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Narrowing the gap between brand image and brand identity

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Abstract

Title: CAIS: narrowing the gap between brand image and brand identity

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This dissertation assessed the existence of a gap between the brand image and brand identity for CAIS, a Portuguese non-profit organization known for its emblematic product: CAIS magazine and the recommendation of corrective strategic actions that might be undertaken by CAIS to narrow the gap. Therefore, CAIS identity was inferred through interviews and research about the organization, as well as, CAIS brand image measurement through a survey which asked respondents to rate attributes related to the statute, size, geographic coverage, vision, mission, objectives, core competencies, personality, beneficiaries and relationship on a 7-point scale according to the extent of which the respondent feels the brand CAIS is associated to a certain attribute. Based on both data collected regarding the organization's identity and image, the gap between the two concepts was identified and evaluated through the measurement of the difference between 7 or 1, depending if the attribute was related or not with CAIS identity and the median of the results obtained through the survey. The findings suggest that a gap between image and identity exist regarding CAIS vision, mission, core competencies and beneficiaries. The gap assessment allowed to conclude that CAIS brand image is linked in great extent to CAIS magazine. There is a lack of knowledge regarding CAIS as an organization beyond the magazine and the image people hold about CAIS corresponds to CAIS identity at the time of its foundation in 1994. Therefore, CAIS might undertake some suggested corrective strategic actions in order to reduce the observed gap like: development of a national campaign to increase general public awareness about CAIS, increase of brand communication through media, expand CAIS micro businesses and implement measures that guarantee CAIS magazine sellers compliance with the code of conduct.

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1. Introduction

In the scope of a consulting project for CAIS – Association of Social Solidarity, a Portuguese non-profit organization, I had the opportunity to learn more about the organization, realizing that my perception about CAIS was not the one corresponding to reality. After speaking to colleagues, friends and family, I realized that all shared a similar wrong and occasionally negative perception about the organization. Knowing what CAIS stands for, I soon came to the conclusion that a huge gap existed between this group's perception (brand image) and the organization's reality (brand identity). Therefore, I wanted to investigate the perception of a larger sample of individuals about CAIS, validate the existence of a gap between that perception and CAIS reality, and finally recommend corrective actions, if the gap was confirmed.

Within this context the aim of this dissertation is to understand if a gap between CAIS brand image and brand identity exists and which corrective strategic actions could be undertaken by CAIS to narrow that gap. Therefore the following research questions were raised:

RQ1: Which is the brand image and identity of the brand CAIS?

RQ2: Which is the gap between the image and the identity of the brand CAIS?

RQ3: In what extent is the image of CAIS beneficiaries the same as the image of CAIS magazine sellers?

RQ4: What are the corrective strategic actions CAIS should take to narrow this gap?

The managerial relevance of this dissertation is based on the fact that no study was ever under taken about the brand CAIS, nor about the gap that may exist between its image and identity. The understanding of the dimension of this gap will allow making recommendations of corrective strategic actions aimed to narrow it. The goal of such recommendations is to increase brand awareness which consequently may result in higher emotional attachment between the general public and the brand CAIS. The expected result is a greater willingness from people in making donations, becoming volunteers and purchasing products or services from CAIS micro businesses.

The academic relevance of this dissertation lies on a proposal of a set of brand identity dimensions specific for non-profit organizations. Furthermore, a methodology to measure the gap between brand identity and brand image is also suggested. Due to

increasing use of brands into the non-profit sector, this dissertation may serve as an inspiration for researchers to explore non-profit organizations branding and development of concepts and frameworks suitable for the non-profit sector.

Including this chapter, this dissertation is structured into six chapters. A review of the literature about brands applied to the non-profit sector, as well as about brand communication and its related concepts: brand identity and brand image, was carried out under chapter two. The third chapter describes the methodology implemented to answer the research questions. Chapter four analyses the results obtained through the application of the methodology described in the previous chapter which allows answering to the research questions. Conclusions regarding the research problem are reached under chapter five and finally chapter six describes limitations and future research guidance.

2. Literature review

2.1. Brands and non-profit sector

Brands have been for a long time considered as an essential component of for-profit organizations, driven primarily by the need to remain distinguishable in an increasingly competitive environment. By contrast, the discussion regarding the strategic use of the brand in the non-profit sector only began until recently (Hankinson, 2001).

Non-profit organizations face intensive competition for share of mind, wallet and heart. Increasing brand competition is becoming a reality for the non-profit sector due to the decrease of government funding. Therefore, non-profit organizations are turning to individual or corporate donors to achieve greater financial independence and ensure the operation of their daily activities (Laidler-Kylander et al., 2007). However, competition in this non-profit sector is becoming more intense, due to the fact that many organizations share a similar mission, which makes donors decision more difficult. Thus, in such competitive market what distinguishes one non-profit organization from another? Facing such scenario many non-profit organizations turned to branding as a way to distinguish themselves among competition and raise awareness among the general public (Zimmerman, 2008).

According to Laidler-Kylander et al. (2007) non-profit brands have three key roles: reflect the organization's mission, build stakeholders trust and address multiple stakeholders. Non-profit brands have several benefits such as: increase public awareness; attract and retain loyal members, beneficiaries, donors and volunteers; increase credibility and legitimacy; differentiate among competition; ability to create and sustain long-term relationships; growth; and increase funding (Fogel, 2007).

A brand can be considered from an internal and external perspective. Internally, the brand represents the organization identity: mission, values and distinctive activities. Externally, the brand reflects the image held in the minds of the organization's stakeholders, including its donors, supporters and the ones the organization seeks to influence, assist, or reach. The alignment of the organization's internal identity and external image provides strength to non-profit brands. When internal identity and external image are aligned within the organization's employees and volunteers, it creates organizational cohesion, focus and reinforcement of shared values. For the organization partners beneficiaries, participants and donors, the alignment of the image

held in their minds and the organization's identity, results in greater trust in the organization (Laidler-Kylander and Stone, 2012).

However, many times there is a gap between the perception that an organization intends to create and the existing perception stakeholders hold in their minds. Organizations do get older and the external perceptions may not always be aligned with the organization's current activities (Laidler-Kylander et al., 2007). In some cases, large portion of the public opinion is no longer aware of the interests that a non-profit organization stands for, neither its goals nor values. Consequently more and more donors are becoming indifferent regarding their donor preferences which reflects low emotional attachment between the donor and the brand, resulting in low brand loyalty. This weak brand-donor relationship is problematic from an organization's perspective, because it is much more expensive to acquire new donors than maintain loyal ones (Voeth and Herbst, 2008).

The existence of discrepancies between the external image and the desired brand identity should not be ignored; on the contrary, the recognition of those differences can help guiding brand-building efforts (Laidler-Kylander et al., 2007) such as rebranding or brand revitalization (Arnold, 1992 cited by Laidler-Kylander et al., 2007).

2.2. Brand communication

According to Kapferer (2012) brands are themselves a pitch and therefore brands only exist if they communicate. Any communication interaction involves always two sides: the sender's and the receiver's side.

Brand identity is on the sender's side. The purpose of communicating a brand's identity to consumers is to specify the brand's meaning, aim and self-image. Before transmitting any kind of message to the public, brand managers need to know exactly what message do they want to send and how they are going to do it, in order to consumers perceive the message as brand managers want them to perceive. The brand messages format may be: brand name, visual symbols, products, advertisements, sponsoring, patronage, articles, among other (Kapferer, 2012).

The result of consumer's interpretation of the communicated brand identity is named brand image. Therefore, brand identity is the source of consumer perceptions towards a brand (Kapferer, 2012).

2.3. Brand identity

2.3.1. Definition

Brand identity is a recent concept. It was first introduced in Europe by Kapferer, in 1986 (Kapferer, 2012). The recognition of brand identity as a central concept for brand management (Kapferer, 2002) took several academics to explore this topic and suggest their own conceptualizations.

Different approaches to brand identity can be found in the literature. Some authors approached the identity concept from a 'brand as a product' perspective. According to Aaker (1996) brand identity is a unique set of brand associations which need to be developed and maintained through a well defined strategy. Aaker and Joachimsthaler (2000) defined brand identity as what the organization wants the brand stands for. Harris and de Chernatony (2001) suggested that brand identity is related to everything that makes a brand unique. Other authors defined brand identity from an organizational perspective. Albert and Whetten (1985) cited by Young (2001) defined organizational identity as the central, distinctive and enduring aspects of an organization. According to Rosson and Brooks (2004) identity is the way an organization views itself and would like to be viewed by others. Therefore, brand identity is the perception an organization intends to create (Laidler-Kylander et al., 2007).

According to Joachimsthaler and Aaker (1997) brand identity should be linked to organizational vision, values and culture. Regarding the non-profit sector, Alessandri (2001) cited by Waters and Jones (2011) highlights that identity should be driven by the mission and vision of the organization. Brand identity provides guidance to decision makers regarding the brand's future (Aaker and Joachimsthaler, 2000).

A clear and consistent brand identity is achieved when organizations are able to link the brand attributes with efficient communication easily perceived by customers. Establishing a cohesive, distinctive and relevant brand identity helps to distinguish a brand within competition (Ghodeswar, 2008).

2.3.2. Dimensions

Several models that identify the dimensions of brand identity can be found in the literature. Kapferer developed a hexagonal prism called 'brand identity prism'. This model identifies six brand identity dimensions: physical, personality, relationship, cultural, customer reflection and customer's self concept (Kapferer, 2012). An

adaptation of the Kapferer brand identity prism was proposed by de Chernatony (1999). According to de Chernatony (1999) brand identity has six components: brand vision and culture, positioning, personality, relationships, all of which are presented to reflect stakeholders (actual or aspirational) self-images. Aaker and Joachimsthaler (2000) suggested a brand identity model that recognizes four main brand perspectives: brand as a product, as an organization, as a person and as a symbol. According to these authors the brand identity structure has a core identity, an extended identity, and a brand essence (Aaker and Joachimsthaler, 2000). However, the models proposed by these authors focused mainly on a brand as a product perspective (Petek and Ruzzier, 2013).

Petek and Ruzzier (2013), proposed a set of identity dimensions: vision, mission, values, personality, core competencies, experience and relationships.

What refers to non-profit brands, no literature was found that properly identified the brand identity dimensions. However, some literature was found referring mission and vision as important drivers of identity for non-profit organizations (Alessandri, 2001, cited by Waters and Jones, 2011) as well as information regarding the brand personality for non-profit brands (Voeth and Herbst, 2008).

Vision

According to Grant and Jordan (2012) the vision represents what an organization wants to become.

Mission

Non-profits are mission-driven organizations and this is why the existence reason of these non-profit organizations lies on the mission. The mission creates trust among clients and donors, helps to define organizational boundaries and motivates collaborators and it also helps in performance evaluations (Laidler-Kylander et al., 2007).

Core competencies

According to Petek and Ruzzier (2013) “core competencies are strong, favourable and unique brand attributes or associations”.

Personality

The metaphor of brands as persons has been widely used in advertising (Azoulay and Kapferer, 2003) and qualitative marketing research (Kapferer, 2002). Celebrity brand

endorsement has been used by marketers as a positioning strategy since brand personification may lead consumers to identify themselves with a brand, or it can simply work out as a way to create a meaning for the brand in consumers' minds. The use of personality metaphors became also common in qualitative marketing research. For example, in focus groups it became frequent to ask interviewees to think freely and associate a brand with a flower, an animal, a planet or a person (Azoulay and Kapferer, 2003).

The purpose of the personality metaphors is to create a lively brand through the transference of identity from the person (most often a celebrity) to the inanimate product (Kapferer, 2002). By describing brands in terms of human characteristics, helps building meaning into the brand-stakeholder relationship (Hankinson, 2001).

J. Aaker (1997) defines brand personality as: "the set of human characteristics associated with a brand". However, inner values and physical characteristics are also "human characteristics" but not personality traits. Thus, Azoulay and Kapferer (2003) classified J. Aaker's definition as being too-global – embracing concepts that go beyond the concept of brand personality. According to Azoulay and Kapferer (2003), brand personality is the unique set of human personality traits that can be attributed to a brand.

Brand personality may have several benefits. First, it enables consumers to express their (ideal or actual) perceived self through of the use of a brand (Aaker, 1996; Azoulay and Kapferer, 2003). Second, personality metaphors may help establishing brand-customer relationships (Aaker, 1996; Aaker and Joachimsthaler, 2000; Ghodeswar, 2008). Third, a brand personality may facilitate the communication of a product attribute (Aaker, 1996).

Personality attributes differentiate a brand among competition (Hankinson, 2001) and represent a source of sustainable competitive advantage as they are more difficult to be copied by competition when compared with products or service functional features (Ghodeswar, 2008).

Brand personality is described and measured according to the human personality traits that are relevant for brands (Kapferer, 2012). J. Aaker (1997) developed a measurement scale called the 'Brand Personality Scale' that consisted of 42 traits and 5 distinct personality clusters: sincerity, excitement, competence, sophistication and ruggedness. Despite some criticism from authors such as Azoulay and Kapferer (2003) most brand

personality research is based on J. Aaker 'Brand Personality Scale' (Azoulay and Kapferer, 2003; Voeth and Herbst, 2008). According to Azoulay and Kapferer (2003) J. Aaker's scale is too wide and does not measure brand personality but dimensions more or less related with personality, which they believe to correspond to other facets of brand identity.

An adaptation of J. Aaker's scale was suggested by Voeth and Herbst (2008) for the non-profit sector. As Aaker's classic scale, this one also consists of 42 traits, but only 3 dimensions: social competence and trust, emotion and assertiveness and sophistication.

Relationships

Fournier (1998) suggested the following metaphors to describe different types of customer-brand relationship: (1) arranged marriages, (2) casual friends/buddies, (3) marriages of convenience, (4) committed partnerships, (5) best friendships, (6) compartmentalized friendships, (7) kinships, (8) rebounds/avoidance-driven relationships, (9) childhood friendships, (10) courtships, (11) dependencies, (12) flings, (13) enmities, (14) secret affairs and (15) enslavements.

Keller and Lehmann (2006) noted that the typology developed by Fournier may exclude a range of possible negative and neutral relationships since majority of the relationships identified are positive ones.

2.3.3. Inferring brand identity

According to Kapferer (2012) brand identity can be inferred from the brand name, symbols, logo, characters, country of origin, creator's vision, products (or services) endorsed, packaging and advertisements.

Kapferer (2002) proposes a three step approach to infer about a brand's identity. The first step is called "brand archaeology". The identity is something that exists since the brand's birth. Therefore traces of the brand identity can be found in the personalities of the organization's founders (inspiration, personal, educational, and professional backgrounds, values and religion). Exploring the name initially chosen and all communication support from the founding era will provide cues regarding the founding fathers' source of inspiration and values. The second step of understanding a brand's identity involves exploring the organization's foundations: formal structure, culture and values. Finally the third and last step is the analysis of symbolic productions which

correspond to those that remained in people's minds and considered as representative of the organization.

2.4. Brand image

2.4.1. Definition

Brand image is the existing perception that consumer's or other stakeholders hold in their minds about the brand (Laidler-Kylander et al., 2007) which results from their interpretation of brand identity (Rosson and Brooks, 2004). Therefore, brand image is related to consumer's perception of a brand (Ghodeswar, 2008; Nandan, 2005). According to Bengtsson and Firat (2006) all consumers who are aware of a brand have an image of that brand which can be influenced by certain associations.

Several studies have been conducted on brand image (Nandan, 2005). Gardner and Levy (1955) were the firsts to introduce the concept of brand image. Herzog (1963) (cited by Nandan, 2005) refers to brand image as the sum total of impressions that consumers receive from different sources. According to Park et al. (1986) brand image "is the understanding consumers derive from the total set of brand-related activities engaged in by the firm". According to Ghodeswar (2008), brand image is related to consumer's perception towards a brand and its associations.

Several formal definitions of brand image were written by different authors however, most definitions fall into the notion that brand image refers to the perceptions of the brand held in consumer memory (Dobni and Zinkhan, 1990).

Keller (1993) defines brand image as the "set of associations linked to the brand that consumers hold in their memory". Brand associations can be classified, according to their degree of abstraction (amount of information condensed in the association), into three major categories: attributes, benefits and attitudes. Attributes are the features that characterize a product or service, such as the consumer perception about the product's physical composition or service's requirements and about the aspects related with purchase or consumption. Benefits represent the personal value attached by consumers to the product or service attributes (Keller, 1993). Brand attitudes are defined as consumers overall brand evaluations (Wilkie, 1986, cited by Keller, 1993). The associations that fall into the attitudes category represent a greater degree of abstraction than those classified as attributes. Positive brand images arise when strong, favourable and unique brand associations are established in consumer's minds (Keller, 1993).

Brand image is a subjective and perceptual phenomenon that results from consumer interpretation, whether reasoned or emotional. It is not limited to technical, functional or physical product characteristics. Rather it is influenced and shaped by marketing activities, context variables and consumer characteristics (Dobni and Zinkhan, 1990).

According to Dobni and Zinkhan (1990), the concept of 'brand image' underlies the idea that perception of reality is more important than reality itself. Therefore consumer perception about a brand is more important than the brand's actual physical profile.

Brand image is the most important driver of brand equity (Aaker, 1994). A consumer research showed that consumer behaviour is guided by buyer's own perceptions (Kapferer, 2002). Therefore, managers attempt to influence consumer's perceptions about a brand in order to create a positive brand image in consumer's mind (Kirmani, Zeithaml, 2013).

