

The Influence of Brand Orientation Dimensions on Organizational Performance of Non-Profit Organizations in Albania

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Abstract: The not-for-profit sector has become crucial over these decades. These may be because of their importance, role, or impact they have on our society. Changes in the environment in which these organizations operate and increased competition have made them more difficult to secure funding to support their mission. This has forced them to think of ways or strategies to be more interesting and attractive to stakeholders. The application of some principles of for-profit organizations to not for-profit ones, such as marketing orientation and specifically brand orientation is essential.

The purpose of this paper is to assess whether the not-for-profit organizations that operate in Albania are brand-oriented and whether this influence their performance. To conduct this research, an extensive review of literature on marketing, brand, and brand orientation in the not-for-profit sector was carried out. After that, it has become possible to build a conceptual model based on the elements of brand orientation suggested by Hankison (2001), Ewing and Napoli (2005), Daw and Carol (2001), and performance measures in the nonprofit organizations suggested by Napoli (2005). Based on the elements of brand orientation suggested by Hankison (2001), Ewing and Napoli (2005), Daw and Carol (2001), and performance measures in nonprofit organizations suggested by Napoli (2005), a conceptual model was developed. Four dimensions were identified: "Brand Culture", "Brand Trust", "Internal and External Brand Communication", and "Brand Management". Performance in these non-profit organizations was measured based on two elements suggested by Napoli (2005): the ability to achieve objectives and to assist stakeholders better than competitors. The data indicates that not for profit organizations operating in Albania are brand-oriented, and this is an added value for them.

Keywords: non-profit organization; marketing; brand orientation; performance; objectives; competition

1 Introduction

Over the past 30 years, governments have shifted from their usual role of offering public services. Many of these responsibilities to guarantee the common good have been passed down at the community level. In response to this change, nonprofit organizations grew in significant numbers to address these unfilled needs. They played a major role in alleviating poverty, protecting the right, environmental protection, and the provision of worldwide assistance [1]. Those have increased in number, impact, and visibility [2]. The increased number of NGOs is accompanied by increased competition in the search for providing resources and volunteers. In 2008, there were more than 2 million not for profits around the world, with more than 1.5 million in US and 161,000 in Canada. Compared to 1940, when they were in the US 12,000 charities [3]. Thus, competition, globalization, radical transparency, and the dominance of social media have changed forever the way stakeholders view and interact with nonprofit organizations. In the era of great social engagement, strategic marketing, and communications have never been so important. Today it is not sufficient for nonprofits to represent the social issue and participate in traditional fundraising and development activities. Indeed, marketing academics have been studying the role, significance, and transfer of different marketing theories and activities to NGOs [4]. Some not for profits are using currently brands as a marketing tool to increase their funds or create efforts more broadly strategic to manage their brand, to create a stronger social impact [5].

Given the value that the brand has, it becomes very necessary for not for-profit organizations [6]. However, managers and top executives of nonprofits have appeared reserved to apply brand value to current activities [7]. This may be in part because they do not exist brand value models especially for non-profit organizations [8].

The not-for-profit organizations play a critical role in our society and their brand now are considered the most strong and reliable brands in the world [9]. Amnesty International, Red Cros, and World Wildlife are some of the very famous brands, far more trusted by the public than the most popular brands of for-profit organizations. These non-profit organizations possess detailed policies for managing their name, and logos [3].

During the last decades, the brand has been the focus of the for-profit sector [10], [11], [12], [13], [14], as the need to differentiate in a competitive environment. Similarities appear in the competitive environment between for-profit organizations and nonprofits. Brand and reputation are more important in the nonprofit sector than in the world of for-profit [15]. In the business sector, consumers provide financial resources in exchange for tangible goods or services. In the non-profit sector, supporters provide financial resources based on the recognition that their money will be used to achieve important but intangible social objectives and they do not get anything concrete in return. Thus, the main challenge for nonprofits is to create for themselves an image that communicates fast and effectually a significant piece

of evidence about the organization, each of these actors. This communication needs to be adapted, as each of these audiences certainly has different needs. But there is also a need for overall sustainability, thus the organization should not represent different core values for different groups [16]. Therefore, reputation, sense of purpose, and relationship make important differentiators. Built on tangible results and emotion from the heart, the brand reputation encourages potential supporters to believe in the mission of a charity, but also in the ability of the group to distribute this mission [15].

