



HeartKids



PREPARED BY ALICE BUCKLEY, SARAH OFFICER & ALINA HAGER

MARK322

Corporate Identity Report Part B

Table of Contents

Executive Summary	3
Introduction	4
External Priorities	4
Internal Analysis	5
Primary and Secondary Stakeholders	9
Public Relations Techniques	10
Conclusion	13
Reference List	14
Appendices	19

The following colour coded arrows indicate the individual contributions of this report, for further detail please see appendix 1.3.

→ Alina Hager → Sarah Officer → Alice Buckley

→ Executive Summary

This report revolves around HeartKids, which is an Australian charitable organisation that provides support and information to those impacted by Congenital Heart Disease (CHD) from diagnosis to adulthood. The organisation is committed to helping patients and families with the unique challenges presented by the disease and is focused on providing heart kids with the opportunity to live a long, healthy, and fulfilling life.

With background research on the external environment in which HeartKids operates, pointing to challenges regarding customer attention, attracting donations and developing useful service offerings during Covid-19, a thorough internal analysis is uncovered in this report. HeartKids internal environment was examined across seven identity constructs – actual, communicated, conceived, covenanted, ideal, desired and culture, and it was found to have taken proactive steps to better align its corporate brand, image, and reputation with the services it provides. However, the organisation lacks brand awareness and outreach, and it needs to better engage and establish more personalised connections with people.

Various stakeholders became clear throughout the internal analysis. Heart kids (primary stakeholder) and volunteers (secondary stakeholder) were examined as essential components of the organisation's functionality and continuance, providing valuable contributions to the organisation's identity.

The corporate identity and position of the organisation do not align with what is expected or what could be achieved. HeartKids does not have competitive positioning because of a lack of brand awareness, inability to promote its overarching brand promise, and unequal communication towards meeting the needs of the CHD community and attracting donations. The organisation could achieve greater growth and furtherance of support through more effective programs and corporate communications. PR activation strategies to address the shortfalls/issues identified, include:

- Utilise Instagram to target 'age bracketed' CHD groups to maintain customer relations.
- Share corporate stories to identify an organisation and individual milestones.
- Distribute a press release to accurately represent and present significant corporate news.
- Film a behind the scenes campaign to foster deeper stakeholder engagement and connection.
- Start an annual poster/flyer competition to encourage stakeholder engagement.
- Establish an affiliation with an annual sporting event to increase outreach and encourage participation.

→ Introduction

HeartKids is an Australian charity organisation dedicated to helping people and families impacted by Congenital Heart Disease (CHD). Extensive analysis of HeartKids external and internal environment has revealed the various identities HeartKids upholds. Utilising these identities has revealed major misalignments that obtain area for improvement. Opportunities for HeartKids to improve the brand's identity and reputation and further help the CHD community are diagnosed and analysed in this report. Whilst HeartKids is widely perceived positively there is scope for the organisation to better align their corporate brand and identity.

→ External Priorities

An external analysis of HeartKids provides insight into the opportunities and threats within the organisation. Key priorities must be considered to strategise a response to both internal misalignments and external forces which are interlinked. Maintaining the key external insights at the forefront of the investigation will consequently provide a more comprehensive and accurate report which will serve value to the organisation, driving genuine change and improvement to the organisation and its identity as a whole. Listed below are the key priorities identified from the external analysis of HeartKids. The PESTLE framework is recognised within each insight.

- Social media is a strategic tool in connecting with millennials and driving motivations to engage with HeartKids. (**Technological/Social**)
- A flexible workplace structure is critical during COVID-19.
(**Social/Technological/Political/Economic**)
- Economic turmoil influences individuals' donation habits. (**Economic**)
- Consumer attention is increasingly difficult to acquire. A strong strategy is required to generate an advantage in a competitive market. (**Social**)
- Not-for-profits must compete for highly skilled employees, by being more open-minded with recruiting processes and having excellent working conditions. (**Social/Economic**)

Internal Analysis

The following table is categorised into the key constructs of AC4ID and reveals insights into the current corporate identity of HeartKids by applying the REDS2 framework.

→ Actual (Corporate Identity)	
Description (Reveal)	Corporate identity is the “presentation of an organisation to every stakeholder and it is what makes an organisation unique” (Melewar & Karaosmanoglu, 2006). Corporate identity incorporates key attributes of organisations including “leadership style, structure, business activities, markets covered, business performance and values” (Balmer & Greyser, 2002).
Relation To HeartKids (Examine)	Corporate appraisals communicate that the organisation “is reliant upon community and corporate goodwill to achieve its goals.” (HeartKids 2021 (9)). Communications on HeartKids’ website highlight the dedication they have to ensuring volunteer's efforts are rewarding and meaningful.
Implications	HeartKids core values (i.e., united, respectful, caring etc.) place their actual identity at the front of stakeholders’ minds, e.g., potential volunteer workers. The company establishes their leadership style, values and business performance through their corporate appraisals, vision statement and information regarding volunteer relations.
→ Communicated (Corporate Communications)	
Description (Reveal)	Corporate communications are a total of communication activity generated to the public to achieve planned objectives. This construct is centred around what is communicated to customers and stakeholders about a corporate brand/promise.
Relation To HeartKids (Examine)	The HeartKids logo consisting of a heart-shaped symbol featuring a surgical mark/scar effectively visually expresses the service and work of HeartKids. The “vibrant colour palette generates advocacy, optimism and support” (AdNews, 2021). The quality of user experience in a website context influences the formation of a brand attitude (Mahlke, 2002). The latest ‘Things can change in a heartbeat’ multi-channel campaign, “captures the emotional and physical impact a diagnosis can have on Australian families” (Green, 2021) thus, communicating a strong message which will build awareness and support.
Implications	The branding system is critical in portraying a company's key values and attributes and communicates an organisation’s personality and their values to their stakeholders. Stakeholders are granted the opportunity to better understand the

