

## **NFP Brand Equity and Millennials**

**Andrea J. Finchum**  
**West Texas A&M University**

*This study offers a theoretical discussion of three converging phenomena: 1) growth in the non-profit sector, 2) aging of the millennial generation, and 3) relevance of the brand equity concept for NFPs. Nonprofit companies are substantially sustained by contributions from private citizens. As the non-profit sector grows, so does competition for these resources and they will be increasingly sourced from Millennials. Research has shown that brand equity equates to consumer brand preference in for-profit companies, but how it impacts not-for-profit (NFP) entities is a more recent conversation. Antecedent dimensions of import to brand equity can be expected to evolve.*

### **INTRODUCTION**

Veronica Torres is making a difference at the Truesdell Education Campus in Washington D.C. She graduated valedictorian from a nearby high school in 2008 and went on to attend George Washington University on a full scholarship, graduating four years later with a bachelor's degree in public health and a minor in math. Now she's giving back. A Teach for America corps member, Veronica chose to stay on beyond her two-year commitment because for her, it's personal. Torres explains, "I decided to come back to my community as a teacher because... I realized that it could have been me who didn't make it... Now, as a teacher, I am going to do everything possible to prevent that from happening to the kids in my classroom." ("It's Personal", p.1) Torres is not alone in her desire to serve. The D.C. Region became a Teach for America site in 1992 and today has 155 corps members and more than 2,600 alumni working in the D.C. community. The alumni group includes about 900 teachers and boasts the last six Teachers of the Year for the D.C. area. Math and reading test scores between 2011 and 2015 increased the most of any of the 21 urban schools reporting scores as part of the 2015 National Assessment of Educational Programs. ("It's Personal", 2016)

This example represents well the potential contribution of the up-and-coming Millennial generation for working with nonprofit missions to create positive social change. The challenge for NFP companies will increasingly be to attract supporters like Veronica.

Brand equity has long been thought to enhance consumers' brand choices (Holden, 1992) and their willingness to accept a price premium in for-profit business sectors (Farquhar, 1989; Aaker 1991). Substantial research has been conducted to understand the antecedents of brand equity, and there is a large body of research relating to brand equity as it pertains to for-profit entities (Aaker, 1991; Keller, 1993).

More recently, concepts of brand development and brand equity have extended to the non-profit business sector as a strong brand has been shown to influence consumers' willingness to volunteer and to financially support non-profit opportunities (Coolsen and Wintz, 1998). One area that has come into focus in recent years as impactful to brand equity, particularly for NFPs, is the antecedent of brand personality.

The concept of brand personality has evolved substantially from Keller's vague explanation that brand personality impacts brand image (1993). Aaker's 1997 study was instrumental in bringing definition to the brand personality construct and determining measurable brand personality traits. In 2005, Faircloth's study was the first to bring the brand equity conversation to the NFP sector. His work identified dimensions for NFP brand equity antecedents and yielded significant direction for the measurement of NFP brand equity.

Additional studies (Venable et al., 2005; Stinnett et al., 2012) offer further clarification for the nature of brand personality and the importance of this brand equity antecedent for driving NFP contributions.

The purpose of this paper is 1) to reconsider Faircloth's 2005 findings with the perspective of more recent studies relating to brand personality and 2) to speculate as to how Faircloth's 2005 findings might apply to the Millennial generation. It may well be that brand equity development will determine success or failure for NFP organizations like Teach for America.

## **THE NONPROFIT SECTOR**

As of 2015, the nonprofit sector was the third largest employer category in the U.S., and the sector continues to grow ("With Sector Growth," 2015). From 2007 to 2012, the number of NFP companies in the U.S. grew more than 15% to nearly 268,000, this representing an 8.5% increase in employment and a 26.3% increase in annual wages. By comparison, growth in the private sector over the same period was only 1.7% with negative employment growth (-3%) and only a 7.6% increase in annual wages. It is impressive to note, too, that the growth in the non-profit sector was steady even during the 2007-2009 recession, while private sector employment plummeted during these years (Friesenhahn, 2016).

Most nonprofit organizations (two-thirds) are 501(c)(3) entities addressing a broad range of social issues from charitable, educational, literary, animal welfare, child welfare, public safety, religious, and science-promoting missions (Friesenhahn, 2016). As such, Not-For-Profit companies tend to pursue causes that attract passionate supporters. These are causes that people care deeply about, enough so that they are willing to donate considerable amounts of money and personal time to them. In fact, nonprofit companies are substantially sustained by volunteered time and charitable gifts (Hodgkinson, Nelson, and Sivak, 2002).

Faircloth noted in his 2005 study that an estimated fifty percent of Americans were active weekly volunteers with nonprofits. More than a decade hence, we can certainly speculate that the challenge of recruiting NFP volunteers continues to be a concern, particularly considering the impressive growth the NFP sector has demonstrated.

