

EXPLORING BRAND ORIENTATION IN NOT FOR PROFIT ORGANIZATIONS

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**DEPARTMENT OF MANAGEMENT STUDIES
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Exploring Brand Orientation in Not for Profit Organizations

by

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CERTIFICATE

This is to certify that thesis titled “**Exploring Brand Orientation in Not for Profit Organizations**”, which is being submitted by **Deep Shree** to the Department of Management Studies, Indian Institute of Technology Delhi, for the award of the degree of **Doctor of Philosophy** (Ph.D.) is a record of bonafide research work carried out by her. She has worked under my supervision in conformity with rules, and regulations of the Indian Institute of Technology Delhi. The research reports and results presented in the thesis have not been submitted in part or full for the award of any degree or diploma in any other University or Institute.

Prof. Mahim Sagar
Research Supervisor
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Dated:

DEDICATED TO

MY

GRANDPARENTS

&

PARENTS

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“At times, our own light goes out, and is rekindled by a spark from another person. Each of us has cause to think with deep gratitude of those who have lighted the flame within us.”

- **Albert Schweitzer**

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ABSTRACT

This research focused on exploring the adoption of brand orientation in the context of not for profit organizations. While studies suggest that not for profit organizations are increasing in number, and significance, they often display a very limited application of branding practices, and policies, in many cases, it is not even present. This drastically reduces their ability to engage various stakeholders, and create an impact in the society, and also affects the trust factor, thus affecting the sustainability of long-term relationship with these stakeholders. These organizations often find themselves at the crossroads; as there is lack of frameworks of branding specifically designed to meet the unique needs for these organizations, and they aren't sure if the models and frameworks designed for their commercial counterparts are suitable for them. This study attempts to explore the phenomenon of adoption of brand orientation in these organizations.

The study has been conducted in six phases. The first phase focuses on the review of literature focusing on the identification of an apt definition of not for profit organization as per the context of this study. It also traced the path of evolution of Not for Profit branding and concluded with a systematic review of literature on brand orientation in Not for Profit Organizations. On the basis of information gathered from Phase 1, Phase 2 of the study was conducted, resulting in the identification of Research Gaps, formulation of research objectives, and research questions. To address these gaps, Phase 3 of the study was conducted, Phase 3 of the research involved identifying the ground realities regarding the adoption of brand orientation in Not for Profit Organizations, and the factors affecting it, and other relevant themes for the purpose of study, using grounded theory methodology. This led to the identification of core phenomenon: Adoption of Brand Orientation in Not for Profit Organizations. This resulted in the

identification of several factors contribute towards their inclination towards adoption of branding principles, and policies or against it. Phase 4 of the study further builds upon the factors identified in Phase 3 and presents a hierarchical framework of factors affecting brand orientation using Total Interpretive Structure Modelling (TISM). TISM provides a clear picture that factor Leadership attributes like qualities, and training, is the basic factor that influences the adoption of brand orientation in Not for Profit Organizations. Phase 5 involved using case studies for validation of findings. Phase 6 synthesizes the findings of the studies conducted and presents the conclusion and implications of the study.

The research contributes towards the development of knowledge in the area of brand orientation in Not for Profit organization by exploring the phenomenon in detail, and by identifying the underlying themes. Unlike previous studies which focused either on consumers' perspective or implementation of branding from a very narrow viewpoint of attracting donors/volunteers, this study provides a comprehensive view of branding in these organizations. It highlights the significant role of leaders in the adoption of brand orientation in Not for Profit organizations. The insights gained from this study will help these organizations in increasing awareness about themselves, and the causes they support, help in engaging people in furtherance of their mission, guide them to provide right intervention to right people at the right time, and above all empower the communities to become the harbinger of change. It will act as a guide map for Not for Profit Organizations struggling to achieve their mission, and help the leaders in running these organizations with professionalism fuelled by a passion for the cause.

सार

प्रस्तुत शोध में गैर लाभकारी संगठनों के संदर्भ में ब्रांड अभिविन्यास को अपनाने पर ध्यान केंद्रित किया गया है। अध्ययनों से पता चलता है कि यद्यपि गैर लाभकारी संगठनों की संख्या और महत्व में वृद्धि हो रही है, परंतु वे अक्सर ब्रांडिंग प्रथाओं और नीतियों का एक बहुत ही सीमित अनुप्रयोग प्रदर्शित करते हैं। कई मामलों में ये मौजूद भी नहीं हैं। यह विभिन्न हितधारकों को संलग्न करने और समाज में एक प्रभाव पैदा करने की उनकी क्षमता को काफी सीमित कर देता है और ट्रस्ट फैक्टर को भी प्रभावित करता है, जिससे इन हितधारकों के साथ दीर्घकालिक संबंधों की स्थिरता प्रभावित होती है। ये संगठन अक्सर खुद को किंकर्तव्यविमूढ़ पाते हैं, क्योंकि इन संगठनों की विशिष्ट आवश्यकताओं की पूर्ति हेतु विशेष रूप से डिज़ाइन किए गए ब्रांडिंग के ढाँचों का अभाव है। वे यह भी सुनिश्चित नहीं कर पाते कि दूसरे वाणिज्यिक समकक्षों के किए अभिकल्पित मोडेल तथा रूपरेखा उनके लिए उपयुक्त है अथवा नहीं। इस अध्ययन में इन संगठनों में ब्रांड अभिविन्यास को अंगीकृत करने की घटनाओं का पता लगाने का प्रयास किया गया है।

