BRAND IMAGE MANAGEMENT FOR NONPROFIT ORGANIZATIONS: EXPLORING THE RELATIONSHIPS BETWEEN WEBSITES, BRAND IMAGES AND DONATIONS

Shiu-Li Huang*
Department of Business Administration
National Taipei University, Taiwan
slhuang@mail.ntpu.edu.tw

Hsiao-Hsuan Ku
Department of Business Administration
National Taipei University, Taiwan
kiki6438@msn.com

ABSTRACT

In this highly competitive and resource scarce environment, nonprofit organizations (NPOs) must create a positive brand image in order to gain the public's favor and trust, and, consequently, more donations. This study explores how information items on NPO websites improve the brand image of a nonprofit, and examines the relationship between various website-generated brand images and the viewer's intention to donate. Content analysis and a card sorting exercise are used to find out which information items on websites are associated with the desired images. Next, a survey is conducted to measure what types of information can improve the nonprofit's brand image and lead to a higher intention to donate. The results show that the types of information delivered by an NPO website have different impacts on the impressions of the nonprofit's brand image. Brand images showing usefulness and dynamism increase website viewers' intention to donate.

Keywords: Internet marketing; Website; Nonprofit organization; Brand image; Intention to donate

1. Introduction

As the number of nonprofit organizations (NPOs) continues to increase, competition for donations in the nonprofit sector intensifies [Hopkins et al. 2014]. To make matters worse, people are also becoming unwilling to donate because they do not trust NPOs [National Council for Voluntary Organisations 2004; Sargeant et al. 2006]. In Taiwan, 34.16% of NPOs are experiencing operational difficulties caused by inadequate funding. This scarcity of funds is also common in other countries [Charities Aid Foundation 2014; Nonprofit Finance Fund 2014]. NPOs understand the importance of marketing and have begun to build websites to publicize their missions and activities. There is no doubt that websites are economical tools for nonprofit marketing. However, the issue of how websites can be best used to increase the viewer's intention to donate has not been addressed.

Brand image is the knowledge, feelings and beliefs people have about an organization, and through which they know, describe, remember, and relate to that organization. Brand image defines the set of associations a consumer has with a brand [Keller 1993]. As markets grow more competitive, organizations must shape their images to be competitively attractive. Positive brand image has a positive impact on brand equity and consumer behavior [Aaker & Keller 1990; Keller 1993]. Prior studies have confirms the positive relationship between brand image and consumers' purchase intention [Chang & Liu 2009; Khan et al. 2015; Wang & Tsai 2014; Yeh 2015]. Similarly to for-profit firms, nonprofit brands can create identification and differentiation characteristics in a competitive environment, intensify trust in their activities and thus secure their volume of donations [Voeth & Herbst 2008]. Prior studies have shown that the nonprofit's brand image has a considerable impact on donors' intention to donate [Bennett & Gabriel 2003; Michel & Rieunier 2012]. The act of giving to a NPO tends to be more social than economic in nature [Venable et al. 2005]. In contrast with profit brand images, nonprofit brand images should emphasize the central values of organization, trustworthiness, humanity and idealism [Voeth & Herbst 2008].

Traditional marketing techniques improve brand image by creating positive associations with a brand [Keller 1993]. For instance, an organization can use a conventional storefront to influence visitors' impressions and

* Corresponding author

differentiate itself in the marketplace. The design of the storefront provides cues regarding the organization and these cues create perceptions of the organization and affect its abilities to attract resources from its environments [Winter et al. 2003]. An electronic storefront or website serves a similar function. An organization's website can influence viewers' impressions of that organization [Braddy et al. 2008; Winter et al. 2003]. Website content and functions can influence viewers' attitude toward the website [Koenig & Schlaegel 2014; Lin 2010] and further contributes to brand image [Sheng & Teo 2012; Yeh 2015], customer satisfaction, retention, and the financial performance of an organization [Hoekstra et al. 2015]. The effect of a website on a brand image can be explained by priming and signaling theories [Braddy et al. 2008; Lowry et al. 2008]. Websites have become important image building tools. However, while the impacts of websites on consumers' impressions of organizations have been studied, little academic work has focused on how to design a website to shape the desired brand image. Branding is still an emergent concept in the charity context; nonprofit marketers still devote few activities to the development and strategic use of brands [Michel & Rieunier 2012; Stride & Lee 2007; Voeth & Herbst 2008]. It is crucial to develop a greater understanding of how to build up and maintain a strong brand image in the context of nonprofit markets. NPOs can tailor their marketing communications around the desired brand image in order to increase people's intention to donate. What we do not know is how to tailor the information, i.e., the content and functions on an NPO's website in order to create the desired brand image and increase donations. This study bridges this gap and aims to help NPOs manage their brand image on their websites. This study also contributes to electronic commerce by offering a conceptual model that explains the relationships between the types of information on the website, the nonprofit brand image created by the website, and the viewer's intention to donate.

In sum, this study would like to answer the following research questions:

RQ1. Can website generated brand images increase the website viewers' intention to donate?

RQ2. Which image dimensions conveyed by a website have an influence on intention to donate?

RQ3. How do information types (information components) on a website impact a NPO's brand images?

This study performs content analysis across popular NPO websites to explore information items on such sites. A card sorting exercise and clustering analysis are used to classify the information items into types that are associated with brand images. Next, we use a quantitative survey to examine the relationships between the information types on these websites, the dimensions of nonprofit brand image, and the intention to donate money and time. Finally, theoretical and practical implications are provided based on the research findings.

2. Theoretical Background

2.1. Nonprofit Brand Image

A brand is a name, term, design, symbol or any feature that identifies one seller's product or service as distinct from those of other sellers. The brand image is the perception of a brand in the minds of persons [American Marketing Association 1995]. The functions of nonprofit brands are similar to those of traditional product brands. A good product brand gives consumers a quality guarantee of the product and service, and a good NPO brand gives donors a guarantee of trustworthiness to reduce the risks of donating [Voeth & Herbst 2008]. Nonprofit organizations can use their brand as an identification system to differentiate themselves from other organizations, and must devise branding strategies to create their desired brand image.