	company, which is why consistency across all assets must be achieved. It helps to maintain a strong unified image.
→ Conceived (Reputation/Image)	
Description (Reveal)	Conceived identity is the perceived beliefs or opinions which are held about someone or something which develop over time (Helm, 2011). It is reflective of how an organisation performs or behaves in response to given situations or through interactions with various stakeholders eg. media portrayals or individual experiences.
Relation To HeartKids (Examine)	HeartKids is highly regarded and well known within the CHD community. A high number of NFP organisations operate across Australia making it difficult for HeartKids to achieve growth in its corporate image/reputation. HeartKids maintains high support for promotional days such as Two Feet and a Heartbeat and provides valuable support services, which continues to reflect positively on HeartKids work and reputation (ACNC 2017).
Implications	Positive perceptions help build trust in the activities of HeartKids. People can become more informed about CHD without relying on direct personal experience (Helm 2011). Marketing campaigns and promotional days help to build the organisation's brand awareness and inform stakeholders of how the organisation is achieving its mission and having an impact on those affected by CHD (HeartKids 2021 (4)).
→ Covenanted (Corporate Branding Promise)	
Description (Reveal)	Corporate branding promise relates to how an organisations' activities compare with its intended impact or corporate promise (Bradach, Tierney & Stone 2008). It is determined by whether the organisation's set of promises and relationships reflect reality, can be maintained over time, are valued by stakeholders, provide strategic value to the organisation, and take into account broader corporate social responsibility.
Relation To HeartKids (Examine)	Hayley Raso and Kennedy Cherrington are two Australian sportspeople who are ambassadors for HeartKids playing a vital role in helping raise awareness through external communication (HeartKids 2021 (7)). Training and development programs allow employees to be able to effectively communicate "who they are and what

	they stand for” (Chong 2007). Volunteers are equipped with the knowledge and skills to consistently deliver on HeartKids’ brand promise.
Implications	Brand supporting behaviour by employees and ambassadors helps to build a powerful corporate brand (Garas, Mahran & Mohamed 2018). HeartKids employees and ambassadors have the potential to become “walking and living embodiments of the corporate brand” (Chong 2007). Alignment of behaviour and corporate branding promise is crucial to furtherance of community support, greater brand awareness and additional corporate partnerships.
→ Ideal (Strategic Planners Forecasting)	
Description (Reveal)	The ideal identity “is a fluctuating identity which optimally positions the company within its market” in a given time frame and can be influenced by external factors (Crocker, 2019). The strategic planning involved is based upon the current expert knowledge available on the organisation’s prospects in the context of the projections of the business environment in which it is operating (Armstrong, 1983).
Relation To HeartKids (Examine)	The ideal identity positions HeartKids as an organisation with a genuine passion to help people affected by CHD. In recent years, many charities have shifted towards community-focused fundraising over donor centricity, HeartKids has seemingly embraced this movement to some extent (F&P, 2021).
Implications	The importance of the ideal identity is that it is strategically formulated to position the company most effectively within its business environment. HeartKids ideal identity should be to achieve the perception that the organisation is trustworthy, transparent, innovative, community-focused and passionate about helping those affected by CHD.
→ Desired (Ceo Vision)	
Description (Reveal)	The desired identity is “a vision of the company as espoused and held by corporate leaders” (Crocker, 2019). A business vision is the vivid mental image of what the CEO wants the company to achieve at some point in the future and is based upon the goals and aspirations (Queensland Government, 2021). Desired identity is often an emotionally informed executive decision, whereas ideal identity is usually founded on extensive market research (Crocker, 2020).

Relation To HeartKids (Examine)	HeartKids CEO, Fiona Ellis wants the organisation to be known for working both with and for its community (HeartKids 2021 (1)). This aspiration aligns with the company's purpose. Fiona Ellis explains that her vision for the future of HeartKids includes the company growing and thriving, engaging in new and more sponsorships, building new corporate partners and relationships and innovating more service offerings and programs (HeartKids 2021 (1)).
Implications	By clearly and passionately articulating the desired identity a company leader can motivate employees to "act with passion and purpose, and thereby ensure that everyone is working towards a common goal" (Zmorenski, 2021).
→ Culture (Organisation Identity)	
Description (Reveal)	The culture or organisational identity of a company is the accumulation of the central attributes which defines who the organisation is and shapes how members behave (Wong, 2021). Organisational identity is "the collection of values, expectations, and practices that guide and inform the actions of all team members" (Wong, 2021).
Relation To HeartKids (Examine)	Analysis of governance reports as well as HeartKids official and social media publications reveals that the company seems to have a positive company culture. The most prominent aspect of the HeartKids culture seems to be the passion to actively help people affected by CHD.
Implications	Great company culture like HeartKids, has significant benefits, employees are more likely to feel supported and valued, the organisation is likely to be more stable during changes and great organisational culture is likely to attract more talent and help outperform competitors (Wong, 2021).