A brand can describe total insights and knowledge around a nonprofit organization. Insights and experiences can be grouped based on two elements: useful- what brand can do and figurative- what brand it symbolizes [17]. These components together create the character of the brand, the core of the brand [18].

Although there is some evidence that brand orientation is associated with the performance of nonprofits, has yet a need to fully study the nature of this relationship. This study aims to present a multidimensional measure of brand orientation and its impact on the performance of the organization.

This study aims to evaluate whether the nonprofit organizations that perform in Albania are brand-oriented and if this affects their performance.

The objectives:

- to explore how the non-profit sector was born and developed in the world and Albania.
- to describe the current situation that non-profit organizations are facing in the world and Albania.
- to describe the use of branding practices, application challenges, and its development by non-profit organizations.
- to describe the factors of brand orientation.
- to explain the relationship between brand orientation and performance, in the not-for-profit organization.

Research questions: Based on what was presented above, brand orientation is considered one successful business philosophy to be followed by non-profit organizations. The main research questions in this paper are:

- Non-profit organizations in Albania, are brand-oriented?
- What are the factors related to the brand orientation of organizations nonprofit?
- Are brand orientation factors related to the organization's performance non-profit?

Importance of the work and its specific contribution

This paper brings several contributions, such as:

- It is the first of its kind that is done in Albania, it studies the brand of NGOs and not only that, but studies related to this field in the world are not numerous.
- Proposing a conceptual model derived from the integration of several main theoretical concepts, in a study for the nonprofit sector. The model defines the nature and understanding of the causal relationship between the dimensions of right orientation branding and performance in nonprofits.
- It is more objective and reliable than some international studies on the brand orientation of not-for-profit organizations (NPOs). In the study is selected more than one respondent/representative within an organization non-profit for the collection of primary data through the questionnaire. This is one innovation of the work because, in previous works undertaken in connection with the orientation of the brand in the NGO, the answers were provided only by one respondent per organization, such as the chief executive of these NGOs.
- Helps NGOs be more successful. Their success is reflected as one stronger support for the great causes of our society.
- Serves as a starting point for more in-depth studies in this field.

2 Literature Review

The not-for-profit sector is experiencing a phase of drastic transformation. Great growth in the not-for-profit sector has been recorded during this decade, as a reaction to societal, and economic changes [19]. Almost all contemporary charities are experiencing great pressure. How these concerns are addressed are important to the ability of these organization to survive [20]. Size of the not-for-profit sector will change dependent on [21];

1. Population Diversity: The more diverse ethnicities and religious beliefs are, the more discussion will be about the role of government.
2. Size of government: The more a government does, the fewer necessities there are for the nonprofit sector.
3. Amount of funding for non-profit organizations coming from charitable donations.

Civil society and NGOs have an essential role in the progress of Albania through building community consent. There is an evidenced of rise of the number of NGOs in the country of Albania. Those that are estimated to be active and have the potential for the accomplishment of large projects, etc. NGOs are much more active and successful in the social field than in other fields. Regarding the location of NGOs, it turns out that there is some imbalance between Tirana and other cities.

A good part of NGOs is based in Tirana and in recent years there is a tendency to increase the number of NGOs outside Tirana, as well as the extension of their activity in peripheral areas and regions [22].

While several donors are leaving Albania, European Union funds are the main source of financial donors to secure financial contributions from different exterior sources such as person and/or business sources [23], support for NGOs in Albania. This is a concern for these NGOs, as the application procedure for EU funds is complex. However, they progressively are changing the [24]. In this perspective, nonprofit organizations must expand their fundraising through donations [25]. These nonprofit organizations need to examine the behavior of donators, finding what inspires them to donate [26], [27]. It is important to identify and categorize exterior factors that inspire people from developing countries to donate to nonprofit organizations [28], evaluated the impact of trust on in person's financial contributions to nonprofits organizations [29], and to test the impact of advertisement on donation purposes [30].