A brand image is formed from three types of brand associations: functional, symbolic and experiential. Functional associations are linked to functional benefits and involve the desire to solve problems related to the consumer, and to satisfy externally generated consumption needs. For nonprofit organizations, these functional associations refer to the characteristics, mission, and tangible qualities of the organization [Michel & Rieunier 2012]. A symbolic association is defined as the desire for products that fulfill internally generated needs for self-enhancement, role position, group membership, and ego-identification. Symbolic associations are abstract cognitions that translate the values of the organization, personality traits associated with the brand, and even emotions [Michel & Rieunier 2012]. An experiential association is defined as the desire for products or services that provide sensory pleasure, variety, and cognitive stimulation [C. W. Park et al. 1986]. Therefore, different brand associations may add a positive, negative or neutral dimension to a brand image, which will affect consumers' preferences and purchase intentions regarding the product or service [C. S. Park & Srinivasan 1994]. Analogous to the brand image of a for-profit organization, the brand image of an NPO may affect donor attitudes and influence donation behavior.

Bennett and Gabriel [2003] found that a more favorable brand image results in higher donation amounts. They sorted charity brand images into seven dimensions which describe the overall impression of a charity: compassion, reputation (e.g., the charity uses its assets wisely), dynamism, popularity (e.g., the charity is very well known), political orientation (e.g., the charity is non-political), idealism, and focus on beneficiaries (e.g., the charity focuses spending on beneficiaries rather than administration). They found that compassion, reputation, dynamism, and focus on beneficiaries all have significant influence on donations.

Michel and Rieunier [2012] developed a scale to measure the brand image of charities, and examined the relationship between charity brand image and the donation of money and time. They found fourteen image facets belonging to the four dimensions of usefulness, efficiency, affect and dynamism. The scale of nonprofit brand image can explain up to 31% of intentions to give money and 24% of intentions to give time. Each dimension significantly influences the intention to give time or money. Table 1 summarizes the scales measuring nonprofit brand image.

Table 1: Nonprofit Brand Image Scales

Bennett and Gabriel [2003]	Michel and Rieunier [2012]
Compassion:	**Usefulness:**
Compassionate	Indispensable
Caring	Useful
Feeling	Civic-minded
Trustworthy	**Efficiency:**
Reliable	Efficient
Reputation:	Serious
The charity uses its assets wisely	Well-managed
Financially sound	Provides an excellent service to beneficiaries
Provides an excellent service to beneficiaries	Uses assets wisely
Well managed	**Affect**
Capable	Friendly
Has a good long-term future	Generous
Has excellent employees	Warm
Dynamism:	Engaging
Progressive	**Dynamism:**
Visionary	Modern
Innovative	Innovative
This is a charity that others should try to emulate	
Efficient	
Popularity:	
This charity is very well known	
This charity has achieved a great deal	
Political orientation:	
This charity is highly political	
This charity gets things done	
Idealism:	
Idealistic	
Focus on beneficiaries:	
Focuses spending on beneficiaries rather than administration	

Consumers know a brand and perceive a brand image from their brand experiences through advertising, word of mouth, social networks, organization websites, and other touch points [Kotler & Armstrong 2013]. Prior studies have found that a website generated brand image can lead viewers to trust in the organization, which leads to trust-related behaviors, e.g., purchasing [Everard & Galletta 2005-6; Lowry et al. 2008]. Prior studies have also found that nonprofit brand image can influence intentions to donate [Bennett & Gabriel 2003; Michel & Rieunier 2012]. As such, the following hypothesis is proposed.

H1*: The nonprofit brand image shaped by the website is positively associated with viewers' intentions to donate.*

According to extant studies on nonprofit brand image [Bennett & Gabriel 2003; Michel & Rieunier 2012], the brand image of a nonprofit is composed of several dimensions, each of which may have a different level of impact on donations. The dimensions are factors that make up brand image, each dimension is a specific characteristic perceived and used by consumers to describe the organization. Consumers form their behavioral intentions based on both cognitive and affective responses. A consumer's perceptions (cognitive responses) influences his/her overall satisfaction (affective responses) and further affects behavioral intention [Oliver 1999]. We posit that the dimensions of brand image that shaped by an NPO website induce different cognitive and affective responses and thus have different levels of impact on the viewers' intentions to donate.

H2*: The dimensions of brand image have different levels of impact on the intention to donate.*

2.2. The Impact of the Website on Brand Image

Since NPOs can create their desired brand image to increase donations, and Internet marketing is the most economical way to build a brand, it is crucial to know how NPOs manage their brand images on a website. An organization's website is a touch point by which it maintains contact and communicates with its audience; it is therefore an important tool for creating the desired brand image, as the viewers form their impressions based on the website [Voorveld et al. 2009].

Winter, Saunders, and Hart [2003] showed that websites do influence potential customers' impressions of firms. Specifically, the website features—the text content, graphics, site layout, fonts, color combinations, employed technology, links to other sites, and the vigor with which the firm tries to sell its product—contribute to the impressions (e.g., legitimacy, level of care, innovativeness, etc.) formed by viewers who visit the website. Karimov et al. [2011] reported that the website design features including visual, social cue and content design influence consumers' initial trust towards unfamiliar online vendors. In addition, prior studies have found that website quality or usability has a significant impact on brand image, trust in the website, and how favorably people view the organization [Braddy et al. 2008; Everard & Galletta 2005-6; Janita & Miranda 2013; Lowry et al. 2008]. Website quality can be defined by the user's general perception of the navigability, aesthetics and functionality of the website.

