

iscte

INSTITUTO
UNIVERSITÁRIO
DE LISBOA

Communication Tools in Humanitarian Organisations

Bernardo Nunes Brito da Mana

Master in Management

Supervisor:

Professor Mónica Mendes Ferreira, Invited Assistant Professor
ISCTE Business School

November 2022



BUSINESS
SCHOOL

Department of Marketing, Operation and Management

Communication Tools in Humanitarian Organisations

Bernardo Nunes Brito da Mana

Master in Management

Supervisor:

Professor Mónica Mendes Ferreira, Invited Assistant Professor
ISCTE Business School

November 2022

*Happiness can be found even in darkest of times
if one only remembers to turn on the light.*
Harry Potter and the Prisoner of Azkaban, 2004

Acknowledgements

Firstly, I would like to acknowledge and give my biggest thanks to my family, for all their love, support and encouragement. In particular to both my parents, for without them none of this would have been possible, nor would I be who I am today.

I would also like to express my sincere gratitude to my friends and colleagues who have been with me along the way. Specially to Ana, Mafalda, Maria and Rafaela, because without their help and support this dissertation would have been a lot harder.

Lastly, but not least, I must share my special thank you to my *estrelinha*, who I am sure is watching over me and all her loved ones. You are deeply missed and will always guide my life with your special words “No matter where you are, I am sure you will succeed. There is no doubt in my mind”.

Resumo

As organizações humanitárias têm se vindo a impor no quotidiano de todos, influenciando cada vez mais a mente das pessoas. A consecução deste processo realiza-se através das mais diversas ferramentas de comunicação. É assim que as Organizações Não Governamentais (ONG) tentam alcançar o seu público, procurando sempre que esses instrumentos tenham um efeito francamente favorável.

Consequentemente, é importante compreender a razão e intenção que subjaz ao desejo de impactar, se o mesmo surte efeito e se não passa despercebido na mente de quem é sensibilizado.

É, frequentemente, através do *branding* emocional que as ONGs tentam influenciar e, em última instância, levar a sua audiência a mudar o comportamento. Conseguindo assim, uma ligação mais forte, que propicia uma maior probabilidade de despoletar um apelo à ação. Este, pode ocorrer de várias formas, nomeadamente através de divulgação boca a boca, partilhando ativamente os pontos de vista e direitos defendidos, ou através da defesa ativa da organização e da participação ou voluntariado na mesma.

Foi através de uma metodologia quantitativa, mais concretamente um questionário que explorou exemplos de comunicação da Amnistia Internacional, que se estudou as diversas variáveis possivelmente associadas ao *branding* emocional e ao apelo à ação associado à marca. É assim possível constatar que esta ONG é eficaz quando comunica, mas não tem uma ligação entre as suas comunicações emocionais e o *branding* emocional. Conclui-se ainda que, no entanto, existe uma ligação entre este último e o apelo à ação associado à organização.

Palavras-Chave: Apelo à Ação, Branding Emocional, Ferramentas de Comunicação, Marketing Social, Organizações Humanitárias

Sistema de Classificação JEL:

L31 Nonprofit Institutions • NGOs • Social Entrepreneurship

M37 Advertising

Abstract

Humanitarian organisations have been imposing themselves on everyone's daily lives, increasingly influencing people's minds. The achievement of this process takes place through the most diverse communication tools. This is how Non-Governmental Organisations (NGOs) try to reach their audiences, always seeking that these tools have a highly favourable effect.

Consequently, it is important to understand the reason and intention behind the desire to have an impact, if it is effective and if it does not go unnoticed in the minds of those who are impacted.

It is often through emotional branding that NGOs try to influence and ultimately drive their audience to change behaviour. In this way, it is possible to achieve a stronger connection, which provides a greater chance of triggering a call to action. This may occur in various forms, namely through word of mouth, actively sharing the points of view and rights defended, through actively advocating for the organisation and participation or volunteering in it.

It was through a quantitative methodology, more specifically a survey that explored examples of Amnesty International's communication, that the various variables possibly associated with emotional branding and brand call to action were studied. It is thus possible to conclude that this NGO is effective when communicating but does not have a connection between its emotional communications and emotional branding. It is also established that there is, however, a link between the latter and the call to action associated with the organization.

Keywords: Communication Tools, Brand Call to Action, Emotional Branding, Humanitarian Organisations, Social Marketing

JEL Classification System:

L31 Nonprofit Institutions • NGOs • Social Entrepreneurship

M37 Advertising

Table of Contents

1.	Introduction.....	1
2.	Literature Review	3
2.1.	Humanitarian Organisations.....	3
2.2	Humanitarian Values and Structural Factors in Communication Strategies	4
2.2.1.	Impact of Humanitarian Principles on Communication Strategies.....	5
2.2.2.	Communication Strategies and Structural Factors	6
2.2.2.1.	Funding	6
2.2.2.2.	Relationship to the political field	7
2.2.2.3.	Organisational Dynamics	7
2.2.2.4.	Desired audiences and impacts	7
2.3.	Marketing Tools and Methods for Non-profit Organizations.....	8
2.3.1.	Methods	8
2.3.1.1.	Setting Marketing Goals	8
2.3.1.2.	Getting to Know your Audience.....	8
2.3.1.3.	Creating Key Reports	9
2.3.1.4.	Choosing, Planning and Choosing the Right Marketing Strategy.....	9
2.3.1.5.	Analysis of the Marketing Strategy	9
2.3.2.	Tools	9
2.4.	Emotional Branding.....	10
2.4.1	Types of Emotional Branding	10
2.4.2	Emotional Branding in NGOs.....	11
3.	Contextualisation	12
3.1.	Amnesty International.....	12
3.1.1.	Communication Strategy	13
3.1.2.	Communication Tools.....	13
3.1.2.1.	Armed Conflict	13
3.1.2.2.	Death Penalty	14
3.1.2.3.	Discrimination.....	15
3.1.2.4.	Freedom of Speech.....	16
3.1.2.5.	Torture	17
4.	Conceptual Model and Research Hypothesis.....	19
4.1.	Armed Conflict.....	20
4.2.	Death Penalty	20

4.3.	Discrimination	20
4.4.	Freedom of Speech.....	20
4.5.	Torture.....	21
4.6.	Emotional Communication.....	21
5.	Methodology	23
6.	Obtained Results, Findings and Discussion	26
6.1.	Descriptive Statistics.....	26
6.1.1.	Sample Profile.....	26
6.1.2.	Construct Analysis	27
6.1.2.1.	Topic Identification	27
6.1.2.2.	Communication Effectiveness	28
6.1.2.3.	Communication Call to Action	28
6.1.2.4.	Emotional Communication	29
6.1.2.5.	Emotional Branding	31
6.1.2.6.	Brand Call to Action	31
6.2.	Hypotheses Testing	32
6.3.	Discussion	35
7.	Conclusion, Limitations and Future Research	37
7.1.	Conclusion	37
7.2.	Limitations and Future Research.....	37
	References	39
	Annex A.....	44

Table of Figures and Tables

Figure 3.1 – Amnesty International’s Logo	12
Figure 3.2 - 8 Soldiers Campaign	14
Figure 3.3 - Child Soldier in Syria Campaign	14
Figure 3.4 - 2018's Top 5 Executioners	14
Figure 3.5 – Death to Death Penalty Campaign	15
Figure 3.6 – Sinister Smile Campaign	15
Figure 3.7 – Repression of Speech Campaign	16
Figure 3.8 – Fountain of Torture Campaign	17
Figure 4.1 – Research Model.....	19
Table 4.2 - Hypotheses Summary.....	22
Table 5.1 - Model Statements	24
Table 6.1 - Descriptive Statistics (n=130)	26
Table 6.2 – Construct: Topic Identification	27
Table 6.3 - Construct: Communication Effectiveness	28
Table 6.4 – Construct: Communication Call to Action	29
Table 6.5 - Construct: Emotional Communication	30
Table 6.6 – Construct: Emotional Branding.....	31
Table 6.7 – Construct: Brand Call to Action	32
Table 6.8 – Hypotheses Testing	33
Table 6.9 - Multiple Linear Regression: Emotional Communication to Emotional Branding	34
Table 6.10 – Multiple Linear Regression: Emotional Branding to Brand Call to Action	35

CHAPTER 1

Introduction

Nearly every type of organisation uses some form or tool of communication to make its purpose known. Humanitarian Organisations, or Non-Governmental Organisations (NGOs), are no different. Nowadays, more and more NGOs are trying to make their message and values reach as many people as possible.

According to the United Nations (UN) (n.d.), "A civil society organisation (CSO) or non-governmental organisation (NGO) is any non-profit, voluntary citizens' group which is organised on a local, national or international level".

Palestine Children's Relief Fund (n.d.) states, "Their mission tends to be broader in scope and more global, supporting health initiatives and crises, education, women and children's rights and social problems around the world. (...) NGOs are sometimes referred to as civil society organisations." Hence, these types of organisations have various objectives, such as the defence of social causes and the desire to make the world a better place to live in (e.g., stop climate change, end world hunger, or defend human rights).

In order to achieve these goals, they need to use the right communication strategies and marketing tools that best fit their values and ideals. They must have a communication strategy that motivates the audience to take action and make change happen, regardless of how this is achieved (provocatively and shockingly or by appealing to the more emotional side of people). The concept of brand emotion will also be explored to determine what this notion is if it is linked to a better understanding of brand emotion and if it is linked with the type of communication strategies and tools these organisations employ.

Thus, motivated by a personal interest in marketing and humanitarian organisations, this **dissertation** explores the topic of **Communication Tools in Humanitarian Organisations**.

It will start by analysing what these organisations are, how they are structured, and the difference between the different types. Then, an assessment of the different strategies organisations use to create awareness, perspectives referring to important factors for NGOs publicity, and some examples of communication tools and methods used by the third sector will be developed.

The concept of emotional branding will also be furtherly analysed and linked to these types of organisations, understanding if it is a commonly used tool for NGOs.

In this sense, the purpose of this dissertation is to **(1)** understand if the communication tools used by NGO's are effective and **(2)** somehow linked to brand emotion.

As such, the research questions that guide this research are:

- 1st. Are NGO's effective when communicating?
- 2nd. Is brand emotion associated with the style of communication of NGO's?
- 3rd. Is brand emotion responsible for the call to action in these organisations?

Subsequently and in order to provide some contextualization for this paper, an analysis of Amnesty International, a humanitarian organisation, will be conducted. This will allow to better understand and provide a real example of what these marketing strategies can be and achieve. In this, instances of the communications strategies used by this entity will be highlighted, and further explained on how the promote awareness, raise funds, and achieve their goals.

The next chapters entail all the stages that piece together the practical part of this research paper. describing the data collection for the online survey that was carried out and the findings that came with it. These outcomes will shed light on the proposed topic and grant some clarification for it.

CHAPTER 2

Literature Review

2.1. Humanitarian Organisations

A country's social, political and economic organisations can be divided into three sectors: public, private and third. The latter covers a range of non-profit organisations with different structures and purposes, belonging to the public or private sectors. Humanitarian organisations are organised for the mutual and public welfare beyond generating profit for investors or their owners. (Salamon, 1999).