2.4.2. Brand image measurement

According to Cian (2011), despite the fact that most papers focus on the conceptualization of image, only few of them take into consideration its measurement.

There are three brand image measurement techniques that can be applied to measure brand image associations: rating, ranking and pick-any (Driesener and Romaniuk, 2006).

When using the rating technique respondents are generally asked to rate each brand attribute on a 5- or 7- point scale, which ranges from, for example strongly agree to strongly disagree (Likert, 1932, cited by Driesener and Romaniuk, 2006) according to the extent the respondent feels the brand is associated with that attribute. For ordinal scales such as Likert, the median or mode, should be used to measure the central tendency of the results, instead of the mean; while range, percentiles, or inter quartile range should be used to describe the dispersion of data, instead of standard deviation (Edwards and Edmondson, 2011; Good and Hardin, 2009, cited by Cian, 2011).

The ranking technique consists in asking respondents to rank brands relative to competitors according to their association with a particular attribute. The pick-any measure is used when respondents are asked to select the brands that they associate with each attribute. Both rating and ranking techniques indicate the degree of association between brand and attribute, while the pick-any technique only indicates if there is, or not, an association with the brand (Driesener and Romaniuk, 2006).

3. Methodology and data collection

The methodology adopted to answer the research problem followed a four step approach: (1) inferring brand identity; (2) brand image measurement; (3) measurement of gap between brand identity and brand image; and (4) relationship between consumers image regarding CAIS beneficiaries and the image regarding CAIS magazine sellers.

3.1. Inferring brand identity

Based on the reviewed literature, seven brand identity dimensions were evaluated: (1) vision, (2) mission, (3) objectives, (4) core competencies, (5) personality, (6) beneficiaries and (7) relationship.

The brand identity was inferred using both primary ⁽¹⁾ and secondary ⁽²⁾ data. With the purpose of infer the brand identity of CAIS two interviews (Appendix 1 – Interview guideline) were carried out with two CAIS employees: Sara Pinto, General Coordinator, and Hélder Neto, Communication Director. Sara joined CAIS as a volunteer and during the last 13 years she had the opportunity to assume leadership positions in different projects of the organization. Currently she is CAHO (Capacitar Hoje – “Enabling Today”) Program Coordinator and sponsor of the project that integrates this dissertation. Hélder is the Communication Director of CAIS since November 2013 being responsible for the organization’s communication and image management. Both Sara and Hélder due to their experience, knowledge and position in the organization made of them key stakeholders to be interviewed with the purpose to infer CAIS brand identity.

The interview guideline questions preparation was based on Kapferer suggested sources of brand identity (2012) and on his three step approach to infer about a brand’s identity (2002). Therefore, the interviews began with questions about the organization’s foundation context, founding fathers, name’s origin, logo, dimension and geographical coverage followed by questions about the mission, vision, core competencies, beneficiaries, and relationship.

Regarding personality, a survey (Appendix 2 – CAIS personality survey questions) was made to 17 of the 18 CAIS employees to infer about the organization’s personality. The questionnaire was based on the ‘Brand Personality Scale for the Non-Profit Sector’

⁽¹⁾ Primary data: data collected through direct observation, interviews or surveys.

⁽²⁾ Secondary data: data collected through external sources.

developed by Voeth and Herbst (2008). Respondents were asked to rate 26 characteristics on a 7-point scale, which ranged from “strongly don’t associate” to “strongly associate”, according to the extent to which they associate each personality trait to CAIS.

Secondary data about the CAIS vision, mission, objectives, core competencies and beneficiaries was collect from: documents provided by the organization and CAIS web site.

3.2. Brand image measurement

The brand image measurement was accomplished using primary data. A survey (Appendix 3 – CAIS brand image survey questions) was conducted in order to collect information regarding the general public perceptions towards the brand CAIS.

The survey was built based on CAIS brand identity and also on a set of assumptions about CAIS brand image. The objectives of the survey were: investigate and evaluate in what extent brand image (the perception consumers have towards the brand CAIS) corresponds to brand identity (what CAIS stands for) and investigate and evaluate in what extent CAIS brand image corresponds to a set of brand image assumptions.

The brand identity attributes under study were: (1) statute as non-profit organization, (2) size, (3) geographic coverage, (4) vision, (5) mission, (6) objectives, (7) core competencies, (8) personality, (9) beneficiaries, and (10) relationship between the organization and its beneficiaries. While the set of brand image assumptions were: (1) CAIS vision is the national expansion of CAIS magazine, (2) CAIS mission is the edition and production of CAIS magazine, (3) CAIS mission is to contribute to the improvement of the living conditions of homeless people, through their integration into occupational programs, (4) CAIS beneficiaries are homeless people who sleep in the street, (5) CAIS beneficiaries are addicts, (6) CAIS beneficiaries are beggars and (7) CAIS beneficiaries are people with mental health problems.

Because brand awareness is necessary in order that a brand image exists in consumers’ minds, the survey started with asking people if they knew CAIS. Only the respondents who claimed to know the organization were asked questions about their perception regarding the attributes mentioned above.

Respondents were asked to rate both brand identity attributes and brand image assumption attributes on a 7-point scale which ranged from “strongly agree” to

“strongly disagree” according to the extent to which the respondent feels the brand CAIS is associated to a certain attribute. Based on the reviewed literature by using this method it is possible to determine not only whether there is an association between the brand and the attribute but also the strength of that association. A 7-point scale including the “don’t know” answer option was used because it was expected that some of the respondents could be unfamiliar with some of the attributes under the study.

The survey was conducted online using the Qualtrics Survey Software. The survey link was sent by e-mail and also shared in the social network Facebook.

The central tendency of the brand image measurement results was measured using the median ⁽³⁾ and the mode, while the dispersion of data was described using the inter quartile range (IQR). The adoption of this methodology was based in the reviewed literature regarding the metrics indicated to analyze data resulting from ordinal scales. In addition to the mentioned metrics, the extremes (minimum and maximum) and quartiles ⁽⁴⁾, first quartile (Q1) and third quartile (Q3), were also determined and used to build a box plot for each attribute in order to facilitate the analysis of the results distribution.

3.3. Measurement of the gap between brand image and brand identity

In order to measure the gap between CAIS brand identity and its image regarding the (1) statute as non-profit organization, (2) size, (3) geographic coverage, (4) vision, (5) mission, (6) objectives, (7) beneficiaries and (8) relationship between the organization and its beneficiaries; to all brand identity attributes investigated in the brand image survey was assigned a score of 7, because those attributes are the ones that represent what CAIS stands for. To the brand image assumptions a score of 1 was assigned, because from an organization perspective they do not correspond to the organizations’ reality and therefore they represent wrong perceptions about CAIS.

No gap will exist between brand image and brand identity, if the median of the results for each brand identity attribute corresponds to 7 (“strongly agree”) and the minimum to

⁽³⁾ The median is the numerical value that splits the 50% higher values from the 50% lower values of a sample. Source: Pestana, D. D. & Velosa, S. F., 2010. *Análise inicial dos dados*. In: *Introdução à Probabilidade e à Estatística - Volume 1*. Lisboa: Fundação Calouste Gulbenkian, p. 86.

⁽⁴⁾ The quartiles divide each of half of the ordered sample in the middle. Source: Pestana, D. D. & Velosa, S. F., 2010. *Análise inicial dos dados*. In: *Introdução à Probabilidade e à Estatística - Volume 1*. Lisboa: Fundação Calouste Gulbenkian, p. 97.

6 (“agree”). For the results concerning brand image assumptions, the symmetric median of 1 (“strongly disagree”) and a minimum of 2 (“disagree”) should be observed, so that no gap between image and identity is verified.

The methodology used to measure the gap between CAIS brand image and its identity measures the difference between the median of the survey results and the value assigned to the brand identity attributes and brand image assumptions. The median provides indication about the central tendency of the results, therefore the smaller the difference between the observed median and the value assigned for each attribute (7 for the identity attributes and 1 for the image assumptions) the smaller the gap between image and identity.

The measurement of the gap between image and identity regarding personality, followed the same median methodology, however, the value assigned to the identity corresponds to the median obtained through the survey made to CAIS employees to whom it was asked to rate 26 personality traits in a 7-point scale, ranging from “strongly don’t associate” to “strongly associate”, according to the extent of which they associate each personality trait to CAIS.

Regarding core competencies, the measurement of the gap between image and identity was achieved by computing the difference between the percentage of respondents who associated a given activity or service that are core competencies of CAIS and the expected percentage if no gap was verified which is equal to 100%.

3.4. Relationship between consumers image regarding CAIS beneficiaries and the image regarding CAIS magazine sellers

Assuming that CAIS magazine is the organization’s project that gives greater visibility to the organization within the general public, the perception consumers have towards the magazine and its sellers may have an impact on the overall perception consumers have about CAIS.

The survey developed to measure CAIS brand image also included questions about CAIS magazine in order to investigate and evaluate consumers’ behavior and perception about the magazine and its sellers. The main objective was to evaluate if the perception consumers have regarding CAIS beneficiaries was somehow related with the perception about CAIS magazine sellers, who are also CAIS beneficiaries.

The set of questions about CAIS magazine (Appendix 3 – CAIS brand image survey questions) started with asking consumers if they knew the magazine. This question was displayed with an image of the cover of January 2014 CAIS magazine edition in order to facilitate recognition. Only the respondents who stated to know CAIS magazine were asked to rate on a 7-point scale which ranged from “strongly agree” to “strongly disagree” according to the extent to which the respondent feels CAIS magazine sellers are associated to a certain attribute. The attributes used in this question were exactly the same as the ones used in the previous survey question about CAIS beneficiaries, in order to allow a comparison between the answers.

The relationship assessment only took into consideration the answers from respondents who stated to know both CAIS and CAIS magazine.

In order to assess the relationship between respondents answers for the set of attributes about CAIS beneficiaries and the set of attributes about CAIS magazine sellers, the percentage of equal answers was computed for each attribute.

4. Results analysis

4.1. CAIS brand identity

Organization overview

CAIS – Association for Social Solidarity was founded in 1994, when after a visit to London, a group of volunteers decided to create a magazine that, as the English magazine “The Big Issue”, would help vulnerable people by offering them temporary opportunity (until re-integration into the labour market) to earn a legitimate income for their effort. The magazine was named CAIS as the organization. The organization founders believed that providing a tool that allowed marginalized people to work and obtain a recompense for their effort was the key to reduce marginality and mendacity. CAIS magazine embodied that missing tool. However, the objective of creating the magazine was not only to help the vendors, but also to make an impact on society by increasing awareness regarding social issues such as poverty and social exclusion.

Nowadays, CAIS (Appendix 4 – CAIS logotype) is a medium size non-profit organization with two centers located in Lisbon and Oporto with a total of 18 employees. Together, both centers support approximately 150 people. Despite the fact CAIS centers are located in the two major Portuguese cities CAIS operates at national level through social partners who distribute CAIS magazine.

Vision

CAIS current vision remains similar to the one established at the time its foundation: “the happiness of the other concerns us” which they believe will be achieved when everyone will have a job. The organization defends that can make the difference by believing in the value of each individual, creating solidarity networks and promoting social insertion in favour of a fairer society (CAIS, 2014a).

According to CAIS if someone is not happy another one cannot be happy, being employment a requirement for happiness. Having a job means to have economical conditions to own/rent a proper house and have access to health and education.

Mission

The organization’s mission is to “contribute to the improvement of the living conditions of marginalized citizens and in risk of social exclusion, through human dignity, training

and employability” (CAIS, 2014a). CAIS is focused on empowerment and employment rather than emergency support (provide food and shelter).

Objectives

The organization objective is to promote the support of marginalized citizens, through the promotion of these individuals as People with dignity. In order to achieve this goal CAIS undertakes two main courses of action: the edition of a magazine which production and commercialization involves marginalized citizens and the debate of issues related to social exclusion, equality of opportunities and access to the economic, social and cultural rights (CAIS, 2005). CAIS also promotes training and integration into the labour market of social excluded people. CAIS, as the name of the organization ⁽⁵⁾, stands for a harbour of arrival and departure for the ones that need the most.

Core Competencies

CAIS provides a set of social responses directed to citizens, families and groups that need support in the design of their life project and consequent social and professional integration. Five groups of social responses may be identified (Appendix 5– CAIS Core Competencies): psychosocial; education and training; occupational; CAHO – *Capacitar Hoje*; and alimentation and hygiene (CAIS, 2014b).

Psychosocial

CAIS provides three types of services: psychosocial monitoring, psychological monitoring and intervention and legal support. The psychosocial monitoring aims to provide support in situations of crisis/emergency by promoting the prevention and/or solving situations associated with social exclusion. The psychological monitoring and intervention targets young people and adults identified as having a need of specific psychological evaluation, psychotherapeutic and psycho educational intervention. The organization also offers legal advice and guidance, free of charge, about legal issues (CAIS, 2014b).

Education and training

The organization developed an educational program and training activities suitable to young people and adults who are willing to acquire or develop skills and qualifications. The educational program and training activities include: Informatics, Literacy,

⁽⁵⁾ Cais is a portuguese word that means harbour.

Portuguese, Portuguese for foreigners, and English. In addition, CAIS provides Certified Modular Training (CAIS, 2014b).

Occupational

CAIS offers a diversified program of occupational activities which objective is the beneficiary personal development such as the development of artistic and technical skills. Street football, Street reporters, Arts and Relaxation are part of the occupational activities program (CAIS, 2014b).

CAHO – Capacitar Hoje

The Project CAHO – *Capacitar Hoje*, was created within the scope of the Active Citizenship Program, financed by EEA Grants ⁽⁶⁾ and managed nationwide by Calouste Gulbenkian Foundation. The main objective of CAHO is to decrease the number of people in situations of risk and social exclusion through training followed by integration in the labour market (CAIS, 2014d).

The project has three distinguished phases. The first phase corresponds to a period of training which aims to improve the beneficiaries personal and professional competencies. Following the training phase, the beneficiaries are integrated into one of the CAIS micro businesses (CAIS Buy@Work, CAIS Lavauto, CAIS Recicla, and CAIS magazine) (Appendix 6 – CAIS micro businesses) which represent the first step towards the re-integration into a labour activity. The third and last phase of the project corresponds to the integration of the beneficiaries into a stable job (CAIS, 2014b).

CAIS Micro Businesses

CAIS Buy@Work is a personalized convenience shopping provided by a CAIS beneficiary to the employees of the companies that subscribe this service. Clients' orders are delivered into the workplace (CAIS, 2014b).

CAIS Lavauto is a manual car wash service that targets clients/companies that wish to wash and clean their car fleets (CAIS, 2014b).

⁽⁶⁾ an Iceland, Liechtenstien and Norway Organization. “The EEA Grants and Norway Grants represent the contribution of Iceland, Liechtenstein and Norway to reducing economic and social disparities and to strengthening bilateral relations with 16 EU countries in Central and Southern Europe”: <http://eeagrants.org/Who-we-are>

CAIS Recicla is a creative atelier that develops eco-design products using waste materials provide by several companies. CAIS Recicla not only creates, produces and sells products branded CAIS Recicla but also produces merchandising for other companies (CAIS, 2014e).

CAIS magazine represents the organization's most emblematic project (CAIS, 2014c). CAIS was founded due to the founder's willingness to create a magazine similar to the English magazine "The Big Issue" that helps vulnerable people by offering them the opportunity to get a job and have an income (corresponding to 70% of CAIS magazine price) for their effort selling the magazine. The magazine is edited by CAIS and sold by its beneficiaries.

The beneficiaries' integration into the CAIS micro businesses not only enables them to receive a legitimate income but also to acquire work habits and develop skills which empower them towards employability (CAIS, 2014c).

Alimentation and Hygiene

A social restaurant exists at CAIS center where meals are provided to people and families economically vulnerable. Groceries are also distributed to people and families in situations of food shortage. Laundry equipment is available at CAIS center as well as dressing rooms with shower that can be used by CAIS beneficiaries through a small amount (CAIS, 2014c).

Personality

The personality survey results show that the majority (75%) of CAIS employees who answered the survey consider CAIS as a human, solidarity, experience, professional, exciting, imaginative, persevering, tough, courageous, friendly and adventurous organization (Appendix 7 – CAIS personality survey results and analysis).

Beneficiaries

"Nós não somos sem abrigo. Estamos sem abrigo." – CAIS beneficiary

The target of CAIS is homeless adults, aged over 18, socially and economically vulnerable in a situation of deprivation, exclusion and risk. However, the meaning of homeless is used by CAIS to describe people who live in conditions that do not protect human intimacy or where human dignity is not assured. Examples of such situations are shelters where dozens of people sleep in the same open space or houses where there is

no electricity and/or water. Homeless people who live in the street are not the target therefore they do not receive support from CAIS, that puts them in contact with other institutions that provide emergency support.

Nevertheless CAIS target has changed since its foundation. In the early years of the organization existence, the target was homeless men, single, individualistic, aged between 40 and 60, with many years of poverty and street living. Nowadays, the target is both men and women single however there are a growing number of families.

People with mental health or addiction problems are not supported by CAIS. The organization considers itself as representing the second phase of support provided to marginalized individuals, which corresponds to the social and professional integration. According to CAIS individuals need to give the first step by making an effort outside the organization towards rehabilitation and integration.

In general CAIS beneficiaries are long-term unemployed and low education individuals but with great potential and willingness to change and improve their lives.

