

# THE STRATEGIC BRAND MANAGEMENT: MASTER PAPERS

# SBM

STRATEGIC BRAND MANAGEMENT

MASTER PAPERS

Market Orientated Actions in Brand Oriented Organizations:  
Case studies from the Not-for-profit Sector

*By:*

*Emelie Nortén, Cecilia Finell and Paraskevi Devreli*

Fourth Edition

Student Papers

2018  
September - October

# Strategic Brand Management: Master Papers

The Strategic Brand Management: Master Papers is essential reading for brand strategists in both private and public sector organisations, and academics in universities and business schools.

The papers are written by master student groups and follow an international journal format. The student groups selected the topics of their papers and provided updated and relevant insights into the strategic management of brands.

The mission of Strategic Brand Management: Master Papers is to “present and develop useful tools and theories for the application in practice of managing brands, and to forward the academic field of strategic brand management.”

The intent of the series is to bridge the gap between academic teaching and research.

The series is a result of co-creation between students and teachers in the course Strategic Brand Management (BUSN21 – 7.5 University Credit Points; 8 weeks 50% study time), part of the master program International Marketing and Brand Management at Lund School of Economics and Management, Sweden. The published papers represent the result of the intellectual work of students under supervision of the heads of course. The content of the papers is to be read as student reports albeit the journal format. The papers are free to download and should be cited following international conventions.

## Editors

Mats Urde  
Associate Professor

Frans Melin  
Assistant Professor

Heads of master course Strategic Brand Management (BUSN21), part of master program International Marketing and Brand Management.  
Lund School of Economics and Management

# SBM

# Market Orientated Actions in Strongly Identity Driven Organizations in the Not-for-profit Sector

*Emelie Nortén, Cecilia Finell and Paraskevi Devreli*

## Abstract

**Purpose:** The purpose of this paper is to investigate the extent to which a strongly identity driven (brand oriented) organization in the not-for-profit sector can meet the expectations of the market's wants and needs and still stay true to its identity.

**Methodology:** Literature review, case studies

**Findings:** The paper finds that brand oriented organizations that are fully aligned with their identity in their market oriented actions seem to be more successful. Furthermore, it finds that being brand oriented and driven by the identity is not enough. An organization must not only see itself as a brand, but also act as one in order to achieve the best possible outcome when performing market oriented activities.

**Original/value:** The paper is the first of its kind to combine perceived market adaptation and alignment with identity in a framework for strongly identity driven organizations in the not-for-profit sector.

**Keywords:** brand orientation, market orientation, not-for-profit organization, brand identity

**Paper type:** Research paper

## Introduction

Branding plays a significant role for many types of organizations, whether it concerns commercial corporations, institutions or non-profit organization's (Urde and Koch, 2014). In the for-profit sector, branding has been around for a longer time, while the concept in the not-for-profit (NFP) sector is much newer (Hankinson 2001). In the NFP context, some of the reasons why branding became essential was the increasing competition and the greater need to finance operations with the help of privately made donations (Webb et al., 2000 in Voeth and Herbst, 2008). To clarify, the NFP sector involves organizations that don't have profit as their main purpose, and unlike the for-profit sector, they do not distribute profit to e.g. staff and members with a beneficial interest in mind (Courtney, 2002 in Macedo and Pinho, 2006).

Furthermore, what ties them together are the non-negotiable values that form their purpose of existence (Stride, 2006 in Weisenbach Keller et al., 2010).

NFP organizations must all find ways to stay relevant in the changing society and its context. Non-government organizations, charities, churches and other NFP organizations all need branding to stay meaningful in a changing society, whether it is crucial to receive private donations in a highly competitive environment (Webb et al., 2000 in Voeth and Herbst, 2008), stay relevant in a society where people have the freedom to choose their own faith (Einstein, 2011), or prevent members from leaving and get new ones to join (Stevens et al., 2005 in Mulyanegara, 2011b). NFP organizations might not always be seen as brands but represent a good example of when branding

indeed is needed. For example, more churches have realized the importance of branding. Authors such as Djupe (2000) and Abreu (2006) in Mulyanegara (2011b) discuss the resemblance between products and religion and how members perceive their church as a brand, whereas Stevens et al., (2005) in Mulyanegara (2011b) takes it to a level of explaining how churches need to maintain a “good name” to keep committed and loyal members from leaving.

It is essential to understand that different organizations have different approaches depending on the way they manage brands and view the market, which in turn makes it possible to distinguish between two major approaches called ‘market orientation’ (an organization driven by the market) and ‘brand orientation’ (an organization driven by its identity) (Urde et al., 2011). According to the authors, some organizations are more market oriented, whereas some are more brand oriented. The question of which approach an organization should take has therefore been widely discussed (Mulyanegara, 2011a). Before, they were seen as alternatives, but today they can be seen as complements that can be combined (Urde et al., 2011).

However, the changing environment requires even the most brand oriented organizations to take market oriented actions to stay relevant, especially in the NFP sector (Gainer and Padanyi, 2005; MacMillan et al., 2005; Mottner and Ford, 2005; Hall, 2006 in Weisenbach Keller et al., 2010). Therefore, it raises what Urde and Koch (2014) call the quintessential question of brand versus market orientation:

- (1) To which extent should identity be the main driver of the organization?
- (2) To which extent should organizations respond to the market’s wishes and views?

The paper will investigate further and ask; To which extent can a strongly identity driven (brand oriented) organization meet the expectations of the market’s wants and needs and still be able to stay true to its own beliefs?