## **THE MILLENNIAL GENERATION**

Sometimes called Generation Y, the Millennial generation is that group of people born between 1982 (or so) and the early 2000's. Today, this group represents people in the 17-35 age bracket and in 2016, this group surpassed the Baby Boomer generation to become the largest living generation in the United States (Brown, 2017). The Millennial segment of the population represents more than a fourth of the U.S. population (McCrea, 2011).

They are defined by technology, a very diverse group, and deeply concerned with authenticity. Some have asserted that Millennials are more likely than older generations to get involved in civic causes, while others have portrayed this group as materialistic and self-absorbed. Recent studies, however, are clarifying the magnitude and the importance of the Millennial generation for nonprofit organizations. Several interesting characteristics for this group are emerging.

Ertas' 2016 study found that Millennials show a higher likelihood than older generations to volunteer in civic and health institutions, but a lower likelihood of volunteering with religious-based organizations. Multiple studies have shown that Millennials want to get involved with causes they care about (McCrea, 2011), and they are looking to collaborate with the nonprofit effort rather than just contributing in monetary ways. In fact, Millennials appear to be less likely to contribute financially, but more likely to

volunteer their time (Kitson, 2014). They are also creative in their support efforts, looking for ways to partner with non-profits within their own businesses and driving community support via word-of-mouth, online reviews and other social media avenues (Souccar, 2015; Krummert, 2015; Kitson, 2014). Millennials are prone to be fickle supporters, though, initially becoming involved with family and friends and eventually moving on to other causes (Souccar, 2015).

The culture of the nonprofit is important. Nonprofit opportunities represent important social opportunities for Millennials in that they want to participate in them with friends and family. Nonprofits must, therefore, have an element of fun to their culture (Ertas, 2016; Sheldon, 2016; Souccar, 2015, McCrea, 2011).

Millennials are concerned, also, that the nonprofit opportunities they choose to engage with be successful and accountable. They want to know where their dollars are going, how the operation functions, and how successful the effort is.

## **EVOLUTION OF THE BRAND EQUITY CONCEPT**

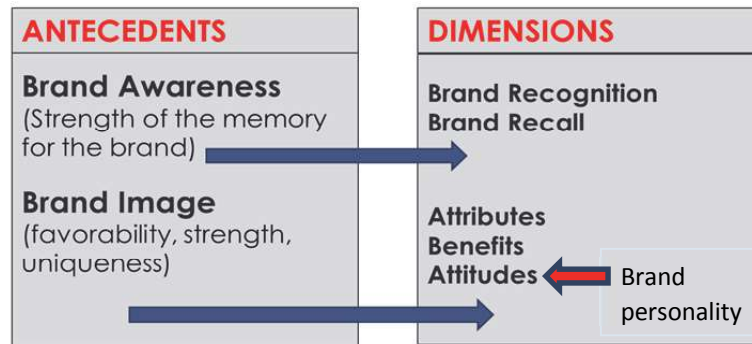
### **Keller (1993) & Customer-Based Brand Equity**

Early brand-related research defined a brand as “a name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors” (Kotler, 1991, p. 442). To the extent a brand drives a favorable differential response from consumers, brand equity is created (Keller, 1993). Thus, brand equity is of considerable import to marketers as it has been shown to increase the probability that consumers will choose a brand (Holden, 1992) and pay a premium price for that brand (Farquhar, 1989; Aaker, 1991).

Keller’s work (1993) identified the two primary antecedents of brand awareness and brand image as critically important for building brand equity. Thus, marketers must create a familiar brand name and develop a positive brand image in the minds of consumers to positively impact customer behavior toward a brand. Keller argued that the presence of brand awareness can be determined by assessing brand recognition and brand recall. Brand recognition is consumers’ ability to correctly identify that they have seen or heard a particular brand in the past. Brand recall requires more familiarity in that it requires consumers to be able to retrieve a brand from memory when provided with a cue such as a product category or desired benefit (1993).

Brand image is a more complicated construct. Keller defined brand image as “perceptions about a brand as reflected by the brand associations held in consumer memory” (1993, p. 3). Brand associations may relate to product or non-product attributes, to benefits, and to consumer attitudes towards a brand. Further, brand associations depend on how favorably consumers consider a brand, the strength of a brand association, and the uniqueness consumers attach to a brand. Keller noted Plummer’s 1985 work, which argued that consumers attach personality or character to a brand (1993). This relationship is portrayed in FIGURE 1.

**FIGURE 1**  
**KELLER'S 1993 MODEL OF BRAND EQUITY DIMENSIONS**



An important footnote to Keller's work is that it related to for-profit companies and did not attempt to apply brand equity dimensions to non-profit entities.

**Aaker (1997) & Brand Personality**

Aaker's work with brand personality contributed significantly to the brand equity concept. In her 1997 study, Aaker defined brand personality as "the set of human characteristics associated with a brand", and her research was the first to provide a theoretical framework for identification and measurement of brand personality dimensions.