Relationship

The relationship between CAIS and its beneficiaries is characterized as being a relationship of proximity and great trust. The area responsible for the reception of individuals who look for help is crucial on the creation of this relationship.

The organization has an informal and sharing environment. Beneficiaries, volunteers and employees collaborate and help each other and no one is ever ignored. Everyone at CAIS shares the same space. The existence of such environment seems to help establishing a feeling of safety within the beneficiaries.

All beneficiaries are invited to be involved into the life and events at the organization that may go from the celebration of the 20th anniversary of CAIS organization to the visit of the President of the European Commission, José Manuel Barroso. Group meetings are periodically scheduled for which all beneficiaries are invited to attend and discuss about what is going well and what can be improved at the organization. According to CAIS, inclusion is exactly this: to participate.

There is a long-term relationship between CAIS and its beneficiaries. For example, some beneficiaries have been selling CAIS magazine for 20 years. From the organization's perspective such long relationship represents a success because these

beneficiaries are integrated. They sell the magazine with dignity and proud, having a customer portfolio, respect the sale rules and earn a legitimate income for their effort, which allows them to support their family.

Ideally, people should be associated to CAIS as beneficiaries only during two years. However, many stay associated for a longer period of time. As already mentioned the name CAIS stands for a harbour of arrival and departure, but for some beneficiaries for which employment is an impossible alternative due to age, poor appearance, low education level and qualifications CAIS magazine project, which should be a temporary situation, becomes a permanent solution.

4.2. CAIS brand image measurement

4.2.1. Sample demographics

A sample of 191 respondents was obtained through the online survey. However, only 181 answers were considered as valid ⁽⁷⁾ for the results analysis.

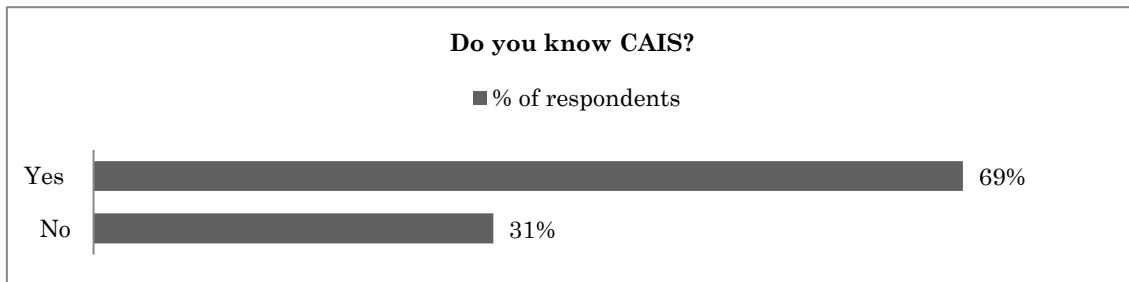
The sample is characterized by respondents aged between 14 and 68 years old. The majority of respondents are female (67%) while only 33% are male. Almost 100% of respondents are Portuguese. About 87% of respondents live in Lisbon area and 12% in Oporto area. Concerning education 83% of respondents have a university degree. Finally, about 59% of the sample belongs to active population (Appendix 8 – CAIS image survey results and analysis).

4.2.2. Survey results

Brand awareness is key in order to a brand image exists in consumers mind. For brand image purposes respondents were asked if they knew CAIS organization which represents the brand under study. Among the 191 respondents 69% (124 respondents) knew CAIS (Graph 1). Only the answers of these respondents were considered on the following results analysis.

⁽⁷⁾ A validity question was included in the middle of the CAIS beneficiaries attributes, asking respondents to select the number 6 in the 7-point scale. All answers given by respondents who did not select number 6 in this question were considered as invalid, and therefore excluded from the analysis.

Graph 1 – Respondents awareness about CAIS



Source: Survey data

Respondents were asked to select which type of stakeholders they represented regarding CAIS. The majority of respondents answered to have no relationship with CAIS, corresponding to 84% of the sample, while only 12% are clients of CAIS magazine and 2% are donors (Appendix 8 – CAIS image survey results and analysis).

Organization overview

CAIS is perceived as a non-profit organization with nationwide operations by at least 75% of the respondents. About 50% of the respondents perceive CAIS as a medium size organization (Appendix 8 – CAIS image survey results and analysis).

Vision

At least 75% of respondents perceive CAIS vision as “the happiness of the other concerns us”. Regarding the vision image assumption that suggested CAIS vision as the expansion of CAIS magazine sale throughout the entire country approximately 50% of respondents perceive this vision statement as CAIS vision (Appendix 8 – CAIS image survey results and analysis).

Mission

The true CAIS mission statement is perceived by at least 75% of respondents as CAIS actual mission. Regarding to the mission statement that defines CAIS aim as the improvement of the living conditions of homeless people through their integration into occupational programs, there are approximately 75% of respondents who perceive this mission statement as CAIS actual mission. At least 50% of respondents perceive CAIS mission as the edition and production of CAIS magazine (Appendix 8 – CAIS image survey results and analysis).

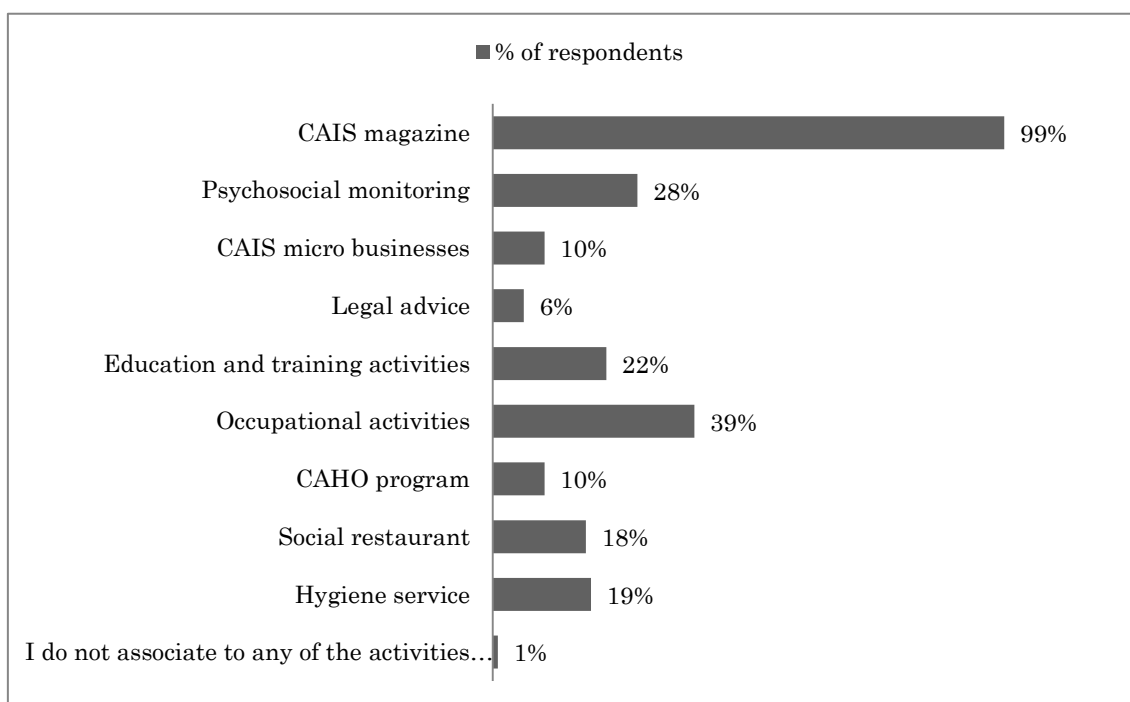
Objectives

Regarding the organization's objectives at least 75% of the respondents perceive the following statements as CAIS objectives: be a safe harbour for the ones who need the most and promote the support of marginalized citizens through their promotion as People with dignity. Approximately 75% of respondents perceive CAIS objectives as the promotion the debate and reflection about social issues as well as the training and integration into the labour market of social excluded people (Appendix 8 – CAIS image survey results and analysis).

Core competencies

The majority of respondents perceive CAIS core competencies as the production and sale of CAIS magazine. Followed by the occupational activities which are perceived by 39% of the respondents as one of CAIS activities and the psychological monitoring which is identified by 28% of respondents as another activity of CAIS. About 20% of respondents associate CAIS with education and training activities, social restaurant and hygiene service. CAIS micro businesses as well CAHO program are identified as CAIS activities by only 10% of respondents (Graph 2).

Graph 2 – Respondents perceptions about CAIS core competencies



Source: Survey data

Personality

Human and solidarity are perceived as CAIS personality traits by at least 75% of the respondents. Traits such as trustworthy, honest, authentic, peaceful, secure, reliable, professional, friendly, persevering, courageous, tough and fostering are perceived by approximately 75% of the respondents as characteristics that describe the organization. About half of the respondents perceive the organization has imaginative, adventurous, daring, unique, critical and exciting; however the other half does not. Approximately 25% of the respondents associate the traits young, cheerful and international to CAIS (Appendix 8 – CAIS image survey results and analysis).

Beneficiaries

At least 75% of respondents hold in their minds the perception of CAIS beneficiaries as people in risk or social excluded and as people who are in vulnerable situations or economic need. Approximately 75% of the respondents do perceive the organization's beneficiaries as people aged over 18, homeless people who sleep in the street, addicts, long term-unemployed people and capable people with great potential and willingness to change their lives. About half of the respondents perceive CAIS beneficiaries as beggars, but the other half does not. Only approximately 25% of respondents hold a perception towards the organization's beneficiaries as people with mental problems (Appendix 8 – CAIS image survey results and analysis).

Relationship

Approximately 75% of the respondents perceive relationship that exists between CAIS and its beneficiaries as a close, made of trust, engaging and long-term relationship (Appendix 8 – CAIS image survey results and analysis).

4.2.3. Survey conclusions

The analysis of the data obtained through the brand image survey allowed reaching the conclusions below regarding respondents' image about CAIS.

The majority of respondents corresponding to at least 75% of the sample perceive CAIS as a non-profit organization with nationwide operation. They perceive CAIS vision as “the happiness of the other concerns us” and mission as: contribute to the improvement of the quality of life of marginalized citizens and in risk of social exclusion, through the promotion of human dignity, training and employability. Regarding the organization

objectives respondents perceive CAIS as a safe harbour for the ones who need the most and as an organization that promotes the support of marginalized citizens through their promotion as People with dignity. CAIS magazine is the image that respondents have concerning CAIS core competencies. CAIS is perceived in terms of personality traits as a human and solidarity. Regarding the beneficiaries respondents perceive CAIS beneficiaries as people in risk or social excluded and as people who are in vulnerable situations or economic need.

4.3. Measurement of the gap between image and identity

4.3.1. Gap analysis

Gaps with value 1, were not considered as relevant because that means that the median for that attribute can be either 6 for the identity related attributes or 2 for the image assumptions attributes. In such cases, the median value suggests that at least 50% of respondents perceive CAIS as what it really stands for, which means that for this percentage of respondents there is no gap between their image of CAIS and its identity. Therefore, only gaps with a value equal or superior to the module of 2 were considered as relevant.

The image assumptions are considered as true when for that assumption the gap has a value equal or superior to the module of 3.

Organization overview

The gap regarding the statute of the organization as non-profit and the national coverage of the organization's actions (gap = 1) was not considered as relevant. However, small gap (gap = 2) was identified regarding the size of the organization (Table 1).

Table 1 – Gap between image and identity

Overview

	Identity	Image	Gap	 Gap
Non-profit	7	6	1	1
Medium size	7	5	2	2
Nationwide operations	7	6	1	1

Source: Survey data

Vision

The gap measured for the actual vision of the organization was considered as not relevant. Concerning the image assumption according to which CAIS vision corresponds to the national expansion of CAIS magazine sales a relevant gap was measured (gap = 3) (Table 2). The measurement of a gap equal to 3 allows concluding that this assumption is actually the image hold by some respondents about CAIS. There are approximately 50% of the respondents who mistakenly perceive CAIS vision as the national expansion of CAIS magazine sales, according to the image measurement results.

Table 2 – Gap between image and identity

Vision

	Identity	Image	Gap	 Gap
The happiness of the other concerns us.	7	6	1	1
Expand the sale of CAIS magazine throughout the entire country.	1	4	-3	3

Source: Survey data

Mission

The gap for the actual mission statement of CAIS was considered as not relevant (gap = 1). However a relevant gap was verified for the two image assumptions about the organization’s mission. Respondents perceive the mission of the organization as the production and edition of CAIS magazine (gap = 4) and as the improvement of the living conditions of homeless people, through their integration into occupational programs (gap = 5) (Table 3). The existence of such gaps allows validating those assumptions meaning that there are some respondents who perceive those mission statements as CAIS actual mission. According to the image measurement results the mission statement corresponding to “CAIS mission is the production of CAIS magazine” is mistakenly perceived as CAIS actual mission by at least 50% of respondents. Regarding the other image assumption towards CAIS mission “CAIS mission is the improvement of the living conditions of homeless people through their integration into occupational programs” There are more than 50% of respondents who mistakenly perceive it as CAIS actual mission.

Table 3 – Gap between image and identity

Mission	Identity	Image	Gap	Gap
Contribute to the improvement of the living conditions of marginalized citizens and in risk of social exclusion, through human dignity, training and employability.	7	6	1	1
Edition and production of CAIS magazine, which aim is the integration citizens in risk or socially excluded.	1	5	-4	4
Contribute to the improvement of the living conditions of homeless people, through their integration into occupational programs.	1	6	-5	5

Source: Survey data

Objectives

No relevant gaps (gap = 1) were identified regarding the objectives (Table 4).

Table 4 – Gap between image and identity

Objectives	Identity	Image	Gap	Gap
To be safe harbour for the ones who need the most.	7	6	1	1
Promotes the debate and reflection about social issues, such as poverty and social exclusion.	7	6	1	1
Promote the support to marginalized citizens, through their promotion ad People with dignity.	7	6	1	1
Promotes training and integration into the labour market of social excluded people.	7	6	1	1

Source: Survey data

Core competencies

The gap between image and identity regarding CAIS core competencies is quite big for all activities or services with exception of CAIS magazine, since about 60% of respondents seem to be able to identify only one core competency: CAIS magazine. These results suggest a lack of knowledge regarding CAIS activities (Table 5).

Table 5 – Gap between image and identity

Cores competencies

	Identity (%)	Image (%)	Gap (%)
CAIS magazine	100	99	1
Psychosocial monitoring	100	28	72
CAIS micro businesses	100	10	90
Legal advice	100	6	94
Education and training activities	100	22	78
Occupational activities	100	39	61
CAHO program	100	10	90
Social restaurant	100	18	82
Hygiene service	100	19	81
Total	900	251	649

Source: Survey data

Personality

Regarding CAIS personality, relevant gaps between image and identity were only identified for the personality traits: exciting, imaginative, tough, young, international and cheerful (gap = 2) (Table 6).

Table 6 – Gap between image and identity

Personality

	Identity	Image	Gap	 Gap
Humane	6	7	-1	1
Just, Peaceful and Secure	5	5	0	0
Solidarity and Fostering	6	6	0	0
Trustworthy, Honest, Responsible, Authentic, Reliable, Experience, Professional and Friendly	6	5	1	1
Exciting, Imaginative, Tough	6	4	2	2
Adventurous, Daring, Unique and Critical	5	4	1	1
Persevering and Courageous	6	5	1	1
Young, International and Cheerful	5	3	2	2

Source: Survey data

Beneficiaries

Regarding the statements about CAIS beneficiaries as people aged over 18, in risk or social excluded, facing vulnerable situations or economic need, no relevant gap was identified (gap =1). The gap concerning the statements of CAIS beneficiaries as long-term unemployed and as capable people with great potential and willingness to change their lives is small (gap = 2) (Table 7).

The assumptions about consumers perceiving CAIS beneficiaries as homeless people who sleep in the street, addicts and beggars are confirmed since the gaps observed for these assumptions are quite large (gap = 4 for the first and second assumptions; gap = 3 for the last assumption) (Table 7). According to the image measurement results at least 50% of the respondents mistakenly perceive CAIS beneficiaries as homeless people who sleep in the street who are addicts and less than 50% of the respondents also mistakenly perceive the beneficiaries as beggars.

The image assumption that defines CAIS beneficiaries as people with mental health problems has a small gap (gap = 2) and consequently this assumption is not verified (Table 7).

Table 7 – Gap between image and identity

Beneficiaries

	Identity	Image	Gap	 Gap
The beneficiaries are people aged over 18.	7	6	1	1
The beneficiaries are people in risk or social excluded.	7	6	1	1
The beneficiaries are homeless people who sleep in the street.	1	5	-4	4
The beneficiaries are people in vulnerable situations or economic need.	7	6	1	1
The beneficiaries are addicts.	1	5	-4	4
The beneficiaries are long-term unemployed.	7	5	2	2
The beneficiaries are beggars.	1	4	-3	3
The beneficiaries are capable people, with great potential and willingness to change their lives.	7	5	2	2
The beneficiaries are people with mental health problems.	1	3	-2	2

Source: Survey data

Relationship

The gap between image and identity regarding the statements about the relationship between CAIS and its beneficiaries was small regarding the description of this relationship as being close, made of trust and engaging (gap = 2). Concerning the statement about a long-term relationship between the organization and its beneficiaries a relevant gap (gap = 3) was observed (Table 8). Through the image measurement results it is possible to infer that this gap exists for almost 50% of the respondents, who do not perceive the relationship between CAIS and its beneficiaries as a long-term relationship.