The purpose of this paper will therefore be to answer this question by providing a framework that illustrates different types of brand oriented organizations according to their perceived market adaptation and their alignment with identity.

To support and strengthen the framework with real examples, case studies of different identity driven organizations will be discussed. The organizations in question are the Swedish Church, the Swedish Salvation Army, the Fredrika Bremer Association and Greenpeace. They are all dependent on the market in their own way and must therefore find solutions to stay relevant in a changing society.

## **Literature review**

### *Market orientation*

Market orientation is dominating in management research and has gotten much attention since the 1950’s (Gromark and Melin 2013). A market orientation business is “committed to understanding and developing superior solutions to customer needs through the processes of acquiring and evaluating market information in a systematic and anticipatory way” (Kohli and Jaworski, 1990; Narver and Slater, 1990; Day, 1994; Slater and Narver, 1999 in Tarnovskaya et al., 2008, p. 941). From a branding perspective, this means that brand questions are moved down on the list or even completely outside the organization’s strategy discussions, meaning that brands are only seen as labels or as names (Urde, 1999). Furthermore, he claims that brands are an unconditional response to the market wants and needs.

According to Urde et al. (2011), it is possible to distinguish between three perspectives of the market orientation; cultural, behavioural and performance-related; the cultural perspective is explained as a specific mindset or as a unique corporate culture (Deshpandé et al., 1993; Homburg & Pflesser, 2000; Narver & Slater, 1990 in Urde et al., 2011), the behavioural perspective is focused on satisfying consumers’ wants and needs through different tools and

behaviour (Kohli & Jaworski, 1990; Shapiro, 1988 in Urde et al., 2011) and the last perspective is linked to performance metrics, such as customer loyalty and lifetime value, and customer satisfaction (Homburg & Pflesser, 2000; Jaworski & Kohli, 1993; Narver & Slater, 1990 in Urde et al., 2011).

### *Brand orientation*

In the 1990's, Urde (1994) brought up the concept of brand orientation. Before that, brands were more seen as add-ons to the products and were mainly handled by the marketing department as a "tactical marketing tool", isolated from the rest of the organization (Gromark and Melin, 2013).

Brand orientation is about the ability to see intangibles, such as values and symbols, as real resources in an organization (Urde, 1999). In the same article, Mats Urde mentions how he and his colleague Frans Melin, established a definition for the term 'brand orientation':

*"Brand orientation is an approach in which the processes of the organization revolve around the creation, development, and protection of brand identity in an ongoing interaction with target customers with the aim of achieving lasting competitive advantages in the form of brands". (Urde 1999, p.117).*

Just like market orientation, brand orientation can be divided into a cultural, behavioral and performance perspective. Yet again, the cultural perspective equals a corporate culture or a mindset, whereas the behavioral perspective reflects e.g. how the internal organization "lives" the brand and views the brand identity, and lastly, the performance perspective concerns whether brand orientation is linked to better corporate performance or not (Urde et al., 2011). Furthermore, when discussing the cultural perspective, it is essential to understand the importance of the organization's brand competence together with the way one relates to the brand and how those are required for brand development (Urde, 1999, p.123. in Urde et al., 2011). Hatch and Schultz (2001) on the other hand, emphasize

how the alignment of the three elements, vision, culture and image, is necessary and closely linked to brand orientation.

As mentioned before, brands are seen as only names in the market orientation approach, whereas Urde (1994), claims that brands should be given more focus and ought to be realized by the top management within more organizations. The reason for this, according to him, is that established brands have the potential to support the organization by generating not only growth and profitability, but also increasing the chances to compete against others. Meaning that companies that are aware of this potential have a greater chance to achieve a sustainable competitive advantage.

### *Brand versus market orientation*

As can be seen, there are two main approaches when defining a brand; market orientation and brand orientation (Knox and Bickerton, 2003; Baumgarth et al, 2011; Urde et al, 2011 in Urde, 2013).

In the article "Brand orientation and market orientation - From alternatives to synergy" Urde et al. (2011) distinguish between the two approaches. The authors use a metaphor of an egg to illustrate the three levels; (1) the brand, (2) the customer and non-customer stakeholders and (3) the organization where the interaction between them is based on whether the organization is market or brand orientated. Furthermore, they explained the market orientation as an image driven approach with the customers' needs and wants in focus and in is illustrated as an outside-in approach. The brand orientation on the other hand, has an approach that is identity driven and takes an inside-out approach where the brand is the hub for the whole organization (Urde et al. 2011).

Previously, brand and market orientation have been seen as alternatives rather than synergists, however, it is important to understand that these two can be integrated. Urde et al. (2011) claim that the two orientations could be used as a hybrid and construct four different approaches; (1) Market orientation, (2) Brand

orientation, (3) Market and brand orientation and (4) Brand and market orientation. They explain the 'market and brand orientation' hybrid as an approach where the organization realizes the importance of its brand identity, but the view of customers and the market take first place. On the other hand, they explain the 'brand and market orientation' as an approach where the brand identity comes before the market's wishes and the brand image, but the latter ones are still considered important factors in the organization's strategy.

This research paper will specify on the hybrid that is referred to as the 'brand and market orientation' approach.