The first stage of Aaker's work developed a large list of personality traits from which brand personality dimensions could be derived. Aaker leveraged the 204 unique traits identified from psychology research to establish the "Big Five" personality traits (see Norman, 1963, Tupes and Christal, 1958, McCrae and Costa, 1989, and John, 1990). To this list, Aaker added 133 additional traits, pulling from personality scales used in academics and advertising/market research applications (see Alt and Griggs, 1988; Batra, Lehmann, and Singh, 1993; Levy, 1959, Malhotra, 1981; Plummer, 1985, and Wells et al., 1957). Finally, she employed a group of sixteen subjects to contribute their free-association list of personality traits for a variety of product category brands. This effort generated an additional 295 unique traits. Aaker winnowed this large compilation of traits down to a set of 309 non-redundant candidate traits for brand personality.

In the second stage of her study, Aaker asked 25 raters (70% female, mean age=33) to rate the 309 candidate traits for brand descriptiveness. This effort reduced the list to 114 non-redundant candidate traits.

The third stage of Aaker's study asked 631 people to apply the 114 candidate traits to 37 brands representing a spectrum of personality types and both symbolic and utilitarian product categories. Examples of the brands presented include Crest toothpaste, Kodak film, Lego toys, Levi's jeans, Michelin tires, Sony television, Revlon cosmetics and Cheerios cereal. The 631 raters involved in this phase were chosen such that the U.S. population was represented on gender, age, household income, ethnicity, and geographic location demographics. Factor analysis was conducted on the results to yield five dimensions of brand personality: Sincerity, Excitement, Competence, Sophistication, and Ruggedness.

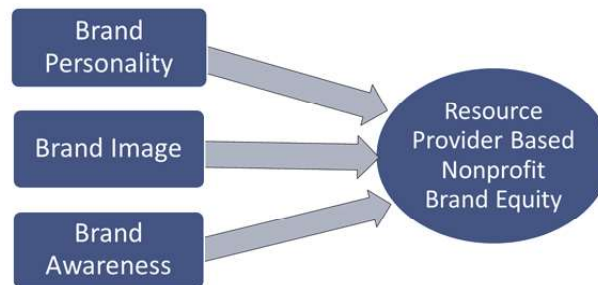
Aaker speculated that the five brand personality dimensions would be impacted by any direct or indirect consumer contact with the brand. Direct influence relates to the people associated with the brand such as spokespeople and users of the branded product. Indirect brand influence relates to consumers' associations about product attributes, product categories, the brand symbols and other identifiers, and aspects related to pricing, distribution, and promotion.

As was the case with Keller's research, Aaker considered the brand personality construct only with respect to brands marketed by for-profit companies

### Faircloth (2005) – Nonprofit Brand Equity

Prior to Faircloth's work, extent literature was virtually void of discussion relating brand equity to the nonprofit sector. Faircloth's 2005 study endeavored to show not only that brand equity concepts were relevant to non-profits, but also to identify brand equity antecedents and to consider how these might be leveraged to build brand equity for nonprofit companies. Faircloth leveraged Keller's argument (1993) that nonprofits would benefit from favorable brand associations in that such associations would preferentially encourage volunteers and donors to contribute to nonprofits for which they were favorably inclined. Additionally, Faircloth endeavored to separate brand personality from brand image, acknowledging Aaker's 1996 research which demonstrated brand personality to be significant and relevant in and of itself. Thus, Faircloth considered three brand equity antecedents that may impact nonprofits: Brand Personality, Brand Image, and Brand Awareness (see FIGURE 2).

**FIGURE 2**  
**FAIRCLOTH'S CONCEPTUAL MODEL SHOWING IMPACTORS ON NONPROFIT BRAND EQUITY**



In defining **Brand Personality**, Faircloth leaned on identifiers found to be significant and relevant in other studies. For example, brand personality captures a uniqueness that allows consumers to differentiate one nonprofit brand from another (Venable, Rose, and Gilbert, 2003). Brand personality develops from all contacts consumers have with the brand, both direct and indirect (Aaker, 1997). Brands can be considered with respect to relationship qualities (Fournier, 1998). Brand congruence appears to be impactful in that brand preference appears to be enhanced when consumers perceive that a brand is consistent with their own self-concept (Sirgy, 1982). Faircloth identified the dimensions of *brand respect* and *brand differentiation* as being significant to the brand personality antecedent. He reasoned that these qualities were a necessary basis for the relationships required between NFPs and their supporters. Faircloth hypothesized that supporters would be more likely to provide resources to NFPs that they respected and that they believed were different from other NFPs in some important way.

**Brand Image** has long been considered a driver of brand equity (Gensch 1978; Hunt and Keaveney, 1994; Kotler, 1997) and has been shown to relate in a positive fashion to consumer willingness to pay a price premium when brand image is favorable (Aaker, 1991; Biel, 1993; Keller, 1993). Faircloth identified *brand character* and *brand scale* to be impactful dimensions of the brand image antecedent, based on Malhotra 1981 attitude measurement research. Malhotra's scale purports to measure holistic consumer perception of brand image, and Faircloth found 11 of the 15-item semantic differential scale to load significantly on two factors, which Faircloth labeled brand character and brand scale. Faircloth hypothesized that supporters would be more likely contributors to an NFP they considered to be distinctive (possessed brand character) and which demonstrated an appropriate brand scale.