Terms like non-governmental, non-profit, and value driven are the fundamental concepts describing these organisations. Respectively, they are generally independent of the government, motivated to achieve and pursue specific social goals, such as improving the environment or economic well-being and raising funds to pursue those goals. In consonance with what Anheier and Toepler (2004) have stated, the profit must all be used to support the organisation's operation.

Usually, most third-sector organisations are committed to a specific problem that needs to be solved (for example, climate change) or to a specific community that needs support and representation (for example, cultural barriers to education). Some organisations work on a wide range of problems, and their focus can be either local, national or global. Non-profit organisations differ from each other and can be divided into several types. They can be classified into associations, foundations or non-governmental organisations (NGOs).

Associations are defined as a group of people that come together for the same purpose and, pending registration in a notary's office, start their activities without the need for equity or capital. The supervision of the activities is carried out by the members themselves, who must follow all the norms established. On the other hand, foundations are organisations that individuals with sufficient assets have created to start the proposed activities. Even though, the public prosecution controls all operations such as services, approvals, legislation and law amendments. Nevertheless, the will of the founder always prevails.

A non-governmental organisation is a non-profit group that works independently of any government. These organisations, sometimes called civil societies, are created to fulfil a social or political purpose, such as humanitarian or environmental causes. Although NGOs are, by definition, non-profits, they can operate with budgets of millions or up to billions of dollars per year.

By being non-profits, NGOs rely on various sources for funding, including membership dues, private donations, the sale of goods and services and grants. The main difference between NGOs and associations or foundations is that NGOs appear as large international organisations, acting mainly on humanitarian, social, or environmental issues. Then again, associations and foundations are perceived

as amateur organisations intervening at a local or national level and in more diverse fields, covering charities or artistic interests (Anheier & Toepler, 2004).

There are variations and important parallels in the links between American and European NGOs and their 'parent' audiences. This is especially relevant because public funding makes many humanitarian organisations less dependent on government funding, making them more easily maintain unbiased. Funding and other means of public support will also provide outlets for people to have a meaningful effect on policy and decision-making in government circles responsible for foreign policy, funding, and military deployment. More generally, differences between European and American humanitarian organisations lay in terms of the access to donor governments, their links to the military, and their contact with the general public.

Europeans, in general, tend to keep a greater distance from the military and are more likely to challenge their leaders, as demonstrated by some public relations policies. At the same time, both in Europe and the United States, several humanitarian organisations collaborate pragmatically with the military in the field, partly because they need donor support and partly because they want to meet the needs of the local population.

According to Raymond, Card, & Achkar (2015, p. 2), "Humanitarian communication is technical capacity building; information collection and dissemination; preparedness activities; and/or data analysis to save lives, alleviating suffering, and protecting the dignity of crisis-affected populations when performed following international standards of humanity, impartiality, neutrality, and independence".

Third-sector organisations strive to raise public awareness and shape their impression about specific issues. They do so through Social Marketing, applying it as a tool to influence public behaviour sustainably and cost-effectively. Social Marketing is "the application of the concepts and tools of commercial marketing to the achievement of socially desirable goals" (Donovan & Henley, 2010, p. 23). In order to be used by humanitarian organisations successfully and reach the desired public, this type of marketing must consider a few key points. Some of these points are achieved by being systematic in their approaches and staying focused on behaviours, as the goal is to influence people's behaviour, not just their thoughts or awareness of a particular issue.

2.2 Humanitarian Values and Structural Factors in Communication Strategies

Humanitarian groups often face a variety of problems that both private and non-profit organisations do not have to compete with. A humanitarian agency, for example, must explain its humanitarian principles, core beliefs, objectives and activities. It also must raise funds to survive, communicate its goal and raise awareness (Dijkzeul & Moke, 2005).

2.2.1. Impact of Humanitarian Principles on Communication Strategies

Divergent and contradictory conceptions of values by humanitarian actors create confusion among participants in the field who do not know how other organisations should behave. At the same time, different organisations' notions of humanitarian values can affect their relations with donor governments and their public communication strategies.

A voluminous literature on cooperation has culminated from the issue of developing and sustaining popular humanitarian action. Another way to approach this question is to take a closer look at this complex group of "humanitarians" and to do so by creating a typology of organisations that can function as a crude expression of the "mental maps" that people interested in humanitarian assistance use to place such humanitarian organisations in their heads.

It helps to place organisations with others, allowing humanitarian organisations to differentiate their strategies about the general public, donor governments, and specific populations. This will also help research those organisations' respective public information policies (Dijkzeul & Moke, 2005).

Based on the organisation's connection to the victims of war, the horizontal axis goes from Impartiality to Solidarity. The vertical axis sets the organisation according to its relationship with the states, primarily through its relationship with the prominent donor in its "home" region and goes from Independence to Subcontracting (Dijkzeul & Moke, 2005).

As a starting point, the horizontal axis represents a conscious preference for impartiality rather than neutrality. Based on need, an independent agency should provide humanitarian assistance without bias, namely ethnicity, religion or other classifications. Regarding an agency's public stance, impartiality provides a degree of freedom. Others may choose to apply this principle quietly; others may choose to practice called "active impartiality" (Slim, 1997).

Solidarity is an explicit commitment to stand alongside a group of individuals and their political cause. There can be positive and negative sides to solidarity: a decision to collaborate with one party means not working with another. Consequently, some victims can be supported while others are not because of those who hold power over them.

The vertical axis looks at the freedom of behaviour of an organisation. An independent agency collects many funds from non-governmental sources and is positioned to create and execute activities that its largest institutional donors do not fund.

On the other end of the spectrum are the "subcontractors". This word is purposely used and refers to a class of organisations that, for donor governments and, to a lesser extent, multilateral institutions, survive through the execution of contracts. Subcontractors must generally meet the foreign policy objectives of the Department and State and determine the projects they conduct.

2.2.2. Communication Strategies and Structural Factors

Different structural factors of a Non-Governmental Organisation can influence its advertising strategies. According to existing academic knowledge, three perspectives are particular for eliciting emotion or attachment to increase commitment to their brand.

The first suggests that the advertising of these organisations “is shaped primarily by a desire to put issues and locales on the public agenda that would otherwise languish unnoticed.” (Powers, 2014, p. 2).

The second states that, in addition, NGOs' news-making strategies reflect their needs in terms of visibility, influence, recognition, and fund-raising (Powers, 2014). These organisations “tend to focus not on what has been accomplished but on convincing people how much remains to be done. (...) These pressures create incentives to present as gloomy a picture (...) as possible in order to keep attention and money flowing” (Rothmyer, 2011, p. 3).

The third perspective says that both normative aims and organizational considerations contribute to NGOs' publicity (Powers, 2014). However, these had to be adapted to the news media (to their biases and preferences), so scholars consider that the main factor which has been influencing NGO's publicity is the media logic, processes through which the media transmits and communicates information (Altheide D. , 2016).

These three perspectives refer to important factors for NGOs' publicity but consider social factors (such as organisational needs and media logics) as a problem and an impediment, when in fact they both enable and constrain.

In order to achieve some strategic purposes such as raising public awareness, soliciting donations, or encouraging solidarity, NGOs conduct a range of information functions, which can be presenting news to the media, writing blog posts, or running thematic online campaigns on important current issues. However, not all these organisations have similar advertising strategies, and through a study, Powers (2014) was able to identify four factors that influence and shape these strategies: form of funding, relationship to state, organizational dynamics, and desired audiences and impacts.

2.2.2.1. Funding

Fundraising is essential for the survival of NGOs. This is possible with the help of donations, whether from individuals, companies or governments, and there are two types of funding, namely, Core Funding and Project-Based Funding.

Core Funding happens when money is donated to an organisation, and it can use it in the way it sees fit and for whatever it needs. Project-based funding happens when money is donated towards a specific end (programme, activity, or country).

Organisations with a higher proportion of the first type of funding do not put as much emphasis on publicity to raise funds (this happens more outside the field of media publicity). Powers (2014), gives the example of International Crisis Groups, which each year holds a closed-door “Global Briefing” with notable and outstanding analysts, with entrance fees that start at \$1,000 per person.

In contrast, for organisations that have a higher percentage of the second type of funding, the media (audio-visual, lifestyle publications, emerging online platforms, among others) is very important, especially to help build brand presence.

2.2.2.2. Relationship to the political field

The relationship of NGOs to the state is also an important factor, and while some organisations prefer to remain neutral in relation to political conflicts, others publicly accuse political actors who are responsible for human rights violations and abuses.

Neutral organisations usually prefer to stay away from news coverage, to ensure that all those in need receive the help and assistance they require. On the other hand, organisations with a more antagonistic position towards the state, see publicity as a way of reaching a wider public, especially political elites, who would otherwise ignore the issues they defend.

Powers gives the example of Human Rights Watch, which reports and publishes facts about those who violate human rights, and at the same time urges political actors to implement changes regarding those facts (Powers, *NGO Publicity and Reinforcing Path Dependencies: Explaining the Persistence of Media-Centered Publicity Strategies*, 2016).

2.2.2.3. Organisational Dynamics

NGOs are composed of various departments, such as research, policy, or media communication. The weight each of these departments has in decision-making also influences NGOs' communication strategies.

In these organisations, whose research staff has greater influence, policy and research departments play an important role in deciding advertising strategies, which are more elite/niche news oriented. Contrarily, when marketing and communication departments have a greater say, they tend to focus more on understanding whether media coverage will contribute to and reinforce institutional objectives.

2.2.2.4. Desired audiences and impacts

As with any communication and advertising strategy, it is fundamental for organisations to understand which target and audiences they want to reach, and which media outlet to use, in order to achieve their objectives.

In general, NGOs opt for two types of media outlets: Mass Media and Prestige Press. The organisations that have a greater proportion of project-funding, opt for a neutral position with the government, and whose marketing departments have a greater influence, commonly go for Mass Media. On the other hand, NGOs which have a higher proportion of core-funding, have a more antagonistic position towards the government, and whose research departments have a greater intervention, normally choose Prestige/Niche Press. The first type of NGOs aims to reach the widest possible audience in order to raise funds and with the objective of educating that audience, while the main objective of the latter is to impact policy makers and influence policy changes.

2.3. Marketing Tools and Methods for Non-profit Organizations

2.3.1. Methods

One of the most important issues for non-profit organisations is their financing, which can be a significant obstacle for them, as these organisations rely external player to obtain the necessary resources.

Through non-profit marketing, not only the organisation itself is promoted, but also their services, leading to more funding, volunteers and awareness. Marketing plans in these types of organisations do not differ much from profit-oriented ones. However, for non-profit organisations, these must be done with more intention to create even more awareness and focus on their mission.

In order to be effective, these plans must include and follow the subsequent methods (Hraskova & Rosnerova, 2021).

2.3.1.1. Setting Marketing Goals

When setting goals in the environment of non-profit organisations, it is important to monitor and respect the SMART (Specific, Measurable, Achievable, Relevant, Time-bound) rule (e.g., when publishing up to date information on social networks in order to maximize the dissemination of information).

2.3.1.2. Getting to Know your Audience

Non-profit marketing can be focused on various groups, like customers, volunteers and donors, and it will communicate differently to each target audience, so the most appropriate content should be chosen for each group of people.

2.3.1.3. Creating Key Reports

These reports must include all the information that should be communicated to the non-profit audience. This information should be easy to remember, follow a guideline, and consistency, so that, no matter who creates it and who distributes it, the message is identical and promotes the same in terms of content.

