A strategic communication management framework for blood donor recruitment messages

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DECLARATION

I, Charmaine Jacobs 9504280105083, hereby declare that the entirety of the work contained in this dissertation is my own, original work (unless explicitly stated otherwise). Reproducing and publishing this manuscript will not infringe any third-party rights, and I furthermore declare that this study has not, in its entirety or in part, been submitted for any qualification at this or any other institution.

C. Jacobs

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“To God all the glory”

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ABSTRACT

Blood shortage is a global concern, as an insufficient supply of blood and blood products directly affects the lives of the many individuals in need of blood and blood products. The Western Cape Blood Service (WCBS), in the same manner, is experiencing severe blood shortages, which has necessitated them to increase their donor pool significantly and with a degree of urgency. In South Africa, the smallest percentage of blood donors comes from the country's biggest demographic, black South Africans. One of the most effective ways of increasing the donor pool, especially in this demographic, is to bolster the WCBS's strategic communication strategy. Within strategic communication, strategically formulated blood donor recruitment messages can contribute to reaching the goal of blood services, which is to supply a sustainable supply of blood and blood products. Tailored blood donor recruitment messages are therefore crucial to develop, especially given the benefit that tailored messages are more relevant to their audience and ultimately more persuasive than generic messages. This study recommends that achieving the goal of developing effective, that is, persuasive, tailored recruitment messages, requires a framework with a strong theoretical foundation in strategic communication. To that effect, a conceptual framework for blood donor recruitment messages was developed by applying the principles of strategic communication, which included environmental scanning; identifying, segmenting, and prioritising stakeholders; two-way communication; tailoring communication messages; and evaluating the impact of the tailored messages. The theories that underpin blood donor communication, such as the theories of altruism and persuasion, the compliance gaining theory, Burke's theory of identification, the symbolic interaction theory, and the elaboration likelihood model were used as the theoretical foundation for the framework that was developed in this study for tailored blood recruitment messages.

The WCBS was used as a case study to investigate how the blood service is communicating to recruit new donors. A semi-structured interview was conducted with the promotions and public relations manager as well as the communication practitioner of WCBS to establish how the organisation is communicating with non-donors. A qualitative content analysis was conducted on the WCBS recruitment messages in June of 2018, given that this is their annual blood drive month, to determine how the WCBS is communicating to recruit non-donors. Focus group interviews with residents in the Western Cape were conducted to know the perceptions of non-donors on the WCBS blood donor recruitment messages. A quantitative questionnaire was compiled to determine the information needs of non-donors.

This study found that WCBS does not recruit non-donors strategically. The majority of blood donor recruitment messages are focused on communicating with donors and non-donors by means of one message simultaneously. The WCBS does not segment and prioritise non-donors, and environmental scanning is not applied to determine the information needs of non-donors.

The theoretical and practical impact of the study lies in the framework for strategic blood donor recruitment messages based on a combination of the conceptual framework, the perceptions of non-donors on the WCBS's recruitment messages, as well as non-donors' blood donation information needs.

Key terms:

Non-donors, message tailoring, recruitment messages, strategic communication, two-way communication, Western Cape Blood Service, WCBS.

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CHAPTER 1 INTRODUCTION, PROBLEM STATEMENT AND RESEARCH AIMS

1.1 Introduction and background

The Western Cape Blood Service (WCBS) is a non-profit organisation (NPO) that functions independently throughout the Western Cape. The organisation is accredited by the South African National Accreditation System (SANAS) and operates according to strict international standards set out by the World Health Organization (WHO) (WCBS, 2020).The mission of the WCBS is to monitor and anticipate the requirements of the Western Cape population for all blood and related products and provide a safe and appropriate total blood service for donors and patients in times of need (WCBS, 2020). The WCBS must offer relevant educational training, development, and clinical advisory service for health care professionals, staff, and the general public. The WCBS strives to apply an effective programme of quality assurance throughout all aspects of transfusion practice and its management. Their mission is further to provide appropriate research and development, keep operating costs to a minimum, and provide encouragement, support, and training to members of the WCBS staff so that they may play a meaningful role in achieving the WCBS's objectives (WCBS, 2020). The WCBS aims to recruit and maintain an adequate number of healthy, voluntary non-remunerated blood donors (WCBS, 2020).

