Therefore, it is clear that the brand approach requires internal as well as external marketing. The brand must make its standards generally known, establishing and thereby differentiating the product and acquiring an aura of exclusivity. According to Kapferer (1992:18), a strong brand becomes a symbol with the power to mobilise internally and to attract on the outside. The brand is the organisation's external façade, maintaining a constant requirement and necessity to aim ever higher – "a passion for excellence" (1992:18).

Service brands represent a specific relationship, instead of a person or a place, under the auspices of the brand. A contrast between a product and service brand is that the service is invisible. Structurally, service brands are handicapped in creating images for themselves. This is why such brands use slogans or a brand message. The slogan is a commandment for internal and external relations. The challenge for the brand approach in the service industry is that human beings are intrinsically and unavoidably variable.

### **2.5.2 Brand identity and equity**

Few firms know what their brands are, where their unique quality lies, or what their singularity and their identity entail – in short: what is a brand's basic uniqueness? The underlying principles of this question will form the foundations of a brand charter. The essence of brand identity lies, according to Kapferer (1992:34), in the answers to the following questions concerning a particular brand:

- What is its individuality?
- What are its long-term goals and ambitions?
- What is its consistency?
- What are its values?
- What are its basic truths?
- What are its recognition signs?

These six questions point to the brand's definition and could indeed constitute its brand charter or corporate identity manual.

Aaker (2002:44) supports Kapferer (1992:34) by evolving a brand identity-planning model. He divides this model into three phases:

- Phase 1 involves a strategic brand analysis.
- Phase 2 involves the formulation of a brand identity system with the brand essence as the core wherein the value proposition and credibility of the organisation lies within the relationships with the target audiences.

- Phase 3 involves the brand implementation phase wherein the brand is positioned within a brand management programme and tracked appropriately.

The goal of the brand leadership paradigm is to create strong brands. Strong brands' strength lies in their brand equity. According to Aaker (2002:17), brand equity is defined as the brand assets (or liabilities) linked to a brand's name and a symbol that adds to a product or service. He groups these assets into four dimensions: brand awareness, perceived quality, brand associations and brand loyalty.

- *Brand awareness* is an often undervalued asset; however, awareness has been shown to affect perceptions and even taste. People like the familiar and are prepared to ascribe all sorts of good attributes to items that are familiar to them. The Intel Inside campaign has dramatically transformed awareness into perceptions of technological superiority and market acceptance.
- *Perceived quality* is a special type of association, partly because it influences brand associations on many contexts and partly because it has been empirically shown to affect profitability (as measured by both return on investment and stock return).
- *Brand associations* can be anything that connects the customer to the brand. It can include user imagery, product attributes, use situations, organisational situations, brand personality and symbols. Much of the brand management involves determining what associations to develop and then creating programmes that will link the associations to the brand.
- *Brand loyalty* is at the heart of any brand's value. The concept is to strengthen the size and intensity of each loyal segment. A brand with a small but intensely loyal customer base can have significant equity.

These four dimensions guide brand development, management and measurement.

### 2.5.3 Brand management and brand leadership

Aaker (2002:8) explains brand leadership as the evolving paradigm. The classic brand management system has worked well for many decades. However, he continues by stating that this system falls short in dealing with emerging market complexities, competitive pressures, channel dynamics, global forces and business environments with multiple brands. Because of these factors, the brand leadership model emerged. The two models are compared in Table 2.1.

Table 2.1: Brand management and brand leadership (Aaker, 2002:8)

	<b>Classic brand management model</b>	<b>Brand leadership model</b>
<i>From tactical to strategic management</i>		
<b>Perspective</b>	Tactical and reactive	Strategic and visionary
<b>Brand manager status</b>	Less experienced, shorter time horizon	Higher in the organisation, longer time horizon
<b>Conceptual model</b>	Brand image	Brand equity
<b>Focus</b>	Short-term financials	Brand equity measures
<i>From a limited to a broad focus</i>		
<b>Product-market scope</b>	Single products and markets	Multiple products and markets
<b>Brand structures</b>	Simple	Complex brand architectures
<b>Number of brands</b>	Focus on single brands	Category – focus on multiple brands
<b>Country scope</b>	Single country	Global perspective
<b>Brand manager's communication role</b>	Coordinator of limited options	Team leader of multiple communication options
<b>Communication focus</b>	External/customer	Internal and external
<i>From sales to brand identity as driver of strategy</i>		
<b>Driver of strategy</b>	Sales and share	Brand identity

Table 2.1 indicates clearly the emphasis on strategy as well as tactics, its scope that is broader, as well as the fact that it is driven by brand identity and sales.

Aaker (2002:26) continues to highlight the challenges in brand management and leadership:

- In regard with the organisational challenge; the organisation must establish a brand-nurturing structure and culture
- He describes that the brand architecture challenge can be overcome by an effective, well-conceived architecture that will lead to clarity in customer offerings, real synergy in the brand and their communication programs, and an ability to leverage brand assets.

- The brand identity is the heart of the brand leadership model, because it is the vehicle that guides and inspires the brand-building program. The brand position can help prioritise and focus the brand identity by setting forth the communication objectives: What message will best differentiate the brand and appeal to the target segments?
- The key to the brand-building programme challenge is brilliant brand execution that bursts out of the clutter. The challenge is to be noticed, to be remembered, to change perceptions, to reinforce attitudes and to create deep customer relationships.

Aaker (2002:27-28) states that brilliant execution requires the right communication tools. He concludes this section on brand leadership with: "...one key is to access alternative media ...and successful brand management involves measurement".

## **2.6 Summary**

In Chapter Two the NPO sector and the face of NPOs in South Africa were described. This section was followed with the description on the theory of corporate communication, social marketing, branding and brand management. The important link and integration between these three concepts were highlighted and illustrated within the NPO sector. In Chapter Three the research design and methodology will be discussed.

## **CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY**

### **3.1 Introduction**

Following the literature review presented in Chapter Two, Chapter Three deals with the research design of the study, as well as the actual research process that was implemented. Within the research design and process, it is endeavoured to find answers on the study's main research question, namely: "How can the GGASA develop/manage its corporate brand to communicate its image effectively to internal and external audiences?"

The GGASA, as the case study in this research, is also discussed in more detail. The focus is on the importance of developing and implementing effective communication theories and techniques, and more specifically the importance of corporate image building ("branding"). This focus is linked to the role of social marketing and corporate branding. The status quo of the GGASA corporate communication with both the internal and external audiences of GGASA will be consulted and investigated.

### **3.2 Setting the scene: The Girl Guides Association of South Africa (GGASA)**

The GGASA is one of the almost 100 000 NPOs in South Africa and has been selected as the case study for this research. The information in the discussion was extracted from two main GGASA sources (GGASA, 2004a; GGASA 2004b). These sources form part of the fundamental principles of the GGASA which serve as a foundation or core for the GGASA's beliefs and actions, and they are the starting point for the study.

#### **3.2.1 General information**

The GGASA is a national, non-formal educational organisation with a network of 800 local Guiding units throughout South Africa. Current membership of girls and women is around 18 000, with potential for growth. The GGASA is a



member of the World Association of Girl Guides and Girl Scouts (WAGGGS). WAGGGS is the largest women's organisation in the world aiming at the development and advancement of girls and young women as responsible citizens of the world.

### **3.2.2 Aim of GGASA**

The aim of the GGASA is to provide a programme embracing a wide range of leisure time activities and interests which, while enjoyable in themselves, have an underlying educational purpose, namely to develop individual character based on the values expressed in the Promise and the Law of the GGASA. The Promise and the Law form the basic rules which bind all the members together into one sisterhood and give the feeling of kinship with and closeness to other members. It is through the Guides' Promise and the Law that the movement is kept alive. The Promise and Law are set out in Table 3.1.

Table 3.1: The GGASA Promise and Law (2004 a:10)

<p><b>The Promise</b></p> <p>I promise that I will do my best            To do my duty to my God and my Country            To help other people and            To keep the Guide Law</p>
<p><b>The Law</b></p> <p>A Guide is to be trusted            A Guide is loyal            A Guide is helpful            A Guide is friendly            A Guide is polite and considerate            A Guide cares for the earth and living things            A Guide is obedient            A Guide is brave and cheerful            A Guide is thrifty            A Guide respects herself and others</p>

The Promise and Law are two separate issues, but they are very closely linked together. The Promise is a Guide's commitment to live her life as described and the Law describes the sort of person a Guide should strive to be and the way she should behave. "Living the Promise and the Law" should be part of the GGASA members' lives.

### **3.2.3 Mission statement**

The GGASA exists to actively develop the full potential of all girls and women, incorporating a clearly defined value system. Through its commitment to life, leadership, outdoor and life skills, a progressively dynamic programme is offered in which members are given opportunities to fulfill their particular responsibilities. Potential is developed through voluntary small group participation in all communities, without restriction of colour or creed (GGASA, 2004 b:10).

### **3.2.4 Methods**

The Guiding Educational Programme includes different methods to achieve their educational goals. The Patrol System promotes the development of leadership skills. The girls learn by doing activities which stimulate progressive self-development and active co-operation between youth and adults. The girls are also trained in various skills such as life skills, job skills and business skills. The outdoor activities and skills enhance the girls' personal self-reliance, as well as involvement in environmental matters. They further promote community involvement at large.

### **3.2.5 Programme**

The GGASA offers an Educational Programme that stimulates physical, mental, spiritual, social and emotional growth. The Educational Programme is based on the Promise, which offers an opportunity to develop moral values and behavioural principles. The activities of the Education Programme promote:

- ❑ A healthy lifestyle
- ❑ The positive use of leisure time
- ❑ The development of practical skills and knowledge
- ❑ Cultural understanding and positive relationships with people
- ❑ The development of creative abilities
- ❑ The acquisition of leadership and project management skills
- ❑ Challenges and activities to meet the needs of the youth

- Camping and outdoor activities
- International understanding

### **3.2.6 Membership**

Membership is open to women and girls who are prepared to participate on a voluntary basis. Membership is open without distinction of creed, race, class, nationality or any other socially accepted circumstance.

### **3.2.7 Member benefits**

The Guiding programme for girls between 5 to 25 years has a philosophy of addressing real life issues such as:

- Children's rights, especially for the girl child
- HIV/AIDS awareness amongst girls, contributing to care and support
- Democracy and human rights
- Job creation through cultural tourism, conservation and environmental programmes and outdoor activities
- Substance abuse, teenage pregnancy, violence against women, by offering teenagers access to counselling and support networks
- Information technology and science for girls
- Community outreach projects

### **3.2.8 Uniform**

As representatives of the GGASA, all members are responsible for presenting a good image within the Association and to the community. All members are expected to dress appropriately for the conditions and performance of their duties. Uniformity is a means of achieving loyalty, pride and a sense of belonging. It is also an advertisement for Guiding. People in a uniform are often perceived to be someone special. A full description of the uniform for girls and Guiders is described in a separate uniform module (GGASA, 2004b).

### **3.2.9 Cost**

As with all clubs and groups there is an affiliation/membership fee. Membership fees are payable annually. The money is used to contribute towards the human resource and material development of the Association. By paying membership fees, GGASA members demonstrate their personal commitment to the Association and contribute towards the Association's growth and development.

### **3.3 Research design**

According to Mouton (1996:108), the rationale for a research design is to plan and structure a research project in such a way that the eventual validity of the research findings is maximised through either minimising or, where possible, eliminating potential error. This will be done by identifying the key dimensions for validation purposes, as well as eliminating possible threats to the validity of the study.

The population studied is the non-profit sector, with a special focus on the GGASA as a development agency. The GGASA has been chosen as a representative NPO as it is a recognised and registered international NPO. In 2001, the GGASA management decided to put a transformation challenge in place. The new way forward was designed to accelerate change within the GGASA as a proactive management tool for three years. This process would ensure that change is implemented and embraced throughout the country by all members of the organisation. The key objectives of the transformation challenge can be outlined as follows:

1. A more relevant programme for girls that will take note of cultural and community needs.
2. Support systems for regions and local units so that they can serve communities.
3. Creating a more user-friendly framework.
4. Changing management operations to enable more black women from rural and urban communities to assume leadership positions.

5. Securing long-term sustainability with a business plan.
6. Introducing strategic management methodology.
7. Broadening networks to include other non-profit organisations, government and business.

Although the GGASA has always prided itself on being multi-racial and inclusive, this transformation challenge process helped the GGASA management to recognise that it was necessary to become more active in the role of developing young women and meeting the ideals of their mission to truly empower girls and women. A capacity-building programme, financed by The Royal Netherlands Embassy and NOVIB was introduced and piloted in 1997 in four provinces with good results. An evaluation of the two-year programme commissioned by NOVIB indicated a need to extend it nationally with certain recommendations to enhance and accelerate the cascade effect (GGASA, 2002).

One of these recommendations was to change the culture of the organisation by improving the image of Guiding in society. This recommendation strengthened the implementation of the research as the GGASA management and staff realised the important role that communication would play in achieving their development goals as an organisation.

In designing the research for this study I utilised the existing theory on corporate branding, identity and image (Van Riel, 1992, and Argenti, 1998), and combined it with social marketing and branding and then applied it to a new context (the non-profit sector). The study can therefore be described as an applied research study. As an applied research study, it will further try to solve specific problems and help practitioners to accomplish tasks (Neuman, 2000:24), by studying the communication and development nature of an NPO, in this case the GGASA.

There is a lack of evidence that other research has been conducted in the field of corporate communication, social marketing and branding in the NPO sector. This study is therefore primarily exploratory and basic (Mouton, 1996:102).

Basic research focuses on contesting or supporting theories that explain how the social world operates (Neuman, 2000:23). The study is therefore of a social nature, entailing continuous interaction between the researcher and the social world, specifically the NPO sector. Three key terms have been linked, viz. NPO, development and communication. With more than 25 years of working in the non-profit sector, the researcher has built up an extensive background knowledge and a cognitive interest. The aim of the research is interpretive and descriptive and focused on obtaining a deeper understanding of this specific social world.

### **3.3.1 Qualitative research**

This section provides a general description of qualitative research, and also focuses on the characteristics of qualitative research.

#### 3.3.1.1 General description

There does not seem to be one single agreed definition of what constitutes a qualitative method. The following descriptions can be noted:

- “Qualitative research is a broad term that encompasses a variety of approaches to interpretive research. It can be historical, sociological, political, educational, and much more.” (Leedy, 1997:155 and 156.)
- Fryer (as quoted by Cassell & Symon, 1995:2) states: “Qualitative researchers are characteristically concerned in their research with attempting to accurately describe, decode and interpret the precise meanings to persons of phenomena occurring in their normal social context and are typically preoccupied with complexity, authenticity, contextualization, shared subjectivity of the researcher researched and minimisation of illusion.”
- Van Maanen (1979:520) states: “The label qualitative methods has no precise meaning in any of the social sciences. It is at best an umbrella term covering an array of interpretive techniques which seek to describe, decode, translate and otherwise come to terms with the meaning, not the

frequency, of certain more or less naturally occurring phenomena in the social world.”