Only a limited number of NGOs, mainly in Tirana, show good management capacity. There is a lack of progress in improving the support infrastructure for NGOs in remote areas. State authorities and other stakeholders do not engage NGOs in product distribution in other areas such as economic development, policy design, and environmental monitoring. Well-positioned NGOs enjoy good media coverage, especially on issues that are likely to generate political debate. However, public skepticism about NGO objectivity and independence remains relatively high [31].

2.1 Marketing and Brand Management by Non-Profit Organizations

Traditionally, nonprofits have considered themselves of being commercially free [32]. But the situation that they are facing suggests an increased need to apply the business strategies, which was developed in the business sector [33]. The idea behind the use of business strategies is that unable an organization with the ability to "adapt to the environment changes" [34]. Marketing is an important section of management, for non-profit organizations [35], [36].

Marketing is being applied by many successful organizations, and this involves not only promotion but more elements from the marketing mix [37]. The success of an organization depends on the ability to specify the needs, desires, and demands of consumers and satisfy them more than competitors [38]. Kotler and Leavy (1969) were the first to identify the role of marketing in not for profits organizations. They consider the role of marketing beyond for-profit business to the social meaning [39].

An important marketing tool is branding, which nonprofits are considering. Branding offers the not for profits organization the possibility to deal with competition and increase its social impact. The brand is a very important element of a nonprofit's identity [6]. The word "brand" itself originates from a Scandinavian

word. "Fire" was the same as the word brand and marking, which meant to seal something with fire, as was done with cattle in the Wild West [40].

Many different definitions exist about of the brand. Some definitions adopt general efforts such as:

- A brand is a sense of trust and expectation around the products which make it distinct and superior [41].
- A brand can describe total insights about products of a nonprofit [17].
- A brand is everything that can be used such as names or symbols to identify the products of an organization.
- A brand can be used to differentiate a product from the competition [42].
- A brand can represent the organization himself [43].

2.2 Main Models about Brand Orientation

The conceptual model presented in Figure 1 will be used to measure brand orientation and the performance of nonprofit organizations. This model is constructed based on the dimensions proposed about brand orientation by Hankinson (2001), Ewing and Napoli (2005), Daw and Carol (2011), and dimensions related to performance measurements by Napoli (2006) [18], [4], [3], [46].

After analyzing the dimensions suggested by these authors are proposed some new dimensions that measure the brand orientation of non-profit organizations. These dimensions are nothing but the combination of those suggested in the studies highlighted above. Studies based on the construction of new dimensions of brand orientation are among the few studies that have managed to identify dimensions that reflect the brand orientation of an NGO. This may also be since brand orientation is still considered a new concept for these sectors today. From a review of the literature, brand significantly influences the performance of nonprofit organizations. Organizations that address their managerial strategies toward brand improvement have a chance to achieve benefits in performance [44], [45]. Researchers are confused about the performance results of nonprofits. It remains a complicated issue as there is still uncertainty as to how it should be measured. Unlike for-profit firms, the outcome of nonprofits is unclear and difficult to observe. Thus, the theory suggested by Napoli (2006) will be required to evaluate the performance of non-profit organizations in Albania [46]. The author recommends two measures of performance in the nonprofit organization, which are "the organization's ability to support stakeholders better than competitors" and "achieving short-term and long-term goals".

2.2.1 The Model Suggested by Hankinson

Hankinson (2002) analyzed the brand orientation in the nonprofit organizations [47]. She presents that a manager with a greater concentration on brand orientation can motivate others to have positive attitudes towards the brand and can take sustain the group of interest. Hankinson's study is very important to realize the importance of brand orientation in the not-for-profit sector.

The author identified four elements that represent branding in the nonprofit sector [18].

These elements are:

1. Understanding branding in terms of what it achieves, the cause, and the beliefs it symbolizes.
2. Brand communication.
3. Using the brand as a strategic means to reach organizational goals.
4. Manage the brand actively and carefully.

2.2.2 The Model Suggested by Ewing and Napoli

Researchers Ewing and Napoli (2005) built a powerful psychometric gauge for NGO brand orientation, which they define as the organizational practice of creating and maintaining a consistent brand understanding that offers an added benefit to stakeholders, and improved performance for the organization [4]. This is in line with Hankinson (2000) who conceived of brand orientation in NGOs as placing the brand at the center of an organization's decision-making process [18]. These activities pertain to identity architecture, communication, and brand value [48], [49], [50], [51]. From this point of view, brand orientation in non-profit organizations according to Ewing and Napoli (2005) is seen as a structure consisting of three elements such as orchestration, interaction, and influence [4].