#### *Brand and market orientation in the not-for-profit sector*

Unlike in the for-profit sector, the term brand orientation is much newer in the not-for-profit sector (Hankinson, 2001). In this context, brand orientation is defined as "*the extent to which charity organisations regard themselves as brands, an indication of how much (or how little) organisations accept the theory and practice of branding.*" by Hankinson (2001, p. 231). This definition goes hand in hand with Weisenbach Keller et al. (2010) who emphasize the importance of the organizations to see themselves as brands in order to achieve the best outcome in terms of branding, but also how this can be one of the biggest challenges for them. According to Napoli (2006) and Noble et al. (2002), the more successful organizations in the not-for-profit sector are the ones who are more brand oriented and strongly driven by their identity. Furthermore, they mean that the higher performing organizations are the ones who are able to adapt to the market and respond to internal and external changes in the environment.

However, as Weisenbach Keller et al. (2010) stress, it is also necessary for them to understand the difference between the not-for-profit and the for-profit sector, which is another big challenge among NFPs. What separates them are the values that the not-for-profit

organizations are highly dependent on, that form the very foundation and purpose of existence, and therefore are non-negotiable and the essence of the organizations (Batsleer, Cornforth et al., 1991 in Stride and Lee, 2007, Stride, 2006 in Keller et al. 2010 and Sargeant et al., 2008; Sargeant and Lee, 2002; Saxton, 1995; Stride, 2006 in Miller and Merrilees, 2013). In other words, these types of organizations are very brand oriented and highly driven by their identity (Napoli, 2006).

Brand orientation has been more discussed than market orientation in the not-for-profit sector, however, in the last years the concept has gotten more attention. Due to increasing competition and a changing environment, the not-for-profit organizations have realized the need to act more "businesslike" to stay relevant (Ewing and Napoli, 2005). As per Weisenbach Keller et al. (2010), the changing environment requires new thinking and a shift towards market orientation to survive. Vázquez et al. (2002) are on the same track and discuss the importance of adapting to the market in a particular manner to satisfy the needs of the public to a higher degree than competitors, however, together with Napoli (2006), they also argue that these actions must stay aligned with their identity to achieve the best outcome.

In an article about market orientation in the not-for-profit sector, Vázquez et al. (2002), describes market orientation as gaining a competitive advantage by realizing the customers' needs.

According to Macedo and Pinho (2006), the organizations must realize to which extent they can satisfy the market without putting their original vision and mission at stake. As per Saxton, 1994 and Tapp, 1996 in Ewing and Napoli (2005), they should focus on building trust, making sure their brand identity is aligned with the potential donors' needs and wants, and communicating clearly to all stakeholders.

In one way or another, the not-for-profit organizations need to find solutions for the changes in the environment and respond to the market, while staying true to their identity and who they are.

### *The quintessential question of brand vs. market orientation*

According to Urde and Koch (2014), it is essential to find the right balance between these two approaches, which is not only a theoretical challenge, but also a managerial one. Whatever mindset the organization chooses to follow, whether it is the market orientation or the brand orientation, it will reflect the way brands are viewed and managed. Therefore, the authors raise the quintessential question that sketches the two approaches:

1. To what extent should identity be the main driver of an organization?
2. To what extent should the organization be responsive to the market's wants and needs?

This paper will further investigate to which extent a highly identity driven (brand oriented) organization can satisfy the wants and needs of the market and still be aligned with its own identity.

### *Matrix*

This research paper has realized the need to investigate highly identity driven organizations and their attempts to respond to the market within the not-for-profit sector. This is done by providing a matrix that simultaneously illustrates the level of perceived adaptation to the market and alignment with identity.

The literature review has revealed a shortage in the brand and market orientation studies. Urde et al. (2011) discuss the different approaches to each orientation and come to the conclusion that they are no longer alternatives, but rather synergies, and that organizations can be both market and brand oriented at the same time. Many research papers indicate the same by arguing why the not-for-profit organizations are brand oriented but must add market orientation in their strategy, and at the same time stay true to their identity. None of them, however, further investigate the extent of

market adaptation and the alignment with identity.

### *Perceived adaptation the market*

The X-axis illustrates the level of perceived adaptation to the market by a brand oriented organization in the not-for-profit sector. It describes to which extent the organization takes a market oriented approach to satisfy the wants and needs of the market in a changing environment.

### *Alignment with identity*

The Y-axis illustrates the level of alignment with identity according to the organization's attempts to respond to the market. This is necessary to gain a deeper understanding of how well the organization acts and communicates according to its non-negotiable values that form the purpose of its existence.

### *Four types of organizations*

These two aspects in relation to brand oriented organizations has made it possible to distinguish between four types of highly identity driven organizations, according to their market oriented actions and alignment with identity. (See Figure 1)

The first type is the '*strong adopter*'. This is an organization that is adapting to the market to a high extent while also staying highly aligned with its identity. It understands the importance to be market oriented while staying true to itself.

The second type is the '*adopter*'. This is an organization that is adapting to the market to some extent while staying highly aligned with its identity. It understands the importance to be market oriented while staying true to itself, but has chosen a less radical attempt to respond to the market.

The third type is the '*struggler*'. This is an organization that is adapting to the market to a high extent, but is less aligned with its identity.

It understands the importance to be market oriented but has gone too far and has not managed to stay fully true to itself.

The fourth type is the 'sleeper'. This is an organization that is adapting to the market to a low extent and is not much aligned with its identity. It might not have understood the importance to be market oriented and has not managed to stay true itself.