**Brand Awareness** represents a consumer's ability to recognize and/or recall a brand in a product category (Rossiter and Percy, 1987). Faircloth reasoned that *brand familiarity* would be an impactful dimension with respect to nonprofits since consumers would be more likely to contribute to a nonprofit if they were familiar with the organization's mission. This position has been substantiated by numerous

studies (Churchill and Iacobucci, 2002; Aaker,1996; Bhattacharya, Rao, and Glynn, 1995). Faircloth measured brand familiarity using Oliver and Bearden’s 3-item semantic differential scale (1985) and a 1-item semantic differential scale by Bloch, Ridgway, and Sherrell (1989). He used Aaker’s 1996 1-item measure to capture consumers’ *first recall* of a nonprofit brand in the nonprofit class of focus. First recall brands have been shown to be considerably more likely to be included in the consumer’s consideration set (Aaker, 1991).

Faircloth measured the impact of each of these three antecedents on **Brand Equity** based on purchase intentions and willingness to pay a price premium. For the purchase intention element, MacKenzie, Lutz, and Belch’s 1986 purchase intentions measure was used. Consumer willingness to pay a price premium was measured using Park and Srinivasan’s 1994 measure, modified to a 7-point single item semantic differential.

Faircloth included in his study a measure of altruistic tendency which he termed “**Volunteerism**”, as some literature has suggested this factor will influence a consumer’s tendency to support nonprofit organizations (Carlo et al., 1991). Faircloth adapted Wells and Tigert’s (1971) and Yavas and Riechen’s (1985) measures for gauging volunteerism and past volunteering activity to capture altruistic tendency.

For this 2005 study, Faircloth conducted telephone interviews in a mid-size Midwestern city of residents aged 21 and older. In total, 186 usable responses were gathered with most respondents in the 26-50-year-old bracket (56%), female (59%), with more than a high-school education (82%) and working full-time (more than 50%). Faircloth’s study was conducted on behalf of a nonprofit organization that provided service and support to clients with developmental disabilities. Thus, survey questions were with respect to this organization’s services. See APPENDIX 1 for detail on the measurement scales and items Faircloth used for this study.

Faircloth’s study found that brand equity overall was significantly affected by the three antecedent variables of brand personality, brand image, and brand awareness ( $F=22.5$ ;  $p<.01$ ). Additionally, after controlling for altruistic volunteerism, the antecedents explained a significant amount of the variability in nonprofit brand equity ( $R\text{-sq} = .279$ ).

Regarding the brand personality antecedent, both the brand respect and brand differentiation dimensions were found to be significant influences of brand equity at the  $p<.05$  level. Regarding the brand image antecedent, brand character did not show a significant effect on brand equity, but brand scale did ( $B=.141$ ,  $p<.05$ ). Finally, regarding brand awareness, first recall did not relate significantly to brand equity. Interestingly, brand familiarity was significantly related to brand equity, but in a negative fashion; consumers more familiar with the nonprofit were significantly unwilling to contribute their resources to that cause.

**TABLE 1**  
**SUMMARY OF FAIRCLOTH STUDY RESULTS**

<p><b>BRAND PERSONALITY</b>  <i>Brand Respect</i> significantly influenced brand equity (<math>p&lt;.05</math>)  <i>Brand Differentiation</i> significantly influenced brand equity (<math>p&lt;.05</math>)</p>
<p><b>BRAND IMAGE</b>  <i>Brand Character</i> did NOT significantly influence brand equity  <i>Brand Scale</i> significantly influenced brand equity (<math>p&lt;.05</math>)</p>
<p><b>BRAND AWARENESS</b>  <i>First Recall</i> did NOT relate significantly to brand equity  <i>Brand Familiarity</i> NEGATIVELY influenced brand equity in a significant way (<math>p&lt;.05</math>)</p>

Multiple aspects of the Faircloth study bear additional scrutiny:

1. If Faircloth conducted his interviews in 2004 and 56% of respondents were between 26-50 years of age, then this groups would have been born in 1978 or earlier. Thus, the respondent sample not representative of the Millennial generation.
2. Since respondents were at least 21 years old, then all survey respondents were born in 1978 or earlier. This further substantiates the position that Faircloth's study did not well represent the Millennial group.
3. Faircloth's "brand character" dimension appears to employ human characteristics, such as would have been modeled by Aaker's brand personality theory. Perhaps this dimension would have been better grouped with the Brand Personality antecedent.
4. Faircloth's "brand respect" dimension relates to the *respondent's* feelings, rather than to human characteristics of the nonprofit. Perhaps this dimension would have been better grouped with the Brand Image antecedent.
5. Survey questions designed to measure "First Recall" and "Brand Familiarity" dimensions were specific to agencies that worked with the developmentally disabled. The survey results may not be generalizable to all NFPs.