→ **Misalignments** - Appendix 1.1 details the alignments and misalignments identified for the 21 interfaces. Key misalignments which must be altered for the benefit of the organisation and its stakeholders include: (1) Actual/Conceived - build up low brand awareness to reach HeartKids target audience; (2) Communicated/Covenanted - establish personalised connections to break through competitive clutter; (3) Ideal/Culture - create niche plans and niche objectives to more effectively meet needs of target audience; (4) Covenanted/Culture - build up to a tired organisational structure to cater for people at all stages of their journey with HeartKids; and (5) Conceived/Ideal - place equal focus on attracting donors and meeting needs of CHD community. For further detail on these misalignments see appendix 1.2.

→ Primary and Secondary Stakeholders

Primary: Heart kid

The heart kid is the underlying primary stakeholder which is dependent on the organisation. Heart kids are fundamental in the operation of the organisation, with the aim and mission revolving around the lives of heart kids. Most importantly, the desired and ideal identity is focused on the heart kids, hence the implications of these identities influence the heart kids themselves. The vision of the CEO and the strategic plan, aim to “make a real and lasting impact for the Congenital Heart Disease (CHD) community” (HeartKids 2021 (8)).

Secondary: Volunteers

Volunteers are secondary stakeholders as these stakeholders are not directly dependent on the organisation, rather enhance and improve the functioning of the organisation through the time and effort devoted. Volunteers ultimately accelerate and improve the operation of the organisation, for example by coordinating activities and events for families and members. An array of voluntary roles are established within the HeartKids organisation, including volunteer facilitator, events volunteer, workplace volunteer, advisory committee member and special volunteer. All of which have major implications and contributions to each of the identities which HeartKids uphold. Most importantly, the actual and cultural identity obtains impacts on volunteers, as the corporate leadership style and organisational structure influences the cultural values and sense of community which allow volunteers to thrive and operate effectively.

Public Relations Techniques

The following identifies possible public relations techniques for HeartKids through the REDS2 framework.

→ Tactic: Use social media platforms to connect with target market	
Misalignment: <i>Ideal identity and cultural identity</i> . Stakeholder: Heart kids	
PR Tactic & Communication Channel	Offering 3+ different Instagram pages which target specific audiences within HeartKids (e.g. parents, children aged 16+ years, and adults aged 24+ years) may be beneficial in establishing smaller communities in order to holistically achieve the broad ideal identity goal of helping 65,000 people.
Application of Tactic to Misalignment	With the rise of smartphones and social media, “new possibilities have arisen for companies to create and maintain customer relations” (Bergström & Bäckman, 2013). This strategy allows people of similar age groups and experiences to come together to create a tight-knit culture.
Addressing Uncontrolled Communications	People are likely to share and repost HeartKids content, which could result in misinformation. HeartKids should monitor their social platforms to address discrepancies in their corporate messages.
→ Tactic: Share corporate stories	
Misalignment: <i>Covenanted identity and cultural identity</i> Stakeholder: Volunteer	
PR Tactic & Communication Channel	Corporate stories express a common vision for the future, the journey to achieve that vision, critical milestones and help create paths for volunteers to follow. Storytelling is an effective strategy to engage all volunteers and is a sensory, emotional and dynamic tool.
Application of Tactic to Misalignment	Corporate stories convey emotion, are concrete, memorable, and represent a pull strategy that encourages participation among all ‘levels’ of the tier structured organisation. Using corporate stories HeartKids can demonstrate how their actual behaviour aligns with the communications about company behaviour.

Uncontrolled Communications	Corporate stories must accurately represent HeartKids and the brand's values in order to minimise the risk of a story being perceived negatively in the media.
→ Tactic: Behind the scenes video campaign	
Misalignment: <i>Conceived identity and ideal identity.</i> Stakeholder: Volunteers	
PR Tactic & Communication Channel	A campaign focused on a behind the scenes (BTS) view of volunteering with HeartKids may be beneficial in aligning the conceived and ideal identities of the organisation. BTS content is a tool used to reveal more information about who a brand is to their audiences and is useful for influencing the conceived identity.
Application of Tactic to Misalignment	The informality of BTS content reinforces a sense of community and connection between people (Point In Time Studios, 2020). Using BTS content eg. YouTube videos or Instagram stories HeartKids could further the perception that helping the CHD community is their passion and priority.
Addressing Uncontrolled Communications	HeartKids must ensure the identity and medical details of people involved in this campaign are protected. Failure to do so may generate negative media attention and scrutiny which the organisation would have to defend.
→ Tactic: Poster competition	
Misalignment: <i>Actual identity and conceived identity.</i> Stakeholders: Heart kids and volunteers	
PR Tactic & Communication Channel	A poster competition for an annual HeartKids' event could be beneficial. A creative based competition is low cost and could help increase brand awareness as well as demonstrate how HeartKids has impacted lives and/or the value stakeholders see in the organisation.
Application of Tactic to Misalignment	External stakeholder engagement is essential to delivering value (Lehtinen & Aaltonen 2020). A poster competition would enable HeartKids to remain in control of its communications. HeartKids could authorise information and ensure "meanings are validated and accepted as correct" (Jackson & Klobas 2008).