- Another definition describes qualitative research as “an inquiry process of understanding a social or human problem, based on building a complex, holistic picture, formed with words, reporting detailed views of informants, and conducted in a natural setting” (Creswell, 1994:1).

### 3.3.1.2 Characteristics of qualitative research

From all these definitions of qualitative research various distinct characteristics can be identified. These characteristics of qualitative research are described below (Cassell & Symon, 1995:7).

- Qualitative research focuses on interpretation (understanding) rather than on quantification (Cassell & Symon, 1995:7; Lemon, 1995:33). This concept of understanding is also referred to as “*verstehen*”, referring to gaining an empathic insight into other’s attitudes (Van Vuuren, Maree & De Beer 1999:415). Mouton and Marais (1992:160) also state that for the qualitative researcher concepts and constructs are meaningful words that can be analysed in their own right, to gain a greater depth of understanding of a given concept. Understanding is thus a strong aspect of qualitative research, and part of the motivation of why this methodological approach is chosen for this particular research study. The focus on in-depth understanding is also an advantage of a qualitative research methodology (Naudé, 2001:97).
- Flexibility in the process of conducting research is a clear characteristic of qualitative research (Cassell & Symon, 1995:7). In qualitative research, the research design evolves during the research process. The design can be changed as the research progresses, because it is not possible to make any predictions about the outcome of the research beforehand (Naudé, 2001:96). This characteristic of flexibility is a further great advantage of qualitative research.

- An orientation towards process rather than outcome is another characteristic of the qualitative research methodology (Cassell & Symon, 1995:7). The process of qualitative research involves the researcher who gradually becomes part of the phenomena that she/he examines (Naudé, 2001:96). The nature of qualitative research is one of gaining understanding, making statements realistic and logical.
- Qualitative research is concerned with context – with regarding behaviour and situation as inextricably linked in forming experience. Several other authors describe this as the “natural setting” (Creswell, 1994:1; Lemon, 1995:33). Denzin and Lincoln (1994:2) also mention the significance of a natural setting and emphasise that qualitative researchers attempt to make sense of or interpret phenomena in terms of the meanings people bring to them. This examination of behaviour in a natural setting is an advantage in comparison to the artificiality of many quantitative research designs (Naudé, 2001:97).
- The aim of qualitative research is not to test theory but rather to “build” or attribute to theory as it evolves from the qualitative research process (Naudé, 2001:97; Van Vuuren *et al*, 1999:416).

### **3.3.2 Methodological choice: Qualitative study**

A qualitative research approach is most suitable to an exploratory study like this one. This study aims to investigate the communication strategies of a NPO – in this case the GGASA. It seeks to investigate whether the communication strategy, and more specifically, the corporate image and identity of the GGASA are contributing to the achievement of their organisational goals.

The study is in the form of a case study. The term case study pertains to the fact that only one unit – in this case an NPO, namely GGASA – has been studied intensively. The case study focus guides one towards understanding the uniqueness and the idiosyncrasy of a particular case in all its complexity (Welman and Kruger, 2001:183).



### 3.4 Data collection methods

In this qualitative study three data collection methods have been implemented. Firstly, semi-structured interviews were conducted with both internal and external audiences. Secondly, six focus group discussions were held, the groups also consisting of members of either internal or external audiences. Thirdly, a document (content) analysis was conducted of different communication materials of the GGASA.

Triangulation is an attempt to include multiple sources of data collection in a single research project to increase the reliability of results, and to compensate for the limitations of each method (Mouton & Marais, 1992:91; Lemon, 1995:33). In this study, the principles of data triangulation and methodological triangulation have been applied, because several data sources have been employed and more than one data collection method has been used to examine the research questions. In the next section, the three different data collection methods are discussed in more detail.

#### Method 1: Document (content) analysis

This method enables a researcher to analyse the *content* of texts or documents. Content analysis is usually aimed at public documents, especially editorials in newspapers and magazines, advertisements, letters, speeches, annual reports, proposals, etc. (Mouton, 2001:166). “Content” refers to words, meanings, pictures, symbols, themes or any message that can be communicated. The content analysis in this study was done according to the definition as described above.

I planned to analyse the official documents and products of the GGASA listed below in their archive, as identified in discussion with the National Administrative Support Manager of the organisation. The analysis was done with the GGASA’s logo as point of departure, and sought to ascertain how consistently the logo and associated branding elements were used in the documents and products. The following material was analysed:

1. News clippings
2. Printed advertisements, radio and television coverage
3. Brochures and posters
4. Publications
5. Newsletters
6. Annual general meeting reports
7. Proposals
8. Stationery
9. Website
10. Badges and corporate gifts
11. Uniforms
12. Name boards and banners
13. Vehicle branding
14. Constitution, policy organisation and rules and Communication and marketing module
15. The GGASA Strategic plan 2005-08

The management of the GGASA was asked to supply the above data and branded products.

#### Method 2: Semi-structured interviews

Researchers rely quite heavily on interviewing as research technique, which can be described as “a conversation with a purpose” (Marshall & Rossman as quoted by Pitout, 1995:112). According to Naudé (2001:104), the interview in qualitative research should not be viewed as just a list of questions to be asked. The questions for the interview should be carefully planned and pilot-tested (Leedy, 1997:199). They should be loose, informal, coequal, interactive, committed, open-ended and empathic. The questions asked are merely one element of the interview, as the main purpose is dialogue.

It should be kept in mind that during an interview the interviewer also acts as a participant observer, because the act of communication as a ritual means much more than just the meaning of the words uttered during target audience conversation (Naudé, 2001:105). The interviewer has to take note of the

different contexts playing into a particular interview situation, and record verbal as well as non-verbal cues. At the same time, the interviewer also plays an active role in determining the course of conversations.

Semi-structured interviews were conducted. Semi-structured interviews differ from unstructured interviews because the questions are asked from an interview schedule. In the semi-structured interview, the interviewer therefore does not just have a few topics to discuss, but has a list of questions with which to conduct the interview. Semi-structured interviews are also flexible in the sense that questions do not necessarily have to be asked in the same sequence as provided in the interview schedule (Naudé, 2001:105).

It was decided to use the semi-structured interview approach based on a specific interview schedule to establish the perceptions of the internal and external target audiences. The interviews would be flexible and would not necessarily follow the sequence as set out in the interview schedule (Naudé, 2001:105). These interviews are important for understanding the context in which the GGASA functions as seen from the different perspectives of its target audiences. The questions in the interview schedule were based on the literature study. It was planned that interviewees would be asked to provide examples to illustrate their answers in order to ensure that they understood the questions and also to ensure that I understood their answers correctly. Interviews were tape-recorded according to guidelines set by Rubin and Rubin (1995:125-127) which also further ensured their validity and reliability.

### Method 3: Focus group discussions

The focus group, according to Neuman (1997:253), is a special kind of interview situation that is largely non-quantitative. He further states that focus groups are useful in exploratory research or to generate new ideas for hypotheses, questionnaire items, and the interpretation of results. In focus groups, a researcher gathers together 6 to 12 people in a room to discuss one or more issues for one to two hours. Neuman (1997:253) also recommends that the group members should be homogeneous enough to reduce conflict, but should not include friends or relatives.

Focus group discussions are guided by the interview schedule. The researcher introduces the issues and ensures that no one person dominates. The researcher acts as facilitator, allows flexibility, keep people on the topic, and encourage discussion. Welman and Kruger (2002:189) suggest the following phases in conducting focus groups:

- The researcher introduces the topic to the group.
- The researcher sets rules, for example, that only one person should speak at a time.
- Participants (in turn) make an opening statement regarding their experiences of the topic.
- The researcher guides the open group discussion by asking questions such as: “Most people here mentioned Z, but how does that fit in with A?”
- The session ends with each person (in turn) giving a final statement that may not be challenged.

As in the case of semi-structured interviews, Neuman (1997:253) also recommends that these discussions be tape-recorded. Welman and Kruger (2002:189) state that the analysis of the information obtained from these focus groups is based on the interviewer’s records. “The interviewer may take notes of the participants’ responses with a view to writing a more complete report afterwards.” These researcher’s notes and the tape recording are used together to transcribe complete focus group discussion reports.

Based on Welman and Kruger’s opinions, I decided that in conjunction with the semi-structured interviews, six focus groups would be conducted, consisting of members of both external and internal audiences. The idea was that these focus groups would allow me the opportunity to group people together to create a common understanding among them regarding the corporate branding, identity and image of the GGASA, rather than individually forming their own views. These focus groups would also offer me the benefit of gathering information I would not otherwise be able to access, as people would be able to shape and reshape their opinion based on the focus group discussions (Babbie & Mouton, 2002:292).

### 3.5 Sampling

According to Neuman (1997:201), sampling is a process of systematically selecting cases for inclusion in a research project. Du Plooy (1995:54) indicates that there are generally two categories of sampling, namely probability (scientific) sampling and non-probability (non-scientific) sampling. When every member of the population has an equal chance of being selected as part of the sample, the researcher uses probability sampling. If only a subgroup of the population is investigated, or if not every member of the population has an equal change of being selected as part of the sample, the researcher uses non-probability sampling. Sampling enables a researcher to get a set of cases together that is more manageable and cost-effective to work with than a pool of all cases. One of the essential elements of sampling is to identify the population in the research process. The population studied in this research was the non-profit sector, with a special focus on the GGASA as a development agency. The GGASA was used as a case study in this research.

In the study, the researcher used two types of non-probability sampling in the case of respondents namely purposive and convenience sampling. Purposive sampling is an acceptable kind of sampling for special situations. The three main reasons for selecting this sampling type, are set out by Neuman (1997:206) as follows:

- To select unique cases that are especially informative;
- To select members of a difficult-to-reach, specialised population; and
- To identify particular types of cases for in-depth investigation.

According to Neuman (1997:206), the purpose of this type of sampling is to gain a deeper understanding of types rather than to generalise to a larger population. Convenience sampling is based on the collection of members of the population that are near and readily available for research purposes (Welman & Kruger, 2001:62). In this study purposive sampling was combined with convenience sampling to select key informants and a time schedule was drawn up in consultation with the GGASA's management to represent both the internal

and external target audiences of the organisation. The bulk of the key informants were scheduled for their semi-structured interviews and focus groups during the GGASA Annual National Council to enable me to access a nationally representative group of members in a cost-effective manner. The focus groups with the members of the GGASA as members were selected from two units based on their accessibility. Table 3.2 outlines the people who were consulted:

Table 3.2: GGASA internal and external audience groups consulted

<b>Audience group</b>	<b>Method</b>	<b>Individual/focus group details</b>
Internal audience	Semi-structured individual interviews	National President: Isabella Winkie Direko, Premier of the Free State Chief Commissioner: Eugenia Mbekeni Deputy Chief Commissioner: Kennia Plaskitt
	Focus groups	National Council and the National Board Regional Commissioners National Support Centre Management and staff Members of the GGASA as members of two Units – Boksburg/Benoni and Pretoria
	Content/document analysis	Official documents and products of the GGASA as identified in discussion with the Administrator of the organisation.
External audience	Semi-structured individual interviews	A national funder: National Lottery and/or the National Development Agency
		An International funder: Royal Netherlands Embassy
		A government representative from the Department of Arts, Culture and Sport
	Focus groups	Two control groups in the same area as the members of the GGASA as members

### 3.6 The research process

This section describes the actual execution of the research process.

#### 3.6.1 Interviews

The interview schedule design was based on theory and a preliminary literature study to use as a guide for interviews, both the semi-structured interviews and the focus groups. The questions in Table 3.3 were designed to obtain the necessary information from the different target audiences so as to enable the researcher to find answers to the research question.

Table 3.3 Interview schedule

Topic	Question
1. How can the GGASA develop/manage its corporate brand to communicate its image effectively to internal and external audiences?	<ul style="list-style-type: none"> <li>• What do you understand as a “brand”?</li> <li>• What do you understand under the corporate brand of the GGASA? (<b>Total picture</b> which includes the personality, identity and image – visual manifestation of the organisation’s reality as seen in its logo, buildings and stationery – <b>image</b> as the reflection of an organisation’s reality and thus the way an organisation is seen through the eyes of its target audiences.)</li> <li>• What is your understanding of the GGASA’s culture/personality?</li> <li>• How do you think external audiences perceive the GGASA’s corporate brand?</li> <li>• How do you think the GGASA can improve its corporate brand?</li> <li>• Are you aware of a change in the corporate brand of the GGASA?</li> </ul>
2. What are the <b>general characteristics, features, principles and functions</b> of the corporate branding, identity and image programme of the GGASA at present?	<ul style="list-style-type: none"> <li>• Through which media did you become aware of the GGASA’s brand?</li> <li>• Through which media do you think the GGASA can portray its corporate brand, identity and image? (i.e. AGM report, web site, brochures, etc.)</li> <li>• What would you say is the image and/or reputation of the GGASA?</li> <li>• What identity and/or association does the GGASA’s brand portray for you personally?</li> <li>• What changes have been made in the GGASA corporate brand, identity and image changes over the past five years?</li> </ul>
3. What are the <b>perceptions and views</b> of the <b>internal target audiences</b> of the GGASA regarding its current corporate branding, identity and image-building programme, if any?	<ul style="list-style-type: none"> <li>• What do you think are the perceptions and views of the <b>staff</b> of the GGASA regarding its current corporate branding, identity and image building programme, if any? (Please give examples of experiences)</li> <li>• What do you think are the perceptions and views of the <b>management</b> of the GGASA regarding its current corporate branding, identity and image building programme, if any? (Please give examples of experiences.)</li> <li>• What do you think are the perceptions and views of the <b>National Council and Board</b> of the GGASA regarding its current corporate branding, identity and image-building programme, if any? (Please give examples of experiences.)</li> <li>• What do you think are the perceptions and views of the <b>Regional Commissioners</b> of the GGASA regarding its current corporate branding, identity and image-building programme, if any? (Please give examples of experiences.)</li> <li>• What do you think are the perceptions and views of the <b>Youth</b> of the GGASA regarding its current corporate branding, identity and image-building programme, if any? (Please give examples of experiences)</li> </ul>
4. What are the <b>aims and expectations of both management and staff</b> of the GGASA regarding the implementation of its corporate branding, identity and image-building	<ul style="list-style-type: none"> <li>• What would you say are the <b>aims of management</b> of the GGASA regarding the implementation of its corporate branding, identity and image-building programme, if any?</li> <li>• What would you say are the <b>expectations of management</b> of the GGASA regarding the implementation of its corporate branding, identity and image-building programme, if any?</li> <li>• What would you say are the <b>aims of staff</b> of the GGASA regarding the implementation of its corporate branding, identity and image-building programme, if any?</li> <li>• What would you say are the <b>expectations of staff</b> of the GGASA regarding the implementation of its corporate branding, identity and image-building programme, if any?</li> <li>• What changes would you suggest regarding these aims and expectations of</li> </ul>

Topic	Question
programme, if any?	<p>the GGASA regarding the implementation of its corporate branding, identity and image-building programme, if any?</p> <ul style="list-style-type: none"> <li>• Who do you see as the customers/clients of the GGASA?</li> <li>• What are the characteristics/profile of the customers/clients of the GGASA?</li> <li>• In your opinion, how loyal are the customers/clients of the GGASA?</li> <li>• In your opinion, how satisfied are the customers/clients of the GGASA?</li> <li>• To what extent do the expectations of management meet the perceptions of its internal audiences?</li> <li>• To what extent do the expectations of management meet the perceptions of its external audiences?</li> <li>• If these expectations do not meet the perceptions, how do you think they can be improved and/or changed for the internal audiences?</li> <li>• If these expectations do not meet the perceptions, how do you think they can be improved and or changed for the external audiences?</li> </ul>

The research process has been outlined in paragraph 3.5. for purposes of clarity. The table was divided between the internal and external audience as per the specific research method.