### **Venable, Rose, Bush & Gilbert (2005) – Brand Personality & Charitable Giving**

At about the same time that Faircloth conducted his study, other researchers were also relating brand equity to nonprofits – more specifically to the brand personality element. One group revisited Aaker's 1997 effort to identify dimensions of brand personality, this time for nonprofits (Venable et al., 2005). This study then looked further to determine if the identified brand personality dimensions correlated to charitable giving. Venable's group found that social exchange theory and trust had important implications for the relevant dimensions of brand personality for nonprofits.

In the first stage of the Venable et al. study, 6 nonprofit organizations each (18 total) from Health, Environment/Rights, and Arts/Humanities nonprofit categories were selected (these being the largest U.S. NFP segments). Junior and Senior undergraduate students from a Southeastern university business school who were active NFP donors were selected as study participants and were asked to assign 5 or more adjectives to two of the non-profit companies from each of the three nonprofit categories. Participants were instructed to choose adjectives that would describe each NFP choice "as if it were a person." The NFP organizations chosen most frequently were the American Cancer Society, March of Dimes, National Rifle Association, Greenpeace, National Academy of Fine Arts, and the Public Broadcasting Service (PBS). The student participant group was 96% aged 20-23 years (when the study was conducted, ~2011) and thus represented the Millennial generation.

Venable's group noted that students frequently reported adjectives like "loving", "kind", "reliable", "helpful" and "compassionate", these representing a new category of adjectives, compared with the Aaker (1997) study.

The same task was repeated with a second group of participants, these participants in the 30-60+ age bracket (a non-Millennial population). Again, adjectives such as "caring", "kind", and "compassionate" were reported. This group seemed to be also concerned with effectiveness, reporting adjectives like "organized", "reputable", and "forward-thinking".

A third study phase conducted depth interviews with a group of participants of mixed ages (51% aged 50-59) and including donors and nonprofit practitioners with an average of 20 years experience in the nonprofit sector. The intent of this phase was to further substantiate the brand personality attributes of nonprofit entities.

The Venable et al. study identified the following four dimensions of nonprofit brand personality: sophistication and ruggedness (as in Aaker's 1997 study), integrity, and nurturance. The integrity dimension related to such (human) traits as honesty, reputation, and reliability. The nurturance dimension relating to qualities such as caring, compassionate, and loving (more human characteristics).

This study then conducted 1,029 interviews of a stratified sample to represent the average U.S. household on such demographics as gender, age, ethnicity, household income, and geographic location

and found all four of the brand personality dimensions to significantly predict a consumer's likelihood to contribute to a nonprofit ( $p < .01$ ). Of the 1,029 respondents interviewed, 26.8% held a college degree, 17.3% held a graduate or professional degree. Thus, approximately 44% of the sample would have been older than the Millennial generation at the time the study was conducted.

To summarize the Venable et al. work (2005), consumers can easily ascribe human personality characteristics to nonprofits, and there are four personality dimensions that repeatedly predict consumer giving behavior toward nonprofits. The two new dimensions identified, which appear to be relevant for nonprofits but not for for-profit companies (nurturance and integrity) can be seen to relate theoretically to social exchange and trust.

A couple of important conclusions can be drawn from the Venable et al. study:

1. The Venable et al. study is more likely to represent the Millennial generation than Faircloth's study.
2. The integrity and nurturance dimensions of brand personality in the Venable et al. study seems to relate to items included in Faircloth's "brand character" dimension, which Faircloth considered to be an element of brand image.

### **Stinnett, Hardy & Waters (2013) – Anthropomorphism & Non-Profit Brand Personality**

In 2013, an interesting study considered an anthropomorphism approach to the characteristics of brand personality. Anthropomorphism occurs when human characteristics are attributed to non-human things, such as organizations. With respect to marketing, the theory would suggest that people apply human characteristics to make nonhuman things more familiar, to reassure consumers about their brand choices, and to make ambiguous situations more concrete (Guthrie, 1997). This study considered also the relevance of the concept of social space, looking to see if study participants would be more likely to become involved with nonprofits they considered to be like themselves.

This study employed an intercept survey in a metropolitan Southeastern U.S. city and generated 240 usable surveys (participant age categories were not reported). Survey respondents were asked to think about six nationally-recognized NFPs as if they were people: American Red Cross, Salvation Army, Nature Conservancy, Habitat for Humanity, American Cancer Society, and PETA. Study participants were asked to assign human characteristics to these NFPs including gender, age, race, marital status, education level, preferred clothing, type of pet and others.

The same demographic information was then collected for the study participants. Respondents were then asked about the likelihood that they would volunteer/donate to these six NFP organizations.

The study concluded that participants easily assigned human characteristics to NFPs AND that study participants were significantly more likely to contribute time/money to an NFP if their own demographic characteristics matched those assigned to the NFP.

## **DISCUSSION**

A collective interpretation of these various studies offers significant direction for brand development relating to nonprofit organizations.

First, it is entirely relevant for nonprofits to be concerned with brand equity and with the drivers of brand equity, namely brand personality, brand image, and brand awareness. The NFP Sector is large, strong, and growing, and the playing field for these companies is increasingly competitive with respect to recruiting volunteers and monetary donations.