Viewers' responses to brand websites resemble the responses to advertisements or information systems [Voorveld et al. 2009]. Websites serve as advertisements to deliver promotional marketing messages to consumers. The positive relationship between attitude toward advertisement and attitude toward brand has been confirmed by prior studies [Brown & Stayman 1992]. Brand attitude is the most important aspect of brand image [Keller 1993]; favorable brand attitude contributes to positive brand image [Chang & Liu 2009; Faircloth et al. 2001]. By substituting attitude toward the ad for attitude toward the website researchers in the field of brand websites have suggested that responses to websites will influence responses to brands in a similar way as in traditional advertising contexts [Voorveld et al. 2009]. Websites can also be seen as information systems that are composed of people and information technology components to processes and distribute information. Most research on the adoption and continued use of technology is based on the Technology Acceptance Model (TAM) [Davis et al. 1989]. The most important predictors of the intention to use the new technology are perceived usefulness and perceived ease of use. Prior studies have shown that website content and functions influence viewers' perceived usefulness and perceived ease of use toward the website [Koenig & Schlaegel 2014; Lin 2010]. In addition to behavioral intention to use the technology, perceived usefulness and perceived ease of use also contribute to brand image and brand equity [Sheng & Teo 2012; Yeh 2015]. The perceived usefulness and perceived ease of use can positively influence the viewers' attitude toward the website and further enhance the brand attitude.

The effect of a website on a brand image can be explained by signaling theory. When people's knowledge about an object is limited, they tend to draw inferences based on cues from available information. In the context of Internet marketing, signaling theory suggests that in the absence of other information about an organization, consumers will draw inferences about the organization based on the cues gained from its website, which guides their impression of the organization [Braddy et al. 2008]. Another explanation is the associative network model of memory. The model views memory search as activation spreading from the node of the primed concept to the nodes linked to it in a semantic network, down to some depth. A node is a stored concept, and a link between nodes represents the strength of the association between the nodes. A consumer's positive impression of a website serves as a prime to activate positive thoughts in memory, which enables the consumer to generate a positive attitude toward the organization [Lowry et al. 2008].

Existing studies have shown that website design has an impact on viewers' impressions of the brand image of the sponsoring organization. However, how to organize information, i.e., content and functions, in a website in order to create the desired image has not been addressed. A brand image is formed from the functional, symbolic and experiential associations. For a nonprofit organization, the functional association refers to its cause (what it does); for example, cancer research and animal welfare. The symbolic association refers to its beliefs (the value it stands for); for example, passionate, caring, and innovative. The experiential association refers to the audience's feel of interacting with the NPO [Hankinson 2000, 2004]. NPOs can communicate their brands with the three associations via websites, e.g., to articulate their missions and core values introducing functional and symbolic benefits, and to provide online functions improving experiential benefit. In accordance with signaling theory and the associative network model of memory, we posit that the information delivered by a website can serve as a signal or a prime to guide inferences about the organization and to bias the viewer's evaluation of the organization in an evaluatively consistent manner. If the information elicits good impressions, e.g., the information is informative or useful, the information can lead to a positive brand image. The following hypothesis is proposed.

H3*: The information delivered by an NPO website has a positive impact on the impressions of the nonprofit's brand image.*

3. Research Methodology

The present study used Michel and Rieunier's scale [2012] to measure nonprofit brand image because it is more compact than Bennett and Gabriel's scale [2003]. First, we discovered candidate information items on NPO websites via content analysis. Next, a card-sorting technique was used to classify the information items based on the associated dimensions of brand image. Finally, we conducted a questionnaire survey to examine the relationships between the types of information items, the brand image dimensions, and intention to donate. Each phase is described in detail in the following subsections.

3.1. Content Analysis

Prior studies found that website content is a key factor that determines website quality and further influences users' intention to use the website [Al-Qeisi et al. 2014; Udo et al. 2010]. The finding implies that a popular website has sufficient and high-quality content. Thus, this study chose the most popular NPO websites for content analysis in order to collect information items. Collecting information items from the most popular websites can ensure the completeness and usefulness of the collected items. The analysis tool Alexa was used to identify the top 10 NPO websites in Taiwan according to website traffic. In order to enhance the generalizability of our research findings we also selected the top 10 international NPO websites. From October 13 to November 3, 2013, we observed website traffic on a weekly basis, and then averaged the website traffic of those four weeks.

After identifying the 20 websites, we randomly picked four of them for a pretest. The pretest was used to develop a coding scheme for information items and to provide coder training. Two coders, they were graduate students majoring in Business Administration and familiar with content analysis, individually explored the four sites to identify potential information items. After that, they discussed and compared their definitions of the information items, one by one, in order to make sure the coding scheme was clear and understandable. Each information item had to be specific enough to avoid overlapping the definition of another information item, and general enough to apply to all NPO websites. The final coding scheme was used to analyze the 20 websites to determine whether or not each website provided the information items in the scheme. Some information items appeared infrequently on the 20 sites and were therefore deleted. In total, 30 information items were kept after the content analysis (see Table 2). Cohen's kappa coefficient was used to measure inter-coder agreement [Cohen 1960]. The coefficient was 0.846, showing that the two coders had almost perfect agreement and the coding result is reliable [Landis & Koch 1977].