Addressing Uncontrolled Communications	A poster competition would help to generate positive forms of uncontrolled communications through people sharing positive messages that support the organisation's brand identity.
→ Tactic: Affiliation with an annual sporting event or team	
Misalignment: <i>Communicated and covenanted identity.</i> Stakeholder: Volunteers	
PR Tactic & Communication Channel	Sporting events attract a large viewing audience of people from a diverse range of backgrounds and provide a beneficial platform for brand promotion.
Application of Tactic to Misalignment	HeartKids could establish an affiliation with an annual sporting event or team to better align its communicated and covenanted identity. Charities linked with sporting events are regarded as “good charitable causes” and will generate greater involvement from individuals (Bennett et al., 2007).
Addressing Uncontrolled Communications	HeartKids would need to ensure they select events that align with their values and mission to avoid potentially damaging forms of uncontrolled communications. This would help them to increase brand awareness.

→ PESO Summary – (1) Heart kids (primary), (2) Volunteers (secondary), (3) Heart Kids and Volunteers

Activation Technique	Paid	Earned	Shared	Owned
New social media accounts targeting different age brackets			X	X
Shared posts on social platforms		X	X	
Promotion of corporate stories			X	X
Engagement of the community/stakeholders generating greater followers, likes or comments		X	X	
Behind the scenes video campaign	X			X
Poster competition			X	X
Brand ambassadors generating greater brand awareness		X	X	
Event sponsorship /sporting event/team affiliation	X			
Nationwide content promotion on social media/television	X			
Word of mouth		X	X	

→ Conclusion

The extensive research into HeartKids as an organisation, including the key priorities in the external environment, internal analysis, key stakeholders, and recommended public relations activations and other communication techniques, has resulted in key insights. One of the most prominent challenges identified in the external environmental analysis was the increasing difficulty of acquiring consumer attention within the saturated NFP market. Internal analysis revealed key misalignments and areas for improvement such as the low level of brand awareness and the need for personalised connections, further audience targeting and a tiered organisational structure. This analysis also identified the importance of prioritising beneficiary needs over donor centric activities. Through research, heart kids and volunteers were recognised as the primary and secondary stakeholders groups, respectively. Recommended public relations techniques to further align HeartKids' corporate identity and brand include; targeted social media pages, corporate stories, behind the scenes content, a poster competition and a sporting partnership. It is believed that an effective use of the recommended tools and methods will result in HeartKids increasing their brand awareness, strengthening their corporate identity and will ensure more success in their business goals and ventures.

Reference List

- ACNC 2017, *Charities and Fundraising: Issues and Risks*, ACNC, viewed 15 October 2021, <<https://www.acnc.gov.au/tools/webinars/charities-and-fundraising-issues-and-risks>>.
- ACNC 2018, *Are there too many charities in Australia?*, ACNC, viewed 17 October 2021, <<https://www.acnc.gov.au/for-public/understanding-charities/are-there-too-many-charities-australia>>.
- AdNews 2021, 'Hulsbosch Supports HeartKids with New Identity', *AdNews*, weblog post, 19 January, viewed 30 September 2021, <<https://www.adnews.com.au/campaigns/hulsbosch-supports-heartkids-with-new-identity>>
- Ariotti, A 2018, 'HeartKids teen sails to success', *9News*, 4 February, viewed 4 October, <<https://www.9news.com.au/national/heartkids-teen-sails-to-success/199377c5-8c32-4a23-8429-eb653158373f>>.ty5
- Armstrong, JS 1983, 'Strategic Planning and Forecasting Fundamentals', *University of Pennsylvania*, viewed 17 October 2021, <<https://marketing.wharton.upenn.edu/wp-content/uploads/2016/12/Strategic-Planning.pdf>>
- Balmer, J.M.T & Greyser, S. A 2002, 'Managing the multiple identities of the corporation', *California Management Review*, vol. 44, no. 3, pp. 72-86.
- Becerra Z.M. 2021, 'Interactive Workshops in a Pandemic: The Real Benefits of Virtual Spaces', *IEEE Pervasive Computing*, vol. 20, no. 1, pp. 35-39.
- Bennett, R, Mousley, W, Kitchen, P & Ali-Choudhury, R 2007, 'Motivations for participating in charity-affiliated sporting events', *Journal of Customer Behaviour*, vol. 6, no. 2, pp. 1-10.
- Bergström, T & Bäckman, L 2013, Marketing and PR in Social Media: How the utilization of Instagram builds and maintains customer relationships, *Stockholms University*, pp.1-57.
- Bradach, J, Tierney, T & Stone, N 2008, 'Delivering on the Promise of Nonprofits', *Harvard Business Review*, 1 December, viewed 5 October 2021, <<https://hbr.org/2008/12/delivering-on-the-promise-of-nonprofits>>.

Browning, L.D., 1991, 'Organisational narratives and organisational structure', *Journal of Organizational Change Management*, vol. 4, no.3, pp.1-9.