Second, consumers easily associate human qualities to NFPs, perhaps because they want to feel personally connected to the NFPs they contribute to (as suggested by Stinnett et al.'s research related to anthropomorphism and social distance).

Third, the nature of brand equity appears to be fundamentally different for nonprofits compared to for-profit companies, particularly with respect to brand personality. NFP contributors care about organization integrity and the nurturing qualities of NFPs where these do not appear to be major traits associated with for-profit companies.



Fourth, the Millennial generation as a group is civic-minded, desiring to be involved with the NFPs they support, and demanding with respect to NFP performance. Further, Millennials want to be involved with NFPs that have a culture they enjoy. It is reasonable to speculate these NFPs would be like their Millennial supporters with respect to assigned personality traits.

Finally, the Millennial generation is worthy of serious consideration as the future basis of support for NFPs. They are now the largest generation in the United States, and they will become increasingly important as the older generations expire.

If we accept these to be valid considerations, the operational question for marketers becomes: What are the appropriate dimensions for the brand personality, brand image, and brand awareness antecedents of brand equity. These are the actionable categories that marketers can act upon to build brand equity.

Faircloth's 2005 study represents an important milestone for the NFP Brand Equity conversation. In many ways, however, it was simply a first stab at understanding the antecedent drivers, particularly with respect to brand personality.

Results from the Faircloth study cannot be deemed applicable to the Millennial generation, as this demographic group was not represented in the study. We also know now from other research that the Millennial generation does assign human personality traits to NFPs, and there is some evidence to suggest that personality trait assignment has bearing on the Millennial's desire to associate with an NFP.

These assertions suggest that Faircloth's brand character dimension would be better associated with the brand personality antecedent. Using similar logic, the brand respect dimension might be better categorized with the brand image antecedent since the survey questions for this dimension do not relate to the assignment of human personality traits to the NFP.

Also, it is reasonable to speculate that the brand awareness antecedent could be shown to be more impactful for brand equity if the survey instrument measured awareness for NFPs that are of interest to the study participants. Table 2 shows a proposed recategorization of Faircloth's Brand Equity Dimensions.

**TABLE 2  
PROPOSED CATEGORIZATION OF BRAND EQUITY DIMENSIONS**

Construct	Dimension	Measurement Scales & Items
Brand Personality	Brand Character	Honest-Dishonest; Fair-Unfair; Valuable-Worthless; Kind-Cruel; Brave-Cowardly; Thrifty-Indulgent; Contemporary-Uncontemporary; Modest-Vain
	Brand Differentiation	I have a clear image of the NFP's constituents; The NFP is different from other nonprofits in an important way.
Brand Image	Brand Respect	I admire the NFP; I would be proud to be associated with the NFP; The NFP is an organization I would trust.
	Brand Scale	Rich-Poor; Large-Small; Excitable-Calm; Dominating-Submissive
Brand Awareness	First Recall	List 3 agencies that deal with the issue(s) served by this NFP
	Familiarity	In general, how do you consider yourself in regards to the NFP? Familiar-Unfamiliar; Highly informed-Not at all informed; Know a great deal-Know nothing at all How do you rate your knowledge of the NFP relative to your friends? A great deal of knowledge-Little or no knowledge

## CONCLUDING REMARKS

Further research is warranted to better understand the dimensions of Brand Personality with respect to NFP Brand Equity, and specifically as it applies to the Millennial generation. Similarly, the Brand Image and Brand Awareness dimensions need to be substantiated with respect to the Millennial group.

Beyond documenting their importance, marketers need to understand how to develop the dimensions to proactively build brand equity for specific NFP organizations and their missions. This is where any real marketing contribution will be obtained.

As the NFP sector grows and the Millennial generation ages, it will be increasingly important for marketing professionals to understand NFP brand equity drivers to support the important causes served by NFP missions.