Table 8 – Gap between image and identity

Relationship	Identity	Image	Gap	Gap
The relationship that exists between CAIS and its beneficiaries is a close relationship and made of trust.	7	5	2	2
CAIS seeks to involve all its beneficiaries into the organization's daily life.	7	5	2	2
The relationship that exists between CAIS and its beneficiaries is a long-term relationship.	7	4	3	3

Source: Survey data

4.3.2. Gap conclusions

The gap measurement analysis suggests that some respondents have an image of CAIS linked in great extent to CAIS magazine. Some respondents perceive the organization's vision as the national expansion of CAIS magazine sales, the mission as the edition and production of CAIS magazine and when asked about the organization's core competencies many are only able to identify CAIS magazine.

Regarding CAIS beneficiaries, respondents' image about CAIS beneficiaries diverges from the brand's identity. Some respondents perceive the organization beneficiaries as homeless people, addicts and beggars, which does not match with the reality of the organization.

There is a lack of knowledge regarding CAIS as an organization beyond the magazine. The results suggest that the image people hold about CAIS today corresponds to what CAIS represented 20 years ago at the time of its foundation. Since 1994, identity dimensions such as mission, core competencies and beneficiaries suffered some

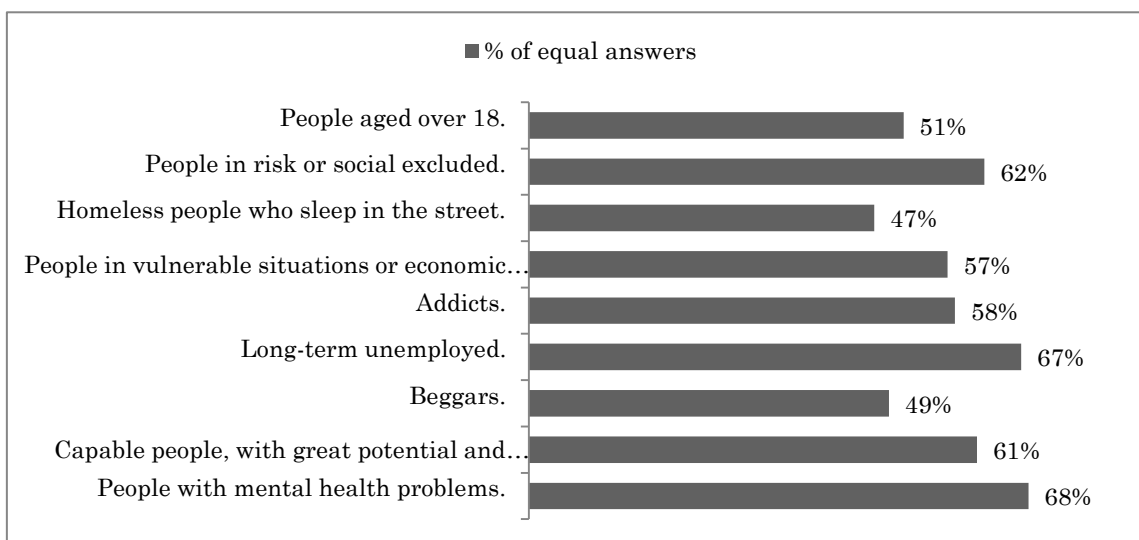
changes. Nowadays CAIS is more focused on promoting not only employment but also training, which reflects the set of core competencies developed through the years: educational and training, CAHO program and CAIS micro businesses. Also the targeted audience has changed through the years: CAIS beneficiaries are not homeless people who sleep in the street, addicts or beggars but people in risk or social excluded, long-term unemployed, homeless due to poor housing conditions. CAIS beneficiaries are capable people with great potential and willingness to change their lives.

4.4. Relationship between respondents image regarding CAIS beneficiaries and the image regarding CAIS magazine sellers

In order to measure the relation between respondents' image regarding the organization beneficiaries and the image regarding the magazine sellers, only the answers provided by the respondents who stated to know both CAIS and CAIS magazine were considered for results analysis, corresponding to approximately 50% of the total sample (90 respondents).

The results (Graph 3) show that the percentage of equal answers for the question about CAIS beneficiaries and the question about CAIS magazine sellers range between approximately 50% and 70% which suggests that there is some relationship between the image respondents have regarding CAIS beneficiaries and the image they have regarding CAIS magazine sellers.

Graph 3 – Relationship between respondents' answers about CAIS beneficiaries and CAIS magazine sellers



Source: Survey data

4.5. Corrective strategic actions CAIS should take to narrow the gap between brand image and brand identity

This study allowed the identification of three critical areas for improvement at CAIS, regarding general public perception of the organization: (1) vision and mission, (2) core competencies, (3) beneficiaries. The gap analysis suggested that the image people have towards CAIS is linked to CAIS magazine. Respondents' perception about CAIS beneficiaries is in a certain extent related with their perception towards CAIS magazine sellers. Therefore, recommendations regarding corrective actions that might be undertaken by CAIS in order to narrow the gap between consumers' perceptions about the organization's vision, mission, core competencies and beneficiaries are as follows.

Vision and Mission

In order to increase awareness about CAIS mission and vision among the general public the organization needs to improve the communication of its brand. As described by Kapferer (2012) brands are themselves a speech and consequently if they do not communicate they cannot exist.

The organization should consider the development of a national campaign to increase awareness within general public of the brand CAIS as an organization that promotes training, empowerment and employability. The campaign should include two arms: a powerful advertisement campaign that captures people attention to CAIS and actions that would allow people to know more about CAIS. For example, the production and distribution free of charge of a CAIS magazine special edition with focus on CAIS mission, vision, core activities, and beneficiaries. This magazine edition should be distributed not only by CAIS magazine sellers but also other CAIS beneficiaries, employees and volunteers.

CAIS should also try to communicate using the media such as the national TV channels and top selling Portuguese newspapers and magazines. TV channels are a very powerful tool of communication by hitting a wide range of the population and CAIS could participate in the morning shows with the objective of sharing the work developed by CAIS through the description of their social work and testimonials of people who received support from the organization.

Core competencies

The actions suggested aiming to increase awareness regarding CAIS mission and vision also include the communication of the activities and services that are part of CAIS core competencies. However, CAIS could also engage into the expansion of its micro businesses, mainly CAIS Lavauto, CAIS Buy@Work and CAIS Recicla, through advertise of these micro businesses to companies which are suitable to the micro businesses business models.

The micro businesses expansion has several benefits. First, increase the number of employment opportunities for more beneficiaries of the organization. Second, increase awareness regarding these core competencies which embody what the organization stands for – the promotion of training, empowerment and employment. Third, increase awareness regarding CAIS beneficiaries as people with suitable personal and professional competencies.

Beneficiaries

The image consumers have towards CAIS beneficiaries is in some extent related to the image they have regarding CAIS magazine sellers. Therefore, CAIS should take measures which guarantee that CAIS sellers' behaviour and appearance comply with sellers' code of conduct (Table 9).

Table 9 – Seller code of conduct

1. The seller should be equipped with the vest, with his seller identification card visible. This card contains the seller name, number and the sticker bearing the magazine issue number. Sellers must identify themselves when requested and needed;
 2. The seller must demonstrate an empathetic, courteous and diplomatic behavior towards the general public, and should not insist on the sale of the magazine after getting negative response from the prospective client;
 3. The seller can not under any circumstances use the name of CAIS to beg, harass or ask whatever is to the general public;
 4. The seller must take good care of your presentation and personal hygiene;
 5. The seller cannot sell old issues of the magazine
-

Source: CAIS web site

Beyond the code of conduct, the consequences of transgressing the code should be well defined and well communicated to the sellers. CAIS should conduct inspection in order to guarantee the compliance with seller code of conduct with the objective of avoiding

seller behaviours such as begging, sale of magazines without proper identification or poor appearance.

The fact that some consumers perceive CAIS magazine sellers with homeless and addicts suggests that those perceptions might arise from sellers' poor appearance. Therefore, it is important the implementation of hygiene and good appearance habits through a workshop of mandatory attendance which should occur at least every year. CAIS could also do a partnership with a hairdressing salon to provide twice per year a haircut to all CAIS magazine sellers and other CAIS beneficiaries. Some CAIS magazine sellers sell it for many years and throughout time their cotton vest are worn-out and lost its original light red colour. Therefore, CAIS should replace all magazine sellers' cotton vests by new ones, maybe made of a different material.

5. Conclusions

The aim of this dissertation was to understand if a gap between CAIS brand image and brand identity exists and which strategic actions could be undertaken by the organization to narrow the gap.

In order to measure the gap between image and identity it was necessary to infer about CAIS brand identity as well as measure CAIS brand image. Brand identity was inferred based on the following dimensions: statute, size, geographic coverage, vision, mission, objectives, core competencies, personality, beneficiaries and relationship. Based on CAIS brand identity and in some CAIS image assumptions a survey was created in order to measure the organization's identity. The data collected about CAIS brand image through the survey allowed the measurement of the gap between CAIS brand image and brand identity and the analysis of the relationship between the image consumers have about CAIS beneficiaries and the image they have about CAIS magazine sellers.

This research concluded that a gap between image and identity exists regarding CAIS vision, mission, core competencies and beneficiaries. The gap assessment allowed to conclude that CAIS brand image is linked in great extent to CAIS magazine, there is a lack of knowledge regarding CAIS as an organization beyond the magazine and the image people hold about CAIS corresponds to CAIS identity at the time of its foundation in 1994. Therefore, CAIS should undertake some of the following strategic actions in order to reduce the observed gap like: development of a national campaign to increase general public awareness about CAIS, increase of brand communication through media, expand CAIS micro businesses and implement measures that guarantee CAIS magazine sellers compliance with the code of conduct.

6. Limitations and future research

The main dissertation limitations are related with the scarcity of literature regarding branding for non-profit organizations. Therefore, this dissertation was based on brand theory developed for profit-organizations. Regarding future research, this study may inspire researchers to explore the concepts of identity and image for the non-profit sector, as well as frameworks suitable to infer about non-profit brands identity and non-profit brands brand image measurement.

7. Appendices

7.1. Appendix 1 – Interview guideline

Interview questions:

- (1) Interviewee background
 - When did you join CAIS?
 - Why did you join CAIS?
 - What have been your responsibilities since you joined the organization?
- (2) Background
 - When was CAIS founded?
 - Who were the founders of CAIS?
 - Why was CAIS founded?
 - What is the origin of the name CAIS?
 - What is the meaning of the logo tagline ‘Desperta Consciências’?
 - What is CAIS dimension? (small, medium or large organization)
 - What is CAIS geographic coverage? (local or national)
- (3) Vision
 - What is the organization’s vision?
- (4) Mission
 - What is the organization’s mission?
- (5) Core competencies
 - What are the organizations activities and projects
 - What services are provided to the organization’s beneficiaries?
- (6) Beneficiaries
 - Who are the organization’s beneficiaries?
 - What are the beneficiaries’ characteristics?
- (7) Relationship
 - What kind of relationship exists between CAIS and its beneficiaries?
 - For how long are the beneficiaries aggregated with the organization?
 - For how long should the beneficiaries aggregated with the organization?

7.2. Appendix 2 – CAIS personality survey questions

Rate each of the following **characteristics**, according to the extent you associate them to **CAIS**, on a scale from 1 (strongly do not associate) to 7 (strongly associate).

Humane, Just, Solidarity, Fostering, Trustworthy, Honest, Responsible, Authentic, Peaceful, Secure, Reliable, Experience, Professional, Friendly, Exiting, Imaginative, Adventurous, Daring, Young, Unique, Persevering, Tough, Courageous, Critical, International, Cheerful.

7.3. Appendix 3 – CAIS brand image survey questions

(1) Do you know CAIS?

- Yes;
- No.

(2) What's your relationship with CAIS? You may select more than one option.

- Volunteer;
- Member;
- Donor;
- Beneficiary;
- Employee;
- Client of CAIS magazine;
- Client of a CAIS service;
- Other;
- I have no relationship with CAIS.

(3) Rate each of the following sentences, according to your perception regarding **CAIS**, on a scale from 1 (strongly disagree) to 7 (strongly agree).

- CAIS is a non-profit organization;
- CAIS is a medium size organization;
- CAIS operates nationwide;

(4) Rate each of the following sentences, according to your perception regarding **CAIS mission**, on a scale from 1 (strongly disagree) to 7 (strongly agree).

- The mission is to contribute to the improvement of the living conditions of marginalized citizens and in risk of social exclusion, through human dignity, training and employability;
- The mission is the edition and production of CAIS magazine, which aim is the integration citizens in risk or socially excluded;
- The mission is to contribute to the improvement of the living conditions of homeless people, through their integration into occupational programs.

(5) Rate each of the following sentences, according to your perception regarding **CAIS vision**, on a scale from 1 (strongly disagree) to 7 (strongly agree).

- The vision is the happiness of the other concerns us;
- The vision is to expand the sale of CAIS magazine throughout the entire country.

(6) Rate each of the following sentences, according to your perception regarding **CAIS objectives**, on a scale from 1 (strongly disagree) to 7 (strongly agree).

- CAIS is a safe harbour for the ones who need the most;
- CAIS promotes the debate and reflection about social issues, such as poverty and social exclusion;
- CAIS seeks to promote the support to marginalized citizens, through their promotion ad People with dignity;
- CAIS promotes training and integration into the labour market of social excluded people.

(7) Select the **activities** that you associate to **CAIS**. You may select more than one option.

- CAIS magazine;
- Psychosocial monitoring;
- CAIS Micro Businesses (CAIS Lavauto, CAIS Buy@Work, CAIS Recicla);
- Legal support;
- Education and training activities;
- Occupational Activities;
- Capacitar Hoje Program;
- Social Restaurant;
- Hygiene Service;
- I do not associate CAIS to any of the activities mentioned above.

(8) Rate each of the following **characteristics**, according to the extent you associate them to **CAIS**, on a scale from 1 (strongly do not associate) to 7 (strongly associate).

- Humane, Just, Solidarity, Fostering, Trustworthy, Honest, Responsible, Authentic, Peaceful, Secure, Reliable, Experience, Professional, Friendly, Exiting, Imaginative, Adventurous, Daring, Young, Unique, Persevering, Tough, Courageous, Critical, International, Cheerful.

(9) Rate each of the following sentences, according to your perception regarding **CAIS beneficiaries**, on a scale from 1 (strongly disagree) to 7 (strongly agree).

- CAIS beneficiaries are people aged over 18;
- CAIS beneficiaries are people in risk or social excluded;
- CAIS beneficiaries are homeless people who sleep in the street;
- CAIS beneficiaries are people in vulnerable situations or economic need;
- CAIS beneficiaries are addicts;
- CAIS beneficiaries are long-term unemployed;
- CAIS beneficiaries are beggars;
- CAIS beneficiaries are capable people, with great potential and willingness to change their lives;
- CAIS beneficiaries are people with mental health problems.

(10) Rate each of the following sentences, according to your perception regarding **the relationship between CAIS and its beneficiaries**, on a scale from 1 (strongly disagree) to 7 (strongly agree).

- The relationship that exists between CAIS and its beneficiaries is a close relationship and made of trust;
- CAIS seeks to involve all its beneficiaries into the organization's daily life;
- The relationship that exists between CAIS and its beneficiaries is a long-term relationship, which means, that the beneficiaries stay associated to the organization during many years.

(11)



(12) Do you know CAIS magazine? (Above example of CAIS magazine).

- Yes;
- No.

(13) How frequently do you buy CAIS magazine?

- 10 to 12 times per year;
- 7 to 9 times per year;
- 4 to 6 times per year;
- 1 to 3 times per year.
- Never

(14) Select the reasons why you buy CAIS magazine. You may select more than one option.

- I purchase CAIS magazine for charity;
- I purchase CAIS magazine because of its quality;
- I purchase CAIS magazine because I am interested in the topics covered by the magazine.

(15) Rate the following sentence, according to your **behaviour**, on a scale from 1 (strongly disagree) to 7 (strongly agree).

- I always read the magazine after purchasing.

(16) Select the reasons why you **do not buy CAIS magazine**. You may select more than one option.

- I consider CAIS magazine of bad quality;
- I am not interested in the topics approach in CAIS magazine;
- I do not trust the magazine sellers;
- I believe that by purchasing the magazine I am incentivizing its seller's addictions;
- I prefer to give money to the seller, than buying the magazine;
- Other.

(17) Rate each of the following sentences, according to your perception, regarding **CAIS beneficiaries' behaviour**, on a scale from 1 (strongly disagree) to 7 (strongly agree).

- Independently of buy or not CAIS magazine, I am frequently approached by its sellers asking for food or money.

(18) Rate each of the following sentences, according to your perception, regarding **CAIS beneficiaries**, on a scale from 1 (strongly disagree) to 7 (strongly agree).

- CAIS magazine sellers are people aged over 18;
- CAIS magazine sellers are people in risk or social excluded;

- CAIS magazine sellers are homeless people who sleep in the street;
- CAIS magazine sellers are people in vulnerable situations or economic need;
- CAIS magazine sellers are addicts;
- CAIS magazine sellers are long-term unemployed;
- CAIS magazine sellers are beggars;
- CAIS magazine sellers are capable people, with great potential and willingness to change their lives;
- CAIS magazine sellers are people with mental health problems.

(19) Demographics

- Age;
- Sex;
- Nationality;
- Education;
- Profession;
- City of residence.