The Western Cape has an estimated population of seven million individuals, of which only 1,5% are blood donors (World Population Review, 2022). Despite a growing population, the number of blood donors has decreased in this province. According to their most recent annual report (2020/2021), the WCBS registered 10 255 first-time donors in 2020/2021 compared to the 24 616 first-time donors in 2019/2020 (WCBS, 2020). Along a similar trajectory, during 2019/2020, a total number of 72 780 individuals from this province donated blood versus the 60 932 that donated in 2020/2021, indicating a decline in blood donors in the Western Cape province over a year (WCBS, 2021).

For any NPO like the WCBS depending on donations for its success, communicating strategically with stakeholders is crucial, doubly so when the focus is on recruiting and retaining new donors. To reach their main aim, which is to supply safe blood and blood products, the WCBS engages with donors and non-donors through interactions at blood donor clinics and drives, recruitment calls, SMSs and emails, "the Blood Buzz", their quarterly newsletter, an annual donor survey, social media, a donor awards function, website, educational and motivational talks, and marketing and advertising campaigns. The promotions and public relations manager are responsible for recruiting and maintaining an adequate number of healthy, voluntary non-remunerated blood donors through developing blood donor recruitment messages (WCBS, 2020). The organisation depends on blood donors for a sustainable supply of blood, without whom the organisation cannot function. Therefore, to achieve the overall mission of the WCBS (i.e., to supply a sustainable amount of blood and blood products), the promotions and public relations manager must develop effective blood-donor recruitment communication strategies.

Blood service organisations differ from other NPOs in that blood donors do not give finances or other donations to the organisation. Blood donors offer their life-saving blood and valuable time, despite that many fear the invasive process of donating blood (Vavić *et al*., 2012; Rose *et al.*, 2014). First-time donors are especially needed to replace other donors who have become ineligible or dropped out of the donor pool and build the blood supply to prevent shortfalls. The needs of the WCBS and its stakeholders must be met for them to address the imminent shortfall. Grunig (1992) and Grunig *et al.*(2002) state that if an organisation desires to be successful, its behaviour should be shaped around solving the problems and satisfying the goals of its stakeholders, including top management. If the organisation fails to do this, stakeholders either pressure the organisation to change or oppose it in ways that add risk to the organisation (Grunig, 1992; Dozier *et al.*, 1995). This implies that the WCBS should know the needs, fears, and perceptions of donors to retain them in addition to recruiting non-donors successfully. To reach the former objective and behave in socially acceptable ways (i.e., to provide a sustainable blood service), organisations should employ environmental scanning or research. Information gathered during environmental scanning should be used to create effective strategic communication strategies and plans.

With environmental scanning, organisations identify those stakeholders who may be affected by potential organisational decisions and actions and who, in turn, affect the organisation (Grunig, 1992; Dozier *et al.*, 1995). To this effect, stakeholders' needs, views, motivations and values should be ascertained using research and symmetrical or asymmetrical or any form of two-way communication[1]. Environmental scanning combined with two-way communication are therefore tools that can help the organisation understand their stakeholders. Two-way communication between the organisation and its stakeholders leads to mutual understanding and establishing mutual goals. Mutual goals give way to stakeholders assisting the organisation in obtaining its

[1]Grunig (1992:39) identified the four communication models and differentiated between the one-way and two-way models. The one-way models are the publicity or press agentry model and the public information model while two-way models are the two-way asymmetrical model and the two-way symmetrical model. The mixed motive model developed out of the two-way communication models and represents communication in reality.

own goals (Steyn, 2007; Grunig, 2011). Without two-way communication as part of environmental scanning, organisations like the WCBS will be unable to determine the needs, motivations and views of its strategic stakeholders, which includes non-donors necessary to obtain their organisational goals. If these needs, motivations, and views are unknown, the organisation cannot communicate successfully with the stakeholders they want to reach and with whom they wish to build a mutually beneficial relationship.

In consideration of the former, organisations are advised to gather information through two-way communication as part of an environmental scanning process before developing tailored-made blood donor recruitment messages. Tailoring refers to the personalisation of messages for an individual based on their beliefs, traits, and culture, among others. According to Jensen *et al.* (2012:1), tailoring increases the persuasive effectiveness of a message. In the blood-donation organisation's context, messages should be tailored to change the behaviour of all racial audiences, specifically black African[2] non-donors, which is especially small although the demographic can offer many more donors. According to statistical evidence from the South African National Blood Service (SANBS, 2018a), most blood donors in South Africa are white, while only 6% of blood donations are from black African donors. Despite this, the black African population is the second largest population in the Western Cape, and they have special blood characteristics that cannot be ignored. Black African donors should therefore be a selected target audience if blood services desire to expand their donor pool. Figure 1-1 illustrates the current donors of the WCBS according to race.