2.2.3 The Model Suggested by Daw and Carol

Discovering the authentic meaning of the brand: The first dimension identified by Daw and Carol (2011) is discovering the authentic meaning of the brand [3]. Identifying the true meaning of the brand is the first step in developing a brand in an NGO. The meaning of the brand answers the question "Why does this NGO exist?". Here, the meaning of the brand goes beyond a static identity and describes a comprehensive idea that is meaningful to NGO supporters. Understanding the brand is seen as a daily inspiration to employees and as an invitation to supporters to be actively involved with the organization. A strong brand understanding is a combination of what the organization is today and to some extent what it aspires to be in the future. Appeals to the "heart" of stakeholders, creating an emotional and personal connection with them, the NGO exists for a cause that is greater than itself or its programs. Understanding the brand becomes the main principle of the activity of the organization that serves as a structure and filter for its daily activities.

A strong brand understanding links a nonprofit organization's strategies to its market identity. Provides deep rationality to those who serve and support the organization and its mission. Conducting an internal and external analysis regarding the meaning of the brand determines the current attitudes and perceptions of stakeholders about the organization [3].

After analyzing the dimensions suggested by Hankinson (2001); Ewing and Naples (2005); Daw and Carol (2011), it was possible to propose several new dimensions that measure the brand orientation of non-profit organizations [18], [4], [3].

2.3 Theoretical Framework

Based on the above arguments, a theoretical framework has been built that suggests an interaction between the mentions of brand orientation and performance (Fig. 1).

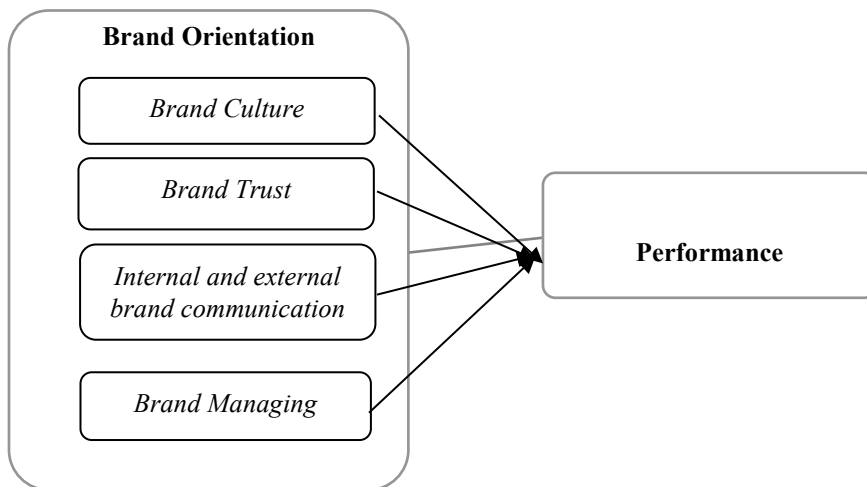


Figure 1

The theoretical framework of the brand orientation and performance

Source: Elaborated by authors based on Hankinson (2001); Ewing and Naples (2005); Daw and Carol (2011)

3 Research Methodology

The mixed research method was used in this study. From the theoretical framework and exploratory factor analysis, the key components of brand orientation were identified and based on them the following hypotheses are proposed.

H1: The Brand Culture dimension positively influences the performance of non-profit organizations.

H2: The Brand Trust dimension positively influences the performance of non-profit organizations.

H3: Internal and external brand communication positively influences the performance of non-profit organizations

H4: The Brand Managing dimension positively influences the performance of non-profit organizations.

The questionnaire was developed as a tool to collect primary data. It was constructed based on a literature review and in-depth interviews conducted with managers and executives from several not-for-profit organizations.

3.1 Questionnaire Design

The questionnaire conducted for this study consists of three sections.

The first section contains general questions about the type of NGO, the position within this organization of the respondent, the financial balance of the NGO, etc.