B&T Magazine 2021, 'HeartKids Unveils New Identity, Via Band and Design Agency Hulsbosch', *B&T Magazine*, 19 January, viewed 4 October 2021, <<https://www.bandt.com.au/heartkids-unveils-new-identity-via-brand-and-design-agency-hulsbosch/>>.

Charity Guide, 2021, *Health charities*, Charity Guide, viewed 17 October 2021, <<https://www.charityguide.com.au/category/health>>.

Crocker, D 2019, 'Corporate Identity: What It Is and Why It Matters', *Chevron Editing*, weblog post, 23 June, viewed 17 October 2021, <<https://chevronediting.com.au/corporate-identity-overview/>>.

Chong, M 2007, 'The Role of Internal Communication and Training in Infusing Corporate Values and Delivering Brand Promise: Singapore Airlines 'Experience'', *Corporate Reputation Review*, vol. 10, no. 3, pp. 201-12.

Duff, V 2021, 'Explain the three tier organisational structure', *Chron*, weblog post, viewed 28 September 2021, <<https://smallbusiness.chron.com/explain-threetier-organizational-structure-58320.html>>

F&P Magazine 2021, 'Giving Trends in Australia: Australian Communities 2020 Report', *F&P Magazine*, 21 February, viewed 5 October 2021, <<https://www.fpmagazine.com.au/giving-trends-in-australia-australian-communities-2020-report-373116/>>.

Garas, S, Mahran, A & Mohamed, H 2018, 'Internal corporate branding impact on employees' brand supporting behaviour', *Journal of Product & Brand Management*, vol. 27, no. 1, pp. 79-95.

Green, R 2021, 'Thing can change in a heartbeat in heartkids latest campaign via DDB Sydney', *Campaign Brief*, weblog post, posted 13 January 2021, viewed 30 September 2021, <<https://campaignbrief.com/things-can-change-in-a-heartbeat-in-heartkids-latest-campaign-via-ddb-sydney/>>.

HeartKids, 2021 (1), *A Special Message From the CEO*, HeartKids viewed 17 October 2021, <<https://www.heartkids.org.au/news/30/a-special-message-from-the-ceo>>

HeartKids 2021 (2), *About Us*, HeartKids, viewed 5 October 2021,
<<https://www.heartkids.org.au/page/157/about-us>>.

HeartKids 2021 (3), *Advocacy Work*, HeartKids, viewed 5 October 2021,
<<https://www.heartkids.org.au/page/160/advocacy-work>>.

HeartKids 2021 (4), *Annual Reports*, HeartKids, viewed 5 October 2021,
<<https://www.heartkids.org.au/page/141/annual-reports>>.

HeartKids 2021 (5), *Awareness Campaign Things Can Change in a Heartbeat*, Heartkids, viewed 5 October 2021, <<https://www.heartkids.org.au/news/33/awareness-campaign-things-can-change-in-a-heartbeat>>.

HeartKids 2021 (6), *National Action Plan*, HeartKids, viewed 4 October 2021,
<<https://www.heartkids.org.au/page/159/national-action-plan>>.

HeartKids 2021 (7), *Our Ambassadors*, HeartKids, viewed 5 October 2021,
<<https://www.heartkids.org.au/page/148/our-ambassadors>>.

HeartKids 2021 (8), *Our Approach*, HeartKids, viewed 4 October 2021,
<<https://www.heartkids.org.au/page/140/our-approach>>.

HeartKids 2021 (9), *Our Governance*, HeartKids, viewed 4 October 2021,
<<https://www.heartkids.org.au/page/138/our-governance>>.

HeartKids 2021 (10), *Our Team*, HeartKids, viewed 4 October 2021,
<<https://www.heartkids.org.au/page/146/our-team>>.

Helm, S 2011, 'Corporate Reputation: An Introduction to a Complex Construct', *Reputation Management*, Springer, New York, pp. 3-13.

Jackson, P & Klobas, J 2008, 'Building knowledge in projects: A practical application of social constructivism to information systems development', *International Journal of Project Management*, vol. 26, pp. 329-37.

Jaredic, M 2021, 'Why You Need These 4 Types of Behind the Scenes Content', *Flight Media*, n.d., weblog post, viewed 17 October 2021, <<https://blog.flightmedia.co/behind-the-scenes-content>>.

King, A 2016, 'Australia Day Award Nomination: Mardi has support for sick children at heart', *Central Western Daily*, weblog post, 22 January, viewed 29 September 2021, <<https://www.centralwesterndaily.com.au/story/3678002/australia-day-award-nomination-mardi-has-support-for-sick-children-at-heart/>>.

Lehtinen, J & Aaltone, K 2020, 'Organizing external stakeholder engagement in inter-organizational projects: Opening the black box', *International Journal of Project Management*, vol. 38, no. 2, pp. 85-98.

Mahlke, S & Thuring, M 2007, 'Usability, aesthetics and emotions in human–technology interaction', *International Journal of Psychology*, vol. 42, no. 4, pp. 253-264.

Melewar, T. C & Karaosmanoglu, E 2006, 'Seven dimensions of corporate identity: a categorisation from the practitioners' perspectives', *European Journal of Marketing*, vol. 40, no. 7, pp. 846-869.