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[2]Black African groups make up the minority of blood donors in SouthAfrica.More donors from black African groups are needed to meet the growing demand for better-matched blood, especially a special subtype of blood that is common in black African groups (SANBS, 2020).

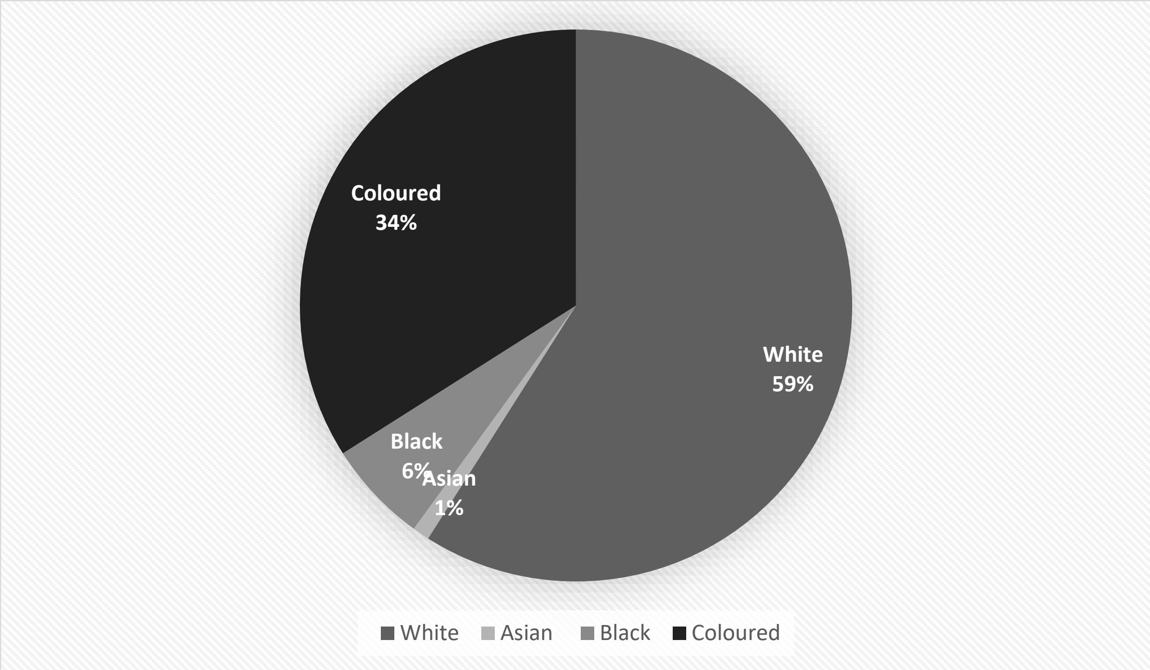

Figure1-1: WCBS current blood donors according to race

(Source: WCBS, 2021)

According to the World Population Review (2022), the ethnic and racial composition of the Western Cape is:

- 50% Coloured
- 32% Black African
- 17% White
- 1% Asian or Indian

Based on the above statistics, even though the black African population is the second largest population in the Western Cape, only a minority donates blood. This corroborates the former statement that blood services need to develop tailored, culturally relevant communication programmes to attract black African donors (Palumbo & Teich, 2004:474). In accordance with this, recruiting underrepresented groups, such as black Africans, are essential to building and maintaining a sizeable donor register. If the WCBS ignores the former evidence and recommendations, it will not achieve significant growth in blood donors (Siromani & Mammen, 2016).

1.1.1 Underrepresentation of black African groups in South Africa

Although South Africa is a multicultural country, the World Population Review (2022) reported that in 2021, the South African population consisted of approximately 60 million residents in total, of which approximately 46,6 million are black Africans. In contrast, the SANBS (2020) found that the majority of blood in South Africa is collected from the white demographic, a minority demographic in South Africa. As established in the previous section, recruiting underrepresented groups is essential to building and maintaining a growing donor register (Siromani & Mammen, 2016). This requires that the communication practitioner understands the subtlety of cultural issues associated with each targeted group (Siromani & Mammen, 2016); a simple adoption of a "western model" of donor recruitment messages will likely be unsuccessful because it will be irrelevant to non-European groups. Black African non-donors should be a crucial targeted audience if blood services desire to expand the donor pool. Siromani and Mammen (2016) emphasise the need for blood services to integrate social-cultural factors into messages targeting black Africans.