The second section contains 44 statements related to measuring the dimensions of the brand orientation of NGO-s. These statements are provided by four studies related to a brand orientation as Hankinson (2001, 2002), Ewing and Napoli (2005), Daw and Carol (2011) [18], [47], [4], [3]. The respondents were asked to rate, on a five-point Likert type scale, the degree of agreement or disagreement with 44 statements.

The third section contains two statements according to Napoli (2006) that measure the managers' perception of the performance of nonprofits organizations:

1. *Our NGO can serve the stakeholders better than our competitors.*
2. *Our NGO can achieve short-term and long-term objectives.*

These two subjective measures have been proven to be reliable in measuring the performance of the organization [52], [53] and tend to produce results consistent [54]. To avoid giving distorting responses, it is necessary to formulate statements about managers' perceptions of performance rather than performance numbers [55].

A pre-testing of the questionnaire was conducted on a sample of 15 managers.

3.2 Sampling

In-depth interviews were conducted with a snowball sample of 5 managers from NGOs, where each organization's activities related to branding policies and strategies were discussed.

A survey was also conducted with 200 NGOs operating in Albania. A total of 600 questionnaires were distributed, with 3 questionnaires sent to each NGO. The questionnaires were completed by 474 respondents, resulting in a response rate of 78.5%. The survey population consisted of managerial level personnel from NGOs, such as the executive director or general manager, project manager, and financial manager, who provided information about their organization's values and behaviors.

4 Data Analysis and Results

4.1 Respondents' Profiles

The profile of respondents is: the type of NGO that dominates Albania is a social service organization 51%. A limited number of employees and in most cases one employee can perform many functions within it. There is an exact division between positions, there are plenty of cases in which an employee can perform several functions. Most parts of these NGOs have a financial balance of about 50 million ALL, but some are very active and provide an even better financial balance. Financing from the central and local governments is more limited and not everyone benefits from them. Also, private national organizations have a lower level of philanthropy.

4.2 Factor Analysis

KMO index of 0.715 (Table 2), indicates that the data support the use of factor analysis and suggest that the data may be grouped into a smaller set of underlying factors. Bartlett's test is significant ($p < 0.001$); therefore, factor analysis is appropriate for the 44 statements of brand orientation.

Table 2
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.715
	Approx. Chi-Square	312.401
Bartlett's Test of Sphericity	Df	472
	Sig.	.000

Reliability analysis resulted in Alpha Cronbach = 0.762 - 0.909. These coefficients indicate a good match between variables within a factor [56].

Table 3
Reliability Analysis

Component	Cronbach's Alfa	Items
1. Brand Culture	.909	14
2. Brand Trust	.902	13
3. Internal and external brand communication	.843	8
4. Brand Managing	.762	4
Overall Cronbach's Alpha	0.943	44

Overall model fit of this scale met the standard. 39 statements are grouped in four components based on a correlative relationship between them. Only 5 statements were deleted due to a commonality score of less than 0.5 and having a very low factor loading score (see Table 4).

Table 4
Rotated Component Matrix

Statements		Component
Everything we accomplish is oriented towards supporting the brand value (logo, name) of our organization.	.881	
We have a system to get feedback from stakeholders.	.863	
We communicate on the ground to spread the meaning of the brand (logo, name).	.788	
We know in detail what our stakeholders like about the brand (logo, name) of our organization.	.772	
Long-term survival as a non-profit organization lies in its development as a brand (logo, name).	.766	
Managers know marketing actions that involve brand (logo, name).	.703	
We coordinate mission-based programs to spread the meaning of the brand (logo, name).	.703	1
We invest the right resources in improving the product/service to provide a better value to our stakeholders	.696	
All staff work consistently with the brand values (logo, name) of our nonprofit	.694	
We develop strategies to spread the meaning of the brand (logo, name).	.667	
We train our employee's how to communicate with the organization as a brand (logo, name).	.627	
We have created the right message link, using the right media, for the right stakeholders.	.623	
Presenting the organization as a non-profit brand (logo, name) raises public awareness of it.	.615	
Make sure the brand meaning (logo, name) is always represented in all communication marketing activities.	.576	