Table 2: Information Items Obtained by Content Analysis

Information item	Definition
Background, goals and aim	The vision and mission of the organization
Organizational structure	Allocation of responsibilities for different functions and processes to different entities
Members	Introduction to members of the organization
Financial statements	Organization announced annual revenues and spending situation for understanding the organization's financial position and performance
Main business	Primary services and activities
The mode of operation	The use of donations and fundraising conditions
News	Business-related issues or services reported by the media
Case sharing	Sharing of the experience of past events by donors and recipients
Knowledge sharing	The sharing of business-related knowledge and ideas
Donations	Offer of donation methods and concrete ways to contribute
Donation list	A list of donors
Use of funds	Announcement of the funding for each activity or each detail used by organization
Service outcomes	The activity processes, content and results
Online donations	Online donation platform and functionality
Online membership registration	The function that enables users to register online as a member
Member profile maintenance	The function that enables members to update personal information online
Volunteer recruitment	The function that enables users to register online as a volunteer
Search engine	The function that enables users to search for pages and documents on the website
FAQs	A list of questions and answers that helps users obtain useful information and solve problems
Contact information	The ways to contact the organization
Service areas	The distribution and location of offices
Consulting services	Information on how to request consulting services and how to contact professional social workers, consultants and experts for resolving problems
Marketing activities	The activities used to enhance the visibility and image
Main activities	The activities regarding main business
Activity registration	Information on how to sign up for activities
Related cooperation	Cooperation agreements between the organization and other organizations
Website links	Links to related websites
Commodity	The products provided or sold by the organization
Publications	Journals or newsletters issued by the organization
Recruitment	Recruitment of suitable candidates for jobs within the organization

3.2. Card Sorting

Card sorting is a method by which to explore the different ways in which items can be organized in various categories [Spencer 2009]. This study used card sorting to classify the information items collected via content analysis into brand image facets in order to identify brand image related information items. Additionally, new information items that were associated with the desired brand image but had not been identified in content analysis could be discovered in this phase. For the card sorting exercise, we invited 12 participants: 6 who were working in NPOs, and

6 who were not working in NPOs but had always participated in charitable activities. The participants were divided into four teams of 3 participants each, which is the ideal team size for card sorting, as suggested by Spencer [2009]. To each team, we gave a set of cards with the collected information items, along with a list of fourteen categories representing the fourteen image facets in Michel and Rieunier's scale. We also listed one category labeled "Other." Next, we asked participants to put each of these information items into one of the fifteen categories. If participants thought that an information item was not associated with any pre-defined brand image category, they could put this item into the category labeled "Other." Finally, participants grouped cards in the "Other" category into new image categories, and discarded any cards that had nothing to do with brand image. During the card sorting process, participants were allowed to create new information cards and add them to any image category if any relevant information items were not included.

After card sorting, we found that the participants had added five new information items: online chat rooms, educational mission, spiritual philosophy, government certification, and online message board. They also created seven new image facets: commerciality, problem solving, thoughtfulness, information transparency, convenience, professionalism, and reliability. Correlation analysis was used to find out which image facets were highly correlated and to determine which image facets should be kept, removed or integrated. The correlation analysis results show that the image of commerciality is highly correlated with innovativeness ($R = 0.377$, $p < 0.05$), the image of problem solving is highly correlated with friendliness ($R = 0.489$, $p < 0.01$), the image of information transparency is highly correlated with the image that the organization uses assets wisely ($R = 0.473$. $p < 0.01$), and the image of professionalism is highly correlated with civic-mindedness ($R = 0.344$, $p < 0.05$). Thus, this study decided to remove the image facets of commerciality, problem solving, information transparency and professionalism because they can be represented by the images of innovativeness, friendliness, wise use of assets, and civic-mindedness, respectively. The images of thoughtfulness and convenience have a significant positive correlation ($R = 0.469$, $p < 0.01$). We integrated these two image facets and used the term "convenience" to represent the integrated image facet because more information items were associated with convenience than were associated with thoughtfulness. This study assigned the facet of convenience to the dimension of efficiency because the convenience facet has a significant positive correlation with the efficiency facet, which belongs to the efficiency image dimension. The image of reliability was deleted because it was mentioned only one time. Finally, this study decided to delete the new information items of educational mission, spiritual philosophy, and government certification because they also were mentioned only once. We combined online chat rooms and message board to a new information item named "social applications."

After the card sorting analysis, fifteen image facets and thirty one information items were identified. We used these information items with the associated image facets to perform cluster analysis using a two-stage approach. First, we performed hierarchical clustering using Ward's method. Next, this study found the centroid of each cluster and used these centroids as the seeds to run K-means to understand which information items were similar based on their associated image facets.

The clustering result revealed five clusters: (1) Objective and service, containing information items regarding background, goals and aim (i.e., mission), main business, knowledge sharing, service outcomes, news and main activities; (2) Operational management, containing items regarding organizational structure, members, financial statements, mode of operation, donation list, use of funds, volunteer recruitment, related cooperation, and employee recruitment; (3) Communication and consultation, containing items regarding case sharing, consulting services, publications and marketing activities; (4) Online services, containing items regarding donations, online donations, the search engine and commodities; and (5) Convenience and contact, containing items regarding membership, member profile maintenance, FAQs, contact information, service areas, activity registration, website links and social applications. We decided to factor marketing activities into "public relations activities" and "publicity activities" because they are common marketing activities for NPOs [Rados 1996].

3.3. Research Model and Measures

This study examines the relationships between five discovered types of information items and four dimensions of nonprofit brand image, as well as the relationships between the image dimensions and a website viewer's intention to donate money and time. The richness of each information item was measured by a seven-point scale ranging from 1 (strongly disagree) to 7 (strongly agree). The four image dimensions and the intention to donate money and time were measured by the items adopted from [Michel & Rieunier 2012]. Figure 1 depicts the research model.