2.3.1.4. Choosing, Planning and Choosing the Right Marketing Strategy

It is necessary to plan the selected strategy appropriately, and during its preparation, it must answer questions such as “What will be achieved through the chosen marketing strategy?”, “When will the marketing activities take place?”, “What is the importance of the chosen tactic?”, “How much money will it cost?”, among others. This strategic plan is an integral part of a non-profit marketing plan.

2.3.1.5. Analysis of the Marketing Strategy

Through routine reports, a non-profit organisation is able to analyse the performance of the strategies implemented and its weaknesses, and thus be able to find out what is working and what needs to be changed. Due to the nature of these organisations and regarding its limited financial resources, it should be considered that the marketing team will consist only of a few people.

2.3.2. Tools

As already mentioned, for marketing strategies to be efficient, it is necessary to use tools that help in this process. Specific tools may be used to achieve NGO’s goals and obtain benefits through it.

Email Marketing can be considered very effective in reaching people and fulfilling their needs. An example of this is addressing through weekly newsletters containing information related to recruiting volunteers or asking for donations from potential donors. The level of automation is important, as it will save time for the marketing team, and provide the possibility of expanding the emails list or donors.

Event Marketing is considered one of them most effective ways to raise awareness of the mission and activities and receive funding for the organisation.

Nowadays, as the visual content is in such high demand, Video Marketing will be more effective and appealing than written content. The advantage of making a video is that it can incorporate elements that attract and give a certain impression and emoting in people's mind.

Social Media is one of the biggest tools used by many corporations. The biggest benefit is that social networks are free of charge and offer the possibility to connect with the whole world. To be

successful, it should be consistent on adding news and videos, share reports about its non-profit organisations and its activities, and at the same time raise awareness.

A website is an easy way to communicate with its audience, includes all the information and news that should be regularly updated. It will also contain everything related to the activity, like blogs, videos, event information, photos, streams, among others.

For these organisations, Public Speaking is an effective way for people to know the team, their activities, mission, vision and organisational values. It is easier to impress and engage with them.

Lastly, Content Marketing informs people and attracts donors, volunteers, or new visitors to the events. One of the obstacles may be preparing the content, as the marketing team consists of only a small number of members. Another obstacle is the limited time and money to prepare these contents.

The key to the success of a non-profit entity in the market is the constant propagation of information about itself. "The advantage is that it is possible to use several tools at once, which can overlap each other, but it is always necessary to strictly adhere to the content of the information provided." (Hraskova & Rosnerova, 2021, p. 8).

2.4. Emotional Branding

As previously mentioned, Non-Governmental Organisations strive to raise public awareness and shape their impression about particular issues, aiming to influence the public's behaviour and make them want to make a change. Brand emotion and emotional advertising is a very effective way to do so.

However, to better understand brand emotion, one must first understand the very concept of brand personality. Brand personality can be defined as "the set of human characteristics associated with a brand." (Aaker, 1997, p. 347), meaning that a brand can have certain traits associated with it, such as specific emotions or psychological traits.

In this way, emotional branding plays with the human side of the public, seeking to reach and trigger, as the name suggests, emotions. These are usually subconsciously activated and are related to love, power, emotional security and ego gratification. According to Valette-Florence & Valette-Florence (2020, p. 101) "practitioners would also be able to use the variables of emotion or attachment to increase commitment with their brand".

2.4.1 Types of Emotional Branding

There are four types of emotional branding: personality-driven, appeal-driven, sensory-driven and navigation-driven (Ho, 2017). Each of these allows the brand to build an emotional bond or connection with its audience.

Personality-driven emotional branding can be used to emphasise and target particular emotional needs, usually aiming to create a bond with the public precisely aligned with the brand and its values.

On the other hand, appeal-driven, as the name suggests, targets viewers' personal traits by aiming for their hearts. Usually, this emotional branding is linked with the brand identity and what the brand wants to convey.

Sensory-driven emotional branding is connected with the human senses, where sensory perceptions give the brand a way to engage.

Finally, navigation-driven entails long, consistent and connected branding, where the different content is linked and creates a sense of path and familiarity.

2.4.2 Emotional Branding in NGOs

By using emotional branding and advertising, NGOs can benefit by creating awareness to their brand and gaining commitment from their audience. However, some organisations appeal to more robust and controversial emotions when reaching out.

Amnesty International seeks to impact through induced fear rather than compassion, traditionally used in humanitarian appeals (Vestergaard, 2008). Other powerful emotions associated with this NGO are anger, outrage and sadness.

This is commonly done to get an answer, shock and ultimately appeal for a call-to-action. There can be two types of response when an organisation can successfully get its audience to act, either contributing monetarily, by donating or funding it or contributing by speaking up. This last form of contribution can be compelling, be it by simply sharing (Word of Mouth or social media sharing) or going the extra mile and ultimately advocating and volunteering for the organisation.

CHAPTER 3

Contextualisation

As previously mentioned, the communication strategies of humanitarian organisations are essential for their success, to get their ideals across to the public and to create awareness for critical issues.

Therefore, Amnesty International will be further analysed to understand its communication strategies better to achieve those goals.

3.1. Amnesty International

It was in 1961 that the first steps towards creating Amnesty International (AI) were made. Under the country's dictatorship, two Portuguese students were jailed for raising a toast for freedom in downtown Lisbon. Peter Benenson, a British lawyer, was outraged by this and not only wrote the article "The Forgotten Prisoners" for the Observer newspaper but also launched and conducted a massive campaign called "Appeal for Amnesty", sparking the power of the union in the whole world and calling for the birth of an important social change. This, in consequence, led to the establishment of this organisation in London later that year (Amnesty International, 2022).

Amnesty International is a people's movement based on global voluntary membership, represented by its entities (sections and structures) and its international members, with a presence in many countries. This organisation's vision is of a world where everyone enjoys all the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments. In order to attain this vision, Amnesty International's mission is to undertake research and action focused on preventing and ending grave abuses of these rights.

Figure 3.1 – Amnesty International's Logo



Through detailed research, advocacy, lobbying, determined campaigning and action, the organisation helps fight abuses of human rights worldwide and even won the 1977 Nobel Peace Prize for this cause.

Some of these human rights are related to armed conflict, arms control, climate change, the death penalty, discrimination, freedom of speech, police violence, sexual and reproductive rights and torture.

3.1.1. Communication Strategy

Amnesty International's evolution over the years has meant that its way of communicating with the world has also evolved. This transformation has involved the humanitarian sector in general, with the increase of NGOs, and the technological change the world has been experiencing. As a result, these organisations have grown in professionalisation, such as their focus on marketing techniques and strategies.

This organisation believes that external communication is crucial to its theory of change in telling people about the world's needs and how they create that change. In other words, as stated in *More people. The Amnesty International U.K. Communications Strategy (2016-2020)*, "We don't communicate to talk about the change we make in the world. We communicate to make change happen." (Amnesty International, 2020, p. 10). Furthermore, some even consider this strategy not only a communication strategy but an organisational one.

3.1.2. Communication Tools

Following the previously mentioned strategy, the primary source of communication of this NGO is through social media platforms, such as Facebook, Twitter and Instagram, campaigns, and advertisements concerning all the major human rights issues the organisation stands for (Favour & Folarin, 2021).

Amnesty International is well known for the type of ads it conducts, always containing a powerful and sometimes overwhelmingly strong message. The use of its signature yellow and black logo colours is also a distinctive feature that allows the viewer to recognise and identify the organisation immediately.

3.1.2.1. Armed Conflict

Amnesty International fights violations of international law during armed conflicts by documenting, campaigning and conducting on-site and remote investigations into these abuses, including war crimes, genocide and crimes against humanity. The most significant change this NGO tries to make is the end to the recruitment and use of child soldiers and their demobilisation, rehabilitation and reintegration into society (Amnesty International, 2022).

Figure 3.2 - 8 Soldiers Campaign

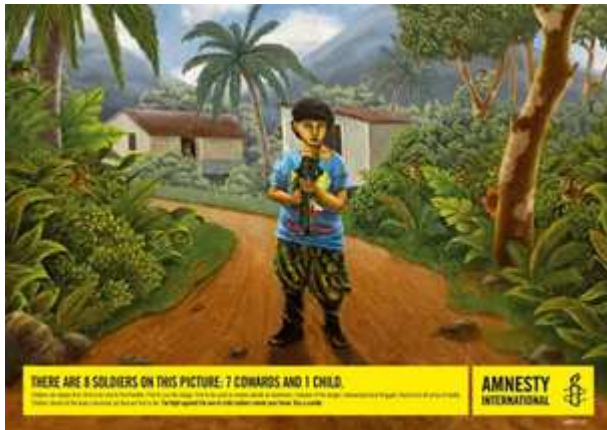


Figure 3.3 - Child Soldier in Syria Campaign



The first ad, in painting form, features a child holding a gun in the big frame, the headline saying, "There are 8 soldiers in this picture: 7 cowards and 1 child", and 7 adult men hiding in the landscape. After reading this, the viewer acknowledges the men in hiding and realises that the ones who are supposed to be fighting, protecting their causes, are the ones in hiding, whereas the child is the real soldier, always being the first they send to the frontline.

The second one, however, is a real picture of a child soldier, on crutches, in a building destroyed and affected by the war in Syria. This ad can come across as somewhat overwhelming, but the primary purpose is to take advantage of its shock-value, to leave people thinking and to make them want to act on the issue. A headline adds to this: "The youngest war veterans are in Syria. Help us help them".

3.1.2.2. Death Penalty

Amnesty International is a strong advocate against the death penalty, considering it the ultimate cruel, inhuman and degrading punishment, being opposed to it in all cases, without exception.

AI tries to create change around this issue by releasing annual global reports containing facts and figures on death sentences and executions worldwide and subsequently launching advertisements such as the one below, which contains the 5 countries in 2018 with the highest number of executions.

Figure 3.4 - 2018's Top 5 Executioners



In 2017, with the help of the communication agency TBWA\Paris, the French-branch of AI also launched a campaign against the death penalty, using several executional scenarios made of wax. During the video ad, the wax figures representing such scenarios melt due to the Amnesty International candle flame.

Figure 3.5 – Death to Death Penalty Campaign



3.1.2.3. Discrimination

Amnesty International's work is rooted in the principle of non-discrimination, as they work with communities worldwide, challenging discriminatory laws and practices to ensure all people can enjoy their rights equally. This organisation tackles many types of discrimination, such as racial and ethnic discrimination, xenophobia, discrimination against LGBTQI+ people and gender discrimination.

Erin Sykes, a graphic designer, created the ads presented below for AI that highlight domestic abuse in gay and lesbian relationships. The Sinister Smile campaign consisted of four printed ads, two for each couple.

Figure 3.6 – Sinister Smile Campaign



In the first ad of the set, we see a smiling person and a headline saying, "it is surprising what a smile can hide". On the other hand, the following ad shows an abusive gay relationship with the text body, "Domestic violence among Gay and Lesbian couples is just as common as with heterosexual relationships."

Because even in countries where homosexuality is not criminalised, there is substantial stigma and stereotyping of LGBTQI+ identities that prevent these individuals from living their lives as equal members of society or accessing rights and freedoms that are available to others, this campaign is very much in line with what Amnesty International advocates, as it brings awareness to the normalisation of this issue.