#### 3.6.1.1 Semi-structured interviews

The process followed to conduct the semi-structured interviews is described below. First, the semi-structured interviews conducted with members of the internal audience are discussed; followed by the semi-structured interviews conducted with the external audience..

##### Semi-structured interviews with internal audience

The internal audience's semi-structured interviews (SSIIIA 1-4) were scheduled for the weekend of 19-21 March 2004, during the GGASA National Council at the GGASA National Office in Fourways, Johannesburg. This was found to be quite a convenient and cost-effective decision for the research process, as all the members of the GGASA over South Africa only meet once a year.

Three semi-structured interviews were initially planned. On Sunday 21 March, I realised that it would be a mistake not to interview the Chairperson of the Communication and Marketing committee as well, as the study falls specifically in the domain of this sub-group. Another individual interview was therefore planned for the day, but only three were actually conducted:

- with the Chief Commissioner; Eugenia Mbekeni;



- with the National President; Isabella Winkie Direko, Premier of the Free State;
- with the Chairperson of the Communication and Marketing Subcommittee, Hillary White.

Due to time constraints on this day, the fourth individual interview with the Deputy Chief Commissioner; Kennia Plaskitt, was rescheduled and conducted on 30 August 2004 at Willowmore High School, Boksburg, Johannesburg. The interview was divided into two sections, as both focus group discussions had to be conducted before the members of the group left school due to their examinations. However, this was not found to be a hindrance to the success of this individual interview.

#### Semi-structured interviews with external audience

Semi-structured interviews with the external audience included a national funder, National Lottery and/or National Development Agency; an international funder, Royal Netherlands Embassy; and a government representative from the Department of Arts, Culture and Sport (SSIIEA1-3).

As the GGASA Management had already sent out questionnaires to donors during May 2004, they indicated that they would prefer it if the researcher did not make any contact with donors of the organisation at that stage. The questionnaires' questions would provide similar data as that I would have gained from the interview schedule. The GGASA offered me copies of the completed questionnaires from three funders' representatives:

- NOVIB – M. Demenint
- National Development Agency – Nokulunga Tsholoba, and
- Interchurch Organisation for Development Cooperation – Herman Brouwer

I found the data relevant to the study and could incorporate the data.

### 3.6.1.2 Focus groups

The process that was followed to conduct the focus groups is described below. First, the focus groups conducted with members of the internal audience will be discussed whereafter the focus groups conducted with the external audience will follow.

#### Focus groups with internal audience

Focus groups were conducted with members of the National Council and the National Board and the Regional Commissioners (FGIA1). Two separate focus groups were planned in the initial schedule. In the planning of the interviews with management for the National Council weekend, it was suggested by the GGASA management that these two groups be combined to fit in with the weekend's programme.

On the Friday evening, 19 March 2004 at 21:30, after the day's formal programme, I was allowed to conduct the first focus group. This group consisted of 14 members, of which nine were Regional Commissioners, one an ex-Regional Commissioner, one National Board member and three Chairpersons of different sub-committees. One management staff member offered to take notes of the discussions, in addition to the tape recording. This was very helpful as it was my first interview and quite late in the day. The group was big and the members were tired and varied widely in age.

This first session was used to pilot the interview schedule. After this session, it was found that some questions were a duplication of each other and too lengthy. The research schedule was adapted and restructured.

The focus group with the National Support Centre Management and staff (FGIA2) was held on 14 June 2004 at the GGASA National Office, Fourways, Johannesburg. Due to numerous staff changes during the previous five months, only two staff members were able to be form part of this focus group discussion. These staff members were specifically involved with the coordination of programme implementation at an administrative and

community level and both were leaving the organisation within the next six weeks. This focus group discussion was found to be like an exit interview for these staff members. However, I was able to obtain the necessary information.

The first focus group with GGASA members (FGIA3) was held on 30 August 2004 at Willowmore High School (Boksburg/Benoni Unit) (FGIA3), with a Ranger group, consisting of four members. Although the group was very small, its members contributed quite extensively.

The second focus group was initially planned to be held in Soweto. As there was a lack in cooperation in this region, the GGASA management suggested that the Pretoria region be contacted. A focus group was subsequently held on Saturday afternoon 30 January 2005 at the Fountains Camp Site, Pretoria, during the Gauteng North Girl Guides Association Regional Workshop (29 to 31 January 2005). This group consisted of eight members and was found to be a very active and participative group (FGIA4).

#### Focus groups with external audience

The first focus group with external target audience members was held on 30 August at Willowmore High School. The group members were selected by Ms Kennia Plaskitt, the principal of the school. They were from the same age group as the internal focus group 1, but were not members of GGASA. The focus group discussion was held immediately after the focus group 1 with the internal audience in the same venue. This group also consisted of four members.

I was unprepared for the fact that not one of the members of this group had ever heard about the Girl Guides movement. They were quite unfamiliar with the brand and this focus group discussion was therefore very brief.

Initially I thought that this group discussion was unsuccessful, until the full set of data was analysed and seen in context.

The second focus group with external target audience members was selected from Sutherland High School, Centurion, Pretoria. This focus group was held on 7 February 2005 with a group of five members. This group was found to be the direct opposite of the previous external target audience group, because all the members were aware of the GGASA and were able to share many of their perceptions and views.

### **3.6.2 Document (content) analysis**

The analysis of the GGASA documents was initiated on 9 April 2005 at the GGASA National Centre in Fourways, Johannesburg. Ms Tina Eddy, in her capacity as National Administrative Support Manager, assisted me.

The GGASA's logo, as its branding position, was used as a point of departure during this document analysis. The items that were analysed over the next two months were grouped as follows:

1. News clippings
2. Printed advertisements, radio and television coverage
3. Brochures and posters
4. Publications
5. Newsletters
6. Annual general meeting reports
7. Proposals
8. Stationery
9. Website
10. Badges and corporate gifts
11. Uniforms
12. Name boards and banners
13. Vehicle branding
14. Constitution, Policy organisation and rules, Communication and marketing module (A resource kit for communication and marketing chairpersons)
15. The GGASA Strategic plan 2005-08

The above documents were found to be quite comprehensive in nature and offered valuable information on the use of the branding elements and communication approach of the GGASA.

### **3.7 Analysis of data (content analysis)**

Neuman (1997:272) describes content analysis as a technique for gathering and analysing the content of texts. *Content* refers to words, meanings, pictures, symbols, ideas, themes, or any message that can be communicated. *Text* is anything written, visual or spoken that serves as a medium of communication.

To conduct a content analysis, the text is coded, or broken down into manageable categories on a variety of levels; i.e. word, word sense, phrases or theme. Writing @ CSU (2005) distinguishes between two basic content analysis methods, namely conceptual analysis and relational analysis. Conceptual analysis, also known as thematic analysis, establishes the existence and frequency of concepts in a text. In contrast, relational analysis goes a step further by examining the relationship among concepts in the text. In this study, I planned to use the basic method of conceptual analysis (Writing @ CSU, 2005).

The following coding steps have been used as a guideline for the data analysis process (Writing @ CSU, 2005):

- A phrase has been used as the level of analysis.
- Flexibility has been allowed to add concepts as the analysis progressed.
- The coding was done based on the frequency of a concept.
- Distinguishing among concepts was allowed based on the flexibility of different forms.
- The decision was made to re-examine the irrelevant information after the results had been analysed.
- The coding of the text was done manually, while the text (transcription reports) was being read through.

- The results were examined and conclusions and generalisations made, where possible. The conclusions are discussed in Chapter 5.

For analysis of the semi-structured interviews and focus group discussions, the tape recordings and the researcher's notes were transcribed. The different transcription reports were numbered and filed as follows:

- Semi-structured Individual Interview (Internal Audience): SSIIIA 1-4
- Semi-structured Individual Interview (External Audience): SSIIEA 1-3
- Focus groups (Internal Audience): FGIA 1-4
- Focus groups (External Audience): FGEA 1-2

The content analysis documents were grouped and filed in 15 categories as described in paragraph 3.6.2.

Berg (2:2005) differentiates between inductive and deductive content analysis as follows:

- Inductive content analysis is a process in which researchers immerse themselves in the documents in order to identify the dimensions or themes that seem meaningful to the producers of each message.
- Deductive content analysis is a process where researchers use categorical schemes suggested by a theoretical perspective using the documents as a means for assessing the hypothesis.

I decided to use a mix of the inductive and deductive content analysis coding processes. The broad categories of this study identified through the deductive content analysis were further broken down into specific codes by using an inductive process.

The data were independently analysed by my study leader and the two sets of analyses were compared and aligned. This increased the reliability of the findings. Schemes were formulated according to the four broad categories A-D listed below, based on the research question, in an attempt to determine how

the internal and external groups understand the corporate communication of the GGASA.

- A. The aims of the communication of the corporate branding, identity and image programme of the GGASA.
- B. The principles of the communication of the corporate branding, identity and image programme of the GGASA.
- C. The characteristics of the communication of the corporate branding, identity and image programme of the GGASA.
- D. The perceptions of the internal and external audience of the communication of the corporate branding, identity and image programme of the GGASA.

The broad categories were identified manually by marking transcriptions with different colour highlighters. This enabled me to group the data together in order to report on the findings of the research data obtained for this study as set out in full in Chapter Four.

### **3.8 Summary**

In Chapter Three, the scene of the study field was set by describing The Girl Guides Association of South Africa (GGASA) as an organisation. The research design and more specifically qualitative research as this study's methodological choice was described. The three data collection methods were discussed, together with the sampling process that was used in this study. The last section of this chapter focused on the actual execution of the research process, as well as the analysis of data (content analysis). In Chapter Four the results of the study will be presented and discussed.

## **CHAPTER FOUR: RESULTS – PRESENTATION AND DISCUSSION**

### **4.1 Introduction**

Chapter Four reports as accurately as possible the findings of the semi-structured individual interviews and focus groups conducted with the internal and external target audiences to determine how effective the corporate communication of the GGASA is. The four focus areas of the research question are addressed, followed by a detailed discussion of the document analysis that was conducted.

### **4.2 Data analysis**

The data has been divided into two sections, namely the interviews and the documents, for analysis.

#### **4.2.1 Interviews**

The data gathered by means of the three data collection methods was analysed keeping the research question in mind. The data findings from the semi-structured individual interviews and the focus groups of both the internal and external audiences have been integrated in an attempt to expose the brand that the GGASA has managed to communicate.

Four categories were identified in the data derived from the external and internal audiences that pertained to the brand communication of the GGASA. The four categories are the aims of GGASA, the principles on which the GGASA is based, the characteristics of the organisational communication of the GGASA and the perceptions of the GGASA.

- The aims of GGASA are set out clearly in the mission of the organisation:  
The Girl Guides Association of South Africa exists to develop actively the full potential of all girls and women, incorporating a clearly defined value



system. Through its commitment to life, leadership, outdoor and life skills, a progressively dynamic programme is offered in which members are given opportunities to fulfill their particular responsibilities. Potential is developed through voluntary small group participation in all communities, without restriction of colour or creed. (GGASA, 2004a.)

- The principles on which the GGASA is based are found in the ways the organisation conducts its services, according to its Promise and Law, and the methods and programme of the organisation described in paragraph 3.2.
- The characteristics of the organisational communication of the GGASA are identified as seen by the members of the organisation, as they have been identified in its products and publications.

The data which related to the three categories above was compared to the official aims, principles and characteristics of the GGASA as communicated in the two main GGASA documents used in this study (GGASA, 2004a and b). In this process, various sub-themes were identified. The sub-themes are set out fully in paragraph 4.2.1.1.

- The fourth category identified was the perceptions that the target audiences of GGASA have of this organisation. These perceptions have been divided into three sections: firstly, a description of the internal audience's perceptions based on its own thinking; then what the internal audience thinks the external audience's perceptions are and thirdly, what the external audience's own perceptions are. The three views have been compared with each other.

#### 4.2.1.1 The aims of the GGASA

The results of the data analysis revealed that receivers picked up the following themes that are covered by the communication aims of the corporate branding, identity and image programme of the GGASA.

### Intercultural nature of GGASA

The internal audience noted that the GGASA had been intercultural since its inception because some groups are based in the black townships at Anglican/Roman Catholic/Methodist/Presbyterian churches. They all agreed that the intercultural nature of the Girl Guide movement made them who they are today. One respondent noted as follows: “In my job as principal of this school, I am able to do my job well, especially re integration of all (10 years ago); with little changes I have been able to manage a smooth change over – because it was part of my mind frame and I lead it like that – they are my mates, all cultures and race. Without Guiding it would not have been possible. The skills and training I received at the GGASA enabled me to cope better in my job. The sharing of different culture and experiences of people are just fantastic!” (SSIIIA4.)

The GGASA offers its members the opportunity to form closer relationships (between cultural groups) and have a better understanding of each other; “we rangers, we are just very much closer to each other” (Focus group 3).

The external audience noted the huge potential the GGASA has to reach out to women in South Africa with a diverse background (SSIIIEA1).

### Leadership building

The internal audiences all agreed that the GGASA’s methods and programmes are the reason why their members are demonstrating leadership skills. The National President of the Association described it as follows: “Girl Guides principles are reflected in my leadership style in government. Girl Guides offered me the opportunity to have my say.” She continues by stating: “Girls must be leaders – must be a member in the board room and enabled to make the necessary impact.” (SSIIIA2.)

The GGASA’s biggest asset is the leadership that has to be promoted and is seen to be part of the reputation of the organisation (FGIA3). This asset must be made much more visible. The leadership culture that is practiced by its

members is that of kindness, responsible girls, “feel free/be free” attitudes – an affection for nature and people of your own.

The external audience added to this aim the “Leadership of black women”. They see the GGASA as an organisation with potential to set up train the trainer facilities whereby many women can be inspired and empowered so that more women are prepared to take on leadership responsibilities at all levels in society (SSII EA1). The prominence of this theme in the data analysis is probably due to the slogan that the GGASA uses to describe its leadership which states: “Once a guide, always a guide; a guide will lead!”