According to Siromani and Mammen (2016), each organisation adopts its own tailor-made motivations and techniques consistent with the characteristics of its audience. On this account, for any blood donor recruitment messages to be successful, blood services must change the perceptions, attitudes, and behaviour of these population groups. Theories that focus on changing and influencing the former in individuals include altruism and persuasion, the compliance gaining theory, Burke's theory of identification, the symbolic interaction theory, and the elaboration likelihood model (also see sections 1.6 and 2.2.7). These theories centre on using various measures that persuade individuals to perform in a desired manner, such as, in this case, donating blood, and therefore play a substantial role in the development of blood donor recruitment communication messages. Although there is a need for black African donors, black donors are not the focus of the study. The focus of the study is that messages should be tailored for different groups based on their own information needs, fears, motivations and beliefs.

1.2 Problem statement

The WCBS is experiencing a "critical shortage in blood stocks" (WCBS, 2022a). According to Geyers (2020), the WCBS aims to maintain a blood stock level of five days at all times in order to meet the demands of the Western Cape; yet the WCBS usually only has a one-day supply. Furthermore, SABC News (2020) has reported that 3 000 South Africans are at risk daily of not having access to blood should they need it, given the critical nationwide blood shortage. In an attempt to decrease the blood shortfall, the WCBS distributes various blood donor recruitment messages. However, given the persisting shortage of blood, it seems that blood donor recruitment messages are not strategic enough to address every targeted group of non-donors' needs, views and motivations (which are determined through environmental scanning). Furthermore, the WCBS's existing tailored blood donor recruitment messages are not embedded in any theoretical aspect of strategic communication, such as the theories of altruism and persuasion, the compliance gaining theory, Burke's theory of identification, the symbolic interaction theory or the elaboration likelihood model. The outcome is that blood donor recruitment messages are not always culturally appropriate for their target population, given that a majority of the black African groups still do not donate blood. The principles of strategic communication could assist blood services such as the WCBS to recruit non-donors more effectively.

The above-mentioned background gives rise to the following general research question for the study: *In what way can the principles of strategic communication and the perceptions of non-donors on the WCBS's blood donor recruitment messages be used to create a framework for blood donor recruitment messages?*

1.3 Specific research questions

1.3.1 How should blood services communicate to recruit blood donors, according to the principles of strategic communication literature?

1.3.2 What and how does the WCBS communicate to recruit non-donors?

1.3.3 What are the perceptions of non-donors on the WCBS recruitment messages?

1.3.4 What are the information needs of non-donors on blood donation?

1.4 General research aim

To determine how the principles of strategic communication and non-donors 'perceptions of the WCBS's blood donor recruitment message can be used to create a framework for effective blood donor recruitment messages.

1.5 Specific research aims

1.5.1. To determine how blood services should communicate to recruit blood donors by conducting a literature study on the principles of strategic communication.

1.5.2. To determine what the WCBS is communicating to non-donors and how they are communicating this by conducting a content analysis of their current recruitment messages and a semi-structured interview with their promotions and public relations manager as well as the communication practitioner.

1.5.3. To determine non-donors' perceptions of the WCBS's donor recruitment messages by conducting focus group interviews.

1.5.4. To determine the information needs of non-donors on blood donation by conducting quantitative questionnaires.

1.6 Theoretical points of departure

This study focuses on the WCBS's donor recruitment messages and how they can make use of strategic communication principles and tailored blood donor recruitment messages to recruit new donors, which in turn will relieve some of the demand for blood products. This study is therefore positioned within the theory of strategic communication and message tailoring. The excellence theory is considered for its value as the norm of strategic communication, even though it began as a field of public relations. Strategic communication can be defined as all communication that is essential for the survival and sustainable success of an entity. It concerns the intentional use of communication by an organisation to engage in conversations of strategic significance to its goals (Zerfass *et al.,* 2018:493). This definition builds on the principles of two-way communication, mutual benefits and environmental scanning, which imply that the organisation must be knowledgeable about strategic stakeholders to tailor messages. In communication, tailoring is defined as the personalisation of messages for individuals primarily based on their traits, lifestyles, and abilities (Kreuter & Skinner, 2000). Tailored messages allow conversations to be relevant to a unique audience and are regarded as attention-catching and relevant (Kreuter & Wray, 2003).