3.1.2.4. Freedom of Speech

Amnesty International believes that everyone has the right to say what they think, share information, demand a better world, agree or disagree with those in power, and express these opinions in peaceful protests. As such, this NGO supports people who speak out peacefully for themselves and others, much like Peter Benenson, AI's founder, did back in 1961, as previously described.

Amnesty International launched several campaigns to change the repression of speech some people in the world are under.

Figure 3.7 – Repression of Speech Campaign



In 2015, with the help of Miami Ad School, the organisation released the ad presented above. It shows a series of microphones as if the person were giving a speech, but in the middle of them is a disguised gun, i.e., the person does not have freedom of speech. Additionally, the headline states,

"Speaking out shouldn't be threatening." and is followed by the text body, "Denounce repression of speech".

Once again, Amnesty International managed to transmit the message in a compelling and somewhat overwhelmingly strong way, as the viewers find themselves in an oppressed position, with a gun pointed at them.

3.1.2.5. Torture

For more than 50 years, Amnesty International has been fighting and documenting torture, exposing the perpetrators, and helping victims get justice, as torture often happens in secret, for instance, in police lockups, interrogation rooms or prisons. It was partly due to this fight that the organisation won the Nobel Peace Prize back in 1977, as previously mentioned.

Under international law, torture and other forms of ill-treatment are always illegal. Nonetheless, many states have failed to criminalise torture as a specific offence under their national laws, and governments worldwide continue to defy international law by torturing people.

Their campaign is for implementing measures to protect people from torture and bring the perpetrators to justice.

In 2015, a fountain was set up in several German cities. This monument, the "Fountain of Torture", was a tool that shows the horrors of waterboarding. Every opening ceremony was attended by local politicians, celebrities, and former torture victims, giving the idea additional media attention. Furthermore, people could make a direct change by donating at the fountain, via text messaging or the Amnesty website.

To add to this, a printed ad was made where people completely ignore the monument, with their backs turned to the torture fountain, and the headline "In over 140 countries torture is part of people lives", as shown below.

Figure 3.8 – Fountain of Torture Campaign



Amnesty International continues to fight and advocate for the essential human rights people should be granted, mainly through their communication strategy and tools, involving several activists and practices that will make a change. Much in line with what the founder intended, "The candle burns not for us, but for all those whom we failed to rescue from prison, who were shot on the way to prison, who were tortured, who were kidnapped, who 'disappeared'. That's what the candle is for." - Peter Benenson, (n.d.).

CHAPTER 4

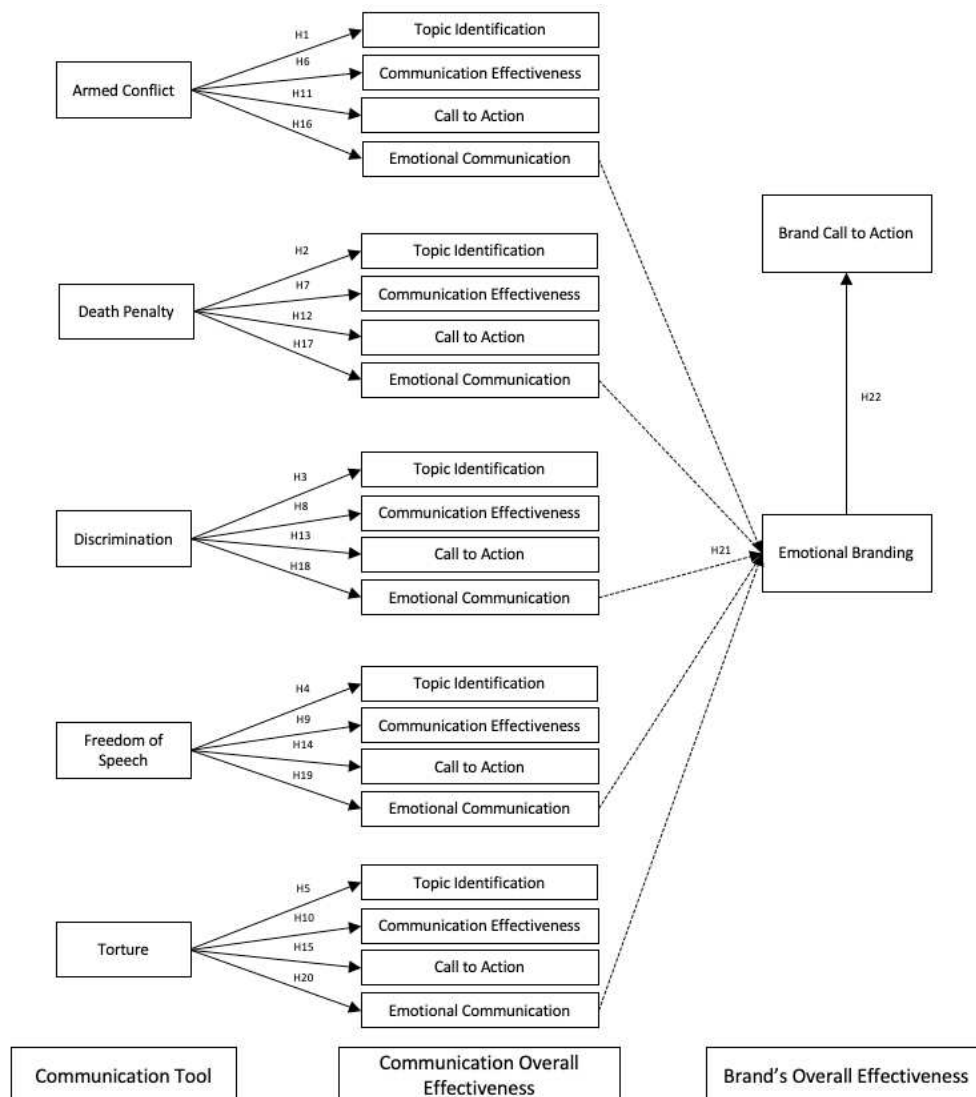
Conceptual Model and Research Hypothesis

Considering the literature review previously indicated and the contextualisation of Amnesty International, two questions remain: "How effective is Amnesty International's communication?" and "Does Amnesty International appeal to strong emotions when communicating?".

With this being said, a research model was built to better understand the aimed research purpose, with 5 examples of communication tools used by Amnesty International. This was based on previous studies, that entailed the tools used in NGOs (Hraskova & Rosnerova, 2021), how emotion can lead to brand commitment (Valette-Florence & Valette-Florence, 2020) and emotions commonly associated with Amnesty International's communications (Vestergaard, 2008).

Each example assessed four constructs: Topic Identification, Communication Effectiveness, Communication Call-to-Action and Emotional Communication.

Figure 4.1 – Research Model



4.1. Armed Conflict

As previously mentioned, Amnesty International fights international law violations during armed conflicts by documenting, campaigning and conducting on-site and remote investigations into these abuses, including war crimes, genocide and crimes against humanity.

As such, with this example, the following hypotheses are established:

H1: Armed Conflict Communication successfully identified the human rights topic being tackled.

H6: Armed Conflict Communication was effective and transparent.

H11: Armed Conflict Communication had a call-to-action effect on the audience.

H16: Armed Conflict Communication triggered a strong emotion in the audience.

4.2. Death Penalty

Amnesty International is a strong advocate against the death penalty, considering it the ultimate cruel, inhuman and degrading punishment, opposing it in all cases without exception.

With this, the following hypotheses are proposed:

H2: Death Penalty Communication successfully identified the human rights topic being tackled.

H7: Death Penalty Communication was effective and transparent.

H12: Death Penalty Communication had a call-to-action effect on the audience.

H17: Death Penalty Communication triggered a strong emotion in the audience.

4.3. Discrimination

Amnesty International's work is rooted in the principle of non-discrimination, as they work with communities worldwide, challenging discriminatory laws and practices to ensure all people can enjoy their rights equally. This organisation tackles many types of discrimination, such as racial and ethnic discrimination, xenophobia, discrimination against LGBTQI+ people and gender discrimination.

In this case, the following hypotheses are developed:

H3: Discrimination Communication successfully identified the human rights topic being tackled.

H8: Discrimination Communication was effective and transparent.

H12: Discrimination Communication had a call-to-action effect on the audience.

H18: Discrimination Communication triggered a strong emotion in the audience.

4.4. Freedom of Speech

Amnesty International believes that everyone has the right to say what they think, share information, demand a better world, agree or disagree with those in power, and express these opinions in peaceful protests.

As such, the following hypotheses are formulated:

H4: Freedom of Speech Communication successfully identified the human rights topic being tackled.

H9: Freedom of Speech Communication was effective and transparent.

H14: Freedom of Speech Communication had a call-to-action effect on the audience.

H19: Freedom of Speech Communication triggered a strong emotion in the audience.

4.5. Torture

Amnesty International has been fighting and documenting torture, exposing the perpetrators, and helping victims get justice, as torture often happens in secret, for instance, in police lockups, interrogation rooms or prisons.

With this, the following hypotheses are established:

H5: Torture Communication successfully identified the human rights topic being tackled.

H10: Torture Communication was effective and transparent.

H15: Torture Communication had a call-to-action effect on the audience.

H20: Torture Communication triggered a strong emotion in the audience.

4.6. Emotional Communication

By appealing to emotions in their communication tools, NGOs can benefit by creating awareness to their brand and gaining commitment from their audience. Amnesty International is well known for using and impacting not only through induced fear but also anger, Outrage and sadness.

In this case, the following hypothesis is developed:

H21: Amnesty International has a robust emotional characteristic associated with the brand.

4.7. Emotional Branding

One of the main goals of using emotional branding is to get the audience to respond in any way. The most common response is for the recipient of the communication to take action.

This can, directly or indirectly, happen in three ways. Either by contributing monetarily, speaking out, or even joining the organisation.

As such, the following hypothesis is established:

H22: After using emotional branding, Amnesty International successfully calls to action.

Communication Tools in Humanitarian Organisations

Table 4.2 - Hypotheses Summary

Hypothesis	Description	Based on
H1	Armed Conflict Communication successfully identified the human rights topic being tackled.	
H2	Death Penalty Communication successfully identified the human rights topic being tackled.	
H3	Discrimination Communication successfully identified the human rights topic being tackled.	
H4	Freedom of Speech Communication successfully identified the human rights topic being tackled.	
H5	Torture Communication successfully identified the human rights topic being tackled.	
H6	Armed Conflict Communication was effective and transparent.	
H7	Death Penalty Communication was effective and transparent.	
H8	Discrimination Communication was effective and transparent.	
H9	Freedom of Speech Communication was effective and transparent.	
H10	Torture Communication was effective and transparent.	
H11	Armed Conflict Communication had a call-to-action effect on the audience.	(Vestergaard, 2008); (Valette-Florence & Valette-Florence, 2020); (Hraskova & Rosnerova, 2021); Author's elaboration
H12	Death Penalty Communication had a call-to-action effect on the audience.	
H13	Discrimination Communication had a call-to-action effect on the audience.	
H14	Freedom of Speech Communication had a call-to-action effect on the audience.	
H15	Torture Communication had a call-to-action effect on the audience.	
H16	Armed Conflict Communication triggered a strong emotion in the audience	
H17	Death Penalty Communication triggered a strong emotion in the audience.	
H18	Discrimination Communication triggered a strong emotion in the audience.	
H19	Freedom of Speech Communication triggered a strong emotion in the audience.	
H20	Torture Communication triggered a strong emotion in the audience.	
H21	Amnesty International has a robust emotional characteristic associated with the brand.	
H22	After using emotional branding, Amnesty International successfully calls to action.	