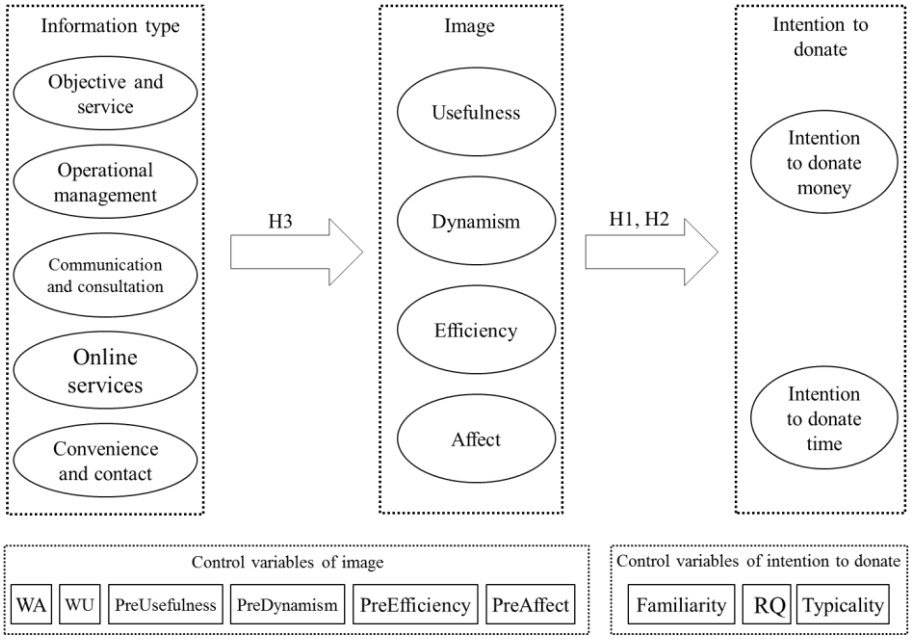

Figure 1: Research Model

According to extant literature, familiarity, relationship quality (RQ), and typicality may influence the intention to donate [Lee & Chang 2008; Michel & Rieunier 2012; Skarmeas & Shabbir 2011; Smith et al. 1995; Winterich et al. 2012]. This study considered these control variables and adopted the scales proposed by prior studies to measure familiarity [Kent & Allen 1994], relationship quality [Hennig-Thurau et al. 2002; Sargeant et al. 2006], and typicality [Michel & Rieunier 2012]. We also considered the impacts of website usability (WU) and website attractiveness (WA) on brand image. The scales for measuring website usability and website attractiveness were adopted from [Williamson et al. 2003] and [Van der Heijden 2003], respectively. This study also examined the effects of website viewers' perception of the NPO's brand image prior to browsing the NPO's website on their image of the NPO after browsing.

3.4. Sample and Data Collection

We conducted a survey and distributed the questionnaires for one week in April, 2014. We invited people passing by on a campus to join the survey. Four NPO websites regarding caring for children (www.ccf.org.tw, www.tccsj.org.tw, www.worldvision.org.tw, and www.teresa.org.tw) were used for the survey. Since the four NPOs have the same mission, we could eliminate the mission effect. In addition, the mission of caring for children was the most popular mission amongst the top NPO websites in Taiwan. Thus, four websites could be used for manipulation of various information items and brand images.

First, participants were randomly assigned to one of the four NPO websites. In order to ensure the participants did not have a preconceived impression of the website, they were allowed to continue the survey only if they had not visited the website in the previous six months. Next, participants answered the first part of the questionnaire to measure their image of the NPO before browsing the website, their relationship quality with the NPO, the typicality of the NPO, and their familiarity with the NPO. Then, they browsed the NPO website at their own pace. Finally, they finished the second part of the questionnaire to measure their image of the NPO after browsing the website, the usability and attractiveness of the website, and their intention to donate money and time.

The effective sample size was 210. The demographic information of these participants is shown in Table 3. A Chi-test was used to compare the demographics in the four NPO groups and confirm that demographic attributes (sex, age, political party, religion, job, income and education) did not differ among the four NPO groups. Thus, the influence of demographic attributes could be controlled.

Table 3: Sample Demographics

Attribute	Categories	Sample	%	Attribute	Categories	Sample	%
Gender	Male	74	35.2	Occupation	Student	199	94.8
	Female	136	64.8		Other	11	5.2
Political party	KMT	23	11.0	Education	High School	2	1.0
	DPP	10	4.8		Bachelor	134	63.8
	Others	3	1.4		Master	69	32.9
	Non-political	174	82.9		Doctor	5	2.4
Religion	Buddhism	26	12.4	Age	< 20	49	23.3
	Taoism	40	19.0		20~25	139	66.2
	Christianity	25	11.9		26~30	10	4.8
	Catholicism	2	1.0		31~35	5	2.4
	Other	4	1.9		36~40	3	1.4
	NO religion	113	53.8		> 40	4	1.9
Income (NT$)	<10,000	151	71.9				
	10,001~20,000	41	19.5				
	20,001~30,000	8	3.8				
	30,001~40,000	7	3.3				
	40,001~60,000	1	0.5				
	60,001~80,000	1	0.5				
	>80,001	1	0.5				

4. Data Analysis and Results

4.1. Measurement Model

The reliability of reflective construct scales can be ensured by examining composite reliability (CR), Cronbach's alpha, and average variance extracted (AVE). These three values should be greater than 0.7, 0.7, and 0.5 [Bagozzi & Yi 1988; Fornell & Larcker 1981]. The results indicate that the construct scales have good reliability (see Table 4). Convergent validity requires that item-total correlation (ITC), factor loading and AVE should be greater than 0.3, 0.7 and 0.5, respectively [Fornell & Larcker 1981]. The results are shown in Table 4 and indicate that the scales have good convergent validity.