#### Advancement of girls and women

Part of the history of South Africa was that “...the boys were pushed, while the girls were neglected” (SSIII A2). The internal audience of the GGASA sees its focus as girl development – “girl child” – the girl value needs to be promoted. The image of girls is boosted and the GGASA is seen as “...an opportunity to push girls even before the gender issue” (SSIII A2).

It is important to understand the inequality in gender before moving into relationships. Girls need to be equipped, to be helped and guided to become more vocal.

The internal audiences (SSII A 1-4) continue by stating that girls can become members of the GGASA who:

- are prepared “to walk this walk”.
- have an open mind and who can see the positive aspects.
- want to discover themselves; who are prepared to see a “new” vision of themselves – “the new you” – learn to know themselves better.

One of the respondents commented in this regard as follows: “You become almost a new person”: Your way of thinking changes – you see yourself as an unique person that can manage peer pressure.” (FGIA1.)

One of the internal focus group respondents (FGIA2M) said that it was especially in an under-resourced area where women were empowered – where there was a deep understanding of the real basic needs of the girls.

This comment was further supported by one of the members (FGIA3) who stated: “GGASA teaches us about being a woman and how to live in this World; preparing for life – helping others is part of our daily living.”

The external audience saw the role of the GGASA as to empower girls positively with an emphasis on the morals and values of girls; to prepare girls for the future in line with the GGASA motto “Be prepared”. Girls are getting exposure to specific issues, for example encouraging them to become a doctor/lawyer with their “Take a Girl Guide to work” programme (FGEA2).

The external audience continued to comment that the GGASA’s girls were not scared; they were girls who were prepared to get dirty; they were nature persons, and independent girls who were able to survive on their own and able to stand on their own two feet (FGEA2).

#### High values and responsibility

The internal audience saw the Girl Guiders as role models, for example: honest in executing their duties and aiming to steer away from corruption – “If leadership is corrupt – there is chaos – your own conscience is not clear and therefore you cannot reprimand” (SSIIIA2).

The Promise (as set out in paragraph 3.2.2) is seen as a unique factor for the organisation which has been in place for a long time. One of the members commented: “One is able to question yourself when you do something: is this what is expected from me? I know I must do the right thing. In this case, the association with the ‘Three-finger’ image comes to mind – making The Promise to the three people out there.” (FG1A2.)

In the opinion of the internal audience, the GGASA culture teaches girls responsibilities; to trust each other and to practice good morals and values that

are in line with the GGASA Law and Promise. One of the members noted: “It is a movement that teaches you responsibility and is not just something you can do on a Friday.” (FGIA2.)

The external target audience sees the GGASA as very traditional with specific routines, i.e. the oath and songs.

#### Volunteer-based organisation

Respondents noted that the voluntary base of the GGASA needed to be preserved. Guiding must be work done from the heart. It was very important to try to ensure that people are happy and recognised for what they were doing (SSIIA). Although it was difficult to market the values of voluntary work, it was critical to preserve this aspect – a comment specifically expressed by the internal audience.

#### 4.2.1.2 The principles of the GGASA

The results of the data analysis revealed the following themes within the way the corporate branding, identity and image programme of the GGASA communicated the organisation's principles.

#### Social skills

The internal audience agreed that the social experiences and opportunities that the GGASA offers girls were invaluable. One of the respondents noted: “It gave me the most wonderful life experiences/opportunities – joined since 16 years old for the last 30 years service of my life; certificates on the wall as the founder – the opportunity to study overseas; having the opportunity to have friends all over the world – in every country – to share opportunities to develop as an individual.” (SSIIIA4.)

One of the members stated: “At GGASA, we learn things; we learn how to understand ourselves, express ourselves better; learn to take care of ourselves, learn not to judge each other; learn to understand unconditional acceptance of each other and experiencing the sense of belonging.”

The external audience saw Guiding as an extramural/cultural activity for girls which was all about meeting people and making new friends; a place to build long life friendships.

#### Religion and physical development

In the past the GGASA was based in the black townships at Anglican/Roman Catholic/Methodist/Presbyterian churches focusing on Girl Guides activities. Camping was part of the programme. The National President of the Association recalled the role of the church as: “At Modderpoort (9 km from Ladybrand) – there was a cave which was very popular – many faith-based groups used it – mountain climbing with the girls, bushman paintings in the caves; it was quite an experience. Churches pushed it as an extra-mural activity as the activities provided physical and mental exercises.” (SSIIA2.)

Another member commented: “We have a lot of outdoor and indoor activities, life skills. The GGASA is following a dynamic programme; it incorporates all aspects of life; spiritual, physical, cognitive, etc.” (FGIA3.)

#### Unity, passion and commitment

The internal audience saw the unity of the members as part of the uniqueness of the GGASA. One of the respondents referred to this as: “camaraderie; the feeling of belonging; the spirit within the movement; it creates the feeling that ‘I am back home’” (SSIIIA2).

The uniform was seen as a symbol of this unity. The members commented that they still wanted the uniform today, as it strengthened the unity perception. In a group it stood out as a very specific brand statement, they said (FGIA2).

Others commented that the GGASA’s development focus was its strength and there should be no compromises in this area. They said the GGASA had access to more than 10 000 girls and should maximise this platform by addressing issues such as suicide, abortions, HIV and AIDS. No superficial issues should be driven (FGIA2R). The principles and passion of GGASA were seen as a unique differentiator in the development sector.

A member of the GGASA said, “Our organisation is ‘unique’ and ‘cool’. As Boys equals Scouts, so Girls equal Girl Guides.” In the rural areas GGASA was seen as the “lifeline” rope. Respondents said it drew the girls closer, pulling them out from wherever; offered them opportunities such as overseas travel, and the beauty of the system, as they said, was that these opportunities did not cost them a cent. However, this experience did change their whole life. One of the members commented: “I would never been able to achieve all of this without Guiding – you only dream of this; Guiding makes your dreams come true!” (FGIA3.)

Most of the internal audience saw GGASA as a sincere commitment. Members noted that they had been members since Grade 4/Std 7 and were still members after 22 years and more: “Once a Guider – always a Guider!”

The members did not see themselves as an organisation, but as one big family coming from the same background. There was no authoritarian level and judgment, even if some of the members were older and wiser. The feeling was: “my home is your home” where one could feel free to express oneself.

The external audience noted that they associated the GGASA with the “Brownies”; the GGASA uniform and badges. They also noted that you could be proud as an individual to say you were a member of the GGASA and could not be influenced by others (FGEA2).

#### International links and networks

As the GGASA is a founder member of the worldwide movement (WAGGGS), it offers great opportunities to its members; especially with international events. The girls are able to travel and see the world. The external audience regarded this as one of the GGASA biggest strengths and saw it as an organisation that was well positioned for skills transfer and in facilitating networks in order to maximise impact (SSIIEA2).

### Developmental focus

The GGASA developmental focus is placed on skills transfer, self-knowledge, relationship knowledge and creating the ability to speak out.

The skills transfer “potential” of the GGASA is to benefit the girls, providing training in basic skills, morals and values. Respondents saw the benefits as far beyond decision-making and as a powerful platform that was unused. (FGIA2M). The focus should be a developmental focus of all girls. The following were some of the comments from members (FGIA 1-4):

- “GGASA offer us as girls a lot of self confidence; teach us things to do and not to do; offer more opportunities to do stuff.”
- “It made me who I am; the GGASA moulded me.”
- “Guiding made me feel like a cake; it gave me all the ingredients – a nice cake and we all eat of the cake afterwards.”
- “A place where you can be comfortable with yourself – ‘can be the real you’.”
- “Meetings where you are able to speak out.”
- “Events/socials where you can be taught how to manage ‘boy relationships’; learn what each (different genders) is looking for in the other i.e. Girls/Boys schools social events (GGASA interaction with Boys Scouts offers possible opportunities).”

### Corporate culture and potential spread

The external audience noted that the GGASA’s target group was women and youth, which formed part of a very important sector of South Africa’s communities. Representatives from the funding organisations commented as follows:

- “The GGASA is one of the few organisations we fund that meets our stringent reporting procedures.” (SSIIEA2.)
- “The GGASA strength is to scale-up; they therefore have the potential to spread their impact. Another strength of this organisation is the corporate culture of the organisation.” (SSIIEA3.)



#### 4.2.1.3 Characteristics of the GGASA

The results of the data analysis revealed the following themes, which reflected how the corporate branding, identity and image programme of the GGASA communicated the organisation's characteristics.

##### Logo/image/brand

The internal audience saw the Guiding label – the “trefoil” – as their visual association and the recognised symbol of the GGASA. Most of the internal audiences were passionate about the brand/logo. The following remarks of the internal audience about the logo/image/brand of the GGASA can be noted:

- The trefoil logo is a logo that “got meaning” – the three leaves you can explain as referring to the threefold Promise (FGIA3).
- The trefoil is a logo with good meaning that can be read into it; respect, trust, good morals – it is a lot like a school logo (FGIA4).

On the other hand, negative remarks were also expressed by both the internal and external target audiences:

- “Not a visible logo – not been seen enough – all happening behind closed doors – in her opinion a definite visibility problem.” (SSIIIA3.)
- “GGASA should just be more upfront – less apologetic/guilt feeling.” (SSIIIA2.)
- “The GGASA's brand is unknown – people know about the Scouts (because they do more and are more visible) and there is a higher level of awareness with the Brownies.” (FGEA1.)
- “Lots of history, but lacking in visibility.” (FGEA2.)

The biggest challenge was seen as the awareness of the GGASA movement. A perfect example here is the experience I had with the external focus group one. The focus group was held in the same school where the Deputy Commissioner of the GGASA is the principal. Of the four focus group members, not one was aware of the GGASA.

To complicate the brand further, it was noted by the internal audience (FGIA1) that sometimes each region has its own brand – for example the East Rand, where there is money in the bank, focuses on science and technology projects vs. Soweto (since the 1960s), which is under-resourced, yet has a specific developmental focus on HIV and AIDS. Between the two branches, the focus and the needs and resources that are available are very different. Therefore, different definitions existed of the brands and it was very difficult to synthesise these differences.

The presentation of the logo is discussed in more detail in the documentation analysis in paragraph 4.2.2.1.

### Uniform and badges

The GGASA uniform and badges are typical within the movement. There are very specific associations connected to the wearing of uniforms. In a group it stands out as a very specific brand statement, i.e. blue is Guides, brown is Brownies.

It came out very strongly from the members that they still wanted uniforms today, as it strengthened the unity perception. They saw the uniform as a form of branding. Some of the remarks made by young members (FGIA3 and FGIA4) about their uniforms and badges were:

- “I am hooked by the uniform.”
- “We love the uniform; it is unique and it gives you a sense of belonging.”
- “The uniform gives me the ‘aura/feeling’ of being a soldier, that of admiration, feeling big and strong, the feeling which grasps the attention.”
- “We do badges and identify guiding with badges; a tool whereby you can measure yourself that you are working towards reaching your goals.”

The association of the uniform with the GGASA, especially with the Brownies uniform and badges as a goal measurement, was confirmed by the external audiences.

### Tradition and lifestyle

It came out very strongly from the internal audience that Girl Guides is about girls who subscribe to a special kind of lifestyle. Comments made by specific internal audiences included:

- The National President: “The Girl Guide background becomes part of you, it shifts your views. As National President I have been walking 16 miles with Girls Guides – even now in the evening of my life.” (SSIIIA2.)
- “Girl Guides is part of our tradition; I was a Girl Guider, I want my children also to be one – come and have the fun that I had.” (SSIIIA4.)
- “I am a member since the age of 11 and it is part of my life since; part of my lifestyle. The GGASA is my companionship while I stayed in the UK – my children were involved – it gave me an extra interest besides my home life – it gave me the satisfaction as it made me feel that I am making a difference in the life of other people.” (SSIIIA3.)
- “The GGASA is part of me and our family’s tradition – it’s in the family and we have to pass it on - it is a ‘Generations’ activity.” (SSIIIA1.)

These views were supported by the external audience which commented that the GGASA is a movement which was very traditional with specific routines, i.e. the oath and songs.

### Resources and organisational sustainability

The internal audience listed the following challenges that threatened the right of existence of the GGASA:

- *Lack of funding* – “money is our biggest problem – we would be able to carry on and help the Girls to go on overseas trips and would be able to afford to pay for it and not moaning about the lack of money all the time” (SSIIIA3).
- *Richness in outside activities* – “In the past the GGASA used to be a larger movement – today there are other attractions, which take the focus away from the movement even at schools, i.e. hockey and a variety of sports and cultural activities.” (SSIIIA2.) Today, the movement

has a shorter lifespan than formerly – after five years, the girls have had enough.

- *Scouts* are a threat as they now include girls as well, although there is no specific girls' programme; the girls are just included in the boys' programme. The GGASA is less adventurous than the Scouts programme. The association with the Scouts brand is "adventure". "We have girls in the age group 14+ who join the Scouts, because they are doing more adventure activities." (FGIA1.)
- *The resistance to change* according some of the internal audience can be traced back to the lack of understanding; management needs to have a deeper understanding within the developmental sector, which is outlined in the association's strategic plans. "The biggest problem is to get the adults to make a mind shift" (FGIA2M). The adult leadership in particular was seen to have difficulties in making the shift from seeing the GGASA focusing more on development issues versus "playing" issues i.e. less knots and more focus on real issues i.e. violence against women. "The Girls of South Africa need us – GGASA; the dilemma is that we don't have the impact!" Some of the staff felt that the GGASA was not really meeting the needs of their target audience. To complicate this resistance to change even further was the fact that there was a feeling that the adult leaders did not challenge each other. Broader consultation and discussions were suggested as a way of assisting this change management process (FGIA2R).

The comments of the external audience corroborated the perception that the resistance to change was the biggest challenge the GGASA was facing:

- NOVIB regarded the unclear vision or "*koers*" (course) of the organisation as a primary constraint in its relationship with the GGASA. The GGASA was seen as having been in a transition period for a long time; sometimes the impression was that they have left that stage behind. NOVIB saw the lack of clarity concerning the transformation process and the vision of the organisation as a weakness. "It seems that the transformation last

endlessly. They have been working on this process for a number of years now.” (SSIIEA1.)

- NOVIB added: “Agreement within the organisation of where they want to go and how they want to go about it. Firm commitments and stick to them. Create the change as a way to improve the efficiency and effectiveness of GGASA.” (SSIIEA1.)

#### 4.2.1.4 How the GGASA is perceived

The results of the data analysis of how the internal and external audience perceive the corporate branding, identity and image programme of the GGASA is divided into three sections and discussed below.

##### Internal audience’s perceptions

The transformation amendments brought about the strengthening of the Provincial structures. Part of this was that the GGASA structure had to change; it now placed more emphasis on a team approach. Leadership was predominantly white in the past. The changes were very visible and comments like the following were made:

- “It is us that must send this message across – to ensure an understanding of the changes that have taken place in the GGASA.” (SSIIIA2.)
- “Changes in the GGASA need to be in line with the lifestyles of today – the GGASA movement should be more upfront – because the girls have so much to learn.” (SSIIIA2.)