CHAPTER 5

Methodology

As previously stated, this research aims to evaluate the effectiveness of NGOs communication tools and their link to brand emotion. A conceptual model was established, and an empirical study based on the quantitative method was applied to validate the research hypotheses. Table 5.1 provides an overview of the constructs' operationalisation.

The quantitative method, in this specific case, a survey, was chosen because it enables a larger sample size to study the hypotheses into question and thus obtain a more accurate conclusion (Edler, et al., 2002). It is a quick and objective method of collecting information, allowing a randomised sample, which mitigates biased responses. It is anonymous, permitting respondents to share a more honest perspective. The honesty of the answers to this study is of the utmost importance. As such, all of the answers to this survey were anonymous, as the topic at hand related to human emotions, and the anonymity "shield" helps people be more honest.

The survey was developed using the Qualtrics platform, and scales were adapted from existing literature. The sample population had no restrictions regarding specific characteristics of the respondent's response profile. More specifically, there was no required age range, gender, or previous knowledge of the brand required, which allowed a wider variety of respondents.

The survey was distributed using social media platforms such as Instagram, Facebook, LinkedIn and WhatsApp. The responses were gathered between 23 September 2022 and 23 October 2022. Consequently, it was possible to observe 223 responses, but only 130 were validated due to the lack of information in those that were not considered. Thus, all validated answers have no missing data.

The survey was designed in Portuguese, English and Spanish to extend the investigation to other nationalities. The statements were initially drafted in English and translated into Portuguese and Spanish to ensure accuracy. Additionally, the privacy of the information acquired from respondents was protected.

The study was divided into three different parts, each collecting different data. First, some sociodemographic characteristics were collected, such as age and gender. The second part focused on determining the respondent's profile, evaluating if there was any previous familiarity with Amnesty International, namely by recognising the brand logo and correctly selecting the organisation's name. It was also determined if the respondent had any previous feelings or emotions associated with the brand, rating the sentence on a five-point Likert Scale. This is important to understand the prior relationship of the respondent with the brand and with this scale the respondents can more easily state their opinion without being held back by a written answer.

The last part focused on the research model, gathering information on the aimed objectives.

Communication Tools in Humanitarian Organisations

Table 5.1 - Model Statements

Construct	ID	Items	Scale / Measures
Respondent Profile	AGE	Please select your age.	Years
	GENDER	Please select your gender.	Female, Male, Non-Binary, Other/ I Prefer not to Answer
	RM1	Do you recognise this brand?	Yes, No, Maybe
	RM2	Please identify the Humanitarian Organization.	Red Cross, Amnesty International, Greenpeace, World Wildlife Fund
	RM3	I associate an emotion to this brand.	Five-Point Likert Scale *
Topic Identification	AC1	What do you think this image is trying to tackle?	Armed Conflict, Children's Rights, Discrimination, Living in Dignity
	DP1	What do you think this image is trying to tackle?	Armed Conflict, Death Penalty, Torture, Living in Dignity
	DI1	What do you think this image is trying to tackle?	Sexual and Reproductive Rights, Discrimination, Domestic Violence, Living in Dignity
	FS1	What do you think this image is trying to tackle?	Discrimination, Freedom of Speech, Police Violence, Living in Dignity
	TO1	What do you think this image is trying to tackle?	Discrimination, Freedom of Speech, Police Violence, Torture
Communication Effectiveness	AC2	I feel that the communication presented was clear and clearly tackled the topic advocated by Amnesty International.	Five-Point Likert Scale *
	DP2	I feel that the communication presented was clear and clearly tackled the topic advocated by Amnesty International.	
	DI2	I feel that the communication presented was clear and clearly tackled the topic advocated by Amnesty International.	
	FS2	I feel that the communication presented was clear and clearly tackled the topic advocated by Amnesty International.	
	TO2	I feel that the communication presented was clear and clearly tackled the topic advocated by Amnesty International.	
Communication Call to Action	AC3	This image makes me want to act or contribute in some way.	Five-Point Likert Scale *
	DP3	This image makes me want to act or contribute in some way.	
	DI3	This image makes me want to act or contribute in some way.	
	FS3	This image makes me want to act or contribute in some way.	
	TO3	This image makes me want to act or contribute in some way.	

Communication Tools in Humanitarian Organisations

On a scale of 1 to 5, with 1 being totally disagree and 5 being totally agree, how much do you associate the feelings below with the communication previously presented?			
Emotional Communication	AC4.1	Happiness	Five-Point Likert Scale *
	DP4.1	Happiness	
	DI4.1	Happiness	
	FS4.1	Happiness	
	TO4.1	Happiness	
	AC4.2	Empathy	Five-Point Likert Scale *
	DP4.2	Empathy	
	DI4.2	Empathy	
	FS4.2	Empathy	
	TO4.2	Empathy	
	AC4.3	Anger	Five-Point Likert Scale *
	DP4.3	Anger	
	DI4.3	Anger	
	FS4.3	Anger	
	TO4.3	Anger	
	AC4.4	Fear	Five-Point Likert Scale *
	DP4.4	Fear	
	DI4.4	Fear	
	FS4.4	Fear	
	TO4.4	Fear	
AC4.5	Outrage	Five-Point Likert Scale *	
DP4.5	Outrage		
DI4.5	Outrage		
FS4.5	Outrage		
TO4.5	Outrage		
AC4.6	Sadness	Five-Point Likert Scale *	
DP4.6	Sadness		
DI4.6	Sadness		
FS4.6	Sadness		
TO4.6	Sadness		
Emotional Branding	EB1	After all the communication examples, I now associate one or more emotions with the brand.	Yes, No
	EB2	What emotion(s) do you associate with the brand? Please select up to 2 options.	Happiness, Empathy, Anger, Fear, Outrage, Sadness
Brand Call to Action	BCA1	After this survey, not only do I have a different view of Amnesty International, but I would be willing to contribute in some way to this organisation (either monetarily or just by outreach).	Five-Point Likert Scale *

* 1 – Totally Disagree; 2 – Disagree; 3 – Neither Agree Nor Disagree; 4 – Agree; 5 – Totally Agree

CHAPTER 6

Obtained Results, Findings and Discussion

This chapter will enclose the data and conclusions from the survey, detailed previously. All the analysis and data treatment for the surveys was performed through IBM's SPSS.

Various analyses for descriptive statistics were performed, starting with a general demographic overview of the sample and proceeding with an observation of the variables composing each construct of the model and their consequent reliability.

Also, several nonparametric one-sample t-tests were performed for each of the associations established in the model, testing the dependence relationships between the constructs.

6.1. Descriptive Statistics**6.1.1. Sample Profile**

Table 6.1 represents the respondents' information about gender, age, familiarity with the brand (logo and correct identification) and presence of any previous emotions associated with Amnesty International.

After analysing the information, it was possible to determine that 76 participants (58,5%) were female, 51 (39,2%) were male, and 3 participants identified as non-binary (2,3%). Regarding age demographics, the range with the highest expression is the one with individuals between 18 and 30 years old – weighing 51,5% of participants. Regarding the brand's logo recognition, almost half of the participants did not recognise the brand (47,7% of the participants). Of the ones that did, 95,6% correctly identified the brand. When it comes to having any primary emotion associated with the brand, for the respondents who correctly identified it, 72,3% of them either agreed or totally agreed to have an emotion associated with Amnesty International.

Table 6.1 - Descriptive Statistics (n=130)

Characteristics	Frequency	(%)
Gender		
Female	76	58,5
Male	51	39,2
Non-Binary	3	2,3
Other / I Prefer not to answer	0	0
Age Groups		
< 18 years old	2	1,5
18 - 30 years old	67	51,5
31 - 45 years old	20	15,4
46 - 60 years old	31	23,8
> 60 years old	10	7,7

Brand Recognition		
Yes	55	42,3
Maybe	13	10
No	62	47,7
Brand Identification		
Red Cross	1	1,5
Amnesty International	65	95,6
Greenpeace	1	1,5
World Wildlife Fund (WWF)	1	1,5
Prior Brand Emotion		Mean
Brand Emotion		3,91
Measured on a five-point Likert scale (1 = Totally Disagree; 5 = Totally Agree)		

6.1.2. Construct Analysis

6.1.2.1. Topic Identification

When it comes to successfully identifying the topic the communication was trying to tackle, Amnesty International can do this very evidently in some of the human rights defended.

However, as it is possible to observe in table 6.2, some communication examples missed the mark, such as Armed Conflict (**AC1**) and Discrimination (**DI1**). These cases were only correctly identified by 34 of the respondents (26,2%). In both scenarios, nearly 74% failed to recognise what was being advocated accurately.

On the other hand, the communication used for tackling the Death Penalty (**DP1**), Freedom of Speech (**FS1**) and Torture (**TO1**) issues was very successful.

Table 6.2 – Construct: Topic Identification

Topic Identification	Frequency	(%)
AC1		
Armed Conflict	34	26,2
Children's Rights	84	64,6
Discrimination	4	3,1
Living in Dignity	8	6,2
DP1		
Armed Conflict	1	0,8
Death Penalty	124	95,4
Torture	2	1,5
Living in Dignity	3	2,3
DI1		
Sexual and Reproductive Rights	14	10,8
Discrimination	34	26,2
Domestic Violence	62	47,7
Living in Dignity	20	15,4

FS1		
Discrimination	3	2,3
Freedom of Speech	122	93,8
Police Violence	3	2,3
Living in Dignity	2	1,5
TO1		
Discrimination	7	5,4
Freedom of Speech	1	0,8
Police Violence	4	3,1
Torture	118	90,8

6.1.2.2. Communication Effectiveness

In order to understand the effectiveness of the communications presented, the respondents evaluated if the examples shown, in their opinion, were clear and tackled the topic being advocated in a five-point Likert-Scale, where 1 was totally disagree, and 5 totally agree.

Looking at these construct's means, it is possible to see that some communications were less effective than others. It is the case of Discrimination (**DI2**) and Torture (**TO2**).

Cronbach's Alpha allows us to assess the degree of reliability of the constructs being used (Daud, Khidzir, Ismail, & Abdullah, 2018). In this case, as shown in table 6.3, this value (0,674) allows us to infer that the internal dimensions of these items have moderate statistical consistency.

Table 6.3 - Construct: Communication Effectiveness

Communication Effectiveness	Mean	Median	Std. Deviation	Cronbach's Alpha (α)
AC2	4,06	4,00	1,062	0,674
DP2	4,12	4,00	0,915	
DI2	3,63	4,00	1,324	
FS2	4,06	4,00	0,994	
TO2	3,89	4,00	1,108	

Measured in a five-point Likert scale
(1 = Totally Disagree; 5 = Totally Agree)

6.1.2.3. Communication Call to Action

Call to action is when the audience feels compelled to act, intervene or advocate, in any way, based on the element being presented (Poels & Dewitte, 2019). With these communications, it is important to evaluate the willingness of the respondents to take action upon being presented with different communication examples.

Looking at these construct's means, it is possible to see that some communications had less call-to-action effect than others. It is the case of the Death Penalty (**DP3**) example.