Pereira, B 2012, *Charitable Fundraising Regulation Reform Discussion Paper*, Australian Government, viewed 1 October 2021, <<https://treasury.gov.au/sites/default/files/2019-03/HeartKidsAustralia.pdf>>

Point In Time Studios, 2020, Behind The Scenes Video Marketing Tips for 2021, *Point In Time Studios*, viewed 17 October 2021, <<https://pointintimestudios.com/why-you-need-behind-the-scenes-content-on-your-social-media/>>.

Queensland Government 2021, *Create a business vision*, Queensland Government, viewed 8 October 2021, <<https://www.business.qld.gov.au/starting-business/planning/business-planning/vision>>.

Tourky, M, Foroudi, P, Gupta, S, & Shaalan, A, 2021, 'Conceptualizing corporate identity in a dynamic environment', *Qualitative Market Research*, vol. 24 no. 2, pp. 113-142.

Wong, K 2021, *Organizational Culture: Definition, Importance, and Development*, viewed 17 October 2021, <<https://www.achievers.com/blog/organizational-culture-definition/>>.

Zmorenski, D 2021, *Why Leaders Must Have Vision*, Reliable Plant, viewed 17 October 2021
<<https://www.reliableplant.com/Read/29109/leaders-have-vision>>

Appendices

1.1 21 Interfaces: Misalignments

Construct	Alignment/Misalignment	Construct
Actual	<p>Stakeholder - Heart kids and beneficiaries</p> <p>→ Alignment - The charitable work undertaken by HeartKids is accurately communicated through controlled and uncontrolled communication channels. The information communicated reflects the services, support and information the organisation provides to its target demographic and the positive impact the organisation is having on the lives of HeartKids and their families (Ariotti 2018).</p>	Communicated
Actual	<p>Stakeholder - Heart kids</p> <p>→ Misalignment - HeartKids has a low brand awareness because of the existence of such a large number of charitable organisations. With over 56,000 registered charities saturating the NFP market it is increasingly difficult to capture audience attention and fundraise for resources (ACNC, 2018). This impacts the ability of HeartKids to build a strong reputation and to attract support for its cause.</p>	Conceived
Actual	<p>Stakeholder - Heart kids</p> <p>→ Misalignment - It is difficult for HeartKids to deliver what is promised because of low brand visibility. HeartKids is not featured on top Australian charity lists, because the market is saturated with charitable organisations (Charity Guide, 2021) . Furthermore there is competition from larger charities such as The Children's Heart Foundation and Hearts of Hope. As such, it is difficult to develop high visibility in a highly competitive environment.</p>	Covenanted
Actual	<p>Stakeholder - Heart kids and beneficiaries</p> <p>→ Alignment - What HeartKids say they will deliver, and their projected forecast and future plans are relatively on track. HeartKids began work on its National Action Plan in 2020 and it is</p>	Ideal

	effectively working to address gaps to provide better quality support for HeartKids and their families (HeartKids 2021 (6)).	
Actual	<p>Stakeholder - Heart kids and volunteers</p> <p>→ Misalignment - HeartKids is a leading NPF organisation, which is committed to developing “strong stakeholder relationships to make a real difference to the lives of HeartKids children and their families” (HeartKids 2021 (10)). HeartKids continues to work on campaigns and projects to build community awareness and to obtain new sponsors and attract donations. Whilst campaigns such as things can change in a heartbeat help to raise awareness of CHD and increase peoples consideration to donate, the organisation does not have significant brand awareness within the broader community.</p>	Desired
Actual	<p>Stakeholder - Employees, heart kids and volunteers</p> <p>→ Alignment - HeartKids employees and volunteers share in the organisation's mission of supporting patients and their families in their CHD journey. HeartKids has formal processes to induct and educate new staff about the organisation, corporate strategy, performance and expected conduct (HeartKids 2021 (9)).</p>	Culture
Communicated	<p>Stakeholder - Heart kids</p> <p>→ Misalignment - HeartKids promotes itself as a leading advocacy organisation supporting patients and families in their CHD journey (HeartKids 2021 (3)). It is committed to having a real and lasting impact on the lives of those within the CHD community (HeartKids 2021 (2)). The HeartKids corporate logo reflects this premise as the image depicts ‘big hearts helping little hearts’ (AdNews, 2021). HeartKids effectively communicates different patient stories which contribute positively to their image and reputation. As there are many charitable organisations operating across Australia HeartKids is not as widely recognised as it could be.</p>	Conceived
Communicated	Stakeholder - Heart kids	Covenanted