Table 4: The Result of Factor Analysis

Construct	Items	Factor loading	ITC
Usefulness CR= 0.943 Alpha= 0.91 AVE= 0.848	The NPO is indispensable (the NPO is absolutely necessary for the society).	0.925	0.634
	The NPO is useful (the NPO does serve the public interest and improve social welfare).	0.94	0.665
	The NPO is civic-minded (the NPO is concerned with the well-being of the community).	0.898	0.652
Efficiency CR= 0.937 Alpha= 0.919 AVE= 0.713	The NPO is efficient (the NPO can operate in the best possible manner with the least waste of money and effort).	0.837	0.646
	The NPO is serious (the NPO is earnest about helping people).	0.843	0.719
	The NPO is well-managed (the NPO can succeed in accomplishing its goal despite difficulty or hardship).	0.884	0.666
	The NPO provides an excellent service to beneficiaries (the beneficiaries are highly satisfied with the NPO's service).	0.861	0.686

	The NPO uses assets wisely (the NPO can find the best way to use its assets to survive and prosper).	0.827	0.570
	The NPO is convenient (the NPO provides convenient and thoughtful services).	0.817	0.660
Affect CR= 0.921 Alpha= 0.886 AVE= 0.747	The NPO is friendly (the NPO is kind and like a friend).	0.908	0.675
	The NPO is generous (the NPO is liberal in giving).	0.838	0.569
	The NPO is warm (the NPO is cordial).	0.905	0.670
	The NPO is engaging (the NPO is attractive and pleasing).	0.802	0.642
Dynamism CR= 0.93 Alpha= 0.851 AVE= 0.87	The NPO is modern (the NPO likes to adopt new ways to operate).	0.937	0.645
	The NPO is innovative (the NPO keeps improving its ways to operate and experiments with new possibilities in order to create new value).	0.929	0.620
Typicality CR= 0.961 Alpha= 0.921 AVE= 0.926	This nonprofit organization is representative of the idea I have of the humanitarian sector.	0.957	0.577
	This nonprofit organization is a good example of the humanitarian sector.	0.968	0.626
Familiarity CR= 0.93 Alpha= 0.889 AVE= 0.817	I am familiar with the NPO.	0.919	0.436
	I have experience with the NPO.	0.838	0.330
	I have knowledge about the NPO.	0.952	0.473
Website usability CR= 0.947 Alpha= 0.926 AVE= 0.819	The website is clear and understandable.	0.89	0.584
	The website does not require a lot of mental effort to navigate.	0.925	0.556
	The website is easy to use.	0.931	0.631
	The website is well organized.	0.874	0.585
Website attractiveness CR= 0.94 Alpha= 0.905 AVE= 0.839	Overall, I find that the site looks attractive.	0.933	0.688
	The layout of the site is attractive.	0.95	0.582
	The colors that are used on the site are attractive.	0.864	0.494

To achieve adequate discriminant validity, the correlation coefficients among variables should be less than 0.9, and the square root of AVE should be greater than the inter-construct correlation coefficients [Fornell & Larcker 1981]. The correlation matrix is shown in Table 5, which suggests that discriminant validity is satisfactory.

Table 5: Correlation Matrix

	Affect	**Dynamism**	**Efficiency**	**Familiarity**	**Typicality**	**Usefulness**	**WA**	**WU**
Affect	**0.864**							
Dynamism	0.596	**0.933**						
Efficiency	0.784	0.618	**0.845**					
Familiarity	0.186	0.249	0.355	**0.904**				
Typicality	0.426	0.428	0.503	0.452	**0.962**			
Usefulness	0.730	0.503	0.694	0.223	0.457	**0.921**		
WA	0.416	0.621	0.449	0.258	0.378	0.389	**0.916**	

WU	0.448	0.529	0.511	0.291	0.439	0.459	0.589	**0.905**

Note: The diagonal line of the correlation matrix represents the square root of AVE.

The reliability of formative constructs should be measured in terms of multicollinearity. The Variance Inflation Factor (VIF) was used to determine whether or not there was a multicollinearity problem. According to the guidelines, if the VIF for formative constructs is greater than 3.3, multicollinearity is a concern [Diamantopoulos & Siguaw 2006]. We found that the VIF values of three items (*background, goals and aim*, *main business*, and *main activities*) in the construct of *Objective and service* were greater than 3.3. Therefore, we averaged and combined these three items into a single item named *background, main business and activities* to solve the multicollinearity problem. After that, the VIF values of all indicators were less than 3.3; thus, reliability was satisfactory. To validate the instruments for formative constructs, we followed the steps suggested by Petter et al. [2007]. Table 6 shows that the most item weights are significant. Although some item weights are not significant, these items were still kept in order to preserve content validity.

Table 6: Analysis of Formative Constructs

Construct	Item	Weight	T-value	VIF
Objective and service	Knowledge sharing	0.305*	2.324	2.376
	Service outcomes	0.182	1.584	1.973
	News	0.079	0.905	2.007
	Background, main business and activities	0.567***	3.676	2.885
Operational management	Organizational structure	0.229*	2.090	2.148
	Members	0.075	1.105	1.711
	Financial statements	0.373**	2.959	1.711
	The mode of operation	0.165	1.634	1.679
	Donation list	0.161*	2.012	1.190
	Use of funds	0.123	1.350	1.862
	Volunteer Recruitment	0.147	1.382	2.025
	Related cooperation	0.053	0.766	1.549
	Recruitment	0.460***	4.131	1.927
Communication and consultation	Case sharing	-0.079	1.087	1.668
	Consulting services	0.196*	2.231	1.498
	Publications	0.184†	1.867	1.433
	Public relations activities	0.507***	5.124	1.911
	Publicity activities	0.432***	4.113	2.022
Online service	Donations	0.321*	2.434	1.091
	Online donations	0.259*	2.010	1.641
	Search engine	0.600***	4.677	1.315
	Commodity	0.257*	2.056	1.365
Convenience and contact	Membership	-0.085	0.594	2.691
	Member profile maintenance	-0.044	0.355	2.869
	FAQs	0.587***	5.180	1.374
	Contact information	0.107	0.915	1.701
	Service areas	0.149	1.134	1.632
	Activity registration	0.555***	4.620	1.358
	Website links	-0.124	1.328	1.471
	Social application	0.193†	1.683	1.459
Relationship quality	Trust	0.619***	5.59	1.615
	Commitment	0.059	0.569	1.582
	Satisfaction	0.453***	3.33	2.152

† $p < 0.1$, * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

4.2. Testing of the Research Model

This study tested the research model via Partial Least Squares (PLS) regression analyses using SmartPLS with a bootstrapping algorithm (resample 300). We chose PLS instead of covariance-based SEM because PLS is more suitable for exploratory research and measuring a construct with formative scales [Gefen et al. 2011]. The explanatory power of the structural model is evaluated by the R2 value. In order to determine whether each hypothesis was supported, this study assessed the t-statistics of the standardized path coefficients. The significant path coefficients and explained variances for the model are shown in Figure 2.