## REFERENCES

- Aaker, D.A. (1991). *Managing Brand Equity*, New York, NY: The Free Press.
- Aaker, D.A. (1996). *Building Strong Brands*, New York, NY: The Free Press.
- Aaker, J. L. (1997). Dimensions of Brand Personality. *Journal of Marketing Research (JMR)*, 34(3), 347-356.
- Alt, M. and Griggs S. (1988). Can A Brand Be Cheeky? *Marketing Intelligence and Planning*, 4(6), 9-16.
- Batra, R., Lehman, D.R., and Singh, D. (1993). The Brand Personality Component of Brand Goodwill: Some Antecedents and Consequences, in *Brand Equity and Advertising*. David A. Aaker and Alexander Biel, eds. Hillsdale, NJ: Lawrence Erlbaum Associates.
- Bhattacharya, C.B., Rao, H. and Glynn, M.A. (1995). Understanding the Bond of Identification: An Investigation of Its Correlates Among Art Museum Members. *Journal of Marketing*, 59(October), 46-57.
- Biel, A.L. (1993). Converting Image into Equity, in *Brand Equity and Advertising*, David A. Aaker and Alexander L. Biel, eds., Hillsdale, NJ: Lawrence Erlbaum Associates, Publishers, 67-82.
- Bloch, P.H., Ridgway, N.M. and Sherrell, D.L. (1989). Extending the Concept of Shopping: An Investigation of Browsing Activity. *Journal of the Academy of Marketing Science*, 17(Winter), 13-21.
- Brown G. (2017) The Millennials (Generation Y): Segregation, Integration and Racism. *ABNF Journal*, 28(1), 5-8.
- Carlo, G., Eisenberg, N., Troyer, D., Switzer, G. and Speer, A.L. (1991). The Altruistic Personality: In What Contexts Is It Apparent? *Journal of Personality and Social Psychology*, 61(3), 450-458.
- Churchill Jr., G.A. and Iacobucci, D. (2002). *Marketing Research, Methodological Foundation*, Orlando, FL: Harcourt College Press.
- Coolsen, P. & Wintz, L. (1998). Learn, grow, & change: Adapting service organizations to a challenging world. *Nonprofit World*, 16(1), 44-48.
- Ertas, N. (2016). Millennials and Volunteering: Sector Differences and Implications for Public Service Motivation Theory, *Public Administration Quarterly*, 40(3), 517-558.
- Faircloth, J. B. (2005). Factors Influencing Nonprofit Resource Provider Support Decisions: Applying the Brand Equity Concept to Nonprofits. *Journal of Marketing Theory and Practice*, 13(3), 1-15.
- Farquhar, P. (1989). Managing Brand Equity. *Marketing Research*, (September), 24-33.
- Friesenhahn E. (2016). Nonprofits in America: new research data on employment, wages, and establishments. *Monthly Labor Review*, 1.
- Fournier, S. (1998). Consumers and Their Brands: Developing Relationship Theory in Consumer Research. *Journal of Consumer Research*, 24, 343-373.
- Gensch, D.H. (1978). Image-Measurement Segmentation. *Journal of Advertising Research*, 15(August), 33-39.

- Guthrie, S.E. (1997). Anthropomorphism: a definition and a theory. In *Anthropomorphism, anecdotes, and animals*. Mitchell R, Thompson W, Miles H, eds. State University of New York Press, Albany, 50-58.
- Hodgkinson, V.A., Nelson, K. E., & Sivak Jr., E. D. (2002). Individual Giving and Volunteering, *The State of Nonprofit America*, Lester M. Salamon, editor, Washington, D.C.: Brookings Institution Press.
- Holden, S. J. S. (1992). *Brand Equity Through Brand Awareness: Measuring and Managing Brand Retrieval*, Ph.D. Dissertation, University of Florida.
- Hunt, K.A. and Keaveney, S.M. (1994). A Process Model of the Effects of Price Promotions on Brand Image. *Psychology and Marketing*, 11(6), 105-122.
- It's Personal. (2016). *Education Week*, 7.
- John, O. (1990). The 'Big Five' Factor Taxonomy: Dimensions of Personality in the Natural Language and in Questionnaires, in *Handbook of Personality: Theory and Research*, L.A. Pervin, ed. San Francisco: Harper, 66-100.
- Keller, K. (1993). Conceptualizing, Measuring, Managing Customer-Based Brand Equity. *Journal of Marketing*, 57(1), 1-22.
- Kitson, B. (2014). New Approaches to Engage Donors. *Small Business Cleveland*, 25(6). 10.
- Kotler, P. (1991). *Marketing Management: Analysis, Planning, and Control*, 8<sup>th</sup> ed. Englewood Cliffs, NJ: Prentice-Hall, Inc.
- Kotler, P. (1997). *Marketing Management: Analysis, Planning, Implementation, and Control*, Upper Saddle River, NJ: Prentice Hall.
- Krummert, B. (2015). Understanding the Millennial Mindset. *Restaurant Hospitality*, 99(11), 27-28.
- Levy, S. J. (1959). Symbols for Sales. *Harvard Business Review*, 37(4), 117-24.
- MacKenzie, S.B., Lutz, R.J. and Belch, G.E. (1986). The Role of Attitude Toward the Ad as a Mediator of Advertising Effectiveness: A Test of Competing Explanations. *Journal of Marketing Research*, 23(May), 130-143.
- Malhotra, N. K. (1981). A Scale to Measure Self-Concepts, Person Concepts and Product Concepts. *Journal of Marketing Research*, 23(November), 456-64.
- McCrae, R.R. and Costa Jr., P.T. (1989). The Structure of Interpersonal Traits: Wiggins's Circumplex and Five-Factor Model. *Journal of Personality and Social Psychology*, 56(4), 586-95.
- McCrea, B. (2011). Millennial Marketing 101. *Response*, 20(2), 34-37.
- Norman, W.T. (1963). Toward an Adequate Taxonomy of Personality Attribute: Replicated Factor Structure in Peer Nomination Personality Ratings. *Journal of Abnormal and Social Psychology*, 66, 574-83.
- Oliver, R.L. and Bearden, W.O. (1985). Crossover Effects in the Theory of Reasoned Action: A Moderating Influence Attempt. *Journal of Consumer Research*, 12(December), 324-340.
- Park, C.S. and Srinivasan, V. (1994). A Survey-Based Method for Measuring and Understanding Brand Equity and Its Extendibility. *Journal of Marketing Research*, 31(May), 271-288.
- Plummer, J. T. (1985). Brand Personality: A Strategic Concept for Multinational Advertising, in Marketing Educators' Conference. New York: Young & Rubicam, 1-31.
- Plummer, J. (1985). How Personality Makes a Difference. *Journal of Advertising Research*, 24(6), 27-31.
- Rossiter, J.R. and Percy, L. (1987). *Advertising and Promotion Management*, New York, NY: McGraw-Hill Book Co.
- Sheldon, A. (2016). Marketing to (your) millennials. *njbiz*, 29(1), 12-13.
- Sirgy, M. J. (1982). Self-Concept in Consumer Behavior: A Critical Review. *Journal of Consumer Research*, 9(December), 287-300.
- Souccar, M. K. (2015). Young, generous & looking for a cause. *Crain's New York Business*, 31(42), 0019.
- Stinnett, R., Hardy, E., & Waters, R. (2013). Who are we? The impacts of anthropomorphism and the humanization of nonprofits on brand personality. *International Review on Public & Non Profit Marketing*, 10(1), 31.