The Cronbach's Alpha allows assessing that in this case, as shown in table 6.4, this value (0,754) infers that the internal dimensions of these items have statistical consistency.

Table 6.4 – Construct: Communication Call to Action

Communication Call to Action	Mean	Median	Std. Deviation	Cronbach's Alpha (α)
AC3	4,07	4,00	0,78	0,754
DP3	3,55	4,00	0,99	
DI3	4,12	4,00	0,84	
FS3	3,82	4,00	0,92	
TO3	3,84	4,00	0,84	

Measured on a five-point Likert scale
(1 = Totally Disagree; 5 = Totally Agree)

6.1.2.4. Emotional Communication

By using emotional advertising, brands can benefit by creating awareness of their brand and gaining commitment from their audience. Amnesty International is well known for using stronger, more powerful, and often more shocking emotions to communicate and get to the public (Vestergaard, 2008).

In order to better analyse this, six emotions for communication were introduced to the respondents: Happiness, Empathy, Anger, Fear, Outrage and Sadness. Each of these items were evaluated on a five-point Likert Scale, where the answers show how agreeable the emotions are with what the advertisement wanted to convey. Looking at table 6.5, it is possible to highlight 3 emotions: Happiness, Outrage and Sadness.

Happiness was an emotion that the viewers did not associate with the communications presented. All the means point to the lowest point in the scale, were the respondents totally disagreed with this statement. On the other hand, Outrage and Sadness presented the highest means across all the advertisement examples.

Considering the communication examples, Armed Control was the one that had the highest mean across all emotions, triggering sadness in the audience. It is also important to stand out the performance of the Discrimination example, having high means across all the stronger emotions (Anger, Outrage and Sadness).

Regarding the reliability of the constructs being used, Cronbach's Alpha allows us to assess that, in these cases, the internal dimensions of these items have moderate to excellent statistical consistency.

Communication Tools in Humanitarian Organisations

Table 6.5 - Construct: Emotional Communication

Emotional Communication	Mean	Median	Std. Deviation	Cronbach's Alpha (α)
Happiness				
AC4.1	1,14	1,00	0,49	0,689
DP4.1	1,33	1,00	0,66	
DI4.1	1,28	1,00	0,74	
FS4.1	1,67	1,00	1,03	
TO4.1	1,42	1,00	0,82	
Empathy				
AC4.2	3,77	4,00	1,30	0,829
DP4.2	3,02	3,00	1,29	
DI4.2	3,29	4,00	1,40	
FS4.2	3,16	3,00	1,28	
TO4.2	3,28	4,00	1,35	
Anger				
AC4.3	3,69	4,00	1,19	0,724
DP4.3	3,09	3,00	1,16	
DI4.3	3,86	4,00	1,08	
FS4.3	3,20	3,00	1,24	
TO4.3	3,61	4,00	1,20	
Fear				
AC4.4	3,57	4,00	1,21	0,749
DP4.4	3,12	3,00	1,16	
DI4.4	3,22	3,00	1,38	
FS4.4	3,28	3,00	1,25	
TO4.4	3,45	4,00	1,28	
Outrage				
AC4.5	4,31	5,00	1,05	0,775
DP4.5	3,47	4,00	1,14	
DI4.5	4,25	4,00	0,93	
FS4.5	3,70	4,00	1,19	
TO4.5	3,95	4,00	1,14	
Sadness				
AC4.6	4,45	5,00	0,87	0,767
DP4.6	3,64	4,00	1,11	
DI4.6	4,17	4,00	0,97	
FS4.6	3,42	4,00	1,17	
TO4.6	3,95	4,00	1,15	

Measured on a five-point Likert scale
(1 = Totally Disagree; 5 = Totally Agree)

6.1.2.5. Emotional Branding

As previously stated, by using emotional advertising, brands can benefit by creating awareness of their brand and gaining commitment from their audience. Through this, it is possible to attain emotional branding, where the public can associate a specific emotion with the brand or organisation in question.

In table 6.6, it is possible to observe that most of the respondents associate an emotion with the brand (80,8%). However, it is also essential to understand the most commonly associated emotion.

For the 105 participants that linked an emotion to the brand, a choice was given for up to two emotions, maintaining the ones presented in the communication examples. Two emotions stand out: Empathy and Outrage (35,7% and 33,7%, respectively).

Table 6.6 – Construct: Emotional Branding

Emotional Branding	Frequency	(%)
EB1		
Yes	105	80,8
No	25	19,2
EB2		
Happiness	7	3,60
Empathy	70	35,7
Anger	10	5,1
Fear	10	5,1
Outrage	66	33,7
Sadness	33	16,8

6.1.2.6. Brand Call to Action

The main goal of NGO's when communicating is to cause any reaction from their audience. There can be two types of response: donating or funding or speaking up, sharing or advocating for the brand and what it stands for (Vestergaard, 2008).

In this way, the survey aimed to understand if the participants were willing to contribute in some way to this organisation (either monetarily or just by outreach) on a five-point Likert scale, where 1 was totally disagree and 5 totally agree.

As seen in table 6.7, most agree with the statement presented (42,30%) and the majority either agree or totally agree (60,80%).

Table 6.7 – Construct: Brand Call to Action

Brand Call to Action	Frequency	(%)	Mean	Std. Deviation
Totally Disagree	7	5,40		
Disagree	12	9,20		
Neither Agree nor Disagree	32	24,60	3,59	1,062
Agree	55	42,30		
Totally Agree	24	18,50		

6.2. Hypotheses Testing

In order to evaluate the hypotheses previously described, it is important to test them and conclude if they are supported by the significance and reliability tests performed.

To assess the first hypotheses (H1 to H20), nonparametric one-sample t-tests were conducted. These tests compare the mean of the sample data to a known value, meaning that it is possible to see if the mean or median of the sample is comparable to the goal value (Nahm, 2016).

Hypotheses 1 to 5 established the relationship between the communication examples and the correct identification of the human rights advocated by Amnesty International. The sample results were compared to the correct answer to analyse this, and a Wilcoxon bilateral test was conducted. The null hypotheses represented the hypotheses being studied, meaning that if the p value > 0,05, it was not rejected.

Looking at table 6.8 and considering a 95% level of confidence ($\alpha=0,05$), two of the hypotheses were not rejected, DP→TC (0,0719) and FS→TC (0,287). All the others had weak relationships between the constructs, AC→TC (<0,001), DI→TC (<0,001) and TO→TC (0,001). This means that hypotheses H1, H3 and H5 are not accepted in this model.

A Wilcoxon test was also carried out for the other hypotheses, H6 to H20. However, for these, a one-sided right test was performed. The variables were classified in a five-point Likert scale, where the ideal answers would be above the fourth point on that scale (agree and totally agree).

With this in mind, the null hypotheses represented the hypotheses being studied, where the sample had a higher mean than 4, if p value > 0,05, it was not rejected.

Considering table 6.8 again and bearing a 95% level of confidence ($\alpha=0,05$), ten of the hypotheses were not rejected, AC→CE (0,412); DP→CE (0,0545); FS→CE (0,1945); TO→CE (0,143); AC→CA (0,167); DI→CA (0,053); AC→EC (0,6595); DI→EC (0,055); FS→EC (0,055); TO→EC (0,4545). All the other had weak relationships between the constructs, DI→CE (<0,001); DP→CA (<0,001); FS→CA (0,0165); TO→CA (0,0095); DP→EC (<0,001). This means that hypotheses H8, H12, H14, H15 and H17 are not accepted in this model.

Table 6.8 – Hypotheses Testing

Hypothesis	Relationships	Standardised Test Statistic	p Value	Supported
H1	Armed Conflict → Topic Identification	13,962	<0,001	No
H2	Death Penalty → Topic Identification	1,823	0,071	Yes
H3	Discrimination → Topic Identification	8,937	<0,001	No
H4	Freedom of Speech → Topic Identification	1,07	0,287	Yes
H5	Torture → Topic Identification	-3,326	0,001	No
H6	Armed Conflict → Communication Effectiveness	0,222	0,412	Yes
H7	Death Penalty → Communication Effectiveness	1,604	0,0545	Yes
H8	Discrimination → Communication Effectiveness	-3,542	<0,001	No
H9	Freedom of Speech → Communication Effectiveness	0,862	0,1945	Yes
H10	Torture → Communication Effectiveness	-1,067	0,143	Yes
H11	Armed conflict → Call to Action	0,967	0,167	Yes
H12	Death Penalty → Call to Action	-4,751	<0,001	No
H13	Discrimination → Call to Action	1,719	0,053	Yes
H14	Freedom of Speech → Call to Action	-2,132	0,0165	No
H15	Torture → Call to Action	-2,339	0,0095	No
H16	Armed conflict → Emotional Communication	6,098	0,659	Yes
H17	Death Penalty → Emotional Communication	-3,534	<0,001	No
H18	Discrimination → Emotional Communication	2,587	0,055	Yes
H19	Freedom of Speech → Emotional Communication	-2,571	0,055	Yes
H20	Torture → Emotional Communication	-0,114	0,4545	Yes

Multiple linear regression was carried out for the remaining two hypotheses, H21 and H22. It allowed concluding the importance of each factor for Emotional Branding (EB) and Brand Call to Action (BCA).

Each relationship suggested was subject to a separate linear regression examination and all independent variables were entered simultaneously for each regression test, investigating the extent to which they explain the dependent variable under analysis.

All permissions about linear regression were analysed and verified before a thorough analysis of the linear regression. Moreover, the inexistence of autocorrelation and multicollinearity (to a certain extent) in the regression and in the variables corroborated the validity of the analysis (Hair, 2014).

For H21, only the most relevant emotions were considered for each communication example and related to Emotional Communication and Emotional Branding. Table 6.9 shows that the tolerance above 0,1 for all constructs and the low values for VIF corroborate the non-collinearity of the test. Moreover, the Durbin-Watson value is close to 2, indicating that the errors are independent and that the study can be proceeded.

Observing the model, it is possible to conclude that practically none of the communication examples' most predominant emotions contributed to this model, except for the Discrimination one (sig<0,05).

It is also important to highlight that these predictors explain only 2,30% of the emotional branding and that the ANOVA significance proves that the model generally does not have a good predictive capacity (sig>0,05).

Table 6.9 - Multiple Linear Regression: Emotional Communication to Emotional Branding

Item	Unstandardised Coefficients		Standardised Coefficients	t (sig.)	Collinearity Statistics	
	B	Std. Error	Beta		Tolerance	VIF
constant (EB1)	1,345	0,211	-	6,389 (<0,001)	-	-
AC4.6	0,035	0,045	0,078	0,781 (0,436)	0,756	1,323
DP4.6	0,000	0,036	0,001	0,008 (0,994)	0,744	1,344
DI4.5	-0,118	0,044	-0,278	-2,677 (0,008)	0,700	1,429
FS4.5	0,007	0,038	0,022	0,192 (0,848)	0,567	1,763
TO4.5	0,041	0,041	0,119	1,019 (0,310)	0,559	1,788

Durbin-Watson	ANOVA	Adjusted R ²
	F (sig.)	
1,988	1,612 (0,162)	0,023

Regarding the final hypothesis, H22, Emotional Branding and Brand Call to Action were studied to understand if there is any relationship between these constructs.