Figure, 1 - Matrix

## Methodology

To start with, the literature review explains the basic concepts of both market and brand orientation. This is followed by a comparison of the approaches and the managerial and theoretical challenge of finding a balance between them. Furthermore, a more in-depth perspective of brand and market orientation in the not-for-profit sector has been described. This in turn, leads to the presentation of the quintessential question of market versus brand orientation, since the not-for-profit organizations (that are brand oriented) are facing challenges that require them to take market oriented actions while staying true to their identity. The studied literature shows a lack of further research which leads to the creation of a matrix that illustrates brand oriented organizations in the not-for-profit

sector and their perceived market adaptation connected to their alignment with identity.

The literature review has been done by collecting secondary data from several academic journals, such as Lund University database, Google Scholar, ResearchGate, Emerald Insight and ScienceDirect.

The research paper goes on by analyzing brand oriented organizations and their identity with some case examples of their actions that they took to adapt to the market. The organizations in question are all strongly driven by their identity (brand orientated) and further similar in the way that none of them belong to the for-profit sector. The chosen organizations are the Swedish church, the Swedish Salvation Army in Sweden, the Fredrika Bremer Association and Greenpeace. The information about all organizations are taken from secondary data such as their own websites by studying their identity (values, vision, mission) and their typical work, whereas the examples reflect actions communicated by themselves or other stakeholders, taken from several Swedish newspapers. This means that the x-axis (perceived adaptation to the market) has been analyzed by studying external reactions and comparing the market oriented actions with the organization's usual actions. The y-axis has been analyzed by comparing these actions to their identity (mission, vision and values) described by the organizations themselves. These organizations will be categorized according to the matrix in order to support it with real life examples.

## Case studies and analysis

### *Strong adopter*

Greenpeace is an example of a strong adopter. It is strongly driven by its identity but has also adapted to the market in an ongoing process. According to Greenpeace, it is "*an independent organization with a purpose to change attitudes and behavior, by protecting and preserving the nature and working for peace*" (Greenpeace Sverige, 2018). Greenpeace has understood the meaning of brands and therefore also sees itself



as one. This can be seen in its global success and the way it acts according to its non-negotiable values that form its whole existence. Greenpeace went from being a small group of activists who wanted to save the world to an organization with over 4 millions members, which today is one of the biggest and most influential organizations in the world (Berglund, 2015).

Greenpeace is known for using alternatives methods to reach out and to achieve change by civil disobedience. Even though this is still a part of Greenpeace, the organization has started to use other methods to influence. This shows how the organization has taken a more market oriented approach. According to Hellberg (2018), Greenpeace nowadays pursues negotiation and lobbying on top of their traditional methods. The result of the new approach can be seen in one of the most successful actions, which was stopping the exploration of the Arctic in the 80's (Hellberg, 2018). Greenpeace often succeeded because it "created close ties with a variety of powerful stakeholders including environmental groups, churches, consumers defense groups, political circles, and journalists" (Maignan, 2004, p.9). Håkan Thörn, a Swedish professor in sociology, means that Greenpeace today fills an important role by negotiating with governments and that the organization has gone from being radical to being a major important political player (Berglund, 2015). By changing parts of its original concept to stay relevant in today's society, Greenpeace shows signs of an organization that adopts to the market to a high extent, while staying highly aligned with its identity.

However, it is important to realize that the line between being aligned and no longer aligned with the identity is very thin. As an example, Patrick Moore (one of the founders who decided to leave) has together with over 100 Nobel Prize laureates criticized the Greenpeace campaign about banning genetically modified rice. They claim that Greenpeace is "not always guided by science" and criticize them for actively trying to ban the genetically modified

rice that was created by scientists to help the developing countries by saving people from starvation (Bergstedt, 2016). This shows how a strongly brand oriented organization had good intentions to protect the people, but might have gone too far and as a result, the alignment of the identity was questioned.

#### *Adopter*

The Swedish Salvation Army is an example of an adopter. It acts according to its core values 'welcoming', 'believing' and 'helping' and describes itself as a "*A Christian church with large social engagements. Our faith leads to practical action. We help the one who is struggling. We share our faith with all people. We offer an open community based on people's interest and daily needs.*" (Frälsningsarmén, 2018). Offering help to homeless people and supporting poor families are some of the actions that shows how the organization stays aligned with its identity. Additionally, it has been awarded prizes for its generosity and work on branding (Alestig, 2017a and Boström, 2008). The organization understands the importance of seeing itself as a brand and uses it as a strategic resource, which according to Hankinson's (2001) definition is important to succeed as a brand oriented organization.

The Swedish Salvation Army has taken some actions to adapt to the local market. For example, the national mission statement differs slightly from the international one. As stated on the website, the international mission statement emphasizes God more directly, whereas the Swedish version talks about faith more generally without mentioning God (Frälsningsarmén, 2018). This could be a sign of adaptation to the market in one of the most secularized countries in the world.

Furthermore, by conducting market research in 2014, the Salvation Army found out that the younger target group (18-29 years old) had a low awareness of the organization. As a consequence, the organization decided to launch a new website with improved communication of core values and activities to

attract the younger generation (Winberg, 2014 and Softronic, 2014). This shows how the organization responded and adapted to the market when there was a need for it.

Another action to please the market was when the store Myrorna (the largest second hand chain for clothes, furniture, books etc., owned by the organization) was opened in one of Sweden's biggest shopping malls (Ekberg, 2013). This was a new strategy, considering that Myrorna usually is located alone or even slightly outside the city center. By doing this, it took a more market oriented approach.