	<p>→ Misalignment - It is difficult for HeartKids to break through the competitive clutter and show how they can help those with CHD and meet their promises. The charitable market is flooded with worthy causes for people to support and stakeholders are looking to establish more personalised and meaningful connections to the causes they support (F&P, 2021).</p>	
Communicated	<p>Stakeholder - Heart kids</p> <p>→ Misalignment - HeartKids is committed to supporting heart kids through life. Their recently redesigned “brand strategy, identity and logo powerfully reflects the essential work HeartKids delivers to hospitals and the community” (B&T Magazine 2021). It indicates that HeartKids has not achieved optimum positioning of its brand and identity in the charitable market and that it is looking towards the future. HeartKids is engaging in activities to help build awareness of its brand (HeartKids 2021 (5)) so it can continue to take advantage of its capabilities and prospects.</p>	Ideal
Communicated	<p>Stakeholders - Heart kids</p> <p>→ Alignment- The CEO’s vision to “make a real and lasting impact for the Congenital Heart Disease (CHD) community” (HeartKids 2021 (10)), aligns with the communicated identity, in particular the campaign initiatives. The latest ‘things can change in a heartbeat’ multi-channel campaign, builds support and awareness, contributing to achieving the CEO’s aim. The campaign “captures the emotional and physical impact a diagnosis can have on Australian families” (Green, 2021). HeartKids strives “to increase awareness of CHD through various campaigns and awareness programs. Our goal is to educate the public about the family impact that having a child with CHD has and our objective to support the families affected” (Pereira, 2012).</p>	Desired
Communicated	<p>Stakeholders - Heart kids and volunteers</p> <p>→ Alignment - Communication with partners is achieved to a high standard as programs are tailored through a ‘tiered approach. Based on the benefits of the partnership, the type of</p>	Culture

	<p>relationship is established e.g., a basic recognition or sponsorship. Also, communication to heart kids and their families is a major strong point. Although HeartKids is forced to communicate online, the organisation has utilised the power of virtual events to bring together people nationwide, e.g., morning tea events, Friday social sessions and one to one events. Online virtual events lend themselves to access and participation as geographic limits are eliminated, “there is no travel budget necessary to participate in a virtual workshop, making them more accessible to a broader range of potential attendees” (Becerra et. al. 2021). Furthermore, online workshops might be “better positioned to employ digital services for work and collaboration than physical events. The reason is that the use of technology is sometimes unpopular at in-person meetings” (Becerra et. al. 2021).</p>	
Conceived	<p>Stakeholder - Volunteer</p> <p>→ Alignment- The current reputation of HeartKids aligns well with the organisation’s Conventated Identity, which positions them as a NFP that is trust-worthy, transparent, innovative, community focused and passionate about achieving their purpose; which is to help people whose lives are affected by CHD.</p>	Covenanted
Conceived	<p>Stakeholders- Heart kids</p> <p>→ Misalignment- HeartKids currently holds a positive reputation within the communities it is operating in, this has been achieved through the various charitable activities the organisation has engaged in as well as the overall company behaviour. However, research reveals that community focused philanthropy is a rising trend, as such, HeartKids should seek to prioritise the CHD community in their communication efforts and activities (F&P, 2021). Currently HeartKids is placing an equal focus on meeting the needs of both the CHD community and donors in regards to communication on Facebook. A lot of the current Facebook</p>	Ideal

	content is in the format of stories of individuals suffering with CHD and the focus of the content is to prompt people to make donations. If the Ideal Identity of HeartKids is to be perceived as a community-focused not-for-profit organisation rather than a donor-centric NFP, more emphasis needs to be placed on demonstrating that the organisation prioritises CHD community needs over donors.	
Conceived	<p>Stakeholders- Heart kids and volunteers.</p> <p>→ Misalignment- Whilst HeartKids has a positive reputation as a healthcare charity it is not known for being innovative which is a key quality the company is striving for in the Desired Identity. Fiona Ellis details in an article on the HeartKids website that she wants the company to grow and develop new strategies and programs to better help people affected by CHD (HeartKids 2021 (10)). Activities such as the introduction of the 'UpBeat' app reflect these innovations however it seems that in the public's perceptions the company is to be known for being innovative.</p>	Desired
Conceived	<p>Stakeholders- Heart kids and volunteers.</p> <p>→ Alignment- HeartKids has a positive reputation as a charity determined and passionate about helping people whose lives have been affected by CHD. Public social media comments and posts about HeartKids reflect this positive reputation within the NFP business environment and community. The culture of HeartKids seemingly aligns well with their conceived identity. HeartKids has a positive and functional organisational culture that places the HeartKids' purpose at the centre of what they do and how they do it.</p>	Culture
Covenanted	<p>Stakeholders- Heart kids and beneficiaries</p> <p>→ Alignment- The ideal identity of HeartKids is to be a charity that helps people affected by CHD. The current not-for-profit business environment places an emphasis on companies engaging in transparent, innovative and genuine activities that focus on achieving the charity purpose. It would seem that</p>	Ideal

	HeartKids has achieved the perception that they have all of these qualities through the sharing of their governance information, their use of virtual and hybrid charity events and their commitment to helping the CHD community. As such HeartKids' ideal identity aligns well with the covenanted identity. This means that who HeartKids wants to be is consistent with what is expected of them which is to help the CHD community.	
Covenanted	Stakeholders- Heart kids → Alignment- The CEO; Fiona Ellis, of HeartLKId's vision for the organisation is to be known as a company that is dedicated to helping people affected by CHD in any way possible. This vision for the company aligns well with HeartKids' promise which is to give those affected by CHD a chance at a healthy life.	Desired
Covenanted	Stakeholders- Heart kids and volunteers → Alignment- HeartKids promises to their heart kids, the "chance to live a long, healthy and fulfilling life" (HeartKids, 2021 (3)). This promise aligns with their culture which is based on values of trusting, brave and helpful people who unite as one in the quest to better the lives of people suffering from CHD. Further, HeartKids promises to volunteers that their work with HeartKids is rewarding and meaningful. The tier structure is classified as a flat hierarchy which "favors the flat structure because the free, two-way information flow it embodies tends to encourage innovation -- an important enterprise trait" (Duff, 2021). Training programs for staff and volunteers are established and communicated, enhancing the flat structure organisation, a major part of their corporate culture which they thrive on. This tiered structure must be utilised to the maximum in order to achieve a tight-knit network of volunteers where their efforts and dedication are valued. Volunteers must be nurtured within the entire network of the organisation.	Culture
Ideal	Stakeholders- Heart kids and volunteers	Desired