Table 6.10 shows that the test showed a meaningful ($\text{sig} < 0,05$) positive relationship between these constructs, even though this Brand Call to Action is only explained in 4% by it. This is in line with the previously presented literature reviewed for this research.

Table 6.10 – Multiple Linear Regression: Emotional Branding to Brand Call to Action

Item	Unstandardised Coefficients		Standardised Coefficients	t (sig.)	Collinearity Statistics	
	B	Std. Error	Beta		Tolerance	VIF
constant (BCA1)	4,290	0,291	-	14,757 (<0,001)	-	-
EB1	-0,585	0,231	-0,218	-2,526 (0,013)	1,000	1,000

Durbin-Watson	ANOVA	Adjusted R ²
	F (sig.)	
1,867	6,382 (0,013)	0,04

6.3. Discussion

The purpose of this research is to better understand how non-profit organisations communicate if they are effective when doing so, if they can appeal to emotion and if, ultimately, they can make the audience want to act in any way that's beneficial for them.

The first question of this research, "Are NGO's effective when communicating?" can be answered in many ways and can induce several factors as dependents of it. Nonetheless, the main factors of effectiveness in the advertisements and campaigns of these organisations are very clear, was the topic clear for the audience and did it compel them to act upon it.

However, one must remember that each communication example is unique, and not all can as easily reach this ultimate goal. In this sense, multiple examples of Amnesty International's campaigns were assessed. It is possible to infer that not all the studied communications were effective.

The Armed Conflict communication was the only practical example in both factors, with a clear aim for the audience and a clear call to action effect, even though they could not correctly identify the topic. All the others were not clear in at least one of these factors. The Discrimination example is interesting, as it was not clear for the audience what was being advocated, but it still made them want to contribute.

Another question of this research was, "Is brand emotion associated with the style of communication of NGO's?". As previously stated, humanitarian organisations try to use this tool when communicating. It is a way of getting to the audience and making a mark with them. Through emotional campaigns, they create awareness and, subsequently, emotional branding.

Once again, this concept can depend on the communication being used, as some can aim to reach a certain specific emotion, depending on the topic being tackled. Nevertheless, almost all of Amnesty International's campaigns had an emotional side. The exception was the Death Penalty.

This example was the least shocking out of the five assessed, as it represented a not-so-strong and appealing image and motto.

With this in mind, most of the population associated emotion with this brand (80,8%). However, the two concepts were neither linked nor related, as emotional communications did not lead to emotional branding in this organisation.

The last question to be answered, linked to two main concepts NGOs try to master, Emotional Branding and Brand Call to Action – "Is brand emotion responsible for the brand call to action in these organisations?".

It is possible to state that these two concepts are connected and that emotional branding significantly influences Brand Call to Action. This aligns with the literature review presented, where humanitarian organisations can positively make the audience act through emotions.

CHAPTER 7

Conclusion, Limitations and Future Research

7.1. Conclusion

NGOs are human associations that aim to promote a charitable or social goal rather than a commercial one. On the other hand, non-profit organisations aim to use their resources and donations to promote their goals with more notoriety, increase visibility, and deliver on their purpose.

Regarding communication strategies, humanitarian organisations must be aware of communication as a strategic management function. Taking a clear approach to public relations is the best way to resolve the challenges of crises and conflicts, gain empathy for conflict victims, overcome insecurity, and sustain organisational independence.

One of the most critical problems for non-profit organisations is funding, which can be a significant barrier because they depend on external resources. As a result, if a non-profit organisation cannot share information about itself, raise awareness, and recruit new members, major funding issues are likely to occur.

Nonetheless, marketing campaigns are a powerful tool for raising awareness and disseminating knowledge about the organisation's mission and values. The more people are reached, the more significant the change the organisation can make. Furthermore, the outreach can be even more significant if the organisation aligns these tools with emotion. However, it is essential to remember that not all campaigns will effectively generate emotion in the audience.

After developing this project, it is possible to conclude that humanitarian organisations have much to gain from applying marketing and communication techniques, mainly digital, in favour of their objectives. They have even more to gain if allied with emotional communication, emotional branding and, ultimately, brand call to action.

7.2. Limitations and Future Research

Like any research study, some limitations should be considered for future studies.

Firstly, the sample size was 130 observations, where 51,5% were individuals between 18 and 30 years old. For future reference, it is important to have a better-distributed age group in order to better determine if the varied age groups have similar views on the emotions associated with the brand and their willingness to participate.

Additionally, the participant's level of education was not taken into consideration. This level of detail could have been advantageous to understand better the sample obtained from the survey.

Furthermore, the results were based exclusively on a single non-profit organisation, Amnesty International. For future reference, more organisations should be assessed to understand better the constructs studied.

Lastly and nonetheless, one big question remains as it was not proven that a link exists between emotional communications and emotional branding. As such, a question remains: "What leads to emotional branding in NGOs?".

Despite all this, and compared to other studies, this research paper was comprehensive and assessed multiple examples of communications across many human rights defended by Amnesty International.

References

- 15 inspiring human rights quotes.* (2019, December 19). Retrieved from Amnesty International: <https://www.amnesty.org/en/latest/campaigns/2015/10/inspiring-human-rights-quotes/>
- Aaker, J. (1997). Dimensions of Brand Personality. *Journal of Marketing Research*, 347-356. doi:10.1177/002224379703400304
- About Us.* (n.d.). Retrieved from Amnesty International: <https://www.amnesty.org/en/about-us/how-were-run/amnesty-internationals-statute/>
- Altheide, D. (2016). *The Media Syndrome*. doi:<https://doi.org/10.4324/9781315532974>
- Altheide, D. L. (2016). *Media Logic*. *Research Gate*.
- Amnesty International 'Death Penalty' by TBWA Paris.* (2010, June 15). Retrieved from Campaign: <https://www.campaignlive.co.uk/article/amnesty-international-death-penalty-tbwa-paris/1009952>
- Amnesty International, Real Real Modern Warfare.* (2020, August 25). Retrieved from Ads of the World: https://www.adsoftheworld.com/media/ambient/amnesty_international_real_modern_warfare
- Amnesty International, Repression.* (2016, February 14). Retrieved from Ads of the World: https://www.adsoftheworld.com/media/print/amnesty_international_repression_1
- Amnesty International. (2020). *More people. The Amnesty International UK Communications Strategy, 2016-2020.* Retrieved from Eden Stanley: <https://edenstanley.co.uk/wp-content/uploads/2020/11/More-People-Short-Presentation-Version.pdf>
- Amnesty International. (2022). *Armed Conflict.* Retrieved from Amnesty International: <https://www.amnesty.org/en/what-we-do/armed-conflict/>
- Anheier, H., & Toepler, S. (2004). Organizational Theory and Nonprofit Management: An Overview. In *Future of Civil Society* (pp. 253-270). doi:http://doi.org/10.1007/978-3-322-80980-3_15
- António Manuel Andrade, R. C. (2007). *Economia do Conhecimento e Organizações Sem Fins Lucrativos.* (S. –S. Inovação, Ed.) Porto: Príncipe Editora, Lda.
- Arms Control.* (n.d.). Retrieved from Amnesty International: <https://www.amnesty.org/en/what-we-do/arms-control/>
- As estratégias de Comunicação de Marketing do Greenpeace na internet: Uma análise do ciberativismo ambiental em sites e redes sociais.* (n.d.). Retrieved from Doc Player: <https://docplayer.com.br/2163311-As-estrategias-de-comunicacao-de-marketing-do-greenpeace-na-internet-uma-analise-do-ciberativismo-ambiental-em-sites-e-redes-sociais.html>

- Bernath, T., & Reis, C. (2017). *Becoming an International Humanitarian Aid Worker*. Elsevier. doi:<https://doi.org/10.1016/B978-0-12-804314-1.00002-6>
- Bronwen Dachs, Catholic News Service. (2019, April 10). *Executions down globally, but up in U.S., says Amnesty International*. Retrieved from NCR: <https://www.ncronline.org/news/quick-reads/executions-down-globally-us-says-amnesty-international>
- Daud, K. A., Khidzir, N. Z., Ismail, A. R., & Abdullah, F. A. (2018). Validity and reliability of instrument to measure social media skills among small and medium entrepreneurs at Pengkalan Datu River. *International Journal of Development and Sustainability*, 7, pp. 1026-1037.
- Death Penalty*. (n.d.). Retrieved from Amnesty International: <https://www.amnesty.org/en/what-we-do/death-penalty/>
- Dennis Dijkzeul, M. M. (2005). Public Communication Strategies of International Humanitarian Organizations. *International Review of the Red Cross*.
- Dijkzeul, D., & Moke, M. (2005). Public communication strategies of international humanitarian organizations. *International Review of the Red Cross*, 87(860), 673-691. doi: <https://doi.org/10.1017/S1816383100184504>
- Discrimination*. (n.d.). Retrieved from Amnesty International: <https://www.amnesty.org/en/what-we-do/discrimination/>
- Donovan, R., & Henley, N. (2010). *Principles and Practice of Social Marketing: An International Perspective*. Cambridge University Press. doi:<https://doi.org/10.1017/CBO9780511761751>
- Edler, L., Poirier, K., Dourson, M., Kleiner, J., Mileson, B., Nordmann, H., . . . Würtzen, G. (2002). Mathematical modelling and quantitative methods. *Food and Chemical Toxicology*, 40(2-3), 283-326.
- Entidades sem fins lucrativos: O que são e o que as diferem?* (2019, August 9). Retrieved from PróRim: <https://www.prorim.org.br/blog-artigos/entidades-sem-fins-lucrativos-o-que-sao-e-o-que-as-diferem/>
- Errecart, A. (2021). Between identity building, transmission and enchantment: forms and functions of narrative in a large NGO. *Communication and Management*, 18(1), 67-81. doi: <https://doi.org/10.3917/comma.181.0067>
- Favour, E., & Folarin, S. (2021). Human Rights and Strong Institutions: a Study of Amnesty International in Nigeria. *The Age of Human Rights Journal*, 135-147.
- Folger, J. (2021, January 18). *What is an NGO (Non-Governmental Organization)?* Retrieved from Investopedia: <https://www.investopedia.com/ask/answers/13/what-is-non-government-organization.asp>
- Freedom of Expression*. (n.d.). Retrieved from Amnesty International: <https://www.amnesty.org/en/what-we-do/freedom-of-expression/>