अध्ययन छह चरणों में आयोजित किया गया है। पहला चरण इस अध्ययन के संदर्भ के अनुसार लाभकारी संगठन के लिए उपयुक्त परिभाषा की पहचान हेतु साहित्य की समीक्षा पर केंद्रित है। इसके द्वारा गैर लाभकारी ब्रांडिंग के विकास के मार्ग का पता लगाया गया और गैर लाभकारी संगठनों के लिए ब्रांड अभिविन्यास पर साहित्य की व्यवस्थित समीक्षा के साथ निष्कर्ष निकाला गया है।

चरण 1 से एकत्र की गई जानकारी के आधार पर, अध्ययन के चरण 2 का आयोजन किया गया जिसके परिणामस्वरूप अनुसंधान अंतराल, अनुसंधान उद्देश्यों का गठन और अनुसंधान प्रश्नों की पहचान हुई। इन अंतरालों को संबोधित करने के लिए अध्ययन के चरण 3 का आयोजन किया

गया। अनुसंधान के चरण 3 में ग्राउन्डेड थियरी मेथोडोलॉजी का उपयोग करते हुये गैर लाभकारी संगठनों में ब्रांड अभिविन्यास को अपनाने से संबंधित जमीनी वास्तविकताओं की पहचान, उनको प्रभावित करने वाले कारकों तथा अन्य सम्बद्ध विषयों को शामिल किया गया। इससे मुख्य घटना की पहचान हुई : गैर लाभकारी संगठनों में ब्रांड अभिविन्यास का अंगीकरण। इसके परिणामस्वरूप वैसे कई कारकों की पहचान हुई जो ब्रांडिंग सिद्धांतों और नीतियों को अपनाने या इसके खिलाफ उनके झुकाव के लिए योगदान करती हैं। चरण 4 का अध्ययन आगे चरण 3 में पहचाने गए कारकों पर निर्मित है। यह कुल व्याख्यात्मक संरचना मॉडलिंग (TISM) का उपयोग करके ब्रांड अभिविन्यास को प्रभावित करने वाले कारकों का एक श्रेणीबद्ध ढांचा प्रस्तुत करता है। कुल व्याख्यात्मक संरचना मॉडल एक दृश्य प्रदान करता है कि एक संगठन में ब्रांड अभिविन्यास को प्रभावित करने वाले विभिन्न कारक एक साथ कैसे जुड़ते हैं, परस्पर क्रिया करते हैं और एक दूसरे पर प्रभाव डालते हैं। TISM एक स्पष्ट तस्वीर प्रदान करता है। चरण 5 में निष्कर्षों के सत्यापन के लिए केस स्टडी का उपयोग किया गया है। चरण 6 आयोजित किए गए अध्ययन के निष्कर्षों का संश्लेषण करता है और अध्ययन के निष्कर्ष और निहितार्थ प्रस्तुत करता है। इस शोध में गैर लाभकारी संगठनों में ब्रांड अभिविन्यास को उनके दृष्टिकोण से समझने हेतु व्याख्यात्मक पद्धति को प्रयुक्त किया गया है। उनके दृष्टिकोण को एक प्रेरक मॉडल के विकास हेतु पुनः व्याख्यायित तथा संरचित किया गया।

प्रस्तुत शोध गैर लाभकारी संगठनों में ब्रांड अभिविन्यास के बारे में विस्तार से जांच कर तथा अंतर्निहित विषयों की पहचान कर ज्ञान के क्षेत्र में महत्वपूर्ण योगदान करता है। पूर्ववर्ती अध्ययनों के विपरीत, जो या तो उपभोक्ताओं के दृष्टिकोण पर ध्यान केंद्रित करते हैं या दाताओं / स्वयंसेवकों को आकर्षित करने के एक बहुत ही संकीर्ण दृष्टिकोण से ब्रांडिंग को लागू करते हैं, यह अध्ययन इन संगठनों में ब्रांडिंग का एक व्यापक दृष्टिकोण प्रदान करता है। इसमें गैर लाभकारी संगठनों में

ब्रांड अभिविन्यास को अपनाने में नेताओं की महत्वपूर्ण भूमिका पर प्रकाश डाला गया है । इस अध्ययन से प्राप्त अंतर्दृष्टि से इन संगठनों को अपने बारे में और वे जिन कारणों का समर्थन करते हैं, उसके बारे में जागरूकता बढ़ाने में तथा लोगों को अपने मिशन को आगे बढ़ाने हेतु सम्बद्ध करने में मदद मिलेगी । उन्हें सही समय पर सही लोगों को सही हस्तक्षेप प्रदान करने के लिए मार्गदर्शन करने में मदद करेगी तथा सबसे ऊपर वे समुदायों को परिवर्तन का अग्रदूत बनने में सशक्त कर सकेंगे । यह अपने मिशन की पूर्ति हेतु संघर्षरत गैर लाभकारी संगठनों के लिए एक मार्गदर्शक मैप के रूप में कार्य करेगा तथा नेतृत्व को अपने उद्देश्य के लिए उनके जुनून से ऊर्जायित संगठन को पेशेवर ढंग से संचालित करने में मदद करेगा ।

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