- Tupes, E.C. and Christal, R.E. (1958). Stability of Personality Trait Rating Factors Obtained Under Diverse Conditions. *USAF WADS Technical Report No. 58-61*. Lackland Air Force Base, TX: U.S. Air Force.
- Venable, B. T., Rose, G. M., Bush, V. D., & Gilbert, F. W. (2005). The Role of Brand Personality in Charitable Giving: An Assessment and Validation. *Journal of the Academy of Marketing Science*, 33(3), 295-312.
- Wells, W., Andriuli, F.J. Goi, F.J., and Seader, S. (1957). An Adjective Checklist for the Study of 'Product Personality,' *Journal of Applied Psychology*, 41, 317-19.
- Wells, W.D. and Tigert, D.J. (1971). Activities, Interests, and Opinions. *Journal of Advertising Research*, 11(August), 27-35.
- With sector growth, nonprofits likely to face staffing challenges. (2015). *Nonprofit Business Advisor*, (308), 1-3.
- Yavas, U. and Riecken, G. (1985). Can Volunteers Be Targeted? *Journal of the Academy of Marketing Science*, 13(Spring), 218-228.

**APPENDIX 1**  
**FAIRCLOTH'S MEASUREMENT SCALES AND ITEMS**

Construct	Dimension	Measurement Scales & Items
Brand Personality		(7-point Likert scale, 1=strongly disagree to 7=strongly agree)
	Brand Respect	I admire the Arc; I would be proud to be associated with the arc; The Arc is an organization I would trust.
	Brand Differentiation	I have a clear image of the Arc's constituents; The Arc is different from other nonprofits; The Arc has a rich history.
		<b>All items adapted from Aaker (1996)</b>
Brand Image		(7-point semantic differential scale). Please indicate your impression of the (organization):
	Brand Character	Honest-Dishonest; Fair-Unfair; Valuable-Worthless; Kind-Cruel; Brave-Cowardly; Thrifty-Indulgent; Contemporary-Uncontemporary; Modest-Vain
	Brand Scale	Rich-Poor; Large-Small; Excitable-Calm; Dominating-Submissive
		<b>All items adapted from Malhotra (1981)</b>
Brand Awareness		(First recall and 7-point semantic differential scales)
	First Recall	List 3 agencies in (city) that deal wit people with mental retardation (listed first) <b>Item adapted from Aaker (1996)</b>
	Familiarity	In general, how do you consider yourself in regards to the (organization)? Familiar-Unfamiliar; Highly informed-Not at all informed; Know a great deal-Know nothing at all <b>Items adapted from Oliver and Bearden (1985)</b>
		How do you rate your knowledge of the (organization) relative to your friends? A great deal of knowledge-Little or no knowledge <b>Item adapted from Bloch et al. (1989)</b>
Brand Equity		(7-point semantic differential and 7-point Likert scale, 1=strongly disagree to 7=strongly agree)
		How would you describe your intentions to join the (organization)? Join Likely-Join Unlikely; Join Probable-Join Improbable; Join Possible-Join Impossible; <b>Items adapted from MacKenzie et al. (1986)</b>
		I would be willing to pay a larger than average organization membership fee to join the Arc. <b>Item adapted from Park and Srinivasan (1994)</b>
		Membership in the Arc would provide good value for my money <b>Item adapted from Aaker (1996)</b>
Volunteerism		(7-point Likert scale, 1=strongly disagree to 7=strongly agree)
	Volunteer	People could always find some time to donate to nonprofit organizations if they really wanted to; Donating time to a volunteer organization is not a waste of my time; <b>Items adapted from Wells and Tigert (1971)</b>
	Activcivic	I am very active in civic and community affairs <b>Item adapted from Yavas and Riechen (1985)</b>