- Freitas, G. M. (2009). Responsabilidade Social como Gestão de Marketing e Diferencial Competitivo: Caso McDonald's. Retrieved from <https://www.uni7.edu.br/recursos/imagens/File/publicidade/monografia/2009/monografiaGilvana.pdf>
- Gonçalves, P., Odong, T. V., & Villa, S. (2017). Understanding the contribution of effective communication strategies to program performance in humanitarian organizations. *Journal of Humanitarian Logistics and Supply Chain Management*, 7(2), 126-151. doi: <https://doi.org/10.1108/JHLSCM-05-2016-0021>
- Hair, J. F. (2014). *Multivariate Data Analysis: An Overview*. Berlin: Springer.
- Hines, M. (2011, March 26). *Sinister Smile Campaigns*. Retrieved from Trend Hunter: <https://www.trendhunter.com/trends/gay-and-lesbian-abuse-ads>
- Ho, A. (2017). Explore the Categories on Different Emotional Branding Experience for Optimising the Brand Design Process. *International Conference of Design, User Experience, and Usability* (pp. 18-34). Hong Kong: Springer. doi:10.1007/978-3-319-58637-3_2
- Hraskova, D., & Rosnerova, Z. (2021). The Application and Importance of Marketing and its Tools in the Conditions of Non-profit Organizations on a Global Scale. *SHS Web of Conferences*, 92. doi:<https://doi.org/10.1051/shsconf/20219202055>
- Kantrowitz, R. (n.d.). *United Nations: Definitions and Terms*. Retrieved from American Psychological Association: <https://www.apa.org/international/united-nations/acronyms.pdf>
- Kock, N. (2016). Hypothesis testing with confidence intervals and P values in PLS-SEM. *International Journal of e-Collaboration*, 12, pp. 1-6.
- Mellgard, P. (2016, February 29). *Market-based conservation programs slow deforestation in Chile, study finds*. Retrieved from Mongabay: <https://news.mongabay.com/2016/02/market-based-conservation-programs-slow-deforestation-in-chile-study-finds/>
- Nahm, F. S. (2016). Nonparametric statistical tests for the continuous data: the basic concept and the practical use. *Korean Journal of Anesthesiology*, 69(1), 8-14.
- Nandy, S., & Sondhi, N. (2022). Brand Pride in Consumer–Brand Relationships: Towards a Conceptual Framework. *Global Business Review*, 23(5), 1098-1117. doi:10.1177/0972150919878072
- Poels, K., & Dewitte, S. (2019). The Role of Emotions in Advertising: A Call to Action. *Journal of Advertising*, 48, pp. 81-90.
- Pomegranate, R. (n.d.). *World Environment Day*. Retrieved from Pinterest: <https://www.pinterest.ca/pin/69524387970629814/>
- Powers, M. (2014). The Structural Organization of NGO Publicity Work: Explaining Divergent Publicity Strategies at Humanitarian and Human Rights Organizations. *International Journal of Communication*, 8(1), 90-107.

- Powers, M. (2014). The Structural Organization of NGO Publicity Work: Explaining Divergent publicity strategies at Humanitarian and Human rights organizations. *International Journal of Communication*, 90-107.
- Powers, M. (2016). NGO Publicity and Reinforcing Path Dependencies: Explaining the Persistence of Media-Centered Publicity Strategies. *International Journal of Press/Politics*, 21(4), 490-507. doi:<https://doi.org/10.1177/1940161216658373>
- Raymond, N. A., Card, B. L., & Achkar, Z. a. (2015). What is 'Humanitarian Communication'? Towards Standard Definitions and Protections for the Humanitarian Use of ICTs. *European Interagency Security Forum*.
- Rebmann, M. (n.d.). *Amnesty International Folter Brunnen*. Retrieved from Mathias Rebmann: <http://mathiasrebmann.com/amnesty-international-folterbrunnen>
- Rothmyer, K. (2011, March/April). *Hiding the Real Africa, Why NGOs prefer bad news*. Retrieved from Columbia Journalism Review: https://archives.cjr.org/reports/hiding_the_real_africa.php
- Salamon, L. M. (1999). The Nonprofit Sector at a Crossroads: The Case of America. *International Journal of Voluntary and Nonprofit Organizations volume*, 10(1), 5-23. doi:<https://doi.org/10.1023/A:1021435602742>
- The Nobel Peace Prize 1977*. (n.d.). Retrieved from The Nobel Prize: <https://www.nobelprize.org/prizes/peace/1977/summary/>
- Thomas, J. (2011, June 3). *Visualizing Amnesty International After 50 Years*. Retrieved from Forbes: <https://www.forbes.com/sites/jessethomas/2011/06/03/amnesty-international-at-50/?sh=2cdc415d609a>
- Torture*. (n.d.). Retrieved from Amnesty International: <https://www.amnesty.org/en/what-we-do/torture/>
- Valette-Florence, P., & Valette-Florence, R. (2020). Effects of emotions and brand personality on consumer commitment, via the mediating effects of brand trust and attachment. *Recherche et Applications en Marketing*, 35(1), 84-110. doi: <https://doi.org/10.1177/2051570720905703>
- Vestergaard, A. (2008). Humanitarian branding and the media - The case of Amnesty International. *Journal of Language and Politics*, 471-493. doi:10.1075/jlp.7.3.07ves
- What does it mean to be a 501(c)(3) organization?* (n.d.). Retrieved from Foundation Group: <https://www.501c3.org/frequently-asked-questions-2/what-does-it-mean-to-be-a-501c3-organization/>
- What is Social Marketing?* (n.d.). Retrieved from The NSMC: <https://thensmc.com/what-social-marketing>

What is the difference between an NGO and an association? (n.d.). Retrieved from Change Your Mind: <https://en.changeyourmind-cym.org/faqs/what-is-the-difference-between-an-ngo-and-an-association>

What We Do. (n.d.). Retrieved from Amnesty International: <https://www.amnesty.org/en/what-we-do/>

Who We Are. (n.d.). Retrieved from Amnesty International: <https://www.amnesty.org/en/who-we-are/>

Zuzana Rosnerova, D. H. (2020). The Application and Importance of Marketing and its Tools in the Conditions of Non-profit Organizations on a Global Scale. *SHS Web of Conferences*, 92.

ANNEX A

Survey

Communication Tools in Humanitarian Organisations

Introduction

Hello! My name is Bernardo Brito da Mana and I am currently doing my Master's degree in Management at ISCTE Business School. I am developing my dissertation around Communication Tools in Humanitarian Organisations.

The estimated time of response is around 2 to 5 minutes, and the data obtained will only be considered for the stated purpose and will be kept anonymous. Thank you!

Sociodemographic Characteristics

Please select your age.

- < 18 years old
 - 18 - 30 years old
 - 31 - 45 years old
 - 46 - 60 years old
 - > 60 years old
-

Please select your gender.

- Female
 - Male
 - Non Binary
 - Other / I prefer not to answer
-

Respondent's Profile

Do you recognize this brand?



- Yes
- Maybe
- No

Go to: End of Section if answer = No

Please identify the Humanitarian Organisation.

- Red Cross
 - Amnesty International
 - Greenpeace
 - World Wildlife Fund (WWF)
-

Show question:

If Please identify the Humanitarian Organisation = Amnesty International

I associate an emotion to this brand.

- 1 - Totally Disagree
- 2 - Disagree
- 3 - Neither Agree nor Disagree
- 4 - Agree
- 5 - Totally Agree

Armed Conflict

Please look carefully at the image below.



The image reads " **The youngest war veterans are in Syria. Help us help them** ".

What do you think this image is trying to tackle?

- Armed Conflict
 - Children's Rights
 - Discrimination
 - Living in Dignity
-

This image makes me want to act or contribute in some way.

- 1 - Totally Disagree
- 2 - Disagree
- 3 - Neither Agree nor Disagree
- 4 - Agree
- 5 - Totally Agree

On a scale of 1 to 5, with 1 being totally disagree and 5 being totally agree, how much do you associate the feelings below with the communication previously presented?

	1 - Totally Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Totally Agree
Happiness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empathy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outrage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sadness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Death Penalty

Please look carefully at the image below.



The image reads " **DEATH TO THE DEATH PENALTY. 139 countries have wiped out the death penalty. Only 58 are left to convince**".

What do you think this image is trying to tackle?

- Armed Conflict
- Death Penalty
- Torture
- Living in Dignity

This image makes me want to act or contribute in some way.

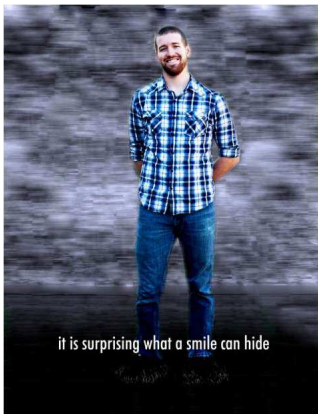
- 1 - Totally Disagree
- 2 - Disagree
- 3 - Neither Agree nor Disagree
- 4 - Agree
- 5 - Totally Agree

On a scale of 1 to 5, with 1 being totally disagree and 5 being totally agree, how much do you associate the feelings below with the communication previously presented?

	1 - Totally Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Totally Agree
Happiness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empathy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outrage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sadness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Discrimination

Please look carefully at the image below.



The image reads " **it is surprising what a smile can hide**".

What do you think this image is trying to tackle?

- Sexual and Reproductive Rights
- Discrimination
- Domestic Violence
- Living in Dignity

Please take a close look now at both images presented.



The image below reads " **Domestic violence between Gay and Lesbian couples is just as common as with heterosexual relationships**".

This image makes me want to act or contribute in some way.

- 1 - Totally Disagree
 - 2 - Disagree
 - 3 - Neither Agree nor Disagree
 - 4 - Agree
 - 5 - Totally Agree
-

On a scale of 1 to 5, with 1 being totally disagree and 5 being totally agree, how much do you associate the feelings below with the communication previously presented?

	1 - Totally Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Totally Agree
Happiness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empathy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outrage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sadness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Freedom of Speech

Please look carefully at the image below.



The image reads " **Speaking out shouldn't be threatening. Denounce repression of expression**".

What do you think this image is trying to tackle?

- Discrimination
- Freedom of Speech
- Police Violence
- Living in Dignity

This image makes me want to act or contribute in some way.

- 1 - Totally Disagree
- 2 - Disagree
- 3 - Neither Agree nor Disagree
- 4 - Agree
- 5 - Totally Agree

On a scale of 1 to 5, with 1 being totally disagree and 5 being totally agree, how much do you associate the feelings below with the communication previously presented?

	1 - Totally Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Totally Agree
Happiness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empathy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outrage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sadness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Torture

Please look carefully at the image below.



The image reads "In over 140 countries torture is part of peoples lives".

What do you think this image is trying to tackle?

- Discrimination
- Freedom of Speech
- Police Violence
- Torture

This image makes me want to act or contribute in some way.

- 1 - Totally Disagree
- 2 - Disagree
- 3 - Neither Agree nor Disagree
- 4 - Agree
- 5 - Totally Agree






Communication Tools in Humanitarian Organisations

On a scale of 1 to 5, with 1 being totally disagree and 5 being totally agree, how much do you associate the feelings below with the communication previously presented?

	1 - Totally Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Totally Agree
Happiness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Empathy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outrage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sadness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Communication Effectiveness and Emotional Branding

I feel that the communication presented was clear and clearly tackled the topic advocated by Amnesty International.

	1 - Totally Disagree	2 - Disagree	3 - Neither Agree nor Disagree	4 - Agree	5 - Totally Agree
<p>Armed Conflict</p> 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Death Penalty</p> 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Discrimination</p> 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Freedom of Speech</p> 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>Torture</p> 	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

After all the communication examples, I now associate one or more emotions with the brand.

- Yes
- No

Go to: End if After all the communication examples, I now associate one or more emotions with the brand. = No

Show this question:

If After all the communication examples, I now associate one or more emotions with the brand. = Yes

What emotion(s) do you associate with the brand? Please select up to 2 options.

- Happiness
- Empathy
- Anger
- Fear
- Outrage
- Sadness

Call to Action

After this survey, not only do I have a different view of Amnesty International, but I would be willing to contribute in some way to this organisation (either monetarily or just by outreach).

- Totally Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Totally Agree
-