The Salvation Army stays true to its beliefs, knows who it is and what it stands for. Not only does it communicate everything very clearly on its website (core values, vision and mission), it also acts according to its statements. Looking at the level of adaptation to the market, it shows that the Salvation Army is adapting to some extent. This is a good example of an organization who has "spiced up its game" by taking something already existing and improving it. Even though the organization took actions to respond to the market, it still maintained its original concept, in comparison to Greenpeace, that changed important elements of its original concept.

### *Struggler*

The Swedish church is an example of a struggler. It is a Christian church that is strongly driven by its identity like other religious organizations with their faith in the center. The church claims that *"Each person is endlessly valuable. When a human being is violated or reduced, God is violated. Our mission as a Christian is to work for every human being to live a worthy life."* (Svenska kyrkan, 2018b). It sees itself as a brand, but does not necessarily manage to use it as a strategic resource in the relevant context. Even though the church is among the top 10 'most influential brands' in Sweden (Thorell, 2017), has put a lot of effort and resources in building its brand (Thambel, 2015) and has taken many

actions to please the market, it has not succeeded in staying aligned with its identity.

The Swedish church has been struggling for years and tries to survive in a society where more and more members choose to leave (Sjörger, 2017). One of the main reasons for the secularization is that people do not believe in God (Jetterman, 2018). Due to this, the church has attempted to please the market and fit into the changing society where religion has a clear down going trend. This has led to the church toning down the emphasis on God. For example, one big debate took place after the church elections in 2017, when an elected commissioner claimed she does not believe in God (Tunström, 2017). This led to a situation where people started questioning the degree of Christianity and if the church even sees itself as a Christian organization (Birro, 2018). Furthermore, a well-known priest mentioned that "the Swedish church must die" because the shape it has today is no longer relevant in today's context (Alestig, 2017b). This is a good example of how the church is trying to adapt to the market, but the question is whether it is in line with its identity or not.

In the last years, the church has been part of social events and projects in many different contexts, where the link to its identity is less obvious. It goes from taking part in different sport events to investing in private equity funds to support start-ups (Thoms, 2013; Dagen, 2018; Svenska kyrkan, 2018a). In other words, to sponsor a local hockey club and support the world cup in table tennis is something that is appreciated in the local community, but not necessary in line with the identity as a Christian church.

Given these actions, the church is an example of a struggler. It organizes and participates in different activities to please the market but the alignment with the identity is not that clear. Furthermore, its new approach with a weaker focus on God, has also raised some debates whether or not the church is moving towards a direction that is no longer in line with its identity. It seems as if the church might be

desperate in its attempts to please the market and that it tries to find different solutions to the secularization.

### *Sleeper*

The Fredrika Bremer Association (FBA) is an example of a sleeper. It is a Swedish organization founded in 1884 that fights for women's rights with a focus on equality between men and women at home, at work and in the society. More specifically, the organization strives for more men in the childcare and school sector, more women in power and equal salaries between the two genders (Fredrika Bremer, 2018d). It can be described as an organization that is living on achievements from the past and has not succeeded in staying relevant in today's context. Even though its attempts to please the market are correlated to its fight for equality, the direct connection to its values has still been question.

One of its recent actions was an issue regarding the Swedish phonetic alphabet that uses only male names. According to FBA, there is a need to introduce female names in this alphabet as well, and therefore it has suggested a new version that includes both genders (Fredrika Bremer, 2018c). The aim of the action was to be a "concrete tool for increasing gender equality and representation" (Fredrika Bremer, 2018c). The attempt to change the phonetic alphabet has been criticized and the action was not accepted of the market in the way the association intended. Some see this as a waste of time and that FBA ought to have more important things to do (Ylimaz, 2018), whereas some even see it as a desperate action to raise awareness, others even claimed that "women are strong enough to use male names" (Sörmlands Media, 2018). Even though the female names in the alphabet belongs to the category of equality between men and women in general, it can be discussed how well this actually fits the organization's mission that strives for more women in power, more men with children and equal salaries between the two genders. The consistency with the core

values might not be so obvious and the action itself is an example of a sleeper that neither is aligned with its identity nor has adapted to the market.

The actions of the FBA are not reflecting the core values very well. The impression of Sweden's oldest association for women reflects an aged organization that does not react to the market. The local FBF activities are few and can be anything from lectures about osteoporosis to music and singing at a local school. Neither does this reflect the core values very well nor the strong pioneer within gender equality in Sweden that fought for women's right to vote in the beginning of the 1900's (Fredrika Bremer, 2018b).

The page "become a member" on the website is very weak from a market oriented perspective. Instead of trying to respond to the readers needs and wants, it tells what members can do for the association and why members are important. The sales pitch is weak and contains one sentence; "as a member you get the opportunity to be a part of interesting contexts, networking and learn more about gender equality" (Fredrika Bremer, 2018a).

With this in mind, it seems as if the Fredrika Bremer Association is a sleeper. It's alignment with identity is not always clear and it does not put much effort in trying to please the market.

## **Discussion and conclusion**

What separates the not-for-profit (NFP) sector from the for-profit sector are the non-negotiable values that the NFPs are dependent on. Furthermore, these values form their very purpose of their existence, which is a clear brand oriented approach (Stride, 2006 in Weisenbach Keller et al., 2010). However, even the most brand oriented organizations must sometimes take more market oriented actions to stay relevant in a changing environment (Ewing and Napoli, 2005). One of the challenges is to find the right balance between these approaches and to realize to

which extent the market can be pleased while staying true to the organization's identity.