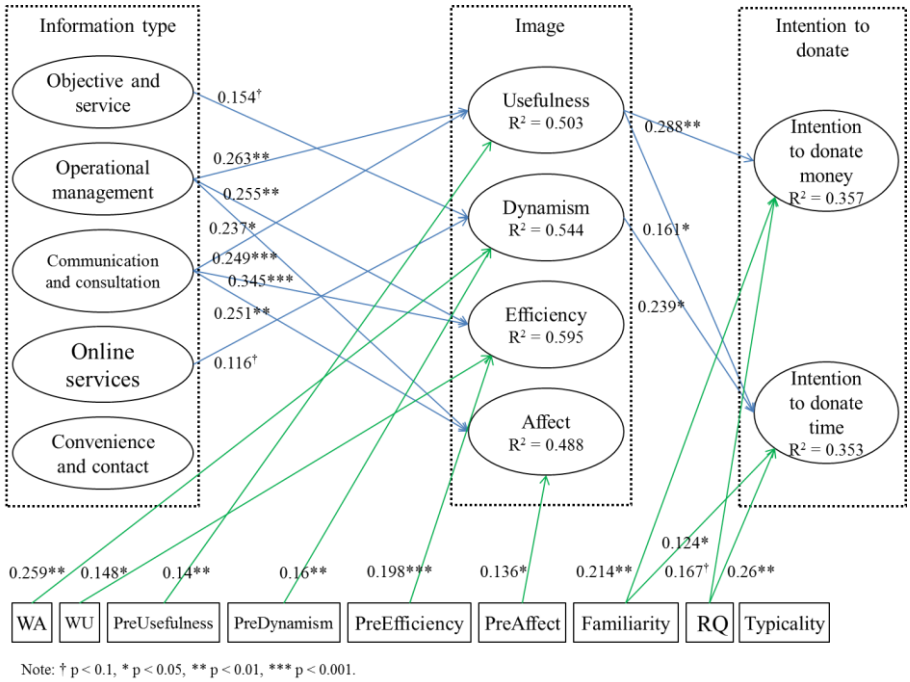

Figure 2: PLS Analysis of the Research Model

As indicated, the image of usefulness has a positive influence on intention to donate money ($\beta = 0.288$, $p < 0.01$) and intention to donate time ($\beta = 0.161$, $p < 0.05$). The image of dynamism is also positively associated with intention to donate time ($\beta = 0.239$, $p < 0.05$). Moreover, the information type of Objective and service has a positive influence on the image of dynamism ($\beta = 0.154$, $p < 0.1$); the information type of Operational management has a positive influence on usefulness ($\beta = 0.263$, $p< 0.01$), efficiency ($\beta = 0.255$, $p < 0.01$), and affect ($\beta = 0.237$, $p < 0.05$); the information type of Communication and consultation also has a positive influence on usefulness ($\beta = 0.249$, $p < 0.001$), efficiency ($\beta = 0.345$, $p < 0.001$), and affect ($\beta = 0.251$, $p < 0.01$); and the information type of Online service is positively associated with dynamism ($\beta = 0.116$, $p < 0.1$). Therefore, H1, H2 and H3 are supported.

Relationship quality is conceptualized as a second-order formative, first-order reflective, multidimensional construct. The dimensions of relationship quality are trust, commitment and satisfaction [Skarmeas & Shabbir 2011]. This study used the two-stage approach to estimate the relationship quality variable. Relationship quality is positively associated with intention to donate money and time ($\beta = 0.167$, $p < 0.1$; $\beta = 0.26$, $p < 0.01$). Familiarity with the NPO is also an important factor which influences the intention to donate money and time ($\beta = 0.214$, $p < 0.01$; $\beta = 0.124$, $p < 0.05$). However, the typicality of the NPO has no influence on intention to donate. The study found that website usability is positively associated with efficiency ($\beta = 0.148$, $p < 0.05$), and website attractiveness has a positive influence on dynamism ($\beta = 0.259$, $p < 0.01$). In addition, the participants' preconceived perceptions of the brand image of the NPO significantly influenced their image of the NPO after browsing the NPO website.

4.3. Common Method Variance

Common method variance (CMV) might be a concern because both independent and dependent variables were collected simultaneously from the same respondents [Avolio et al. 1991]. We followed the recommendations proposed by Podsakoff et al. [2003] and used the PLS marker variable approach [Rönkkö & Ylitalo 2011] to create a method factor. First, we selected four items that were collected in the same survey but were not included in the model being tested: "If I heard about a new information technology, I would look for ways to experiment with it;" "Among my

peers, I am usually the first to try out new information technologies;" "In general, I am hesitant to try out new information technologies;" and "I like to experiment with new information technologies" [Agarwal & Prasad 1998]. These were used as marker indicators. Second, we calculated the mean correlation between the marker items and the study items and found that the mean correlation is 0.107 (> 0.05), which means that a method variance problem may appear in the data. Third, a method factor was created using the marker indicators as an exogenous variable predicting each endogenous construct in the model. Finally, we compared the method factor model with the baseline model and found that the significant paths in the baseline model remain significant in the method factor model. Thus, we conclude that the data did not have a CMV problem.

5. Conclusions

The objective of this study was to examine the effects of various information types on nonprofit brand images and donations. Our findings based on the data from card sorting and the survey show that information communicated via an NPO website can help create the NPO's brand image. Different types of information are associated with different dimensions of such an image. The images of usefulness and dynamism have more impact on viewers' intention to donate.