7.4. Appendix 4 – CAIS logotype

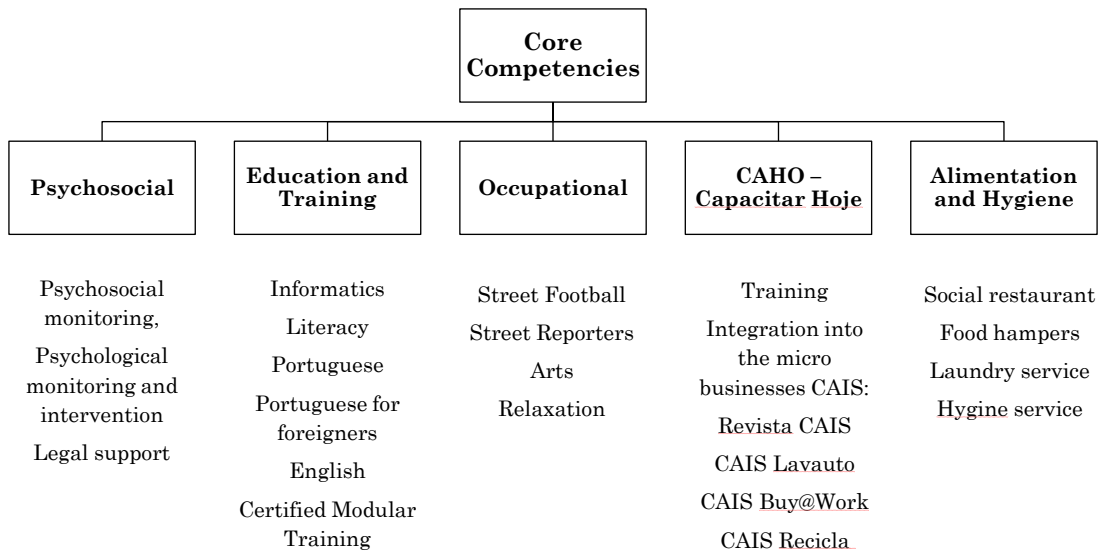
Figure 1 – CAIS logotype



Source: CAIS web site

7.5. Appendix 5 – CAIS core competencies

Figure 2 – CAIS core competencies



Source: CAIS, 2014b. *Guia de Procedimentos*.

7.6. Appendix 6 – CAHO micro businesses

Figure 3 – CAHO micro businesses



Source: CAIS, 2014c. *Resposta Social – Inovar para um maior e efectivo impacto social*.

7.7. Appendix 7 – CAIS personality survey results and analysis

7.7.1. Survey results

Table 1 – Inferring CAIS personality

	1	2	3	4	5	6	7	Total Responses	Mean	Variance	Standard Deviation
Humane	1	1	2	0	2	3	8	17	5,47	4,01	2,00
Just	2	0	2	1	4	6	2	17	4,82	3,40	1,85
Solidarity	1	0	2	0	3	3	8	17	5,65	3,24	1,80
Fostering	1	1	2	2	1	5	5	17	5,12	3,74	1,93
Trustworthy	1	0	4	1	2	3	6	17	5,12	3,74	1,93
Honest	1	0	4	1	2	3	6	17	5,12	3,74	1,93
Responsible	1	0	4	1	2	3	6	17	5,12	3,74	1,93
Authentic	1	1	2	2	2	4	5	17	5,06	3,68	1,92
Peaceful	2	1	3	1	5	2	3	17	4,41	3,88	1,97
Secure	1	1	3	1	5	2	4	17	4,76	3,44	1,86
Reliable	1	0	3	1	2	5	5	17	5,24	3,32	1,82
Experience	1	0	2	0	2	6	6	17	5,59	3,01	1,73
Professional	1	0	3	0	3	5	5	17	5,29	3,22	1,79
Friendly	1	0	1	2	4	5	4	17	5,29	2,60	1,61
Exiting	1	0	1	0	5	4	6	17	5,59	2,63	1,62
Imaginative	1	0	1	1	4	4	6	17	5,53	2,76	1,66
Adventurous	2	0	2	0	5	4	4	17	5,00	3,75	1,94
Daring	1	0	2	2	4	3	5	17	5,18	3,03	1,74
Young	1	1	2	1	4	4	4	17	5,00	3,38	1,84
Unique	1	0	3	1	4	3	5	17	5,12	3,24	1,80
Persevering	1	0	2	1	3	5	5	17	5,35	2,99	1,73
Tough	1	0	3	0	3	5	5	17	5,29	3,22	1,79
Courageous	1	0	1	1	4	5	5	17	5,47	2,64	1,62
Critical	1	0	3	3	3	4	3	17	4,82	2,90	1,70
International	2	1	3	2	3	2	4	17	4,47	4,26	2,07
Cheerful	1	0	2	3	3	5	3	17	5,00	2,75	1,66

Source: Survey data

7.7.2. Survey analysis

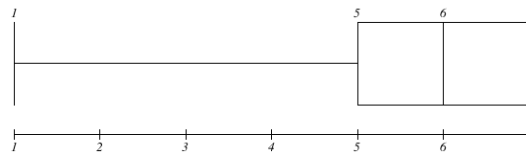
The survey results for the personality traits such as human, solidarity, experience, professional, exciting, imaginative, persevering, tough and courageous, show that 75 % of answers concentrate between 5 (first quartile) and 7 (maximum) (**Table 2**). Therefore, the mentioned traits are perceived as CAIS personality traits by at least 75% of the respondents.

Table 2 – Inferring CAIS personality

Humane, Solidarity, Experience, Professional, Exciting, Imaginative, Persevering, Tough and Courageous

Min	Q1	Median	Q3	Max	IQR
1	5	6	7	7	2

Box Plot



Source: Survey data

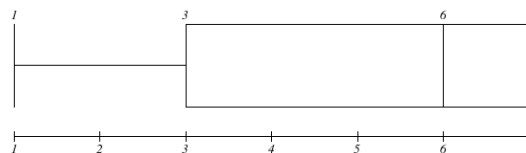
The results for the personality traits fostering, trustworthy honest and responsible show that 50% of the answers concentrate between 6 (median) and 7 (maximum) (**Table 3**), consequently at least 50% of respondents perceive CAIS as a fostering, trustworthy honest and responsible organization.

Table 3 – Inferring CAIS personality

Fostering, Trustworthy, Honest and Responsible

Min	Q1	Median	Q3	Max	IQR
1	3	6	7	7	4

Box Plot



Source: Survey data

The results for the personality traits peaceful, secure, international, just, young, critical cheerful, daring and unique show that 50% of the answers concentrate between 5

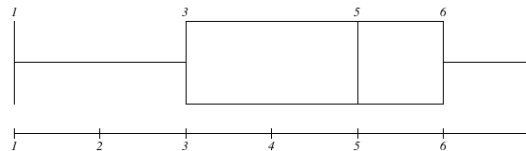
(median) and 7 (maximum) (**Table 4, Table 5, Table 6**), consequently at least 50% of respondents perceive CAIS as an organization with such characteristics.

Table 4 – Inferring CAIS personality

Peaceful, Secure and International

Min	Q1	Median	Q3	Max	IQR
1	3	5	6	7	3

Box Plot



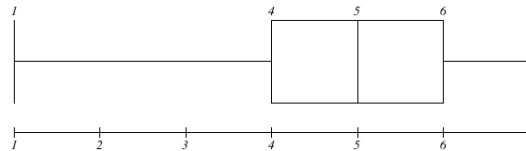
Source: Survey data

Table 5 – Inferring CAIS personality

Just, Young, Critical and Cheerful

Min	Q1	Median	Q3	Max	IQR
1	4	5	6	7	2

Box Plot



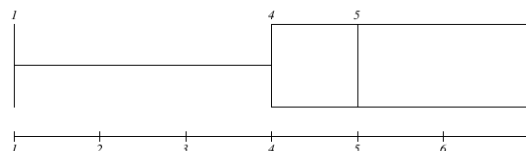
Source: Survey data

Table 6 – Inferring CAIS personality

Daring and Unique

Min	Q1	Median	Q3	Max	IQR
1	4	5	7	7	3

Box Plot



Source: Survey data

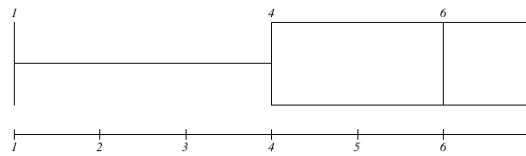
The results for the personality traits authentic and reliable show that 50% of the answers concentrate between 6 (median) and 7 (maximum) (**Table 7**), consequently at least 50% of the respondents perceive CAIS as an authentic and reliable organization.

Table 7 – Inferring CAIS personality

Authentic and Reliable

Min	Q1	Median	Q3	Max	IQR
1	4	6	7	7	3

Box Plot



Source: Survey data

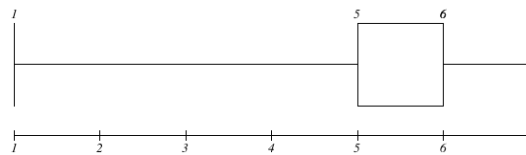
The results for the personality traits friendly and adventurous show that 75% of the answers concentrate between 5 (median) and 7 (maximum) (**Table 8** and **Table 9**), consequently at least 75% of respondents perceive CAIS as an organization with such characteristics.

Table 8 – Inferring CAIS personality

Friendly

Min	Q1	Median	Q3	Max	IQR
1	5	6	6	7	1

Box Plot



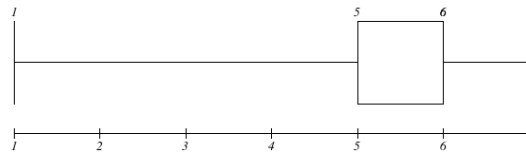
Source: Survey data

Table 9 – Inferring CAIS personality

Adventurous

Min	Q1	Median	Q3	Max	IQR
1	5	5	6	7	1

Box Plot

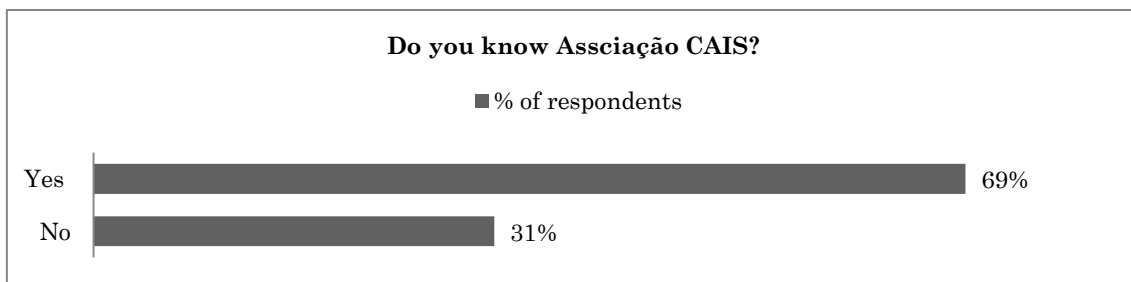


Source: Survey data

7.8. Appendix 8 – CAIS image survey results and analysis

7.8.1. Survey results

Graph 1 – Respondents awareness about CAIS



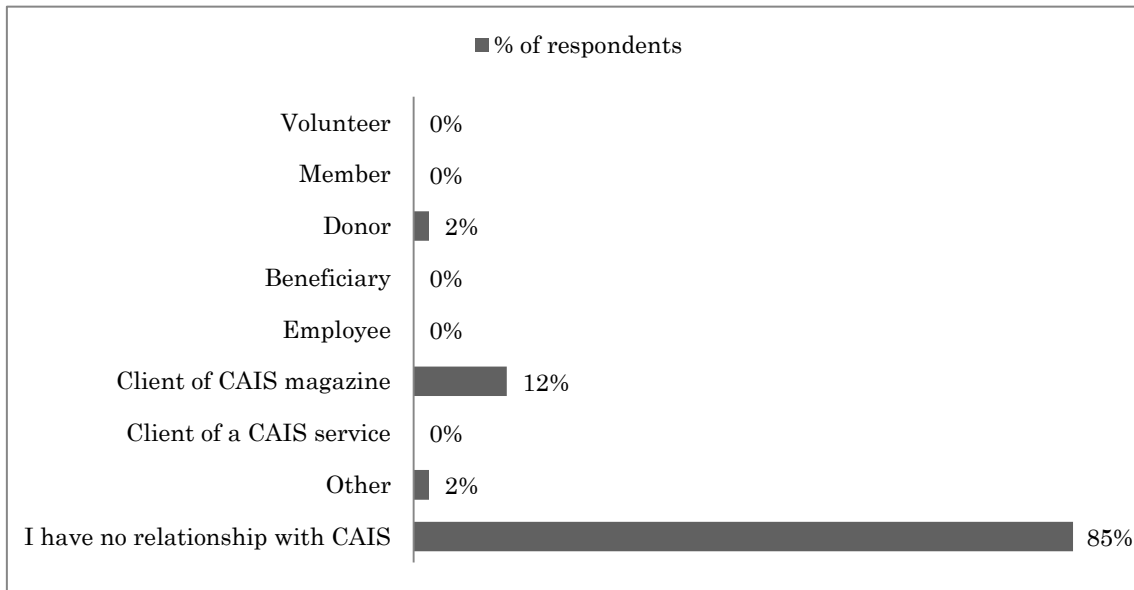
Source: Survey data

Table 10 - Respondents' awareness about CAIS

Answer	Response	Percentage
Yes	124	69%
No	57	31%
Total	181	100%

Source: Survey data

Graph 2 – Respondents relationship with CAIS



Source: Survey data

Table 11 – Respondents relationship with CAIS

Answer	Response	Percentage
Volunteer	0	0%
Member	0	0%
Donor	2	2%
Beneficiary	0	0%
Employee	0	0%
Client of CAIS magazine	15	12%
Client of a CAIS service	0	0%
Other	2	2%
I have no relationship with CAIS	105	85%
Total	124	100%

Source: Survey data

Table 12 – Respondents perception about CAIS

	1	2	3	4	5	6	7	Total Responses	Mean	Variance	Standard Deviation
CAIS is a non-profit organization.	0	4	2	10	5	49	54	124	6,06	1,47	1,21
CAIS is a medium size organization.	2	4	16	34	28	31	9	124	4,70	1,80	1,34
CAIS operates nationwide.	0	4	3	16	13	55	33	124	5,70	1,54	1,24

Source: Survey data

Table 13 – Respondents perception about CAIS vision

	1	2	3	4	5	6	7	Total Responses	Mean	Variance	Standard Deviation
The vision is the happiness of the other concerns us.	0	2	1	27	16	57	21	124	5,52	1,28	1,13
The vision is to expand the sale of CAIS magazine throughout the entire country.	11	21	11	35	17	23	6	124	3,96	2,90	1,70

Source: Survey data

Table 14 – Respondents perception about CAIS mission

	1	2	3	4	5	6	7	Total Responses	Mean	Variance	Standard Deviation
The mission is to contribute to the improvement of the living conditions of marginalized citizens and in risk of social exclusion, through human dignity, training and employability.	0	0	1	2	6	55	60	124	6,38	0,53	0,73
The mission is the edition and production of CAIS magazine, which aim is the integration citizens in risk or socially excluded.	4	17	11	9	27	34	22	124	4,84	3,16	1,78
The mission is to contribute to the improvement of the living conditions of homeless people, through their integration into occupational programs.	4	5	7	21	18	44	25	124	5,23	2,40	1,55

Source: Survey data

Table 15 – Respondents perception about CAIS X

	1	2	3	4	5	6	7	Total Responses	Mean	Variance	Standard Deviation
CAIS is a safe harbour for the ones who need the most.	0	3	4	22	30	45	20	124	5,37	1,41	1,19
CAIS promotes the debate and reflection about social issues, such as poverty and social exclusion.	0	3	6	26	20	51	18	124	5,32	1,52	1,23
CAIS seeks to promote the support to marginalized citizens, through their promotion ad People with dignity.	0	1	1	11	17	66	28	124	5,85	0,91	0,95
CAIS promotes training and integration into the labour market of social excluded people.	0	3	3	29	25	48	16	124	5,29	1,38	1,17

Source: Survey data

Table 16 – Respondents perception about CAIS core activities

Options	Response	Percentage
CAIS magazine	123	99%
Psychosocial monitoring	35	28%
CAIS Micro Businesses	13	10%
Legal support	8	6%
Education and training activities	27	22%
Occupational Activities	48	39%
Capacitar Hoje Program	13	10%
Social Restaurant	22	18%
Hygiene Service	23	19%
I do not associate CAIS to any of the activities mentioned above	1	1%