The image of the GGASA used to be that of “the goody-goodies” and “the tea makers”. Most of the respondents felt the GGASA needed to move away from this; it should now be all about empowering women in an organised manner; if you wanted something to be done, you got a Girl Guider to do it for you as they were honest; while at the same time you were having fun when you shared, which extended to the outdoors activities, where the fun really came in. The modern image of today’s girl needed to be that of respect for young women;

leaving the feeling of “Don’t mess with me, I am a Girl Guider!” – a possible slogan (SSIII4).

It was felt that the GGASA needed to be flexible and needed to keep introducing new current issues into the programme, but also needed to be able to keep the balance and ensure cost-effectiveness. The feeling was shared that it was each individual member’s responsibility to sell the movement actively (FGIA2).

#### Internal audience’s perception of how they are perceived by external audiences

The internal audience in most of the interviews and focus groups felt that outsiders associated the GGASA with the following:

- “Cookies” and “nerds”;
- “Little girls in blue dresses selling cookies and/or girls that can only bake cookies over the weekends.”
- The “goody-goodies”.

“People think we that we are all of the above, but we don’t DO THAT!” Some people mock the girls as members, but they, as the members, did not take it to heart; they ignored it and knew in their hearts the reason why they were members. Respondents noted that those with this positive thinking approach could manage the mocking, but those with low self-esteem dropped out of the movement. The mockery was just because people were uninformed about what GGASA was about. Respondents were unanimous that this placed a huge responsibility on each of the GGASA members to educate the public about what the GGASA was really about (FGIA3 and 4).

#### External audience’s perceptions

The external audience’s views were 100% in line with the internal audience’s own views of the external audience. Associating words were the same: “the goody-goodies”; “goody-two-shoes” (“always doing everything right”); selling cookies; laugh at you; the feeling/attitude/perception: “Don’t you have a life?” (FGEA2).

Individual respondents of the external target audience added the following three priority areas for the next three years as their vision for the GGASA: Vision and strategy within the organisation, organisational culture and women's empowerment (SSIIEA1).

#### **4.2.2 Analysis of documentation**

The GGASA's logo as its branding position, was used as a point of departure in the document analysis. The status quo on the logo's situation within the GGASA is initially discussed, followed by the analysis of the GGASA documentation.

##### 4.2.2.1 The GGASA's logo

In all the documents that were analysed, it became clear that there was no consistency in the presentation of the look and feel of the GGASA. Contributing to the confusion was the fact that there were so many logos and badges: a different logo for the different ranks of members, for the different groups (e.g. Brownies, Rangers, etc.), World membership, South African Guides and Scouts, Africa region and GGASA.

The GGASA House Style and the corporate image are set out in the Communication and Marketing Module as discussed in 4.2.2.2. In practice, however, the house style was not applied consistently across the board. The fact that no GGASA logo was presented on the GGASA uniform speaks for

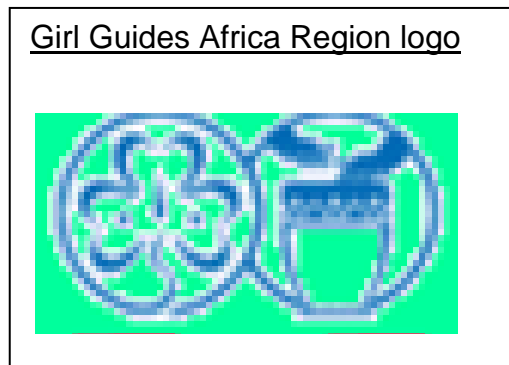


itself. The GGASA has spelled out all activities and programmes in modules – an indication that this organisation does have the necessary capacity and resources to create a consistent image with the presentation of its logo. The stylised trefoil illustrated here is the actual GGASA logo.

On the GGASA's website and some of the GGASA documentation, the stylised trefoil is presented with three other logos. To complicate things even further, the logotype – Girl Guides Association of South Africa, viz. the name – is also split from the GGASA logo emblem.

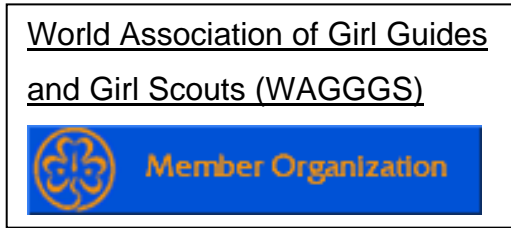


The South African logo combined with the flag logo represents the history of South African Guides and Scouts as they are proud that it was in South Africa that the founder, Lord Robert Baden-Powell of Gilwell, first envisaged and made practical use of his ideas in “*Scouting for Boys*” (GGASA, 2004a:9).



Drums are used as a means of communication in Africa and this is a significant symbol in a Region where distances between towns, villages, areas and countries are great and travel costs high. The trefoil symbolises the unity provided by membership of the World Association of Girl Guides and Girl Scouts (GGASA, 2004a:9).





The World Association of Girl Guides and Girl Scouts (WAGGGS) was formed in 1928, with South Africa's GGASA justifiably proud to be a Founder Member. The WAGGGS member logo is used as the enrolment badge to new members by the GGASA (GGASA, 2004a:9).

It is clear from the logo discussion and presentation that this is a major area of concern, in my view, for the corporate communication programme of the GGASA.

#### 4.2.2.2 GGASA's documentation

The documentation that was analysed has been grouped with my observation according to type, as per heading, for the discussion that follows.

##### News clippings

The news clipping file that was seen was not up to date and incomplete. No clipping had the GGASA brand on it. From the clippings, it was clear that the GGASA had strong presentation in community printed media, with minimum presentation in the national printed media. Most of the photos were published only in black and white, presenting the Girl Guides in their uniforms. The local branch contact details were given in the articles.

##### Print advertisements, radio and television coverage

No print advertisement of the GGASA had been developed. The Communication and Marketing Committee was considering the development of an advertisement as part of GGASA's centenary celebration in 2010. Local radio coverage was arranged by the local branches. The only television

presentation where the GGASA was featured was a clip about the Presidency workgroup on women with Eugenia Mbekeni, the GGASA Chief Commissioner, as a member of the group. She was wearing her GGASA uniform and as such positioned the GGASA.

#### Brochures and posters

No updated posters were on hand. The only new brochures that were available were about the Teddies and Brownies groups, outlining the specific activities of these programmes. The only other brochures were *The Transformation challenge* brochure and the brochure on the National conference centre and accommodation facilities available in Fourways.

#### Publications

The publications of the GGASA consisted of the following lists, which were grouped together in line with the various sub-themes that were identified as set out in paragraph 4.2.1.1.

##### Physical development and nature

- ✓ *ABC of camping*
- ✓ *Let's go camping*
- ✓ *Let's go walking and hiking*
- ✓ *Outdoor Adventure Challenge*
- ✓ *Games (general) and Brownie games*

##### Business principles and corporate culture

- ✓ *Basic Management training for district commissioners*
- ✓ *How to write a business plan*
- ✓ *Project Management*
- ✓ *Training module for regional bookkeepers*
- ✓ *Regional equipment secretary (managing a regional shop)*
- ✓ *Regional secretary (managing a regional guiding office)*
- ✓ *Training for trainers module*
- ✓ *Regional Training kit: Checklists and forms for organizing Regional Training*

Developmental focus/self-knowledge/relationship knowledge/speak out

- ✓ *Baking Business Training Module*
- ✓ *WAGGGS initiative on the prevention of adolescent pregnancy*
- ✓ *HIV/AIDS Activity kit*
- ✓ *Life skills module for peer educators*
- ✓ *Peer Education: General Module*

Uniforms/badges

- ✓ *Guide Proficiency Badge Book*

Unity/belonging/togetherness/passion/commitment

- ✓ *A 22<sup>nd</sup> February Thinking Day Kit*
- ✓ *Ceremonies throughout the movement (Section 1 and 2)*
- ✓ *Certificates (Ranger investiture, Brownie and Guide enrolment card)*
- ✓ *Guider Manual: Introduction to Guiding*
- ✓ *Handbook (Guide, Brownie, Ranger and Teddy)*
- ✓ *Our Rights, Our Responsibilities: WAGGGS call to action*
- ✓ *Recruitment strategy*
- ✓ *The Baden-Powell's Warrant (The Teddy Guider's, The Ranger Guider's, The Brownie Guider's and The Guider Guider's)*

My general view is that this list is very comprehensive. However, the general look and feel of the GGASA is not presented consistently. Figure 4.1 provides two examples of the front pages of the GGASA training modules.

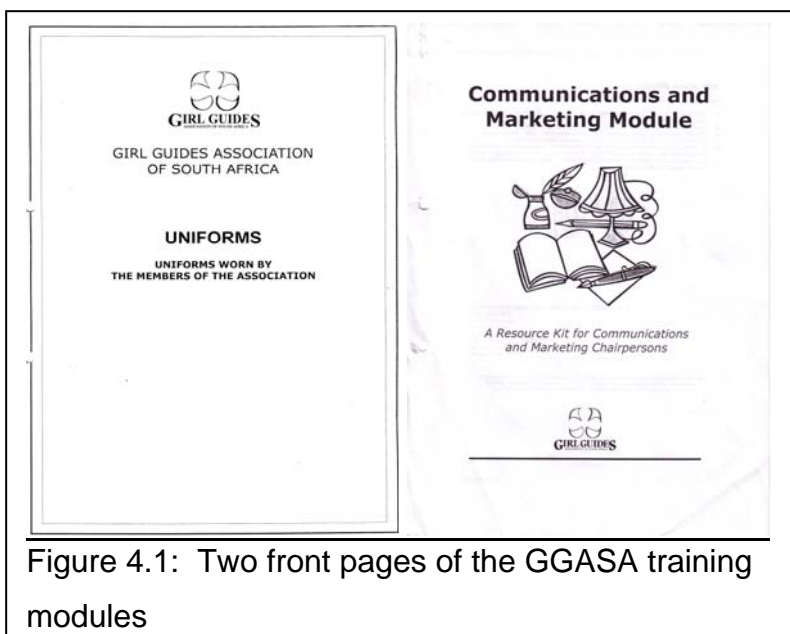


Figure 4.1: Two front pages of the GGASA training modules

A GGASA newsletter, *South African Guider*, is produced three times a year by the Editor, Cinzie Beley, a member of the GGASA. This newsletter is mainly distributed to the internal audience; 1000 copies at a time. Copies are also distributed to some libraries for archive purposes. The back page of the newsletter is an excellent example of details that should be displayed of the GGASA in order to promote the organisation (Figure 4.2)

<b>REGIONAL COMMISSIONERS CONTACT DETAILS</b>			
<b>Eastern Cape, CAPE EAST</b> Mrs Liane Hyman P O Box 7778 Newton Park, 6055 (041) 922 7381 (041) 994 5470 (F) hyman@vwsa.co.za	<b>Eastern Cape BUTTERWORTH</b> Mrs Baba Mbangeni P O Box 6112, Butterworth, 4960 (047) 492 0207 083 509 8845	<b>Eastern Cape UMTATA</b> Mrs Elisabeth Dalasile C/o Tshapile JSS P O Coghlan, 5054 072 172 5694	<b>Eastern Cape CENTRAL</b> Ms Prudence Quluba P O Box 1449 Kingwilliams Town, 5600 082 255 2090
<b>Eastern Cape EG KEI</b> Ms Nombeko Luthuli P O Box 1418 Kokstad, 4700 (039) 727 2294 082 948 5861 e-mail: mberski@futurenet.co.za	<b>Eastern Cape QUEENSTOWN</b> Mrs Nthuthu Makayi 16 Maple Crescent Weshof, Queenstown, 5319 082 699 3802 (045) 839-5565 (F)	<b>KwaZulu-Natal COASTAL</b> Mrs Betty Wiseman Postnet Suite 81 P/Bag X578, Eshowe, 3815 (035) 474 2509 (035) 474 1815 (F) gwiseman@cybertade.co.za	<b>KwaZulu-Natal INLAND</b> Prof Maryanne Green 10 Dulwich Road Pietermaritzburg 3201 (033) 346 1852 082 510 8585 green@ukzn.ac.za
<b>KwaZulu-Natal SOUTHERN</b> Mrs Maisie White P O Box 34119 Northdene 4064 Tel: (031) 708-4280/1 office@fairfell.za.org	<b>KwaZulu-Natal NORTHERN</b> Mrs Patricia Zwane C/o Kwasa High School P/Bag X319, Paulpietersburg, 3180 072 159 8720	<b>Western Cape, CAPE WEST</b> Mrs Merrill Reed 35 Lower Main Road Observatory, 7925 Cape Town (021) 448-5106 ggcw@mweb.co.za	<b>Free State QWA-QWA</b> Mrs Cissy Ditsebe P O Box 5217 Phuthaditjhaba, 9866 (058) 789 7012 (F) 082 485 5597
<b>Gauteng CENTRAL</b> Mrs Lesley McGillivray P O Box 789, Randburg, 2125 (011) 888 2870 (011) 789-1347 (F) am110@mweb.co.za	<b>Gauteng EAST</b> Mrs Hazel Newington P O Box 13950 Northmead, 1511 (011) 425 2536 (011) 849 7025 (F) gautengeast@absamail.co.za	<b>Gauteng NORTH</b> Mrs D Myburg P O Box 14162, Hatfield, Pretoria 0028 (012) 323 0659 (012) 344 3221 (F) regsec@xsinet.co.za	<b>Gauteng WEST</b> Mrs Toki Simelane P O Box 3441 Kenmare, 1745 082 292 0539
<b>Gauteng SOWETO</b> Mrs Deborah Nkhatho 454 Tiadi P O Kwa-Xuma, 1868 (011) 932 7935 083 777 7935	<b>North West EASTERN</b> Mrs Dorcas Mlangeni P O Box 54373 Ninapark, 0156 072 293 0796 (012) 703 3592	<b>North West MAFIKENG</b> Mrs Thati Diseko P O Box 4067 Mmabatho, 2735 073 188 2873 (018) 392 2306 (F)	<b>North West RUSTENBURG</b> Mrs Priscilla Diale P O Box 2365 Krugersdorp, 1740 083 616 9889
<b>North West KURUMAN</b> Ms Boitumelo Tsabone P O Box 781 Kuruman 8474 072 402 2197	<b>North West VRYBURG</b> Ms Rejoice Mmereki 38 Matimba Street Vryburg 8601 083 576 8400	<b>Mpumalanga EAST</b> Mrs Eunice Rikhotso P O Box 425, White River 1240 (013) 794-1965 (013) 750 0480 (F) brenley@telkomsa.net	<b>Mpumalanga WEST</b> c/o Mrs Jan Davidson P O Box 6216 Middelburg 1051 Tel: (013) 242-1629 jdavidson@xsinet.co.za
<b>Limpopo FAR NORTH</b> Ms Bridget Ramalite P O Box 1475, Shayandima 0945 072 667 5983 Limpopo@ggasa.org.za	<b>Limpopo MOPANI</b> Ms Johanna Maluleke P.O. Box 2068 Giyani, 0826 072 256 7110	<b>Limpopo CAPRICORN</b> Ms Dorothy Thosago P.O. Box 118 Sovenga, 0727 083 986 2982	<b>Are your details incorrect? Please let us know! Contact Tina at the National Support Centre: info@ggasa.org.za</b>
<b>EDITOR:</b> Mrs Cinzia Beley		<b>MISSION STATEMENT OF THE GIRL GUIDES ASSOCIATION OF SOUTH AFRICA</b>	
<b>NATIONAL SUPPORT CENTRE</b> 374 Boundary Road, Northriding, Randburg. P O Box 3343, Honeydew, 2040 Tel: (011) 795-3741 / 795-3767/8 Fax: (011) 794 1091 Info@ggasa.org.za www.girlguides.org.za		The Girl Guides Association of South Africa exists to develop actively the full potential of all girls and women incorporating a clearly defined value system as stated in the Promise. Through its commitment to life, leadership and outdoor skills, a progressively dynamic programme is offered in which members are given every opportunity to fulfil their particular responsibilities. Potential is developed through voluntary small group participation in communities without restrictions of colour or creed.	
Published by the <b>Girl Guides Association of South Africa</b>			
ISSUE 1/2005		SA GUIDER	

Figure 4.2: Back page of the GGASA newsletter, *South African Guider*.