The principles of strategic communication and message tailoring can be applied to this study given that strategic communication enables practitioners to determine the needs and views of non-donors and from that, tailoring enables communication practitioners to develop blood donor recruitment messages that are personally relevant and persuasive. Understanding the needs and views of non-donors will assist blood services in compiling more effective recruitment messages. In the blood donation context, organisations should appeal to humanitarian traits within people. Therefore, this study is underpinned by the theoretical constructs identified from the body of literature in the field of strategic communication, namely the persuasion and altruism theories (Ferguson,2015; Guttman *et al*., 2016), the compliance gaining theory (Gass & Seiter, 2014), Burke's theory of identification (Littlejohn & Foss, 2011), the social symbolic interaction theory

(LaRossa & Reitzes, 1993; West & Turner, 2014:75), and the elaboration likelihood model (Kitchen *et al.*, 2014:43; Geddes, 2016;).

The abovementioned theories that underpin this study are outlined briefly below.

- Altruism and persuasion

According to Ferguson (2015), altruism is defined as selfless concern for the well-being of others. Moreover, Guttman *et al*. (2016:910) argue that the idea of helping others in need is generally employed as a central persuasive approach. Altruism is a strong driving force to persuade individuals to comply and donate blood. Blood donors are depicted in the media as "good" or "altruistic people", which research indicates is often used as a persuasive communication approach to recruiting new blood donors (Lauri & Lauri, 2005). Therefore, unlike the messages of other NPOs that are formulated to appeal to the receiver as the direct beneficiary of the behaviour the message aims to influence, blood donor recruitment messages evoke altruism by depicting how another's life benefits from their giving. In order to communicate strategically with non-donors messages have to be developed that are persuasive. When individuals feel good about themselves the messages appear more persuasive and are therefore more strategically developed (see section 2.2.7.1)

- Compliance gaining theory

The compliance gaining theory focuses on changing an audience's behaviour without necessarily changing their attitude towards a specific cause (Gass & Seiter, 2014:251). Various compliance gaining strategies and situational dimensions should be used to influence non-donors to donate blood (Gass & Seiter, 2014:246). The compliance gaining theory is important for the purpose of this study given that it improves the persuasiveness of the communication message (see section 2.2.7.2)

- Burke's theory of identification

Burke's theory of identification focuses on how consubstantial messages create shared meaning and relatedness between an organisation and its stakeholders, or in this case blood services and potential blood donors, which leads to more effective persuasion (to donate blood). Burke's theory of identification can guide communication practitioners to tailor blood donor recruitment messages to foster identification or relatedness between the organisation, its goals, and its stakeholders (Littlejohn & Foss, 2011:142). Blood services should therefore focus on those aspects regarding blood donation with which non-donors might identify or want to identify or relate. This implies that blood services should understand non-donors' needs, views and fears to such an extent that they know exactly what source of identification the message should focus on in order to relate to the target audience. Strategic communication enables one to inform and persuade individuals and therefore environmental scanning has to take place in order to determine what non-donors identify with (see section 2.2.7.3).

- The symbolic interaction theory

The symbolic interaction theory can also be considered for formulating blood donor recruitment messages. The theory is premised on the notion that the concepts of altruism and guilt are socially embedded, and that an individual's relationship with society influences their values, perceptions, behaviour, and motivation (to donate blood). The symbolic interaction theory is based on ideas about the self and their relationship with society (LaRossa & Reitzes, 1993; West & Turner, 2014:75). Communication practitioners can use this relationship together with altruism to appeal to the audience for blood donations. Such messages emphasise the magnanimous contribution of blood donors to society that serves a humanitarian purpose and improves their self-concept. (See section 2.2.7.4 on how blood services must communicate strategically with non-donors by applying the symbolic interaction theory).

- Elaboration likelihood model

According to Geddes (2016), the elaboration likelihood model seeks to describe how individuals process stimuli and how attitudes develop from the influencing behaviour. When faced with a persuasive message, audiences will process it using either a high or a low level of elaboration, and which of these will determine either central or peripheral route processing (Geddes, 2016). Geddes (2016) describes the central route as communication messages that are straight-forward as well as relevant and requires a high level of receiver involvement. On the other hand is the peripheral route, which is a successful route of persuasion for communication messages that require low receiver involvement. Motivation and ability are two factors that persuade users of low and high receiver involvement. Motivation implies a message's relevance to the audience, whereas ability focuses on communicating the message in such a manner that it achieves optimal persuasive potential.