Source: Survey data

Table 17 – Respondents perception about CAIS personality

	1	2	3	4	5	6	7	Total Responses	Mean	Variance	Standard Deviation
Humane	2	0	2	2	19	35	64	124	6,20	1,25	1,12
Just	3	4	4	34	26	29	24	124	5,09	2,10	1,45
Solidarity	1	1	1	7	14	45	55	124	6,12	1,18	1,09
Fostering	2	2	7	26	22	42	23	124	5,27	1,86	1,36
Trustworthy	2	8	9	26	26	38	15	124	4,94	2,14	1,46
Honest	3	5	9	28	25	39	15	124	4,97	2,08	1,44
Responsible	3	2	7	25	37	34	16	124	5,07	1,76	1,33
Authentic	3	2	8	33	30	34	14	124	4,96	1,80	1,34
Peaceful	2	0	6	24	28	39	25	124	5,36	1,65	1,28
Secure	4	6	7	30	28	35	14	124	4,88	2,16	1,47
Reliable	4	4	7	29	22	41	17	124	5,03	2,16	1,47
Experience	6	4	10	34	28	30	12	124	4,71	2,22	1,49
Professional	8	8	10	25	29	30	14	124	4,65	2,73	1,65
Friendly	3	3	10	33	27	34	14	124	4,90	1,93	1,39
Exiting	7	5	20	35	25	23	9	124	4,38	2,3	1,52
Imaginative	7	13	24	36	19	18	7	124	4,04	2,38	1,54
Adventurous	13	15	28	34	17	12	5	124	3,67	2,45	1,57
Daring	12	16	24	31	16	18	7	124	3,85	2,80	1,67
Young	17	18	28	32	12	13	4	124	3,48	2,59	1,61
Unique	10	15	19	32	18	21	9	124	4,06	2,86	1,69
Persevering	5	4	13	28	28	30	16	124	4,81	2,32	1,52
Tough	6	6	13	41	23	24	11	124	4,49	2,27	1,51
Courageous	6	10	13	28	18	33	16	124	4,65	2,83	1,68
Critical	6	9	24	40	17	18	10	124	4,19	2,35	1,53
International	38	21	19	29	6	7	4	124	2,85	2,85	1,69
Cheerful	15	20	33	28	10	12	6	124	3,47	2,64	1,63

Source: Survey data

Table 18 – Respondents perception about CAIS beneficiaries

	1	2	3	4	5	6	7	Total Responses	Mean	Variance	Standard Deviation
CAIS beneficiaries are people aged over 18.	4	4	7	32	11	50	16	124	5,06	2,22	1,49
CAIS beneficiaries are people in risk or social excluded.	0	0	0	2	8	65	49	124	6,30	0,44	0,66
CAIS beneficiaries are homeless people who sleep in the street.	2	11	9	33	30	27	12	124	4,67	2,13	1,46
CAIS beneficiaries are people in vulnerable situations or economic need.	1	1	0	7	16	56	43	124	6,03	1,04	1,02
CAIS beneficiaries are addicts.	2	10	6	25	34	38	9	124	4,85	1,97	1,40
CAIS beneficiaries are long-term unemployed.	2	7	10	34	33	29	9	124	4,71	1,82	1,35
CAIS beneficiaries are beggars.	13	19	11	30	27	21	3	124	3,92	2,77	1,67
CAIS beneficiaries are capable people, with great potential and willingness to change their lives.	2	7	2	31	29	37	16	124	5,04	1,91	1,38
CAIS beneficiaries are people with mental health problems.	18	32	14	42	12	6	0	124	3,13	2,00	1,41

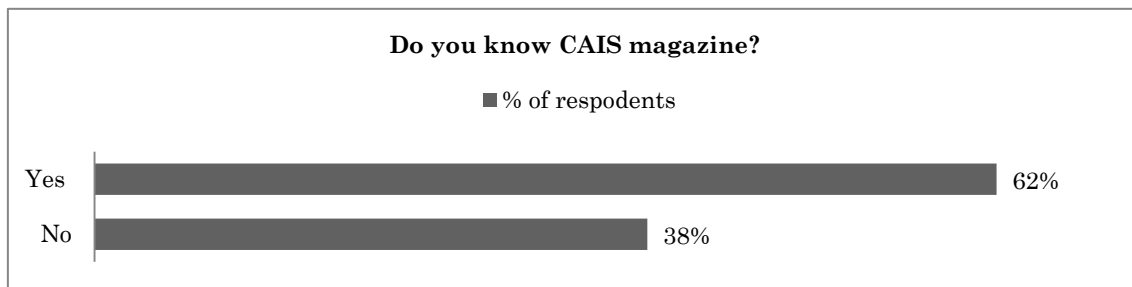
Source: Survey data

Table 19 – Respondents perception about CAIS relationship with its beneficiaries

	1	2	3	4	5	6	7	Total Responses	Mean	Variance	Standard Deviation
The relationship that exists between CAIS and its beneficiaries is a close relationship and made of trust.	0	5	6	42	14	45	12	124	5,00	1,66	1,29
CAIS seeks to involve all its beneficiaries into the organization's daily life.	0	3	2	46	22	36	15	124	5,06	1,44	1,20
The relationship that exists between CAIS and its beneficiaries is a long-term relationship, which means, that the beneficiaries stay associated to the organization during many years.	1	2	4	58	17	30	12	124	4,82	1,48	1,22

Source: Survey data

Graph 3 – Respondents awareness about CAIS magazine



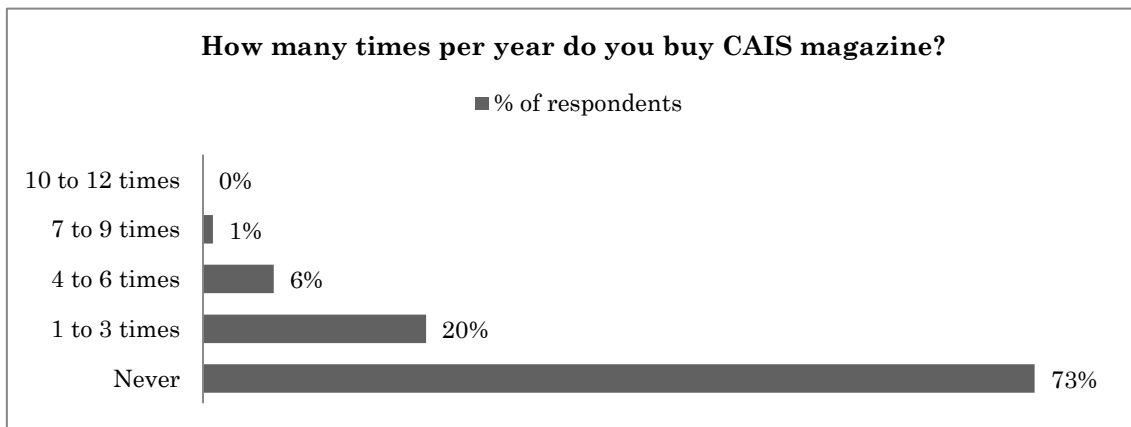
Source: Survey data

Table 20 - Respondents awareness about CAIS magazine

Answer	Response	Percentage
Yes	112	62%
No	69	38%
Total	181	100%

Source: Survey data

Graph 4 - Respondents behaviour



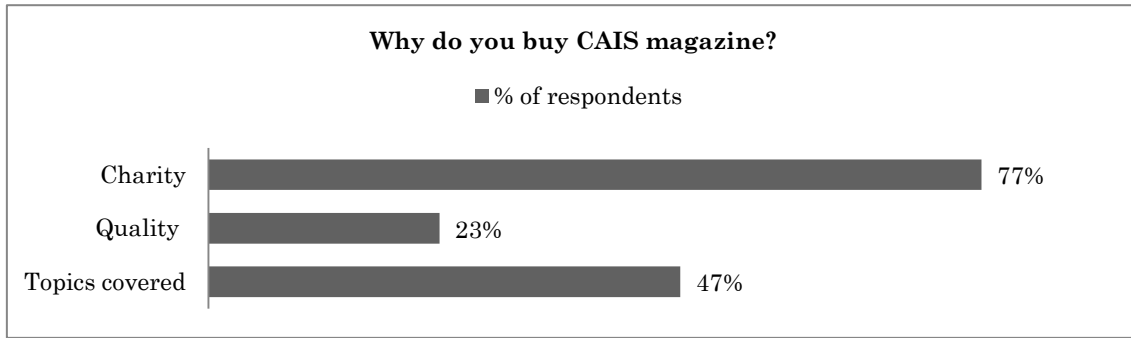
Source: Survey data

Table 21 - Respondents behaviour

Answer	Response	Percentage
Never	82	73%
1 to 3 times per year	22	20%
4 to 6 times per year	7	6%
7 to 9 times per year	1	1%
10 to 12 times per year	0	0%
Total	112	100%

Source: Survey data

Graph 5 – Respondents behaviour



Source: Survey data

Table 22 – Respondents reasons to buy CAIS magazine

Answer	Response	Percentage
I purchase CAIS magazine for charity.	23	77%
I purchase CAIS magazine because of its quality.	7	23%
I purchase CAIS magazine because I am interested in the topics covered by the magazine.	14	47%

Source: Survey data

Table 23 – Respondents behaviour

	1	2	3	4	5	6	7	Total Responses	Mean	Variance	Standard Deviation
I always read the magazine after purchasing.	1	1	2	1	4	15	6	30	5,50	2,26	1,50

Source: Survey data

Table 24 – Respondents reasons not to buy CAIS magazine

Answer	Response	Percentage
I consider CAIS magazine of bad quality.	9	11%
I am not interested in the topics approach in CAIS magazine.	24	29%
I do not trust the magazine sellers.	24	29%
I believe that by purchasing the magazine I am incentivizing its seller's addictions.	9	11%
I prefer to give money to the seller, than buying the magazine.	5	6%
Other	38	46%

Source: Survey data

Table 25 – Respondents perception of CAIS magazine sellers behaviour

	1	2	3	4	5	6	7	Total Responses	Mean	Variance	Standard Deviation
Independently of buy or not CAIS magazine, I am frequently approached by its sellers asking for food or money.	27	36	9	7	10	17	6	112	3,11	3,95	1,99

Source: Survey data

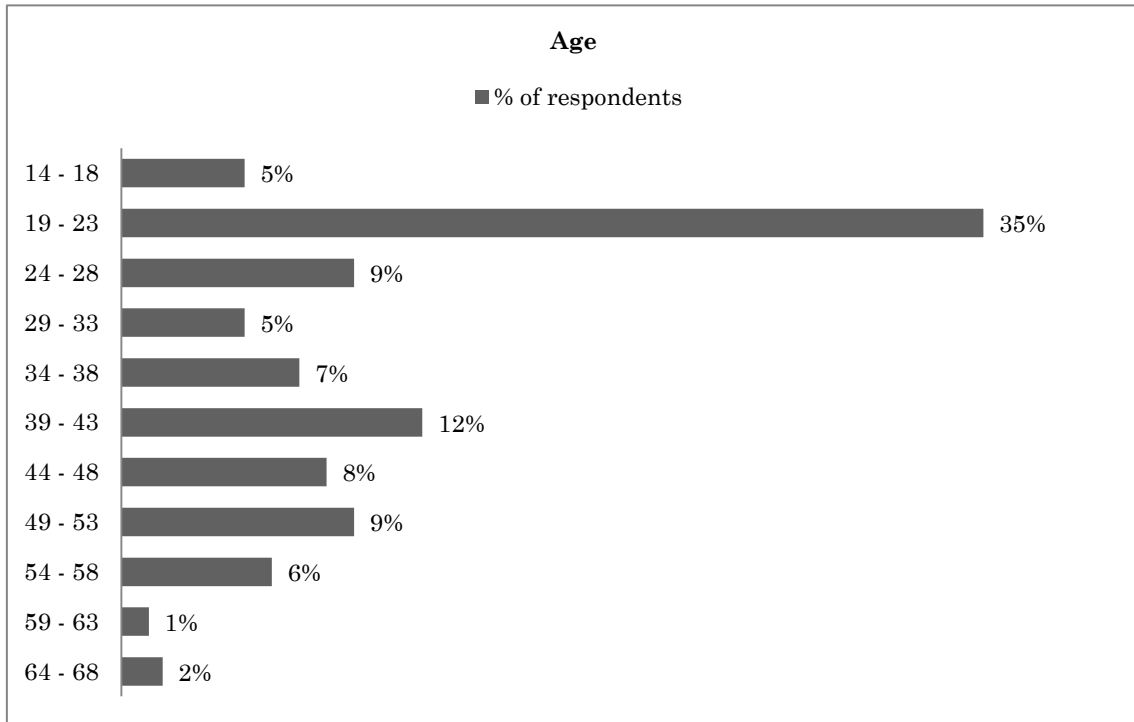
Table 26 – Respondents perception about CAIS magazine sellers

	1	2	3	4	5	6	7	Total Responses	Mean	Variance	Standard Deviation
CAIS magazine sellers are people aged over 18.	0	7	3	8	11	47	36	112	5,75	1,90	1,38
CAIS magazine sellers are people in risk or social excluded.	1	0	2	8	18	53	30	112	5,88	1,08	1,04
CAIS magazine sellers are homeless people who sleep in the street.	3	15	12	34	23	20	5	112	4,24	2,17	1,47
CAIS magazine sellers are people in vulnerable situations or economic need.	1	1	3	9	17	56	25	112	5,75	1,25	1,12
CAIS magazine sellers are addicts.	5	13	6	33	29	22	4	112	4,34	2,19	1,48
CAIS magazine sellers are long-term unemployed.	2	9	6	42	22	22	9	112	4,56	1,94	1,39
CAIS magazine sellers are beggars.	13	18	10	37	18	12	4	112	3,72	2,63	1,62
CAIS magazine sellers are capable people, with great potential and willingness to change their lives.	2	4	6	32	23	29	16	112	4,97	1,95	1,40
CAIS magazine sellers are people with mental health problems.	19	21	10	49	8	5	0	112	3,19	1,97	1,40

Source: Survey data

Graph 6 – Demographics

Age



Source: Survey data

Table 27 – Demographics

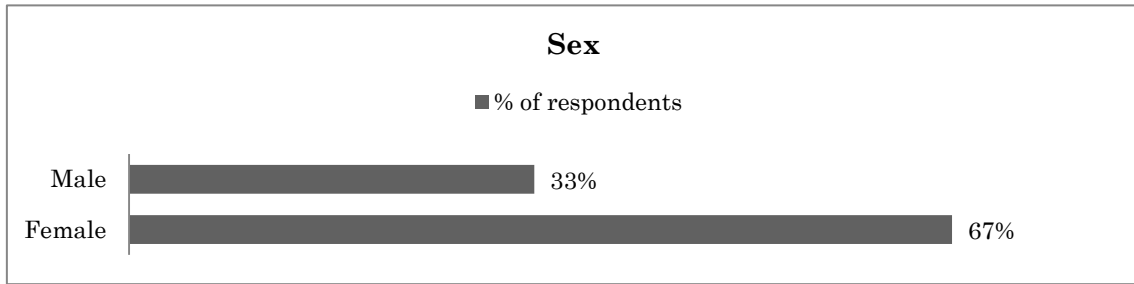
Age

Answer	Response	Percentage
14 – 18	9	5%
19 – 23	63	35%
24 – 28	17	9%
29 – 33	9	5%
34 – 38	13	7%
39 – 43	22	12%
44 – 48	15	8%
49 – 53	17	9%
54 – 58	11	6%
59 – 63	2	1%
64 – 68	3	2%
Total	181	100%