### Annual general meeting reports

The annual general meeting reports of the GGASA have advanced through the years from a black and white A4-size report to a professional full-colour A4 report. I am of the opinion that all the branding elements and information of the GGASA are covered as seen in Figure 4.3 as an illustration of the back page of an Annual Report as an example.

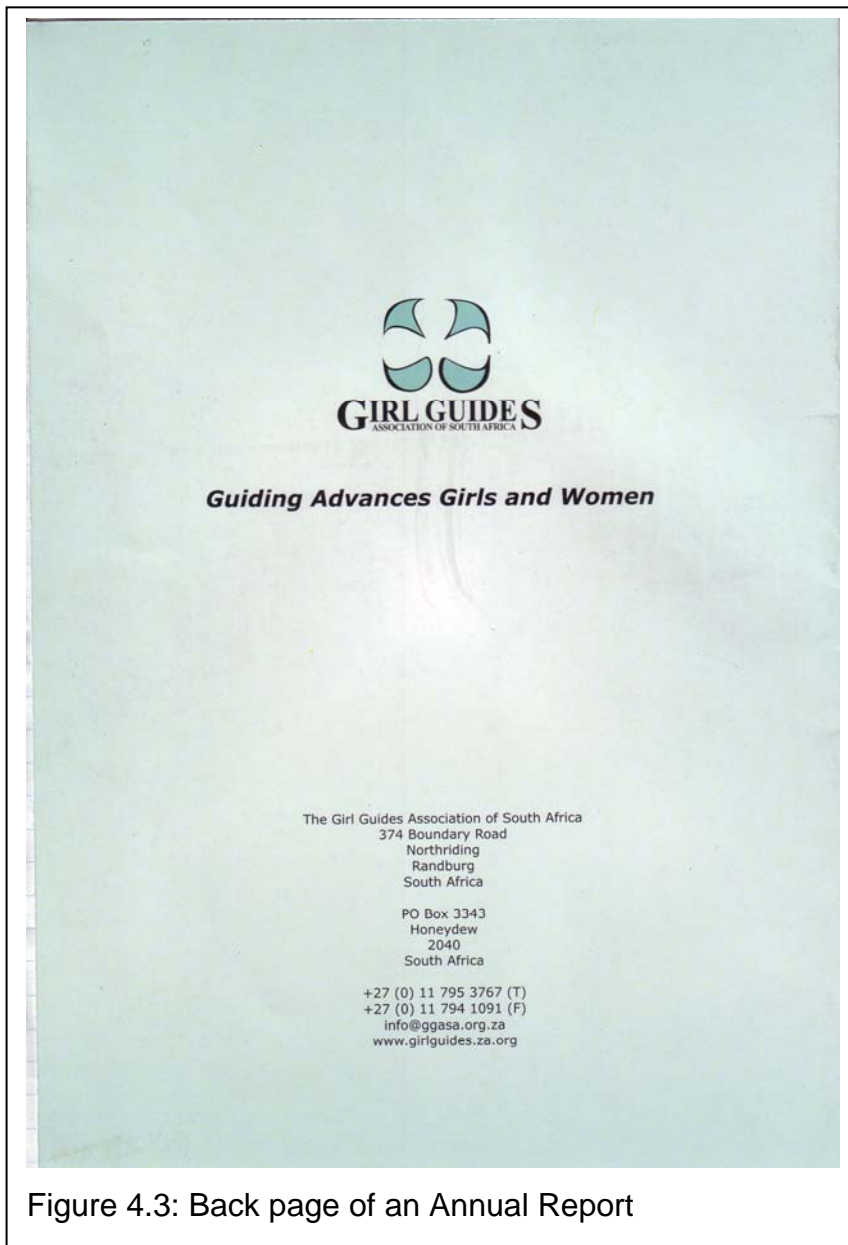


Figure 4.3: Back page of an Annual Report

### Proposals

All the proposals of the GGASA that are sent to funders have the GGASA branding elements in place.

## Stationery

The stationery consisted of a letterhead in colour and black and white, fax cover sheet and business card. (See illustrations below in Figure 4.4.)



Figure 4.4: GGASA stationery: Letterhead, Fax Cover and Business Card

## Uniforms

All the uniforms were standardised for the different groups and described in detail in a manual. "Smartness in uniform and correctness in detail may seem a small matter, but has its value in the development of self-respect and means an immense deal to the reputation of the Movement among outsiders who judge by what they see." (GGASA, 2004b.) The uniforms were not branded with the South African GGASA logo. Only the WAGGGS logo was part of a badge. This is identified as a contributing factor to the problem of the recognition of the GGASA as a brand.



### Name boards and banners

The National Centre was branded with an appropriate name board at the entrance. All the different branches need to ensure that their sites are appropriately branded with similar name boards. The conference room was branded with a photo frame display and the entrance hall with a display cabinet with different products and memorabilia of the GGASA.

### Vehicle branding

Only one of the two vehicles was branded with the GGASA logo on it. This is seen as an unutilised branding opportunity for the organisation.

### Constitution, Policy organisation and rules, Communication and marketing module: a resource kit for communication and marketing chairpersons

These documents consisted of all the policies, procedures and rules to ensure consistency by all members. The resource kit stipulated the branding rules (2004:29) clearly to ensure consistency in its use by members of the GGASA brand. My observation is, however, that these branding rules are not implemented by the members of the GGASA.

### GGASA Strategic Plan 2005-2008

The strategic plan includes three strategic goals which form part of the corporate communication programme:

- Goal 1: Strong and growing GGASA – *revitalising the GGASA*. This goal focuses on the need to recruit and retain membership of the GGASA.
- Goal 2: Leadership development – *capacity building*. This goal addresses the need to develop strategic leadership skills.
- Goal 3: The voice of girls and young women – *building a better world*. This goal focuses on the need to provide opportunities for the collective voice of girls and young women to be heard and to influence issues that are important to them. It is about proactively increasing the visibility and influence of Girl Guiding.

The strategic plan is an excellent example of the management's business focus to succeed to achieving its communication goals. The National Board members and different sub-committees regularly review these actions.

### **4.3 Summary**

In Chapter Four the research data was analysed. The analysis was divided into two sections, namely, the interviews and the documentation. These analyses were in turn divided into four categories, which were further described and analysed within various sub-themes. In the analysis of the documentation, the GGASA logo was used as a point of departure. In Chapter Five I will discuss the conclusions and recommendations of this study.



## **CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

In my opinion a lack of implementation of corporate communication in non-profit organisations, more specifically the absence of a corporate identity, image and brand management process, has a direct impact on the effectiveness of their communication and further limits the achievement of their developmental objectives. In Chapter Four the main research question was analysed and discussed within sub-questions in the context of the GGASA. The interpretation follows in Chapter Five under Sections 5.2-5.3.

In Chapter Five, the results are interpreted in terms of the literature review done in Chapter Two. Any gaps, anomalies and/or deviations in the data will further be outlined. Finally, the conclusions and recommendations are set out within the outlined research question framework, with an indication of the extent to which the research questions have been answered. The recommendations as proposed by the internal and external target audiences, which were obtained as part of this study, will be incorporated in this part of the chapter.

### **5.2 Research question answered**

The objective of this study was to establish how the GGASA can develop/manage its corporate brand to communicate its image effectively to its internal and external audiences. Four sub-questions were formulated based on the research question. The conclusions and recommendations are outlined within this sub-questions framework in an attempt to answer the research question.

### ***5.2.1 The aims of the communication of the corporate branding, identity and image programme of the GGASA as seen by the internal audience and external audience***

The findings in regard with the aims of the communication of the corporate branding, identity and image programme of the GGASA are outlined below, differentiating between the two target audiences of the GGASA. The findings are then summarised based on the applicable theory.

- Both target audiences are in agreement that one of the aims of the GGASA is to offer an intercultural platform for girls and young women to develop as individuals.
- Both target audiences are of the opinion that GGASA is about the leadership development of women (girl children) and more specifically the black women based on the GGASA's Promise and Law value-based model as noted in Table 3.1.
- Both target audiences are of the opinion that the GGASA fulfils a very important role in the advancement of girls and women in South Africa as a developing country. The uniqueness of the organisation is based on the Promise and Law value-based model, the volunteerism, uniforms (as a symbol of unity) and cross-cultural experiences/relationships. The international opportunities as well as the fact that 70% of regional memberships is rural-based, need to be strongly promoted. This was an effect of the transformation process. The map of South Africa in Figure 5.1 illustrates the rural base and effect of this transformation process of the GGASA.

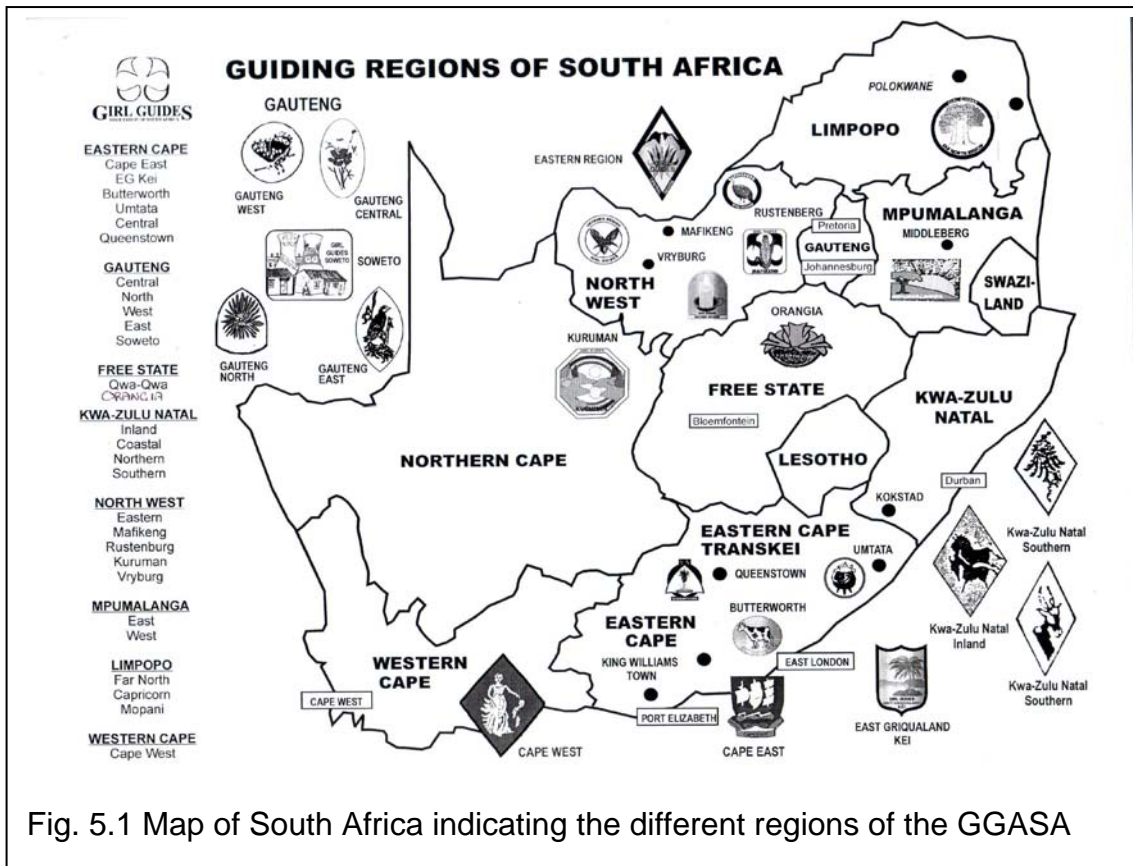


Fig. 5.1 Map of South Africa indicating the different regions of the GGASA

- Both target groups are in agreement that the GGASA is largely a value-based organisation with a very specific organisational culture.
- The voluntary base of the GGASA as an organisation was stressed by the internal audience only as a main aim that has to be preserved.

The GGASA is one of the 100 000 NPOs in South Africa which plays a very specific voluntary and developmental role in civil society; viz. the development of youth and women in South Africa as a developing country (Swilling & Russell, 2002). The organisation’s brand message: “Guiding Advances Girls and Women” works toward positioning the GGASA brand with its own unique differentiating factor.

### ***5.2.2 The principles of the communication of the corporate branding, identity and image programme of the GGASA as seen by the internal and external audience***

The findings in regard with the principles of the communication of the corporate branding, identity and image programme of the GGASA are outlined below, differentiating between the two target audiences of the GGASA. The findings are then summarised based on the applicable theory.

- Both target audiences saw the social skills development of the girls in the GGASA as an important principle. The internal target audience, in particular, is unanimous that the impact of GGASA on their individual lives is immeasurable. This is an example of the fact that the members of the association are able to “live the brand” (Aaker, 2002).
- Only the internal target audience referred to the important role religion played as part of the history of the movement.
- Both target audiences were of the opinion that the public more generally knew outdoor activities (physical development) as a principle of the GGASA.
- Both target audiences saw the unity and passion that is a special feature of the GGASA uniforms and badges as a very important principle and something to be proud of.
- Both target audiences stressed the importance of the international links and networks for the GGASA.
- An important principle for both groups was the GGASA’s skills transfer and development focus on girls and women.
- Only the external audience highlighted the fact that the GGASA based its activities on business principles as a very definite part of its corporate culture. However, the documents analysed did indicate that this principle was reflected in the GGASA documentation, i.e. manuals, proposals, strategic plan and others.