	<p>→ Alignment- Ideal and desired identities cross over, establishing a strong alignment between both. The CEO's vision (desired identity) to create a real impact on heart kids is achieved through the organisation's planned and promoted corporate brand strategy (ideal identity). The desired identity revolves around the idea that HeartKids is "solely focused on supporting and advocating for all people impacted by childhood onset heart disease... our purpose is to help them and their families to lead the most fulfilling life possible and to reach their personal goals" (HeartKids, 2021 (8)). Ideal identity plans aim to achieve this goal by setting goals eg. aim to support over 65,000 Australians suffering from CHD. HeartKids aims to achieve such goals by implementing campaigns, remaining present online, gaining partnerships and maintaining relationships with families and people suffering from CHD.</p>	
Ideal	<p>Stakeholder- Heart kids</p> <p>→ Misalignment- Stated on the HeartKids website, ideal identity plans aim to achieve this goal by setting goals e.g., aim to support over 65,000 Australians suffering from CHD. However, plans to enhance cultural values within the association obtain differing objectives. As a part of the national action plan, HeartKids aims to introduce 'UpBeat', a new smartphone application where heart kids who are maturing over the age of 16 years old, are given the opportunity to take charge of their health care journey, e.g., book appointments through the app and trace all healthcare information (HeartKids 2021 (6)). This creates a strong and empowered community, however, does not simultaneously achieve their ideal identity plan.</p>	Culture
Desired	<p>Stakeholder- Both heart kids and volunteers</p> <p>→ Alignment - The CEO's vision to "make a real and lasting impact for the Congenital Heart Disease (CHD) community" (HeartKids 2021 (2)), aligns with the cultural identity of HeartKids which places values, beliefs and relationships at the forefront of</p>	Culture

	<p>its operation. HeartKids has established a community that cherishes relationships between volunteers and heart kids and their families. A network of relationships is founded on the basis of HeartKids values and emotional roots. As well, governance is maintained at a high standard “As a community organisation, HeartKids also has considerable legislative, administrative, and other accountabilities” (HeartKids 2021 (9)). This cultural identity aligns with the CEOs initial vision and aim.</p>	
--	--	--

→ **1.2 Urgent Misalignments with reference to domino effects on other identities.**

(1) Actual/Conceived
<p>HeartKids has low brand awareness in the healthcare market which is flooded with NFP organisations; the conceived identity of HeartKids does not accurately resonate with the actual identity of the organisation. As a result of this alignment, the desired and ideal identity may be amiss, as the message is not targeting the audience at its full potential.</p>
(2) Communicated/Covenanted
<p>HeartKids is unable to establish personalised and meaningful connections in a competitive clutter of NFP communications; the communicated identity which does not powerfully represent covenanted identity may disrupt conceived identity, as the attention of the target market is not captured to its maximum capability.</p>
(3) Ideal/Culture
<p>On the HeartKids website, a broad objective is stated whilst plans to improve culture target a specific market within the organisation; Although both identities are positive and can both separately be achieved, perhaps more niche identity plans would be beneficial, otherwise conceived identity may be blurry.</p>
(4) Covenanted/Culture
<p>HeartKids favours a flat organisational structure, however, this structure does not cater to volunteers at all stages of their journey with HeartKids; Further programs may be implemented in accordance with the 'tier' structure, otherwise, the conceived and actual identity may be restricted.</p>
(5) Conceived/Ideal
<p>HeartKids is placing an equal focus on meeting the needs of people suffering CHD and also donors, whereas the emphasis should be placed on heart kids and families, adhering to the ideal identity; This will also align with the desired identity and actual identity, creating a holistic organisation that places heart kids as their priority.</p>

1.3 Individual Contributions

Alice Buckley (6129778)

- Summary of external priorities section.
- Internal analysis - actual identity and communicated identity.
- Primary and secondary stakeholders section.
- Misalignments section (body/appendix 1.2).
- Interfaces: Misalignments section (appendix) - x6 misalignments.
- PR techniques section - x2 techniques.
- Final edit.

Alina Hager (6427194)

- Cover page.
- Introduction.
- Internal analysis - ideal identity, desired identity and cultural identity.
- Interfaces: Misalignments section (appendix) - x6 misalignments.
- PR techniques section - x1 technique.
- Conclusion.
- Editing.

Sarah Officer (6095288)

- Executive Summary.
- Internal analysis - conceived identity and covenanted identity.
- Interfaces: Misalignments section (appendix) - x9 misalignments .
- PR techniques section - x2 techniques.
- Addressing uncontrolled communications.
- PESO summary.
- Editing.