The above theories should be applied within a symmetrical worldview where two-way communication, research and dialogue are used to improve mutual understanding and build relationships with stakeholders. With these measures, the WCBS will be able to develop messages and donor recruitment campaigns that address the needs and, importantly, the fears of non-donors in order to encourage changed behaviour. These needs and fears can only be determined through environmental scanning and by applying the above-mentioned theory blood donor recruitment messages can be more strategic and persuasive in nature (see section 2.2.7.5).

1.7 Research approach

No previous research has been done on the WCBS's blood donor recruitment messages, which makes this study exploratory in nature. Data was triangulated, a process that uses two or more research methods in a study to gather data to answer a specific question, such as research questions 3 and 4 (see section 1.3) (Du Plooy,2009:39). For the purpose of this study a qualitative research design was used and both qualitative and quantitative methods (mixed-method research) was applied. According to Creswell (2003:4), when employing a mixed-method approach, the researcher uses both qualitative and quantitative research methods. Quantitative and qualitative methods were used in this study for their well-established complementary nature that allows researchers to conduct more complete and nuanced analyses of a research problem (Ivankova *et al*., 2007:261). Although this study was initially outlined for the sole use of qualitative research methods, quantitative questionnaires were used as they improved the potential quality of the findings and recommendations of the study, and therefore triangulation was applied to improve the quality of this study.

1.8 Research methods

This study used a qualitative research design and both qualitative and quantitative research methods was applied (mixed-methods). Mixed-methods research is beneficial in studies seeking knowledge on real-world issues, and it places emphasis on the research questions (Ivankova *et al.,* 2007:254). Furthermore, mixed-methods research conducts a more complete analysis of a research problem (Ivankova *et al.,* 2007:261). A literature study was applied to answer research question 1 (*How should blood services communicate to recruit blood donors, according to the principles of strategic communication literature?*). Furthermore, a semi-structured interview and qualitative content analysis were employed to answer research question 2 (*What and how does the WCBS communicate to recruit blood donors?*). Focus group interviews were conducted to answer research question 3 (*What are the perceptions of non-donors on the WCBS recruitment messages?*). A quantitative questionnaire and focus group interviews were used to answer research question 4 (*What are the information needs of non-donors on blood donation?).* As stated, the data triangulation enabled a more extensive and increasingly complete scope of the research questions, in light of the fact that the researcher is not limited to a single strategy or approach.

1.8.1 Literature study

A thorough literature study was conducted on strategic communication and the theories that underpin blood donor recruitment messages (altruism and persuasion, compliance gaining theory, Burke's theory of identification, the symbolic interaction theory, and the elaboration likelihood model), with specific emphasis on message tailoring to influence non-donors to donate blood.

The WCBS has not yet conducted any research on the perceptions of non-donors on their recruitment messages. The Nexus-database search showed a study by Hong and Lee (2021) with relevance to this study, but it is not similar, as the article focuses on individuals' different degrees of readiness for blood donation and are, therefore, dispersed into discrete stages of change concerning changing the behaviour of an individual in order to get an individual to donate blood. The findings of this study suggest that tailoring a message for the intended audience should instil in non-donors a positive attitude towards blood donation. Although the research has relevance to this study it does not focus on strategic communication as research field.

Additionally, various studies have been conducted on message tailoring in health communication and communication management (Overton-De Klerk, 2013; Anaele, 2015; Men *et al.*, 2018; Verweij *et al.*, 2017). These studies were relevant for their focus on message tailoring and strategic communication management in these studies, which is the primary focus of this study. Accordingly, these theories from the body of literature were used to inform this study and are discussed in the literature review. The following databases were consulted for relevant peer-reviewed literature: Ferdinand Postma Library Catalogue, SACat, SAmedia, SAe-publications, EBSCOHost (Academic Search Premier and Communication and Mass Media Complete), and Google Scholar.

1.8.2 Empirical study

The empirical study included a qualitative semi-structured interview with the promotions and public relations manager as well as the communication practitioner of the WCBS, and a qualitative content analysis of the WCBS's messages for recruitment in the period of June 2018, the current messages are being used similar. This timeframe was selected specifically because this is the WCBS's annual blood drive month. Furthermore, focus group interviews were conducted with non-donors to determine their needs concerning the WCBS's recruitment messages. Last, quantitative questionnaires were used to determine non-donors' information needs on blood donation.