The findings indicate that the GGASA needs to build and maintain relationships to promote an understanding of its work. If the GGASA is well regarded by its

target audiences, it will be able to attract members, volunteers, supporters, funders and clients. More importantly, the GGASA's ability to advocate and lobby will be increased because decision-makers will respect the GGASA's reputation and therefore the influence it has within its specific community. Building relationships is a leadership issue. Therefore, the GGASA's governing board is ultimately responsible for ensuring a strong and positive identity and image, while all GGASA staff, volunteers and members have a supporting role to play in this regard (Aaker, 2002). It is important to note that this function is an ongoing activity. By investing in building a good public profile and solid reputation, the support base of the GGASA will increase and it will become stronger as a NPO, while the work of the GGASA will be valued, respected and grow. Argenti (1998:32) confirms this when he states that he is of the opinion that it pays to use a coherent communication strategy.

### ***5.2.3 The characteristics of the communication of the corporate branding, identity and image programme of the GGASA as seen by the internal and external audiences***

The findings in regard with the characteristics of the communication of the corporate branding, identity and image programme of the GGASA are outlined below differentiating between the two target audiences of the GGASA and then summarised based on the applicable theory.

- The presentation of the logo of the GGASA was problematic as seen by the internal and external audiences. There were different versions of the logo which sent out mixed messages. The awareness/visibility of the GGASA was regarded as the biggest challenge by both target audiences. The fact that the one focus group in the school of the Deputy Commissioner was not aware of the GGASA speaks for itself.
- The uniform and badges were regarded as a very noticeable characteristic by both audiences.

- The tradition issue (generations) came out very strongly in both groups and was also highlighted as a growth area by the internal audience: “I was a Girl Guider and I want my children also to be one” (SSIIIA3).
- Both groups agreed that the organisational sustainability of the GGASA was their biggest challenge, followed by the transformation challenge. The two groups were further in agreement that the transformation process of the organisation was taking too long and that management was battling with the implementation of the changes and sometimes lost track thereof: “Agreement within the organisation of where they want to go and how they want to go about it” (SSIIEA1). NOVIB’s advice was to “create the change” as a way to improve the efficiency and effectiveness of the GGASA brand for the organisation. The internal audience further saw progress by management (leadership) with the change process within the organisation as too slow.

The social marketing principles outlined by Kotler and Andreasen (1991:427) are of critical importance for the GGASA as an organisation. It is recognised that marketing in the NPO sector is still not universally accepted; this was confirmed by the comments of the internal and external audiences of the GGASA that were collected as part of this research study. The mission of the GGASA must drive all aspects of the marketing approach. This includes product or service design and delivery, as well as the advertising and promotion messages that the term *marketing* commonly brings to mind. “Social marketing in the first instance is simply the application of generic marketing to a specific class of problems. All marketers are in the profession of creating, building and maintaining exchanges” (1991:427). In the GGASA’s case, the ultimate objective would be for the GGASA target audiences to take action by either joining or supporting the GGASA to the benefit of society.

#### ***5.2.4 Perceptions of the internal and external audiences of the communication of the corporate branding, identity and image programme of the GGASA***

The findings in regard of the perceptions of the internal and external audiences of the communication of the corporate branding, identity and image programme of the GGASA are outlined below and then summarised based on the applicable theory.

- The perceived perceptions of the internal audience's own views were that the transformation changes were seen as the most prominent challenge in the leadership of the GGASA as an organisation. The management structure had changed over the years and was now following more of a team approach. However, the leadership change needed to be put first on the awareness agenda. GGASA needs to stay flexible and to keep introducing new current issues; while remaining mindful of the balance and cost-effectiveness of the GGASA programme in total. All members needed to take responsibility to manage the image change of the movement.
- The perceived perceptions of the public by the internal audience on the image of the GGASA were in line with the perceptions of the external audience. Perceptions from the outside world ranged from still seeing Girl Guiders as the goody-goodies with no relevance to being old-fashioned, with stereotyped images of tying knots, singing, making tea and other mundane activities.
- There was agreement between the two target audience groups that changes were necessary and should be continuous, and that changes had to start from within and be promoted to the outside world.

Where do branding and brand management fit in within the context described in the previous sections? The answer lies in the fact that if an NPO is not sure what its brand is all about, it would be unable to implement any social marketing and/or strategic corporate communication which are the core and essence of an NPO. The answer further lies in the fact that these perceptions of

the internal and external audiences that were recorded in this research study lie within the brand management of the GGASA and that management should strive to change these perceptions. Aaker (2002:46) describes the following four dimensions of brand management. These guide brand development, management and measurement.

- *Brand awareness*: People like the familiar and are prepared to ascribe all sorts of good attitudes to items that are familiar to them. The GGASA management should strive to build a solid brand awareness campaign to build this familiar feeling among target audiences.
- *Perceived quality*: A special type of association; in the GGASA it could be that its brand quality can be read in the brand message that states: “Guiding Advances Girls and Women.”
- *Brand associations*: It can be anything that connects the target audience to the brand. Much of the GGASA brand management could involve determining what associations to develop for their target audiences and then creating programmes that will link the associations to the GGASA’s brand.
- *Brand loyalty* is at the heart of any brand’s value. The GGASA should strive to be a brand with a small but intensely loyal target audience base that can have significant equity.

### **5.3 Recommendations**

The recommendations section includes recommendations provided by the GGASA target audiences to support and expand my own recommendations. This follows the principle of strategic social marketing, noting that it is critical that the GGASA needs to “listen” to its target market, review its structure and then implement the reviewed social marketing strategy.

The recommendations section is divided into two sections: firstly recommendations made by the respondents, then my own recommendations.



### **5.3.1 Respondents' recommendations**

The following recommendations were extracted from the semi-structured individual interviews and focus groups of the internal and external target audiences within specific themes.

#### Dreams and visions

The internal target audience members were all very *positive about the future* of the GGASA. The following quotes highlight this positiveness:

- From the National President: “My message: Girls should join the GGASA as it is the springboard for overcoming the challenges out there – challenges of leadership, challenges to work in a team; having the training to lead, training in an environment where different opinions can be accommodated. Life out there is made up out of groups and one works either as a leader or a subordinate. The Girl Guides trains you how to fit into these situations.” (SSIIIA2.)
- From the Deputy Commissioner: “I would like to see that the public out there should see the Girl Guiding movement as worthwhile and that it be respected and recognised by University and at work. It should play a pre-entry role; the GGASA produces girls with good standards and skills. I would love to see the corporate sector viewing the GGASA so favourably that if they employ a Girl Guider they would know that their employee was trained, is trustworthy and had good work ethics. This will lead to the corporate sector that would invest in the GGASA as a movement. A good slogan for the GGASA in this regard would be: ‘Invest in Girl Guides and we would make it worth your while’.” (SSIIIA4.)

The following *attributes* for the GGASA’s movement were noted by the internal target audiences:

- Girl Guiders are to be seen as girls who can cope with every kind of situation, especially in these modern times (SSIIIA4.)

- To be the Leading Youth organisation of which Guiders can be proud and that it will be seen to be “cool” to be a Girl Guider (SSIII A4). The GGASA is to be seen as “*the* Youth organisation to be a member of”.
- To be able to network with other stakeholders, schools, churches, community and civil organisations;
- Girl Guiders are to be associated with leadership skills and life skills.

In regard to the *slow transformation process/challenge* it was recommended that the roll-out of this process should be a continuous. It was further suggested that a champion needs to be identified to steer this process (FGIA2M). The physical change/transformation process had not taken place in the public’s eye. It was therefore noted that this offered a unique branding opportunity for the GGASA and this transformation message should be taken out actively to the world outside.

The external audience recommended that the internal stakeholders should make a *mind shift*, knowing that they need to stay trendy and adopt the attitude that “banking on change” was the only way to stay relevant as an organisation, and more specifically as a NPO.

#### Growth areas

*The Moral Regeneration Movement (MRM)* in South Africa – the GGASA had a definite role to play, respondents believed. The link could be that the first province to establish the Moral Regeneration Movement was the Free State. The National President was the Chair of the group that expressed this opinion and it stemmed from her experiences, training, promise and involvement with the GGASA. Some of the respondents stated that the promise of service was a cardinal point for South Africa as a country; together with service to your God, Sister Guide and Keeper, honesty, responsibility, caring and helping culture. These values were directly translated to MRM, and the respondents felt they were the basic values of the GGASA and essential to communities. (SSIII A2.)

*Closer relationships with Government* were recommended. Partnerships were good, especially where there were common values and a shared vision. The National President said the following in this regard: “The promise is in line with the Batho Pele – ‘People first’– principle; it is part of me. As Premier, it has been my motto in the past five years. Through following this principle I have built up loyalty, stability and discipline which ensured that teamwork exists within my sector.” (SSIIIA2.)

*Growth in membership* was seen as imperative. The Girl in the movement should stay the main focus. Girl Guiders should educate and recruit other girls to join. Opportunities should be identified to recruit and attract more young, capable and qualified/educated adults who have an interest in the GGASA. Emphasis should be placed on the international platform that the GGASA offers. It should be easily accessible for girls to join and to become a member. The importance to localise the GGASA as a movement was stressed. An angle to consider recruiting new girls to join could perhaps start with etiquette issues first, before going into the nature and outdoor issues.

The *external audiences* strongly recommended the following areas for *growth*:

- International partnerships exist between NOVIB (Dutch public and SA public). This could be further enhanced by setting up joint programmes between civil society organisations in the Netherlands and in South Africa. Through this programme NOVIB could reach out to young people in both countries, get their support for international development, and involve them in campaigning activities (SSIIEA1).
- To improve the efficiency and effectiveness of GGASA, strategic alliances with other agencies in Southern Africa needed to be established; development of governance structures (roles and responsibilities of Board); innovation to develop a locally relevant and appropriate Guiding culture/identity, while at the same time seeking growth in project/program portfolio (SSIIEA3).
- Three priority areas for next three years according to the Interchurch Organisation for Development Cooperation were the governance

structure, continuation of the transformation process and the establishment of a reputation as a relevant and meaningful partner in development related to activities in South Africa.

- The Interchurch Organisation for Development Cooperation's observation on the transformation: "I am aware that this process is not yet finished and hope that GGASA will continue to address these issues. At the same time ICCO acknowledges that these processes take time and that new learning may also alter some of the original objectives of this trajectory. I am impressed by the GGASA professionalism and motivation." (SSIIEA3.)
- The natural link between GGASA and the Boy Scouts needed to be examined as NOVIB's campaigning department had for a long time been working with the Scouts in the Netherlands. The reason for linking the two organisations was the large numbers of youngsters involved. Diversity was seen as an important subject in both South Africa and Holland. Possibilities existed to exchange views, strategies and people between the organisations (SSIIEA1).

Some of the internal audiences noted that they would recommend the following in regard with *internal communication*:

- The GGASA's management needed to continuously assess the needs of target groups.
- The need existed to be exposed to each other's regional projects. This would create a better understanding of each other's work. A need for a platform existed in order to share success stories and challenges with each other.
- The need for a clear definition and understanding of what GGASA is all about existed. A start had been made by the Communication and Marketing Sub-committee, but needed to be continuously reinforced by all, as each Girl Guider was an ambassador/marketer for the movement and its activities and it was imperative that ONE message be promoted.

### Suggestions for specific challenges identified by the youth

The youth from both the internal and external audience felt very strongly about the following growth areas, especially around the *logo, image and brand* of the GGASA:

- The GGASA logo should be more prominent, clear and pronounced – everything should have the GGASA logo on it.
- The Girl Guiders must be more aggressive in projecting their image.
- Presenting a more modern image should be explored. Suggestions were made to include association with a clothing brand such as Levis/Billabong – with special discounts and free magazines, and making the GGASA's T-shirts more attractive
- The *badges* elicited an almost stream-of-consciousness series of ideas and phrases, reproduced here as follows: use [badges] as goal achievements i.e. on denim jacket/bags (biker's example) – make it a fashion statement i.e. school merit jackets.
- Respondents felt a definite need existed to break down the “*stereotype*” *image*; The following suggestions were made in this regard: to invite girls to become members of the GGASA where they can experience the feeling to be free; friends of nature; people that stand for their own rights; taught how to look after yourself; opportunity to practice “the promise”; that boys and girls can be saved i.e. teenage pregnancy; an opportunity to meet “true life” friends.

The following *brand building, awareness building/advertising and recruitment drive* suggestions were made:

- The girls would like to see the corporate sector more involved with the GGASA.
- It was suggested that the GGASA should introduce specific role models/celebrities in the movement with whom girls could identify. Two suggested examples were given:
  - An advert with someone the girls could relate to, such as Charlize Theron saying, “I was a Girl Guider.”

- The tradition/generation issue should be seen as an opportunity to build the brand, with the *Generations* series to be looked into.
- The focus must be placed on getting the GGASA more out in the community – to create awareness the GGASA needs to follow a more proactive, long-term exposure approach by creating a persistent presence of the GGASA. A recruitment drive should be directed especially to schools – the GGASA needed to go especially into white areas as they not aware like in comparison with the black communities. Specific activities for awareness-building that could be considered were marches on streets; business relays, exposure on specific relevant national days such as National Women’s Day, Youth Day etc. and to involve especially the media in particular the SABC
- An *advertising campaign* through an advertising agency that would adopt the GGASA was suggested. Some of the ideas of the respondents were: living/experiencing “the change” with clothing ripped off – from the selling cookies perception to the real issues of Girl Guides – like a “before and after” image. A presentation could be compiled, to be associated with a song/rap i.e. “Would you like to buy the Girl Guides cookies?”
- The fact should be emphasised that Girl Guides have the opportunity to become *global citizens*; and the influence and role WAGGGS plays needed to be capitalised on in the GGASA recruitment drives.

In regard with the GGASA *educational programme* the following suggestions were made:

- It is important to keep changing the programme to keep it up to date to keep the girls interested and happy with the movement.
- The brand should be positioned as *fun* combined with the fact that GGASA exposed you to the management of real life issues, i.e. an under-18 club and how to handle yourself in such situations – to be enabled to manage the “reality”; the real world issues. The GGASA could be positioned through movies, documentaries, short stories and

cartoons. GGASA must be about – “*Life and Girls*” – introducing “cheerleaders” for the GGASA was seen as a possibility.

- The GGASA should be portrayed with FUN activities such as how to cook with nature i.e. berries that can be eaten, but can also be used as a facial mask – GGASA activities should be seen as time to be “cool”. Another suggestion was summer camps for those not going off on family vacations.
- More challenging programmes were needed, where girls had to earn points/graduations i.e. to learn more survival skills; GGASA to be associated with a finishing school/“grooming” school with teaching on facials, how to cut your nails; teach how to be tough but feminine – respondents pointed out that the perception was that only tomboys joined Girl Guides; members should also be taught “girl things” and feminine stuff such as modelling/beauty pageants – Miss Girl Guides and Mr. Boy Scouts – with criteria based on intelligence not the body only.
- The GGASA programmes should be more visible and positioned adventurously with specific outdoor activities.
- It was suggested that kids themselves must be involved in programme development; to assist in decision-making. The GGASA structure must allow them to give input re their own suggestions; they must be asked for suggestions how to make things better.

