

# **Brand Marketing of Chinese Non-profit Organization: Dilemma, Experience and Enlightenment--Taking the Porcelain Doll Rare Disease Care Center as an Example**

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***Abstract:*** In recent years, with the rapid development and sharp increase in number, non-profit organizations in China are also confronted with the challenge of lack of resources and fierce competition. Non-profit organizations should make use of brand marketing and improve their own brand awareness in order to obtain more resources. This article analyzes the current situation and difficulties of brand marketing of China non-profit organization, draws lessons from the successful experience of "porcelain doll" brand marketing, and provides suggestions for the brand marketing of China non-profit organization.

***Keywords:*** Non-Profit Organization; Brand Marketing; Porcelain Doll

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## **Introduction**

Marketing management is the process of planning and executing programs designed to influence the behavior of target audiences by creating and sustaining profitable transactions to achieve individual and organizational goals. Brand marketing is to use marketing methods to let consumers form the cognition of the enterprise brand, product or service. Different from for-profit enterprises, non-profit organizations do not take profits as the starting point. The main purpose of marketing is to expand the visibility of the organization or project, and its main focus is the interests of the target group, which has the nature of public welfare. Therefore, there will be some realistic difficulties in the brand marketing process of non-profit organization. This article summarizes the successful experience from the famous "porcelain doll" brand marketing case, and further analyzes the enlightenment of the brand marketing of China's non-profit organization.

## **1. The difficulties of brand marketing of non-profit organizations in China**

### **1.1 Under-investment in nonprofit brand marketing**

The main sources of funds for non-profit organizations in my country are government funding, social donations and operating income of the organization. Generally, government funding and social donations can only be used for a certain public welfare project or funded object, and cannot be used for the organization itself. Profitable services to obtain funds for brand marketing will be misunderstood by the public, which will affect the image of the organization, resulting in little or no budgetary funds that non-profit organizations can use for brand marketing. Brand marketing requires certain professionals, and there is a relatively shortage of professionals in this area in our country, most of which will flow into for-profit enterprises, resulting in non-profit organizations that have budgets but cannot continue to maintain brand relationships due to lack of professionals.

### **1.2 Non-profit organizations lack a clear brand positioning**

According to the survey report, the market segmentation of non-profit organizations is seriously out of touch with brand positioning. Only some organizations have conducted in-depth research on market segments. This shows that Chinese

non-profit organizations seldom conduct market research in the early stages of establishing organizations or before launching projects. As a result, many organizations only do their own public welfare with passion and have little knowledge of the situation in the same industry and field, making it difficult for the organization to continue to operate. But in terms of brand positioning, the vast majority of organizations believe that their brand is unique and have a good perception of their brand positioning. This lack of market positioning and blind confidence in brand positioning is called "false brand positioning", which leads to the phenomenon of similar project themes and overlapping service objects in our country's non-profit organizations, which cannot form a good development trend.

### **1.3 The lack of building elements for the brand of non-profit organizations**

From the point of view of the basic elements of brand building, the brand name of a non-profit organization can basically reflect the mission and vision of the organization, but the VI (Visual Identity) system of the organization is lacking. According to the survey report, 32% of the organizations' names reflect the organization's mission is "very accurate", and 42% are "relatively accurate". It can be seen that most organizations still consider the organization's mission when naming the organization, and have a certain brand awareness. But only 64% of organizations have VI design, and 36% have no VI system design. In today's society where VI design is more mature, the organization's lack of intuitive graphics and symbol design will greatly reduce the organization's brand marketing.

### **1.4 Non-profit organizations are in a trust dilemma**

At present, our country's non-profit organizations are generally facing a crisis of public trust. On the one hand, in recent years, non-profit organizations have frequently experienced corruption and hoarding of donations such as the "Wuhan Red Cross Incident", "9958 Fundraising Incident" and "Spring Bud Project Incident". and other negative events, leading to public doubts and distrust of non-profit organizations. On the other hand, it is also due to the lack of crisis awareness of non-profit organizations themselves. Many non-profit organizations do not design contingency plans, and when a crisis occurs, only a few organizations can respond appropriately in a short period of time. Such a negative crisis response attitude will cause great harm to the organization's brand and will also affect the entire organization. negative impact on the industry.

## **2. The successful experience of "porcelain doll" brand marketing**

The porcelain doll rare disease care center is the first non-profit organization in my country that provides basic support, ability training, social integration, and policy advocacy for people with various rare diseases. Over the years, "porcelain doll" has been committed to safeguarding the equal rights and interests of rare disease groups in medical treatment, life, education, employment, etc., advocating public attention and support for rare disease groups, and promoting the improvement of systems and policies to protect the legitimate rights and interests of rare disease groups. The main brand public welfare projects currently being carried out include "Iron Man Program", "Pocket Money Program" and "ICAN Cooperation Camp". Since its establishment, there were only 2 founders, and now there are thousands of volunteers scattered all over the country, raising a total of more than 20 million yuan, providing medical rehabilitation assistance to more than 1,300 people, and serving more than 3,000 families with various rare diseases and disabilities. "Porcelain doll" can have today's scale and reputation, which is inseparable from the brand awareness and continuous brand marketing strategy of the founder of the non-profit organization from the beginning.