Source: Survey data

Graph 7 – Demographics

Sex



Source: Survey data

Table 28 – Demographics

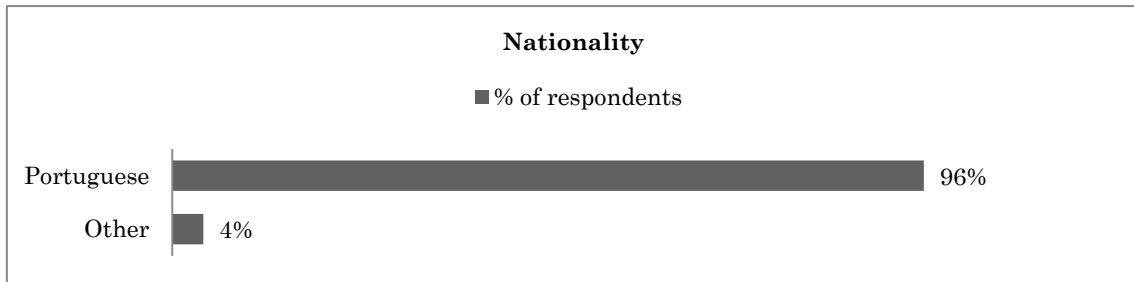
Sex

Answer	Response	Percentage
Male	60	33%
Female	121	67%
Total	181	100%

Source: Survey data

Graph 8 – Demographics

Nationality



Source: Survey data

Table 29 – Demographics

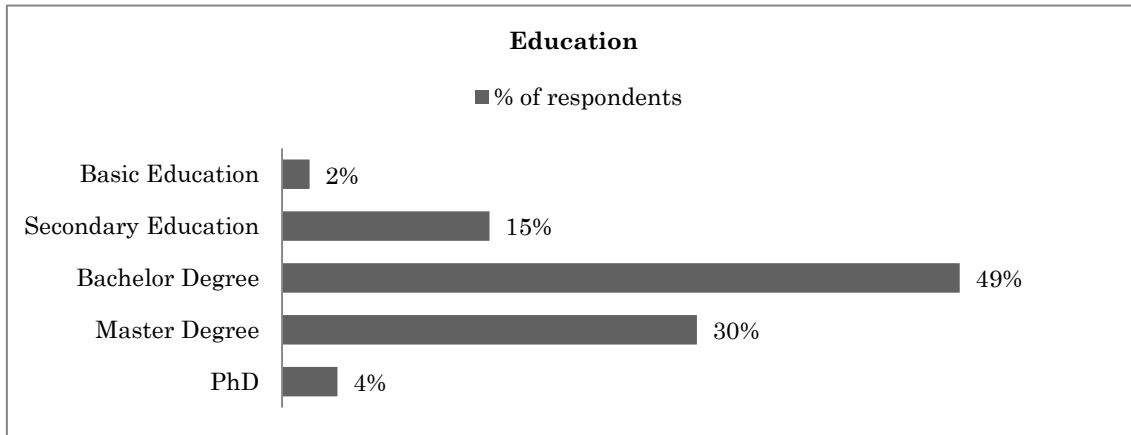
Nationality

Answer	Response	Percentage
Portuguese	174	96%
Other	7	4%
Total	181	100%

Source: Survey data

Graph 9 – Demographics

Education



Source: Survey data

Table 30 – Demographics

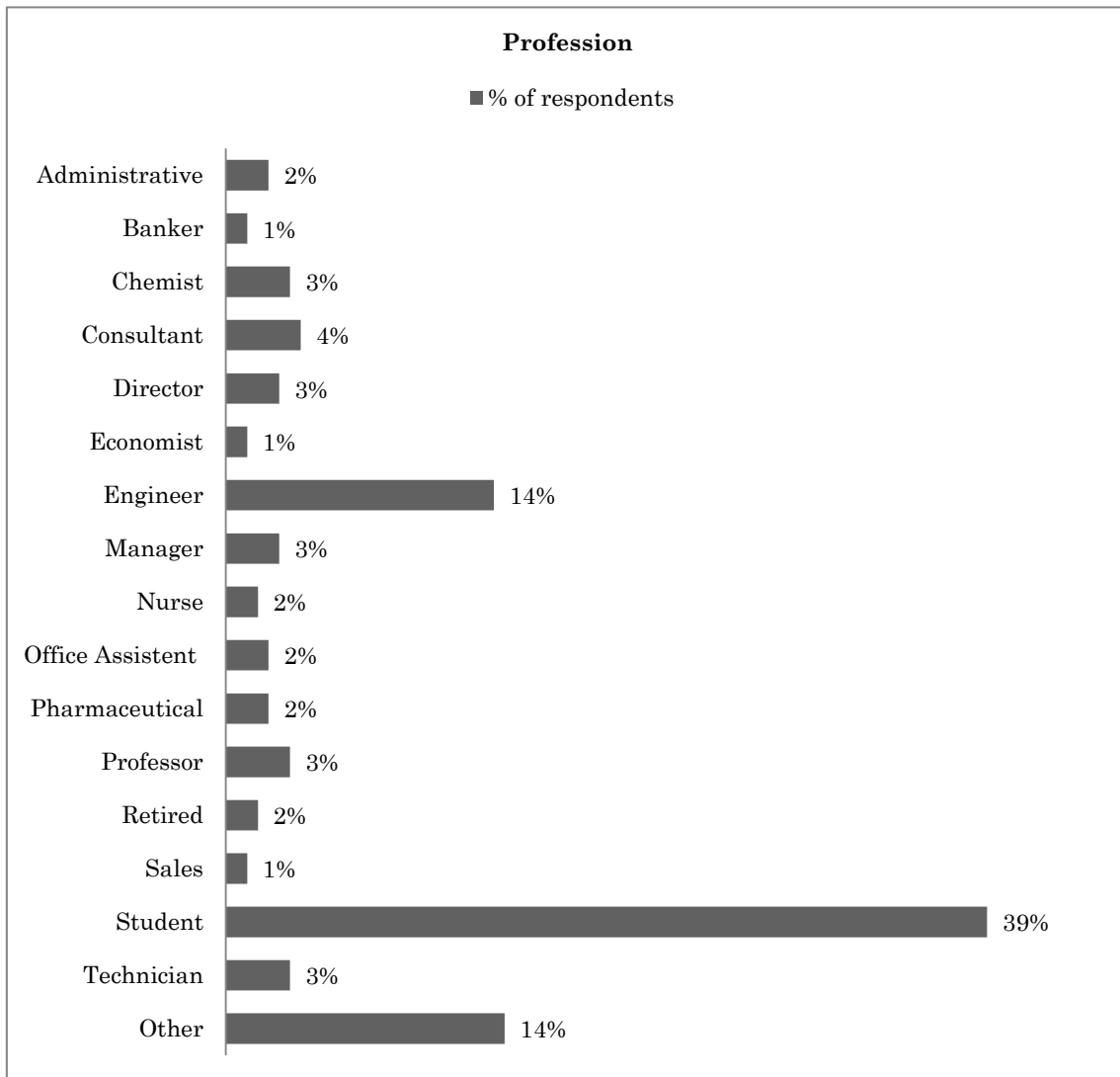
Education

Answer	Response	Percentage
Basic Education	3	2%
Secondary Education	27	15%
Bachelor Degree	89	49%
Master Degree	54	30%
PhD	8	4%
Total	181	100%

Source: Survey data

Graph 10 – Demographics

Profession



Source: Survey data

Table 31 – Demographics

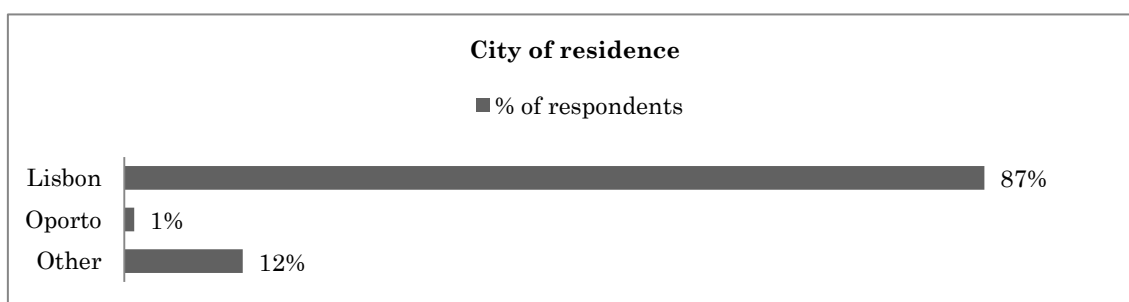
Profession

Answer	Response	Percentage
Administrative	4	2%
Banker	2	1%
Chemist	6	3%
Consultant	7	4%
Director	5	3%
Economist	2	1%
Engineer	25	14%
Manager	5	3%
Nurse	3	2%
Office assistant	4	2%
Pharmaceutical	4	2%
Professor	6	3%
Retired	3	2%
Sales	2	1%
Student	71	39%
Technician	6	3%
Other	26	14%
Total	181	100%

Source: Survey data

Graph 11 – Demographics

City of residence



Source: Survey data

Table 32 – Demographics

City of residence

Answer	Response	Percentage
Lisbon	157	87%
Oporto	2	1%
Other	22	12%
Total	181	100%

Source: Survey data

7.8.2. Survey Analysis

Organization overview

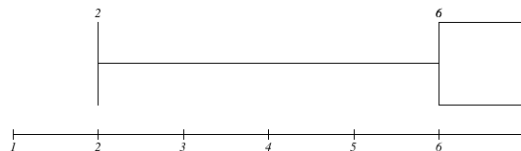
The results about CAIS as a non profit organization show that 75% of the answers are comprised between 6 (first quartile) and 7 (maximum) (**Table 33**). Therefore CAIS is perceived as a non-profit organization by at least 75% of the respondents.

Table 33 – Respondents perceptions about CAIS statute

CAIS is a non-profit organization

Min	Q1	Median	Q3	Max	IQR	Mode
2	6	6	7	7	1	7

Box Plot



Source: Survey data

The results concerning the CAIS as a medium size organization show that 75% of the answers range from 4 (first quartile) to 7 (maximum) (**Table 34**). As the number 4 corresponds to the “don’t know” option answer, is included in this range it might be inferred that approximately ⁽⁸⁾, 75% of the respondents perceive CAIS as a medium size organization. However, as the median is 5, we know that at least 50% of the respondents do perceive CAIS as having a medium size.

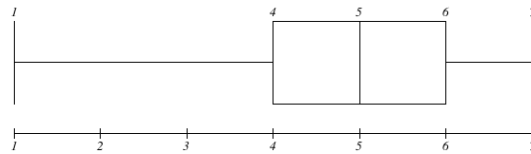
⁽⁸⁾ The word approximately will be always used to draw conclusions for which the range under consideration includes number 4 which corresponds to the “don’t know” option. Whenever number 4 is included that means that there is a small percentage of respondents who have no perception regarding a given attribute, and so, they should be excluded when making conclusions.

Table 34 – Respondents perceptions about CAIS size

CAIS is a medium size organization.

Min	Q1	Median	Q3	Max	IQR	Mode
1	4	5	6	7	2	4

Box Plot



Source: Survey data

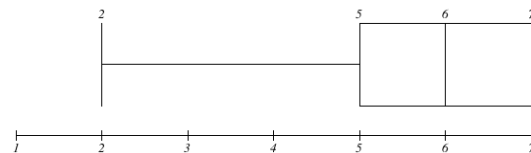
The results about CAIS as an organization with nationwide operations show that 75% of the answers range from 5 (first quartile) and 7 (maximum) (**Table 35**). Consequently it is possible to infer that at least 75% of respondents consider CAIS has having nationwide operations.

Table 35 – Respondents perceptions about CAIS geographic coverage

CAIS operates nationwide.

Min	Q1	Median	Q3	Max	IQR	Mode
2	5	6	7	7	2	6

Box Plot



Source: Survey data

Vision

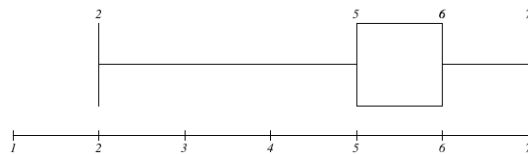
The results concerning the vision of CAIS as ‘the happiness of the other concerns us’ showed that 75% of the answers concentrate between 5 (first quartile) and 7 (maximum) (**Table 36**). Thus, the statement ‘the happiness of the other concerns us’ is perceived by at least 75% of the respondents as CAIS vision.

Table 36 – Respondents perceptions about CAIS vision

CAIS vision is: the happiness of the other concerns us.

Min	Q1	Median	Q3	Max	IQR	Mode
2	5	6	6	7	1	6

Box Plot



Source: Survey data

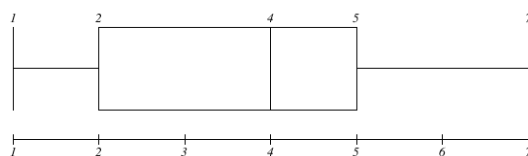
Regarding the results about the organization vision as the expansion of CAIS magazine sale throughout the entire country, exhibit a median of 4 which corresponds to the “don’t know” option answer (**Table 37**). Therefore, the median splits the answers exactly in the middle point of the scale, so approximately 50% of respondents perceive this vision statement as CAIS vision, and the other 50% do not.

Table 37 – Respondents perceptions about CAIS vision

CAIS vision is: expand the sale of CAIS magazine throughout the entire country.

Min	Q1	Median	Q3	Max	IQR	Mode
1	2	4	5	7	3	4

Box Plot



Source: Survey data

Mission

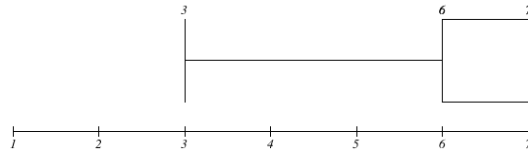
The results about CAIS actual mission, suggest that 75% of the answers concentrate between 6 (first quartile) and 7 (maximum) (**Table 38**). Therefore, at least 75% of the respondents perceive this mission statement as CAIS mission.

Table 38 – Respondents perceptions about CAIS mission

CAIS mission is to contribute to the improvement of the quality of life of marginalized citizens and in risk of social exclusion, through the promotion of human dignity, training and employability.

Min	Q1	Median	Q3	Max	IQR	Mode
3	6	6	7	7	1	7

Box Plot



Source: Survey data

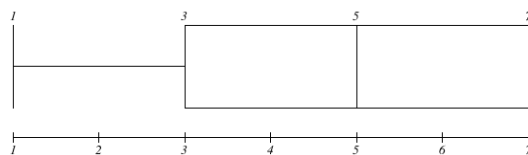
The results concerning CAIS mission as the edition and production of CAIS magazine are quite disperse (IQR = 4) (**Table 39**). However, as 50% of the answers range between 5 (median) and 7 (third quartile) it is possible to infer that at least 50% of the respondents perceive this mission statement as the actual mission of CAIS. The remaining 50% of answers split between the range from 1 to 3, and 3 to 5. Therefore, 25% of the respondents do not perceive this mission as CAIS mission and the remaining 25% or do or not perceive, or are undecided.

Table 39 – Respondents perceptions about CAIS mission

CAIS mission is the edition and production of CAIS magazine.

Min	Q1	Median	Q3	Max	IQR	Mode
1	3	5	6	7	4	6

Box Plot



Source: Survey data

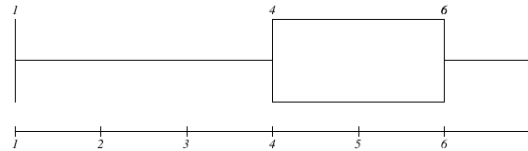
Regarding to the mission statement that defines CAIS aim as the improvement of the living conditions of homeless people through their integration into occupational programs, the results show that 75% of the answers concentrate between 4 (first quartile) and 7 (maximum) (**Table 40**). As the range includes number 4 which corresponds to the “don’t know” option answer, it is possible to conclude that approximately 75% of respondents perceive this mission statement as CAIS actual mission.

Table 40 – Respondents perceptions about CAIS mission

CAIS mission is the improvement of the living conditions of homeless people through their integration into occupational programs.

Min	Q1	Median	Q3	Max	IQR	Mode
1	4	6	6	7	2	6

Box Plot



Source: Survey data

Objectives

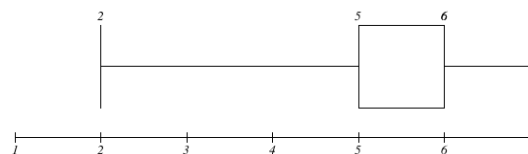
The results about CAIS as a safe harbour for the ones who need the most, show that 75% of the answers range between 5 (first quartile) and 7 (maximum) (**Table 41**). Therefore, at least 75% of the respondents perceive this CAIS objective as one of the objectives of the organization.

Table 41 – Respondents perceptions about CAIS objectives

CAIS is a safe harbour for the ones who need the most.

Min	Q1	Median	Q3	Max	IQR	Mode
2	5	6	6	7	1	6

Box Plot



Source: Survey data

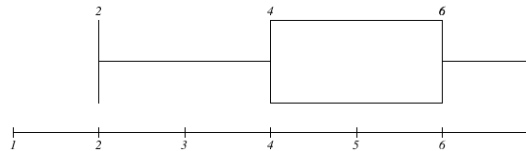
The results regarding CAIS as an organization that promotes the debate and reflection about social issues as well as the training and integration into the labour market of social excluded people showed the same statistics (**Table 42**). A clear concentration of 75% of the answers between 4 (first quartile) and 7 (maximum), suggest that approximately 75% of the respondents perceive these two objectives as CAIS objectives.

Table 42 – Respondents perceptions about CAIS objectives

CAIS promotes the debate and reflection about social issues such as poverty and social exclusion.
 CAIS promotes training and integration into the labour market of social excluded people.

Min	Q1	Median	Q3	Max	IQR	Mode
2	4	6	6	7	2	6

Box Plot



Source: Survey data

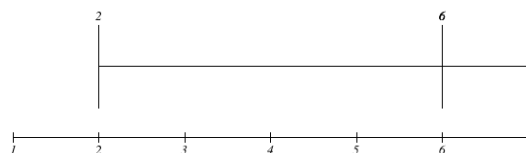
The results regarding CAIS as an organization that promotes the support of marginalized citizens through their promotion as People with dignity, show a concentration of 75% of the answers between 6 (first quartile) and 7 (maximum) (**Table 43**). Such results suggest that at least 75% of the respondents do perceive this objective as one of the CAIS objectives.

Table 43 – Respondents perceptions about CAIS objectives

CAIS promotes the support of marginalized citizens through their promotion as People with dignity.