In regard to *community involvement* and the GGASA’s activities, the youth suggested the following:

- The community involvement focus needed to be made more visible, on issues that are vital to ALL communities such as violence against women and children and HIV/AIDS.
- Respondents said it was important to have a balance between the activities – the right combination had to be found to experience the best of both worlds.

### 5.3.2 My recommendations

My recommendations are divided into two sections. First, recommendations are made based on the analysis of the GGASA documentation and secondly recommendations on key focus areas.

The *logo presentation* of the GGASA on printed materials is one of the biggest challenges and should be given first priority before any awareness campaign is launched to reposition this organisation. The reason for stating this is that the brand is the core of any organisation (see Figure 2.3). If there is not a total clarity on the brand, the organisation will have difficulty in sending out clear messages about its core business. The stylised trefoil logo of the GGASA consisting of the emblem, logotype and brand message should be presented to the general public to ensure a unified brand experience of this organisation. It is further recommended that the WAGGGS and the Proudly SA endorsement emblem be integrated on all stationery and documentation as stamps of approval.





### 5.3.2.1 Recommendations based on the GGASA document analysis

The recommendations are listed per grouped document type:

#### News clippings

The news clipping files should be kept centrally at the National Centre. It is further recommended that with article placements in different media it should be requested that the GGASA logo be placed with the article to ensure the positioning of the GGASA brand with the National Centre's contact details as well as the website details.

#### Printed advertisements, radio and television coverage

It is recommended that a tape archive be held of any radio and television interviews in the library at the National Centre of the GGASA. It is further recommended that the GGASA management should strive to produce a set of print, radio and television advertisements that could be supplied to the different media contacts to have on hand as fillers to be used in late space cancellation circumstances.

#### Brochures and posters

It is recommended that a generic GGASA poster be designed with a space to fill in event details by hand which can be utilised by all branches. Brochures per group activities need to be developed to enable each branch to promote all the different groups. The brochure must be very branch-user-friendly, as to allow each branch to fill in branch details by hand. The Transformation brochure needs to be updated on the latest achievements in this regard, as well as the plans for the future. The Conference facility brochure needs to be done in colour and more professionally as it is an income-generating project. All brochures need to be dated and the website details must be included at all times to ensure that the public is driven to the website for more information.

### Publications

It is recommended that a generic front and back page be designed for all publications. This must include the publication date and the generic identification details as displayed on the 2004 annual general meeting report.

### Newsletters and other reports

The newsletter should also be distributed to the GGASA external target audiences and/or a separate external target audience newsletter needs to be developed to enhance communication and transparency of the GGASA's activities. The annual general meeting report should also be distributed more specifically to the GGASA's target audiences.

### Stationery

It is recommended that the web page information be displayed on all stationery, to drive the reader to the GGASA website. It is further recommended that the e-mails of all members be GGASA-branded.

### Website

The GGASA logo presentation should be cohesive and unified in order to send out single and clear messages. It is further recommended that the website should be more interactive and updated at least once a month and that updates should be dated.

### Badges and corporate gifts

The fact that the uniforms are not branded with the GGASA logo but only the WAGGGS logo, has been identified as part of the problem in the recognition of the GGASA as a brand. Therefore, it is strongly recommended that the GGASA brand be strategically presented on all uniforms.

### Name boards and banners

Management needs to ensure all the different branch sites are appropriately branded with name boards with the correct GGASA logo on them, together with the website details.

### Vehicle branding

It is recommended that all GGASA vehicles be branded as this is an advertising opportunity that is totally wasted if not used. It is further recommended that an “I am a proud Girl Guider/Smile, there is a Girl Guider on board” car sticker be designed and all members to be requested to put it on their own or parent’s vehicle in order to promote the GGASA brand.

### Constitution, Policy organisation and rules, Communication and marketing module: a resource kit for communication and marketing chairpersons

The resource kit stipulates clearly the branding rules (2004:29) to ensure consistency in the use of the GGASA brand by members. The practical implementation of these branding rules needs to be monitored and evaluated by the GGASA Management.

### GGASA Strategic plan 2005-2008

The GGASA strategic plan, especially the strategic focus for the communication and marketing committee is in line with the recommendations of this study. This is illustrated in Table 5.1

Table 5.1: Strategic implementation plan: Communication and Marketing Committee

Goal	Objectives	Strategies
Goal 1: Strong and growing GGASA – revitalising the GGASA	Understanding and responding to youth culture	<ul style="list-style-type: none"> <li>• Survey – asking relevant questions – passing on information to the relevant committees</li> <li>• Ensure youth are on committees</li> </ul>
	Updating our image and increasing public relations at all levels	<ul style="list-style-type: none"> <li>• Equipping Regions to use their own resources to market GGASA</li> <li>• Promote pride in uniform</li> <li>• Brand management</li> </ul>
	Increasing awareness of Girl Guiding	<ul style="list-style-type: none"> <li>• Develop donor database</li> <li>• Identify local ambassadors for Guiding including a Patron and celebrities</li> <li>• Produce fliers and brochures</li> <li>• Develop relationships with Government departments and NGOs</li> <li>• Network with government to have programmes educating GGASA on the workings of SA government nationally and locally (Adult Resource)</li> </ul>

Goal	Objectives	Strategies
	Developing strategic visible partnerships and projects that help GGASA reach more girls and young women	<ul style="list-style-type: none"> <li>• Improve media contact – advertising, public relations of events and Girl Guiding – i.e. television, radio, website and print</li> <li>• Develop corporate partnerships e.g. – Cell C partnership in promoting GGASA</li> </ul>
	Expanding Girl Guiding in under-resourced communities and extending Guiding to areas where Guiding is weak or non-existent	<ul style="list-style-type: none"> <li>• Develop understanding and look at effective target marketing</li> </ul>
	Connecting to society and making an impact	<ul style="list-style-type: none"> <li>• Develop strong public relations strategies for Guiding events</li> </ul>
Goal 2: Leadership development – capacity building: Objectives and strategies	Incorporating new approaches to develop and strengthen	<ul style="list-style-type: none"> <li>• Develop awareness of Guiding and volunteerism.</li> <li>• Siyaphambili- adult recruitment.</li> </ul>
	Creating and promoting opportunities for leadership	
	Researching and addressing societal issues affecting the lives of girls and women	
Goal 3: The voice of girls and young women – building a better world: Objectives and strategies	Using the collective power of GGASA for effective lobbying that influences decision making at local and national levels	<ul style="list-style-type: none"> <li>• Develop influential contacts.</li> <li>• Ensure contacts in the Association are available i.e. updated youth list</li> </ul>
	Demonstrating leadership on world issues	<ul style="list-style-type: none"> <li>• Create an awareness of our stand on relevant world issues.</li> </ul>
	Increasing GGASA's visibility and influence in society	<ul style="list-style-type: none"> <li>• Foster influential contacts.</li> <li>• Create awareness of GGASA standpoints.</li> </ul>

### 5.3.2.2 Researcher's key recommendations

- The presentation of the GGASA logo needs to be finalised as a matter of urgency before any further corporate communication and social marketing activities are introduced.
- The corporate communication should be a coordinated effort by the National Director to ensure quality brand management.
- The GGASA needs to reposition the movement through social marketing efforts to ensure a persistent public presence. It is further recommended that a high-profile event should be sought, such as the WAGGGS World Conference 2008.

In conclusion, I am of the opinion that should the above key recommendations be put in place, it will improve the implementation of the GGASAs corporate communication, more specifically the corporate identity, image and brand management processes, which will in turn lead to an improvement in the effectiveness of the organisation’s communication and the achievement of its developmental objectives.

This has been proven by the corporate sector over and over again and is documented worldwide. Also on 23 August 2005 an article was published in the International Express stating the same in regard with the Boy Scouts. The article’s headline reads: “More join Scouts now that it’s cool to wear the woggle”. The article is reproduced in Figure 5.3.

INTERNATIONAL EXPRESS Tuesday August 23, 2005 31  
**REVIEW**

# More join Scouts now that it's cool to wear the woggle

**ADDITION:** Annual camp is the only time of the Boy Scouts when families and so on, we are sometimes the only stability in a child's life.

With 21st-century parents having so much less time to spend with our children, scouting is becoming a weekly habit. For around £20 to £40 a month, your child can enjoy weekly meetings and several camps a year, offering a wide range of activities from arts and crafts to day escape skiing.

**G**ILLIAN Conradi, 46, from Ilkley in West Yorkshire, has watched her 10-year-old daughter Eleanor as she has grown up in the organisation since she was 11. Gillian says: "I was involved in scouting when I was younger and I would like to see my daughter do something similar. What I like about the Scouts is that it's not just about outdoor activities which she would not otherwise get the chance to do. My own mother has been a Scout leader and she has taught her how to cook and how to be a leader. Eleanor is an only child and in a single-sex school. The Scouts has provided a great place for her to make new friends and mix with girls her own age. We have seen her grow in confidence. One thing I'm going to be all day about is that she's not afraid to be out there. You want your children to be safe away from home and you know that with the Scouts." Her endorsement from a mother has been gratefully received by the association, which has had trouble recruiting new leaders in recent years, especially in the north.

What I like about the Scouts is that it's not just about outdoor activities which she would not otherwise get the chance to do. My own mother has been a Scout leader and she has taught her how to cook and how to be a leader. Eleanor is an only child and in a single-sex school. The Scouts has provided a great place for her to make new friends and mix with girls her own age. We have seen her grow in confidence. One thing I'm going to be all day about is that she's not afraid to be out there. You want your children to be safe away from home and you know that with the Scouts." Her endorsement from a mother has been gratefully received by the association, which has had trouble recruiting new leaders in recent years, especially in the north.

— the branch of the association nearest her (she is in 10-year range) says, Scouts can be that old — in a pack of better leaders. Andrew Webster, 17, from Edinburgh, has been a Scout since he was five and hopes to be a leader. He says the experience has taught him vital skills which have left him better prepared for university than any of his non-scouting friends. "Some of my school friends think it's a bit rubbish but that's because they don't really know what it's all about," he said. "It develops you because you have got to learn to look after yourself which helps when you go to university." Another selling point is that, now it is co-educational, it is a great focus for meeting like-minded women. "I actually have a girlfriend but my friend and I were sitting that evening like Erasmus and great for meeting girls," said Andrew. "Scouting generally is very sociable. It gives you another social sense as well as school."

**WELL-TRAVELLED:** Turkish scouts enjoy ice-cream and there was fun to be had in the pool at Euxine 05

**NESS AND CULTURE:** Robert Dunbar, left, and Andrew Webster at Chelmsford

Figure 5.3 Scouts press clipping

The writer of this article states that this was made possible with the repositioning of Boys Scouts, making changes that are 100% in line with this study's findings and recommendations:

- Less knots and campfires
- Giving their members more adventure and sports
- A conscious decision "to make Scouting cool"
- Changed image by changing logo, modernised their uniform, spiced up their educational programme

It is now the time and opportunity for the GGASA to implement these principles and to set a standard as a role model in the NPO sector in South Africa. The timing is especially favourable for the GGASA with the upcoming World Conference of WAGGGS that will take place in South Africa in 2008.

#### ***5.4 Limitations of the study***

In my opinion there were three main shortcomings:

- The major change in the management staff and a turnover of staff members was responsible for the fact that the consistent supply of documentation was hampered. This delayed the rollout of the research process.
- The fact that individual interviews could not be done face to face with the corporate sector as part of the external audiences of the GGASA was another shortcoming. The findings were restricted to the information obtained from the copies of the questionnaires supplied by management.
- Some of the focus groups were quite small in numbers, but I am confident that sufficient information was obtained to provide direction in the study analysis.

## **5.5 Summary**

In this last chapter, I focussed on giving a true reflection of the conclusions and recommendations based on the findings obtained from both the internal and external target audiences of the GGASA consulted as part of this study. This recommendations section was in my opinion enriched as it includes recommendations provided by the GGASA target audiences to support and expand my own recommendations. The recommendations were further written in such a manner, that it would be a workable implementation plan for the management of the GGASA. This factor enhances the value of the study.

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## APPENDIX A



6 June 2002

Ms Alta le Roux  
P O Box 54282  
WIERDA PARK  
0149

Dear Alta

**RE: ALTA LE ROUX – MA THESIS IMAGE BUILDING (BRANDING)**

It is with great pleasure that we grant approval to you in order to conduct research on the Girl Guides Association of South Africa for your MA thesis. Further, we confirm that we will offer you any necessary support and information you may require.

Please do not hesitate to contact me should you require any further information.

Yours sincerely

Rosemary Swemmer (Mrs)  
NATIONAL ADMINISTRATOR



Guiding advances girls and women

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## APPENDIX B

### A new paradigm (Andreasen, 1995:310-311)

It is not immodest to refer to this approach as a new paradigm for social marketing. Andreasen argues that although social marketing has been around for some time, it has not had a conceptual underpinning of its own. It lacked a paradigm (Kuhn, 1970). The new paradigm outlined in Andreasen's book has twelve central principles. These twelve principles can serve as a checklist for practitioners.

1. Social marketing has as its bottom line the influence of behaviour, not providing information or changing attitudes.
2. To be effective, social marketing programs must be guided by an underlying mindset that puts the target customer at the center of every strategic decision. That is, social marketing programs must be customer driven.
3. Strategic planning for a customer-driven social marketing program must constantly listen to customers; thus, strategic planning involves a cycle of six steps:
  - Formative listening to target customers (and other environmental sources)
  - Planning a specific strategy and set of tactics
  - Developing an organisational structure and a set of control systems to carry out the plan
  - Pre-testing the strategy and tactics
  - Implementation
  - Monitoring and adjusting
4. To carry out formative listening during the first step of the strategic planning process – and to plan subsequent strategies – one must have a model of framework for understanding how consumers make decisions and take action.
5. The framework of understanding proposed here makes clear that consumers come to take and maintain action through a series of four stages. These are labelled:
  - Pre-contemplation
  - Contemplation (divided into Early and Late Contemplation)
  - Action
  - Maintenance
6. Social marketing strategies must be adapted for the stage at which each target audience is found.
7. At the Pre-contemplation Stage, the major social marketing challenge is to overcome customer's tendencies to selectively ignore or screen out social marketing messages. The techniques of education, propaganda, and media advocacy may be particularly helpful here.
8. After the Pre-contemplation Stage, behaviour is driven and maintained by many factors, the most important four of which are:
  - Perceived benefits
  - Perceived costs
  - Perceived social influence
  - Perceived behavioural control
9. To get consumers to move from the Contemplation Stage to Action and Maintenance, marketers must:
  - Increase perceived benefits
  - To Decrease perceived costs
  - Increase perceived social influence
  - Increase perceived behavioural control

10. To maintain new behavioural patterns, consumers must feel rewarded. They must also be subject to regular reminders until the new behaviours become an ingrained way of life.
11. Target consumers are not all the same and so segmenting markets will improve program effectiveness and efficiency.
12. The social marketing paradigm can be applied not only to target consumers, but also to the behaviours of other publics whose assistance and cooperation is essential for the success of the social marketing program.