Being brand oriented and aligned with the identity seem to be the driving factors and the prerequisites to successfully adapt to the market. This could be in line with previous research literature. As mentioned by Napoli (2006), the more brand oriented NFP organizations are, the more successful they are. Furthermore, the more successful they are, the better they are at adapting to the market.

Greenpeace and the Salvation Army are two organizations that succeeded to respond to the market's wants and needs while staying aligned with their identity. What has been seen is that Greenpeace adapted to the market to a higher extent, whereas the Salvation Army was less radical in its adaptation. The first one changed parts of its original concept and introduced completely new methods, whereas the second one only tweaked the existing concept to meet the expectations of today's society. In these cases, whether the organizations adapted to the market in a low or high extent, they both succeeded and benefited from their market oriented actions due to their high alignment with their identity.

On the contrary, the Swedish church and the Fredrika Bremer Association were less successful in their adaptation to the market. Even though the church adapted to the market to a high extent and invested a lot of resources in their attempt to please the market, they still did not succeed in achieving a successful outcome. A reason for this can be that their actions were not perceived to be in line with their identity, which can be seen in the different reactions among stakeholders and the fact that the down going trend of people leaving the church is still increasing. The Fredrika Bremer Association has taken less market oriented actions and what they did was not in line with their identity and what they claim to work for. In both cases, the relevance of their actions may be questioned, since none of them reflected their identity in an obvious way. When actions are not aligned with identity, questions of who

the organization is and what it stands for may be raised.

As per Weisenbach Keller et al. (2010), one of the organization's biggest challenge and important factor is to see itself as a brand when it comes to branding in the NFP sector. Hankinson (2001), discusses brand orientation as the extent to which the NFP organization's see themselves as brands and how this influences the practice and acceptance of the theory of branding. The Fredrika Bremer Association is an example of an organization that does not show signs of seeing itself as a brand, whereas the Swedish church has realized the importance of branding and also sees itself as one, but might not practice branding in the best way. On the other hand, the Salvation Army and Greenpeace have both realized the importance of branding and therefore act in a consistent way according to their values.

Even though all these organizations in theory are brand oriented, driven by their identity and their non-negotiable values, it seems as if not all of them have realized the importance of brands. The different level of alignment with identity might indicate that some of them have not managed to understand themselves as a brand or if they have, they have not managed to utilize it.

The purpose of this paper has been to study to which extent a strongly identity driven (brand oriented) organization can meet the expectations of the market's wants and needs and still stay true to its own beliefs. This research has contributed by giving a deeper understanding of how the market oriented actions affect strongly identity driven organizations in a not-for-profit context. All this through a framework that can be used in a theoretical as well as a managerial context to illustrate and categorize different types of organizations according to their perceived market adaptation and alignment with identity. This could help the organizations to understand their current situation and how to proceed, but also to create a greater theoretical

understanding of the quintessential question of market versus brand orientation.

The research has illuminated the importance of aligning the market oriented actions with the identity and values. Through the case studies it pointed out the essential factors for the organizations to see themselves as brands but also the need to practice branding, which is aligned with Hankinson's previous studies of branding in the not-for-profit sector. However, the strongest identity driven organizations must realize the need to ask themselves whether their market oriented actions are in line with their mission. Greenpeace is in many aspects a best practice example when it comes to finding a good balance between being brand oriented and taking market oriented actions. However, drawn upon the previous Greenpeace case, it has been seen that actions with a good intention can be seen as an indicator of stepping over the line. Therefore, it is always important to ask whether the actions are reflecting the very essence of the non-negotiable values.

### **Limitation and further research**

This research is a study of strongly identity driven organisations in the non-profit sector that has seen the need to take market oriented actions in order to stay relevant. It has further investigated to which extent the organizations can respond to the market's wants and needs and still stay true its beliefs.

The sample of organizations and examples of their actions has been very small. To strengthen the framework, more organisations and examples could be used. The perceived adaptation and the organizations and their actions have been studied through secondary data. To further prove the legitimacy, a more in-depth approach with collecting primary data could be used.

The degree of how dependent the not-for-profit organizations are on the market could also be an interesting factor to analyse. The analysis of that could leave room for further investigation on whether or not a not-for-profit

organization's market oriented actions are affected by it.

Further research also give space for adapting the matrix in the for-profit sector.

### **References**

Alestig, I. (2017a). *Frälsningsarmén får pris för skyddade boenden*. [online] Dagen.se. Available at: <https://www.dagen.se/nyheter/fralsningsarmen-far-pris-for-sina-skyddade-boenden-1.1060363> [Accessed 18 Oct. 2018].

Alestig, I. (2017b). *Satirteknaren Kent Wist utses till kyrkans förnyare*. [online] Dagen.se. Available at: <https://www.dagen.se/kent-wisti-ar-arets-fornyare-i-svenska-kyrkan-1.1015159> [Accessed 18 Oct. 2018].

Berglund, S. (2015). *Från hippiegång till erkänd miljöorganisation*. [online] ETC. Available at: <https://www.etc.se/klimat/fran-hippiegang-till-erkand-miljoorganisation> [Accessed 18 Oct. 2018]

Bergstedt, T. (2016). *Nobelpristagare attackerar Greenpeace: "Sluta kritisera GMO-mat"*. [online] SVT Nyheter. Available at: <https://www.svt.se/nyheter/utrikes/nobelpristagare-till-hard-attack-mot-greenpeace-sluta-kritisera-gmo-mat> [Accessed 18 Oct. 2018].