1.8.2.1 Semi-structured interview

For the aim of this study, a semi-structured interview was conducted with the WCBS's promotions and public relations manageras well as the communication practitioner. The WCBS's promotions and public relations manager as well as the communication practitioner were purposively selected to interview for their insight and knowledge on the communication structure of the WCBS and how the entity formulates its recruitment messages.

Interview questions were based on strategic communication principles and blood donor recruitment messages and informed by themes derived from theoretical statements identified from the body of literature. Through the semi-structured interview with the WCBS's promotions and public relations manager as well as the communication practitioner, it was possible to determine how and what content the WCBS should communicate to non-donors. The nature of a semi-structured interview allows the interviewer to probe participants for a deeper understanding of the communicative intent of the WCBS as displayed in the blood donor recruitment messages.

A digital sound recorder was used to record the interview for data collection purposes, with the participants' permission, and transcription purposes. Data collected from the interview were analysed thematically according to the theoretical statements or constructs that emerged from the body of literature.

1.8.2.2 Focus group interviews

For the purpose of this study, three focus group interviews were used to determine non-donors' information needs as well as their perceptions of the organisation's recruitment messages. Furthermore, non-probability sampling, particularly volunteer samples, were used. Focus group interviews were conducted with three groups of non-donors working at The Foschini Group (TFG) and the WCBS in Cape Town. Blood drives were held at TFG, which made it easy to conduct research at this institution. Two focus group interviews took place at TFG in Cape Town, and one took place at the headquarters of the WCBS in Pinelands. Non-donors at these institutions were asked to participate in the focus group interviews voluntarily. Participants were of all races, cultural backgrounds, age groups (between 19 and 55), and gender in order to get a nuanced perspective on how various individuals view the recruitment messages of the WCBS.

The interviews were recorded to ease transcription of the data and for use in data analysis. The results were analysed to determine recurring themes, which were compared to the results of the content analysis and the questionnaire. This was used to establish whether the WCBS's recruitment messages were successful in addressing the needs of non-donors.

1.8.2.3 Qualitative content analysis

For the purpose of this study, a qualitative content analysis of the WCBS's recruitment messages during the period June 2018 was conducted, given that it is the WCBS annual blood drive month in June and campaigning and communication is most aggressive during this period. Blood donor recruitment messages that were analysed included social media posts, emails, and hard copy items such as posters. The aim of the content analysis is to determine the nature of the communication the organisation applies to recruit non-donors. The recruitment messages' content was analysed according to themes as identified in the literature in accordance with clear themes that stood out in recruitment messages. The data was compared against the views of non-donors as obtained from the focus group interviews and the information needs as identified from the questionnaire.

1.8.2.4 Quantitative questionnaire

A quantitative questionnaire was used to gather data from non-donors in the Western Cape to determine their information needs regarding blood donation messages. The questionnaire contained questions to gather demographical information, whether the respondents are aware of blood donation, how they became aware of blood donation, their reasons for not donating blood, and what kind of information might convince them to donate blood. The questionnaire was administered on a digital platform for mobile phones that was developed by Quantify Research for data analysis purposes. The questionnaire was made accessible on the data gatherers' mobile phones to ease data gathering and data analysis. The data was gathered from non-donors, who were approached at several shopping malls in the Western Cape and willing to participate in the study (thus, convenience sampling was utilised for this purpose). The malls were chosen in collaboration with the WCBS as to reflect the diverse population of the Western Cape. This enabled the researcher to draw conclusions on what information individual's need that will convince them to donate blood. A total number of 357 (N=357) respondents completed the questionnaire.

The data obtained from the questionnaire was analysed by making use of frequency tables and cross-tabulations. The questionnaire questions were part of a larger study on communication and blood services; therefore, this study offers a nuanced view of non-donors' information needs.

1.9 Ethical considerations

Given the nature of this study pertaining to human behaviour, ethical considerations may arise (see section 3.6). These aspects were considered throughout the study, and appropriate measures were taken to mitigate these (Du Plooy, 2009:244).Du Plooy (2009:244) emphasises that social research must recognise and practice specific ethical agreements that relate to conducting research with humans. Ethical agreements include voluntary participation of participants and respondents, no harm to participants and respondents, anonymity, confidentiality, and no deception.

The participants and respondents were informed of the exact details and objectives of this study and that participation was voluntarily. Before conducting interviews, the participants and respondents gave written informed consent to participate in the study. The participants and respondents were also informed that all the data collected would remain anonymous and private. Although the identity of the WCBS promotions and public relations manager and communication practitioner could not be completely anonymised in the semi-structured interview (given that their job descriptions at the institution are mentioned), their identities have been protected by omitting their names during data reporting.