5.1. Theoretical Implications

Prior studies have found that a nonprofit's brand image is a determinant of the intention to donate. However, little research has addressed how the desired image can be created. Existing studies have also shown that websites are effective tools for creating a brand image, but the relationships between the brand image and the types of information delivered on the website have not been investigated. This study demonstrates that a nonprofit organization can organize the information on its website to generate a specific brand image in order to increase viewers' intentions to donate. The research findings provide a guideline for organizing webpage content and functionality to enhance the desired nonprofit brand image and increase website visitors' intentions to donate. This study found that information items regarding Operational management, and Communication and consultation will produce the image of usefulness, and this image will enhance viewers' intentions to donate both money and time. In addition, information items regarding Objective and service, and Online service can help generate the image of dynamism, which will increase the intention to donate time. The item weights shown in Table 6 indicate the relative importance of each item.

This study also discovered relationships between the control variables, image dimensions and the intention to donate, which had not been found previously. As mentioned before, the usability and attractiveness of the website will affect viewers' impressions of the organization [Braddy et al. 2008]. Our study further identified their specific relationships. Website usability is positively related with the image of efficiency, and website attractiveness is positively related with the image of dynamism. Since the image of dynamism can increase the intention to donate, NPOs should improve the attractiveness of their websites. This study found that the information type of Convenience and contact does not have any influence on brand image of any sort. A possible explanation is that website visitors might consider these information items to be basic data that does not distinguish one NPO from another, so these items do not generate any image.

5.2. Practical Implications

Mark and Robin [1990] proposed a two-component framework for impression management: impression motivation and impression construction. Additionally, Barich and Kotler [1991] proposed a framework for organizational image management that involves four phases: design, data collection, image gap analysis, and image modification actions and tracking. This study merges these two frameworks together and provides guidelines for NPOs for managing their brand images via websites (see Table 7).

In the impression motivation process, an NPO is motived to manage its public impression through the design and data collection phases. In the design phase, the NPO needs to measure the importance of the image dimensions and determine which image dimensions they want to create. Since each NPO may desire to create a different brand image, it can use focus groups and interviews to conduct a qualitative measurement to determine the image dimensions on which it wants to focus, and develop its own brand image scale. Our study found that the images of usefulness and dynamism have a highly positive relationship with the intention to donate. This finding is useful to help the NPO determine the desired image. Additionally, NPOs can use focus groups and interviews to determine which potential donors to target and which highly successful NPO can serve as a performance benchmark. Next, in the data collection phase, the NPO can send questionnaires to the targeted potential donors and use the nonprofit brand image scale found in the design phase to measure the target donors' perceptions of the NPO's image and the benchmark NPO's image. After that, the NPO could proceed to the impression construction process. During image gap analysis, the NPO can analyze the collected data and portray the results. In this way, the current image of the NPO and that of the benchmark NPO can be easily compared, and the gap between them can be identified. If there is no benchmark, the NPO can compare its current image with its desired image to identify the image gap. The final phase is image modification actions and tracking. The NPO must devise action plans to close the image gaps. Improving or re-designing its website

is a useful action. After the action plans are implemented, the NPO needs to track whether its image has improved in the desired direction.

Table 7: The Process of Brand Image Management via Websites

	Phase		Action
Impression motivation	Design	1.	Determine the desired images.
		2.	Identify potential donors.
		3.	Select a benchmark NPO.
	Data collection	1.	Develop an image scale based on the desired images.
		2.	Measure the NPO's image.
Impression construction	Image gap analysis	1.	Compare the NPO's image with the benchmark's image.
		2.	Identify the image gaps.
	Image modification actions and tracking	1.	Specify action plans to close image gaps.
		2.	Organize image related information items on website.
		3.	Assess the effectiveness.

5.3. Limitations and Further Research

Since the majority of the participants in our questionnaire survey were college students, they might not represent other segments of donors. Students (38%) and office workers (39%) constitute the major proportion of Internet users in Taiwan [CommonWealth 2012]. In addition, prior studies have shown that students can be an important target market for NPOs [Kang et al. 2011; Ranganathan et al. 2012]. Since our study focuses on the issue of how NPO websites can be best used to increase the Internet user's intention to donate, students are undoubtedly the target audience of NPO websites. However, students and non-students may have different donation behavior, e.g., the media channel of Internet is more important for students than non-students to encourage donation [Pentecost & Andrews 2010]. The proposed model in this study should be tested across non-student samples to add more external validity to this model.

People may have their preferred missions of NPO. In order to eliminate the mission effect, the themes of the websites in the survey were all about caring for children. The result may not be generalizable to nonprofit organizations with other missions. Moreover, the participants of survey were from Taiwan and it can lead to limited generalizability toward the results. People from different countries and cultures may have different donation behavior, for instance, people in the Liberal model of civil society (the society having relatively large size of the nonprofit sector with a medium level of government support, e.g., the USA, UK, and Canada) are more likely to donate than people in the Statist and Traditional models (the society having relatively small size of the nonprofit sector with low levels of government support, e.g., Korea and China) [Kang et al. 2011]. This study found that the image dimensions of efficiency and affect have no significant impact on the intention to donate. This result is not consistent with Michel and Rieunier's study [2012]. One possible explanation is culture. Their research setting is in France; ours is in Taiwan. The effect of culture on the relationship between image and donation is worthy of future investigation. Another explanation is the effect of the medium. Our study focused on website generated brand images. The Web medium may decrease the impacts of efficiency and affect on donations. The moderating effect of the medium is worthy of future investigation.

This study has confirmed that the four types of information provided by an NPO's website contribute to the NPO's image. We recommend that future studies investigate how these types of information may best be presented in order to improve the NPO's brand image. Though some research limitations exist, our study has made a start in a new area of inquiry attempting to explain how information types on a website impact a NPO's brand images and further influence the viewer's intention to donate, and raises several implications for future research.

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