### **2.1 Brand input of the creator of "porcelain doll"**

Since its establishment, "porcelain doll" has seized every activity and every opportunity to actively invest in the brand. In 2014, "porcelain doll" saw the opportunity of "Ice Bucket Challenge" and invested in it at the first time, so as to let the public understand the " amyotrophic lateral sclerosis people" group, and also took this opportunity to truly establish the "porcelain doll" brand. "Porcelain doll" also conducts brand marketing by launching and publishing its own magazine *Porcelain Doll*, and actively publishing its annual report and financial report on the website, which not only helps patients,

does a good job in public welfare, but also maintains continuous contact with external stakeholders, so that more people pay attention to the rare disease group and the porcelain doll rare disease care center. It can be seen that the achievements of "porcelain doll" today are inseparable from the founder's initial brand awareness and continuous brand investment. If the founder only focuses on public welfare, without brand awareness and brand investment, coupled with the lack of funds and talents, there will be no one to help the organization with brand marketing, and the organization is more likely to get stuck without support.

## **2.2 The brand positioning of "porcelain doll" is clear**

Since the founder has brand awareness from the beginning, the recipients are determined through market segmentation. At that time, there was no non-profit organization dedicated to rare diseases in the country. In order to help more rare disease patients, the target object of the "porcelain doll" was set as the rare disease group, and the organization also had a clear orientation. The organization's vision is "to establish an equal and respected social environment for rare disease groups", and the organization's work goals are: to promote the accessibility of rare disease groups in medical care, education, employment, etc.; to enhance and develop rare disease groups in independent and autonomous awareness and ability to promote the establishment of the subjectivity of rare disease groups, etc. It can be seen that "porcelain doll" has an accurate and clear organizational positioning and gives it a unique brand culture.

## **2.3 "Porcelain doll" establishes a complete brand image**

Huang Rufang, who majored in advertising, took brand building as an important thing since the establishment of the organization. The organization's name, LOGO, slogan, and VI system are readily available. For example, the Chinese name of the organization "porcelain doll" implies that OI is like a doll made of ceramics, cute but very fragile; the English name "China-doll" contains the dual meanings of "China" and "porcelain". It can be seen that while "porcelain doll" is enthusiastic about public welfare, it is also committed to its own brand presentation, which makes it easier to gain the understanding and trust of the public.

## **2.4 "Porcelain doll" efficient crisis response**

Although the founder has a strong brand awareness, the help of the media, and the support from all walks of life, this does not mean that the development of "porcelain doll" has always been smooth sailing, and the organization encounters a sudden crisis event that will cause the public of distrust and into a crisis of confidence. However, crisis is also an opportunity, and successful crisis management will help the organization to develop better.

In the face of public doubts, the founder of "porcelain doll" released the Open Letter to Those Who Participated in the "Ice Bucket Challenge". Humans are included in rare diseases, and the organization's focus is clarified to the public; on the other hand, it is explained to the public that "porcelain doll" is an organization with legal public fundraising qualifications, and a special foundation for the "Ice Bucket Challenge" for porcelain dolls has been established. And all financial information is openly and transparently released to the public. Later, in the practice of "porcelain doll", the public's doubts gradually disappeared, and more people were familiar with and trusted in "porcelain doll", making "porcelain doll" an endorsement brand for rare diseases.

## **3. The enlightenment of "porcelain doll" brand marketing to our country's non-profit organizations**

Our country nonprofit organization can learn from center of porcelain doll rare disease care successful brand marketing experience. The most important is that the responsible person of the nonprofit organization must have brand awareness. Only the responsible person in the organization's strategic planning and establishes brand marketing strategy, is likely to promote the establishment of the organization brand in the work. Secondly, in the initial stage, the organization needs to do a good

market research, understand the current situation of other organizations in the same field, refine the market, determine the recipients, define the brand positioning, and avoid the organization is difficult to maintain due to fierce competition and lack of resources in the same field; thirdly, non-profit organizations should continuously expand communication channels and make full use of the Internet and other media for public communication. Proper public relations is not only conducive to the organization of publicity but also conducive to the construction of their own brand effect; fourth, the organization had better have a complete brand image, the brand name, LOGO, slogans, etc. which can let the citizens see the mission vision of the organization. The event site and staff clothing design with a unified, distinct organizational LOGO can impress the public; finally, the organization should make a crisis plan and make preparations in advance. In the event of an emergency crisis, we should actively respond in a timely manner and turn the crisis into an opportunity for brand marketing, which is more conducive to the establishment of the brand.

## Conclusion

The success of a nonprofit is based on connecting with the outside world, so a good brand image is essential. By learning the brand marketing model of domestic porcelain dolls, our country's non-profit organizations should pay attention to their own brand marketing strategies and combine them with other strategies to better promote the development of NPOs.

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