Birro, M. (2018). *Marcus Birro: Är Svenska kyrkan inte kristen längre?*. [online] Dagen.se. Available at: <https://www.dagen.se/debatt/marcus-birro-ar-svenska-kyrkan-inte-kristen-langre-1.1121182> [Accessed 18 Oct. 2018].

Boström, H. (2008). *(g) som i Gud vann Årets varumärke*. [online] Dagen.se. Available at: <https://www.dagen.se/g-som-i-gud-vann-arets-varumärke-1.189675> [Accessed 18 Oct. 2018].

Dagen.se. (2018). *Biskopen utmanar under bordtennis-VM*. [online] Available at:

<https://www.dagen.se/nyheter/biskopen-utmanar-under-bordtennis-vm-1.1131079?paywall=true> [Accessed 18 Oct. 2018]

Einstein, M. (2011). The Evolution of Religious Branding. *Social compass* 58 (3), pp. 331-338, doi: 10.1177/0037768611412138

Ekberg, E. (2013). *Myrorna och Armani till Emporia*. [online] Fastighetssverige. Available at: <https://www.fastighetssverige.se/index.php/artikel/myrorna-och-armani-till-emporia-r-n-11468> [Accessed 18 Oct. 2018].

Ewing, M. and Napoli, J. (2005). Developing and validating a multidimensional nonprofit brand orientation scale. *Journal of Business Research* 58 (6), pp. 841-853, doi: 10.1016/j.jbusres.2003.09.012

Fredrika Bremer (2018a). *Bli medlem – Fredrika Bremer*. [online] Fredrikabremer.se. Available at: <http://www.fredrikabremer.se/bli-medlem/> [Accessed 18 Oct. 2018].

Fredrika Bremer (2018b). *Lokala Kretsar – Fredrika Bremer*. [online] Fredrikabremer.se. Available at: <http://www.fredrikabremer.se/lokala-kretsar/> [Accessed 18 Oct. 2018].

Fredrika Bremer (2018c). *Nyheter – Fredrika Bremer*. [online] Fredrikabremer.se. Available at: <http://www.fredrikabremer.se/vad-vi-gor/blogg/> [Accessed 18 Oct. 2018].

Fredrika Bremer (2018d). *Om FBF – Fredrika Bremer*. [online] Fredrikabremer.se. Available at: <http://www.fredrikabremer.se/om-fbf/> [Accessed 18 Oct. 2018]

Frälsningsarmén (2018). *Värdegrund och uppdrag*. [online] Frälsningsarmén. Available at:

<https://www.fralsningsarmen.se/Sidor/Organi-sation/container/vardegrund-och-uppdrag/> [Accessed 18 Oct. 2018].

Greenpeace Sverige (2018). *Värderingar och kännetecken*. [online] Greenpeace - oberoende, global miljöorganisation. Available at: <http://www.greenpeace.org/sweden/se/om-oss/Varderingar-och-kannetecken/> [Accessed 18 Oct. 2018].

Gromark, J. and Melin, F. (2013). From market orientation to brand orientation in the public sector. *Journal of Marketing Management* 29 (9-10), pp. 1099-1123, doi: 10.1080/0267257X.2013.812134

Hankinson, P. (2001). Brand orientation in the charity sector: A framework for discussion and research. *International Journal of Nonprofit and Voluntary Sector Marketing* 6 (3), pp. 231-242

Hatch, M. and Schultz, M. (2001). Are the strategic stars aligned for your corporate brand? *Harvard Business Review* 79 (2), pp. 128-134

Hellberg, A. (2018). Nya sätt att påverka. Effekt klimatmagasinet vol 3, pp. 32.33

Jetterman, J. (2018). *Rekordmånga går ur kyrkan – här är vanligaste orsaken*. [online] Dagen.se. Available at: <https://www.dagen.se/nyheter/rekordmanga-gar-ur-svenska-kyrkan-brist-pa-tro-vanligast-1.1093252> [Accessed 18 Oct. 2018]

Maignan, I. and Ferrell, O. (2004). Corporate Social Responsibility and Marketing: An Integrative Framework. *Journal of the Academy of Marketing Science*, 32(1), pp.3-19. <https://link.springer.com/content/pdf/10.1177/0092070303258971.pdf>

Macedo, I. and Pinho, J. (2006). The relationship between resource dependence and market orientation: The specific case of non-profit organisations. *European Journal of*

*Marketing* 40 (5/6), pp. 533-553, doi: 10.1108/03090560610657822

Miller, D. and Merrilees, B. (2013). Rebuilding community corporate brands: A total stakeholder involvement approach. *Journal of Business Research* 66, pp. 172-179, doi: 10.1016/j.jbusres.2012.07.010

Mulyanegara, R. (2011a) The relationship between market orientation, brand orientation and perceived benefits in the non-profit sector: a customer-perceived paradigm. *Journal of Strategic Marketing* 19 (5), pp. 429-441, doi:10.1080/0965254X.2011.565880

Mulyanegara, R. (2011b). The Role of Brand Orientation in Church Participation: An Empirical Examination. *Journal of Nonprofit & Public Sector Marketing* 23 (3), pp. 226-247, doi: 10.1080/10495142.2011.590724

Napoli, J. (2006). The Impact of Nonprofit Brand Orientation on Organisational Performance. *Journal of Marketing Management* 22 (7-8), pp. 673-694, doi: 10.1362/026725706778612176

Noble, C. (2002). Market Orientation and Alternative Strategic Orientations: A Longitudinal Assessment of Performance Implications. *Journal of Marketing* 66 (4), pp. 25-39, doi: 10.1509/jmkg.66.4.25.18513

Softronic (2014). *Frälsningsarméns hemsida går i graven. Återuppstår på Påskdagen.* | Softronic AB. [online] Softronic AB. Available at: <https://www.softronic.se/fralsningsarmens-hemsida-gar-i-graven-ateruppstar-pa-paskdagen/> [Accessed 18 Oct. 2018].