Min	Q1	Median	Q3	Max	IQR	Mode
2	6	6	6	7	0	6

Box Plot



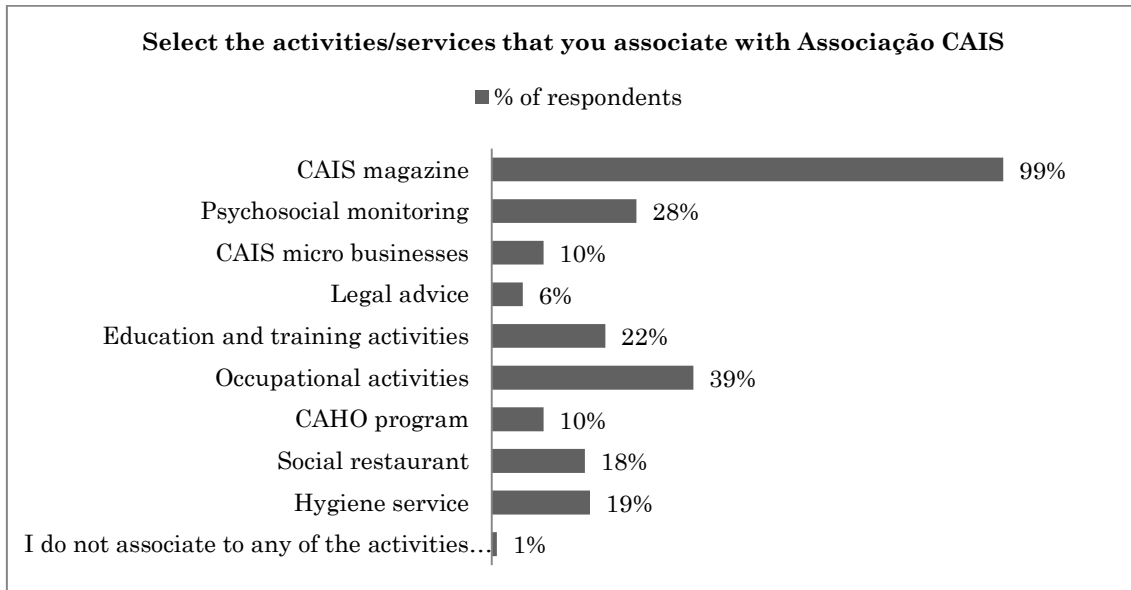
Source: Survey data

Core Competencies

About 100% of the respondents associate CAIS with CAIS magazine. Occupational activities and psychological monitoring represent the other two activities most frequently associated to the organization, by 39% and 28% of the respondents, respectively. Only approximately 20% of the respondents identified education and training activities, and social restaurant and hygiene services as activities or services provided by CAIS. Concerning CAHO Program and CAIS micro businesses just 10% of

the sample recognizes them as activities promoted by the organization. Less than 10% associate legal support services to CAIS (**Graph 12**).

Graph 12 – Respondents perceptions about CAIS core activities



Source: Survey data

Personality

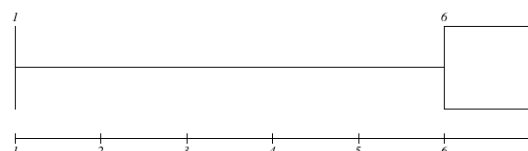
The personality traits human and solidarity are the ones that evidenced the higher concentration of answers between 6 and 7, in both cases and despite the different position of the median this range concentrates 75% of the answers (**Table 44** and **Table 45**). Therefore, human and solidarity are the personality traits that the majority of respondents (at least 75% of the respondents) associate to CAIS.

Table 44 – Respondents perceptions about CAIS personality

Human

Min	Q1	Median	Q3	Max	IQR	Mode
1	6	7	7	7	1	7

Box Plot



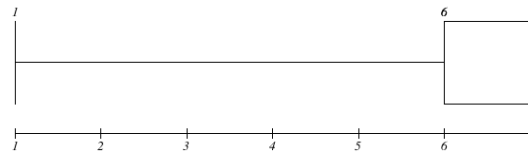
Source: Survey data

Table 45 – Respondents perceptions about CAIS personality

Solidarity

Min	Q1	Median	Q3	Max	IQR	Mode
1	6	6	7	7	1	7

Box Plot



Source: Survey data

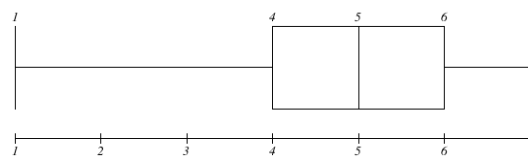
The results for the traits trustworthy, honest, authentic, peaceful, secure, reliable, professional, friendly, persevering, and courageous show the same statistics (**Table 46**). The results evidence a concentration of 75% of the answers between 4 (first quartile) and 7 (maximum). Similar statistics were observed for the traits just, responsible and experienced (**Table 47**), being the only statistics that varies is the mode. Therefore, approximately 75% of the respondents perceive CAIS as having the mentioned traits.

Table 46 – Respondents perceptions about CAIS personality

Trustworthy, Honest, Authentic, Peaceful, Secure, Reliable, Professional, Friendly, Persevering and Courageous

Min	Q1	Median	Q3	Max	IQR	Mode
1	4	5	6	7	2	6

Box Plot



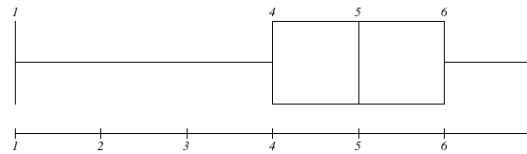
Source: Survey data

Table 47 – Respondents perceptions about CAIS personality

Just, Responsible and Experienced.

Min	Q1	Median	Q3	Max	IQR	Mode
1	4	5	6	7	2	4

Box Plot



Source: Survey data

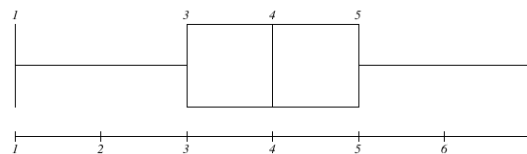
Regarding the results for the traits: imaginative, adventurous, daring, unique and critical showed the same statistics (**Table 48**). Answers are symmetrically distributed. Therefore 50% of the answers range from 1 (minimum) to 4 (median) and the remaining 50% of answers range from 4 (median) to 7 (maximum), consequently approximately half of the respondents perceive the organization has having the mentioned personality traits, but the other half does not.

Table 48 – Respondents perceptions about CAIS personality

Imaginative, Adventurous, Daring, Unique and Critical.

Min	Q1	Median	Q3	Max	IQR	Mode
1	3	4	5	7	2	4

Box Plot



Source: Survey data

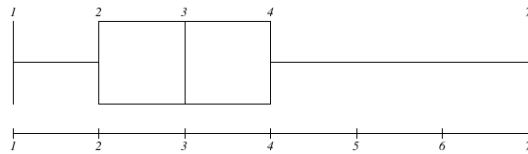
Despite the mode, the traits young (**Table 49**) and cheerful (**Table 50**) present the same statistics. The results show a concentration of 75% of the answers between 1 (minimum) and 4 (third quartile). Thus, approximately 75% of the respondents do not associate any of these traits to CAIS.

Table 49 – Respondents perceptions about CAIS personality

Young

Min	Q1	Median	Q3	Max	IQR	Mode
1	2	3	4	7	2	4

Box Plot



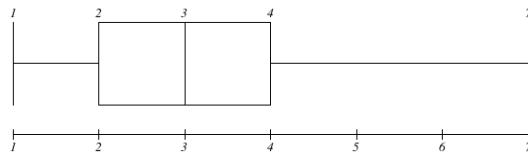
Source: Survey data

Table 50 – Respondents perceptions about CAIS personality

Cheerful

Min	Q1	Median	Q3	Max	IQR	Mode
1	2	3	4	7	2	3

Box Plot



Source: Survey data

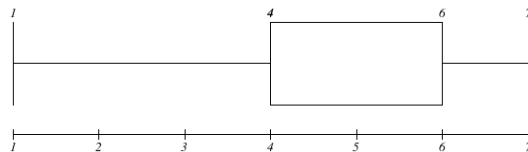
The results for the trait tough show a concentration of 75% of the answers between 4 (first quartile) and 7 (maximum) (**Table 51**). Therefore, approximately 75% of the respondents perceive CAIS as a tough organization.

Table 51 – Respondents perceptions about CAIS personality

Tough

Min	Q1	Median	Q3	Max	IQR	Mode
1	4	4	6	7	2	4

Box Plot



Source: Survey data

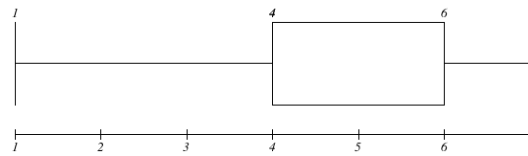
Regarding the trait fostering the results show that 75% of the answers concentrate between 4 (first quartile) and 7 (maximum) (**Table 52**) as consequence, it is possible to infer that approximately 75% of the respondents associate the trait fostering to CAIS.

Table 52 – Respondents perceptions about CAIS personality

Fostering

Min	Q1	Median	Q3	Max	IQR	Mode
1	4	6	6	7	2	6

Box Plot



Source: Survey data

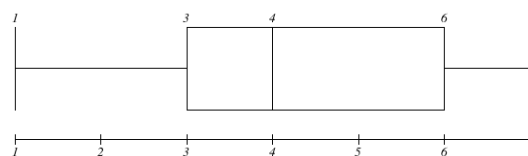
The results about the trait exciting show a concentration of 75% of the answers between 3 (first quartile) and 7 (maximum) (**Table 53**). These results only allow us to conclude that 25% of the respondents do not associate the organization with the trait under analysis, but that other 25% of the respondents do. Regarding the remaining 50% respondents, some of them are undecided while others do associate the trait exciting to the organization. So, approximately 50% of the respondents do associate the trait to CAIS.

Table 53 – Respondents perceptions about CAIS personality

Exciting

Min	Q1	Median	Q3	Max	IQR	Mode
1	3	4	6	7	3	4

Box Plot



Source: Survey data

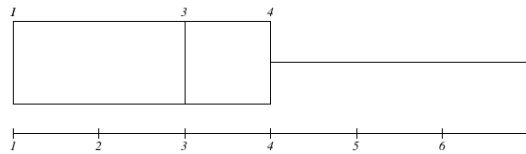
The last trait under study is international which results show a concentration of 75% of the answers between 1 (minimum) and 4 (third quartile) (**Table 54**). Consequently, it is possible to infer that approximately 75% of the respondents do not associate the trait international to CAIS.

Table 54 – Respondents perceptions about CAIS personality

International

Min	Q1	Median	Q3	Max	IQR	Mode
1	1	3	4	7	3	4

Box Plot



Source: Survey data

Beneficiaries

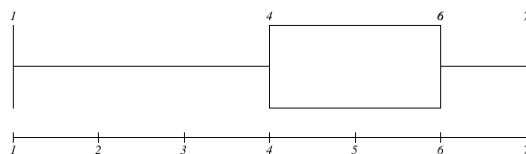
Concerning respondents’ perception about CAIS beneficiaries as people aged over 18 the results show a concentration of 75% of the answers between 4 (first quartile) and 6 and 7(maximum) (**Table 55**). Therefore, approximately 75% of the respondents do perceive the organization’s beneficiaries as people aged over 18.

Table 55 – Respondents perception about CAIS beneficiaries

CAIS beneficiaries are people aged over 18.

Min	Q1	Median	Q3	Max	IQR	Mode
1	4	6	6	7	2	6

Box Plot



Source: Survey data

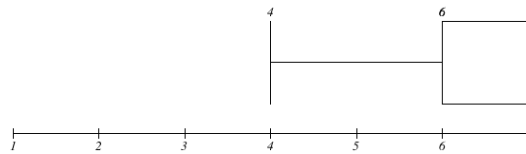
The results related with respondents perception about the beneficiaries as people in risk or social excluded show that 75% of the answers concentrate between 6 (first quartile) and 7 (third quartile) (**Table 56**). So it is possible to infer that at least 75 % of the respondents do hold this perception in their minds.

Table 56 – Respondents perception about CAIS beneficiaries

CAIS beneficiaries are people in risk or social excluded.

Min	Q1	Median	Q3	Max	IQR	Mode
4	6	6	7	7	1	6

Box Plot



Source: Survey data

The results for the perceptions about the beneficiaries as homeless people who sleep in the street; long term-unemployed people; and as capable people with great potential and willingness to change their lives show that 75 % of the answers concentrate between 4 (first quartile) and 7 (maximum) (**Table 57**). Consequently, approximately 75% of the respondents do hold these perceptions about CAIS beneficiaries.

Table 57 – Respondents perception about CAIS beneficiaries

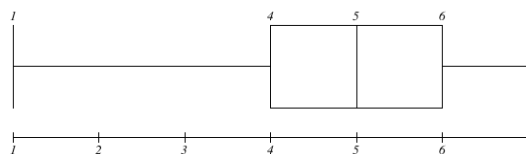
CAIS beneficiaries are homeless people who sleep in the street.

CAIS beneficiaries are long-term unemployed.

CAIS beneficiaries are capable people with great willingness to change their lives.

Min	Q1	Median	Q3	Max	IQR	Mode
1	4	5	6	7	2	4

Box Plot



Source: Survey data

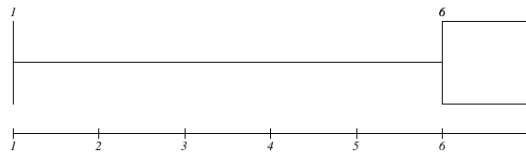
Concerning the perception of CAIS beneficiaries as people in vulnerable situations or economic need, the results show a concentration of 75% of the results between 6 (first quartile) and 7 (maximum) (**Table 578**). This statistics suggest that at least 75% of the respondents perceive CAIS beneficiaries as people in vulnerable situations or economic need.

Table 58 – Respondents perception about CAIS beneficiaries

CAIS beneficiaries are people in vulnerable situations or economic need.

Min	Q1	Median	Q3	Max	IQR	Mode
1	6	6	7	7	1	6

Box Plot



Source: Survey data

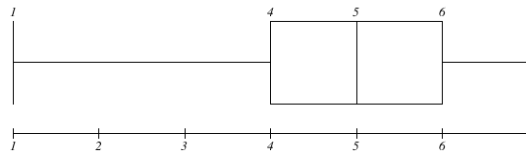
The results about respondents' perception of CAIS beneficiaries as addicts show a concentration of 75% of the answers between 4 (third quartile) and 7 (maximum) (**Table 59**), as consequence approximately 75% of the respondents perceive the beneficiaries as addicts.

Table 59 – Respondents perception about CAIS beneficiaries

CAIS beneficiaries are addicts.

Min	Q1	Median	Q3	Max	IQR	Mode
1	4	5	6	7	2	6

Box Plot



Source: Survey data

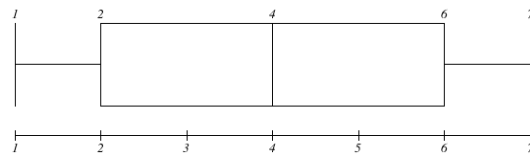
Regarding the results about respondents' perception of the beneficiaries as beggars, it is possible to observe a symmetric distribution of answers relative to the median (**Table 60**). Therefore, approximately 50 % of the respondents perceive CAIS beneficiaries as beggars, while the remaining 50% do not.

Table 60 – Respondents perception about CAIS beneficiaries

CAIS beneficiaries are beggars.

Min	Q1	Median	Q3	Max	IQR	Mode
1	2	4	6	7	4	4

Box Plot



Source: Survey data

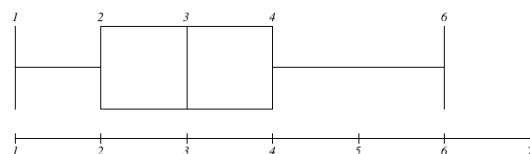
The results related with the perception of the beneficiaries as people with mental health problems, show a concentration of 75% of the results between 1 (minimum) and 4 (third quartile) (**Table 61**). Therefore, approximately 75% of the respondents do not hold this perception towards CAIS beneficiaries.

Table 61 – Respondents perception about CAIS beneficiaries

CAIS beneficiaries are people with mental health problems.

Min	Q1	Median	Q3	Max	IQR	Mode
1	2	3	4	6	2	4

Box Plot



Source: Survey data

Relationship

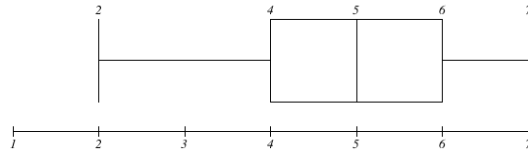
The results about respondents' perception of the relationship that exists between CAIS and its beneficiaries as a close, made of trust, and daily relationship presented similar statistics (**Table 62** and **Table 63**). The results suggest that 75% of the answers concentrate between 4 (first quartile) and 7 (maximum), consequently approximately 75% of the respondents perceive the relationship as stated above.

Table 62 – Respondents perception about the relationship between CAIS and its beneficiaries

There is a close and made of trust relationship between CAIS and its beneficiaries.

Min	Q1	Median	Q3	Max	IQR	Mode
2	4	5	6	7	2	6

Box Plot



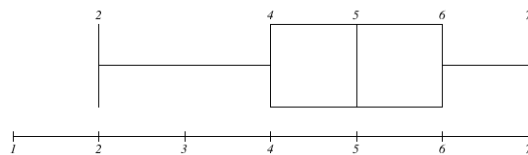
Source: Survey data

Tale 63 – Respondents perception about the relationship between CAIS and its beneficiaries

CAIS tries to involve all its beneficiaries into the organization’s daily live.

Min	Q1	Median	Q3	Max	IQR	Mode
2	4	5	6	7	2	4

Box Plot



Source: Survey data

Finally, regarding the results about respondents’ perception of the relationship between the organization and its beneficiaries as a long-term relationship, they show a concentration of 75% of the answers between 4 (first quartile) and 7 (maximum) (**Table 64**). Thus, it is possible to conclude that approximately 75% of the respondents perceive the relationship as a long-term relationship.

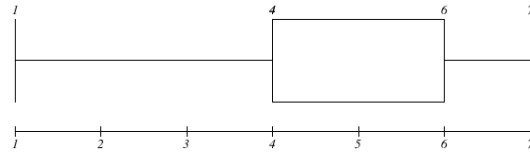
CAIS: narrowing the gap between brand image and brand identity

Table 64 – Respondents’ perception about the relationship between CAIS and its beneficiaries

CAIS has a long-term relationship with its beneficiaries

Min	Q1	Median	Q3	Max	IQR	Mode
1	4	4	6	7	2	4

Box Plot



Source: Survey data

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