We stay informed on current market conditions.	.922	
Marketing activities are designed to stimulate customers to use our products or services.	.903	
Marketing activities are designed to stimulate key stakeholders to promote our products/services to the customer.	.843	
A clear understanding of what our organization stands for is very important to its public presentation.	.786	
We have included a system to monitor our organization's brand perceptions (logo, name) from stakeholders.	.711	
The meaning of the brand (logo, name) is integrated into the organization through appropriate human resource structures.	.684	2
We develop marketing programs that send ongoing messages for our brand (logo, name), to stakeholders.	.674	
The brand (logo, name) of our organization is considered an important strategic element.	.643	
The brand (logo, name) of this not-for-profit organization creates a sense of belonging and ownership in its staff.	.634	
Brand (logo, name) distinguish our not-for-profit organization from other "competitors" in this sector.	.608	
The brand (logo, name) expresses what our organization achieves and the values it represents.	.579	
We are in constant recognition of the needs of our stakeholders.	.578	
The staff and volunteers of this organization feel proud and part of the internal community, which helps to convey the brand (logo, name) to the external audience.	.898	
Staff and volunteers regularly feel motivated by the brand of this organization.	.892	
Educate and explain the brand (logo, name), internal staff, and volunteers.	.828	
We have created a unique identity, verbal and visual, to reflect the meaning of the brand (logo, name) of the organization.	.797	
The brand (logo, name) of our organization presents its message.	.796	3
Everyone is passionate about the brand (logo, name) of our organization.	.758	
Brand empowerment in our organization is achieved by a clear understanding of what the brand represents.	.669	
We have created an internal culture and system to carry out simple sales efforts to connect people with brand meaning and provide additional revenue.	.644	
We consistently observe the perceptions of the brand value (logo, name) for our organization through research.	.885	
The employees of our organization must believe in our brand and the values it represents.	.885	4
The branding of a non-profit organization is more important than that of a profitable business.	.670	
Managers need to communicate the values of our organization, through personal communication.	.666	

Source: authors

The percentage of variance explained is 66.003 (Table 5). The solution satisfies both Kaiser's criteria of selecting only those with a minimum eigenvalue of 1 and the "percentage of variance" which requires that the extracted factors account for a minimum of 60% of the total variance [56]. The factors are named by the meaning of the correlated variables and hypotheses.

Table 5
Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings			
	Total	% of Variance	Cumulative %	Total	Total	% of Variance	Cumulative %
Brand Culture	17.450	38.778	38.778	17.450	9.207	20.459	20.459
Brand Trust	5.725	12.723	51.501	5.725	8.467	18.815	39.274
Internal and external brand communication	5.161	11.470	62.970	5.161	7.754	17.230	56.505
Brand Managing	4.026	8.946	71.917	4.026	4.274	9.498	66.003

Source: authors

- **Factor 1:** *Brand Culture*- includes all the statements that emphasize the importance of the brand for the survival of the non-profit organization. Brand culture is seen as essential for creating value and is a key element that can influence the behavior of stakeholders and their decisions. At this stage, the brand is considered a strategic element of marketing that helps distinguish the non-profit organization from others operating in the same sector.s.
- **Factor 2:** *Brand Trust* - includes all the statements related to marketing activities, branding as a component of marketing strategies, and their impact on stakeholders. It is the connection between the brand image and the promise to provide quality services, which increases stakeholders' confidence in the organization.
- **Factor 3:** *Internal and external brand communication* - includes all statements related to the importance of consistently communicating the NGO's brand values. Managing employees and volunteers helps to convey the brand of the organization to the external audience. The value of the brand can be seriously considered only if there is a sustainable and inclusive effort throughout the organization.
- **Factor 4:** *Brand Managing* - includes statements related to the importance of actively and carefully managing the brand for NGOs and engaging others in the process. Some non-profit managers consider their organization as a brand and engage in brand management practices, but often in a fragmented way over the years. These managers may feel isolated in their approach to branding and perceive a lack of organizational responsibility for the brand. Therefore, central coordination of brand management has become a crucial step in the process.

4.3 Correlation Analysis between Variables

The results of the Pearson correlation tests for a 95% confidence interval are summarised in Table 6. These results indicate that the correlation coefficient between *brand management* and *performance* alerted a weak correlation, whereas the correlation coefficient between other variables *brand culture*, *internal and external brand communication*, *brand trust* and *performance* were moderate and statistically significant.