Sjörger, N. (2017). *Därför lämnar vi Svenska kyrkan.* [online] SVT Nyheter. Available at: <https://www.svt.se/nyheter/lokalt/smaland/darfor-lamnar-vi-svenska-kyrkan> [Accessed 18 Oct. 2018].

Svenska kyrkan (2018a). *Svenska kyrkan investerar 50 miljoner i startup-fond.* [online] Svenskakyrkan.se. Available at: <https://www.svenskakyrkan.se/kapitalforvaltning/nyheter/svenska-kyrkan-investerar-50-miljoner-i-startup-fond> [Accessed 18 Oct. 2018].

Svenska kyrkan (2018b). *Vårt uppdrag som kristna.* [online] Svenskakyrkan.se. Available at: <https://www.svenskakyrkan.se/vart-uppdrag> [Accessed 18 Oct. 2018].

Sörmlands Media. (2018). *Vi starka kvinnor klarar att bokstavera mansnamn.* [online] Available at: <https://www.sn.se/insandare/vi-starka-kvinnor-klarar-att-bokstavera-mansnamn/> [Accessed 18 Oct. 2018]

Stride, H. And Lee, S. (2007). No Logo? No Way. Branding in the Non-Profit Sector. *Journal of Marketing Management* 23 (1-2), pp. 107-122, doi: 10.1362/026725707X178585

Thorell, A. (2017). *Studie: Varumärkena som har störst inflytande över våra liv.* [online] Resume.se. Available at: <https://www.resume.se/nyheter/artiklar/2017/08/29/studie-varumarkena-som-har-storst-inflytande-i-sverige/> [Accessed 18 Oct. 2018].

Thambel, F. (2015). *Saligt uppdrag till Volontaire.* [online] Resume.se. Available at: <https://www.resume.se/nyheter/artiklar/2015/10/02/saligt-uppdrag-till-volontaire/> [Accessed 18 Oct. 2018].

Thoms, U. (2013). *Svenska kyrkan sponsrar Örebros hockeylag.* [online] Dagen.se. Available at: <https://www.dagen.se/svenska-kyrkan-sponsrar-orebros-hockeylag-1.102455> [Accessed 18 Oct. 2018].

Tunström, M. (2017). *Svenska kyrkan ska styras av troende - Barometern.* [online] Barometern. Available at: <http://www.barometern.se/ledare/svenska->

kyrkan-ska-styras-av-troende/ [Accessed 18 Oct. 2018].

Tarnovaskaya, V., Elg, U. And Burt, S. (2008). The role of corporate branding in a market driving strategy. *International Journal of Retail & Distribution Management* 36 (11), pp. 941-965, doi: 10.1108/09590550810911692

Urde, M. (1994). Brand Orientation – A Strategy for Survival. *Journal of Consumer Marketing* 11 (3), pp. 18-32, doi: 10.1108/07363769410065445

Urde, M. (1999). Brand Orientation: A Mindset for Building Brands into Strategic Resources. *Journal of Marketing Management* 15 (1-3), pp. 117-133, doi: 10.1362/026725799784870504

Urde, M. (2013). The corporate brand identity matrix. *Journal of Brand Management* 20 (9), pp. 742-761, doi: doi:10.1057/bm.2013.12

Urde, M., Baumgarth, C. and Merrilees, B. (2011). Brand orientation and market orientation – From alternatives to synergies. *Journal of Business Research*, doi:10.1016/j.jbusres.2011.07.018

Urde, M. and Koch, C. (2014). Market and brand-oriented schools of positioning. *Journal of Product & Brand Management* 23 (7), pp. 478-490, doi: 10.1108/JPBM-11-2013-0445

Vázquez, R., Álvarez, L. and Santos, M. (2002). Market orientation and social services in private non-profit organizations. *European Journal of Marketing* 36 (9/10), pp. 1022-1046, doi: 10.1108/03090560210437316

Voeth, M. and Herbst, U. (2008). The Concept of Brand Personality as an Instrument for Advanced Non-Profit Branding-An Empirical Analysis. *Journal of Nonprofit & Public Sector Marketing* 19 (1), pp. 71-97, doi:10.1300/J054v19n01\_04

Weisenbach Keller, E., Conway Dato-on, M. and Shaw, D. (2010). NPO branding: preliminary lessons from major players. *International Journal of Nonprofit and Voluntary Sector Marketing*, pp. 105-21, doi: 10.1002/nvsm.361

Winberg, Y. (2014). *Frälsningsarméns sajt dör och återuppstår*. [online] Resume.se. Available at: <https://www.resume.se/nyheter/artiklar/2014/04/17/fralsningsarmens-sajt-dor-och-ateruppstar/> [Accessed 18 Oct. 2018]

Yilmaz, S. (2018). Hård kritik mot bokstavsalfabetet Adam Berit – kallas för "symboltrams". [online] Resume.se. Available at: <https://www.resume.se/nyheter/artiklar/2018/10/01/hard-kritik-mot-bokstavsalfabetet-adam-berit/> [Accessed 18 Oct. 2018]