Table 6
Performance Correlations with the dimensions of brand orientation

Dimensions		Performance
Brand Culture	Pearson Correlation	.440**
	Sig. (2-tailed)	.000
Brand Trust	Pearson Correlation	.525**
	Sig. (2-tailed)	.000
Internal and external brand communication	Pearson Correlation	.415**
	Sig. (2-tailed)	.000
Brand Managing	Pearson Correlation	.453*
	Sig. (2-tailed)	.000

** Correlation is significant at the 0.01 level (2-tailed)

Source: authors

4.4 Regression Analysis

To test the hypothesis a multiple linear regression was run to determine. The regression model was statistically significant, $p < 0.0005$. The results are presented in Table 7. The model explained 42.0% ($R^2=0.490$) of the variance in performance. These data show that there is a significant relationship between dimensions of brand orientation and performance. Each dimension influences positively the performance, thus our 4 hypotheses are accepted. but *brand trust* and *internal and external brand communication* dimensions have a higher impact.

Table 7
Multiple Regression

Model summary						
Model	R	R ²	R ² adjusted	Standard estimation error	Durbin-Watson	
1	.648	.420	.410	.646	1.937	
ANOVA						
Mode		The sum of the squares	Df	Average in squares	F	Sig.
1	Regression	50.463	4	16.821	40.336	.000

	Residuals	69.642	368	.417		
	Total	120.105	472			
Coefficients						
Model		Non-standardized coefficients		Standardized coefficients	t	Sig.
		B	Standard error			
	(Constant)	1.685	.434		3.884	.000
	Brand Trust	.507	.088	.424	5.762	.000
	Internal and external brand communication	.327	.093	.257	3.525	.001
	Brand Culture	.286	.086	.247	3.317	.001
	Branding managing	.116	.044	.158	2.661	.009

Dependent Variable: Performance

Source: authors

Based on our results, we can conclude that organizations that focus their managerial actions and practices on the development, acquisition, and improvement of their brand's products and services have a greater chance of experiencing a positive impact on their performance.

Conclusion and Implications

Today it is not enough for non-profit organizations to represent the social cause and participate in traditional fundraising and development activities. Some non-profits are currently using the brand as a marketing tool to increase their funding, or create broader strategic efforts to manage their brand, to create a stronger social impact. The development of the marketing offer begins with the product concept [57]. The branding notions provide non-profit organizations with new abilities to compete. Branding orientations are considered a business vision that gives to the organizations the possibility to build and support a common understanding of the brand with the actor of interest. In this study, the connection between the dimensions of brand orientation and performance in non-profit organizations is presented.

It has been evidenced that successful organizations are more brand-oriented than those NGOs that are unsuccessful. This paper also evidenced that strong brands are very important for the survival of not-for-profit organizations. Creating a strong not for profit brand can help them in creating a solid relationship with donors or the public [18]. Although the value of branding for charity has been discussed by some researchers [45], the benefits from a good portion of the not-for-profit community have been underestimated. Focusing on these aspects increases the organization's capacity to better serve stakeholders or actors of interest and accomplish its objectives, which is confirmed by Hungarian examples [58], [59].

The results of the survey show that non-profit organizations in Albania are brand oriented; the brand management remains with senior executives, while the employees know the decisions and policies pursued by senior executives of the organization. The four dimensions of brand orientation are identified: "brand culture", "brand trust", "internal and external brand communication", and "brand managing". Thus, the higher level of brand orientation dimensions results in the higher performance of not-for-profit organizations. The higher levels of implementation of these dimensions lead to higher stakeholder service outcomes better than competitors and the achievement of short-term and long-term objectives.

This study offers suggestions to non-profit organizations operating in Albania, including: focusing on mission-based programs and engaging in brand development activities, creating a unique and strong brand identity that reflects the brand's meaning both verbally and visually, managing the brand actively and carefully by regularly monitoring and improving as necessary to maintain stakeholder loyalty, and placing importance on both internal and external branding by integrating the brand's meaning into the organization's structure and human resource management system. Additionally, non-profits should regularly gather and consider stakeholder opinions.

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