The participants consented to the interviews being recorded. They were informed that no one would be harmed during the interviews or the completion of the questionnaires and that they could withdraw from the interview at any time.

1.10 Contribution of the study

Studies on donor recruitment messages have been done, but none specifically focus on blood donor recruitment in a South African setting. This study provides a framework for tailored blood donor recruitment communication that will appeal to non-donors. Given that blood shortage is not only a crisis worldwide but impacting the lives of thousands of South Africans, it is crucial to conduct a study on how blood services can communicate more strategically in order to recruit new blood donors. Furthermore, this study provides a theoretical contribution by providing a framework for blood donor recruitment communication. This framework focuses on applying the principles of strategic communication and the theories that underpin blood donation in order to develop tailored messages that will influence behaviour. The theoretical study provides information that can be utilised by blood services as well as other institutions wishing to tailor their messages in order to better influence behaviour.

1.11 Chapter layout

Chapter 1 – Introduction, problem statement and research aims

Chapter 1 provided the framework of the study. The study's background and problem statement, specific research questions, aims and research methods were discussed, followed by its ethical consideration and the contribution to further knowledge.

Chapter 2 - Tailored blood recruitment messages in strategic communication

The literature study is presented in this chapter to answer specific research question 1. It focuses on the principles of strategic communication, the theories that underpin blood donor recruitment communication and message tailoring. The literature study explores how strategic communication management can contribute to recruiting blood donors.

Chapter 3 - Research methodology

This chapter elaborates on the methods and processes of the empirical research. The planning and execution of a semi-structured interview, focus group interviews, content analysis and questionnaires on the WCBS's blood donor recruitment messages are discussed in depth.

Chapter 4 - Qualitative data analysis

The analysis of the qualitative data is presented in this chapter. The feedback from the semi-structured interview and focus group interviews with the participants together with the findings of the content analysis are discussed. The aim of this chapter is to answer specific research questions 2 and 3.

Chapter 5 - Quantitative data analysis

This chapter presents the quantitative data analysis and the results. The aim of this chapter is to answer specific research question 4.

Chapter 6 - Conclusion and recommendations

Chapter 6 concludes the study's findings and answers the general research question. After that, the chapter offers recommendations to the WCBS's on the use of blood donor recruitment communication and how to tailor its messages for optimal persuasive effect. It also includes suggestions for possible future studies relating to the topic. The chapter closes with a visual framework for blood donor recruitment messages.

CHAPTER 2 TAILORED BLOOD RECRUITMENT MESSAGES IN STRATEGIC COMMUNICATION

2.1 Introduction

Chapter 1 provided the background and necessity of the study and discussed the case study of WCBS. It presented the global problem and difficulties related to donor recruitment. Following this were the research questions, aims, and an outline of the research approach. The aim of this chapter is to answer research question 1: *How should blood services communicate to recruit blood donors, according to the principles of strategic communication literature?*

This chapter lays out this study's theoretical foundation by discussing the principles of strategic communication, the importance of environmental scanning, and the necessity of tailored, two-way communication in communication messages to address the needs of stakeholders in the context of the WCBS.

After that, the theories that underpin blood donor recruitment messages are discussed to reveal how blood services should communicate with potential donors to recruit them successfully. In line with this, the tailoring process is discussed and how it can be used in formulating recruitment messages to reach non-donors.

Last, the evaluation of communication messages is discussed with a view to offering guidelines to determine whether the outcomes of blood donor recruitment messages have been achieved. Various constructs from the literature are addressed to describe the context of strategic communication thoroughly and ultimately offer a conceptual framework for strategic, tailored blood donor recruitment communication. The research methodology that was followed is discussed in Chapter 3.

2.2 Strategic communication

Like all NPOs, blood services depend on donations for success. Therefore, it is incumbent on these organisations to communicate strategically with their stakeholders. Nonetheless, blood services are different from other NPOs in that donations are their donors' time and blood rather than their money. Blood donor recruitment messages must therefore be as effective as possible to recruit non-donors; in view of this, message tailoring is the specific focus of this chapter.

The excellence theory is generally regarded as the leading theory behind strategic communication and is derived from the discipline of public relations (Hung-Baesecke, 2021). According to Grunig

(1992) and Grunig *et al.* (2002), this theory exemplifies the value of strategic communication to organisations and society. The social duty of managerial decisions and the quality of relationships with stakeholders are essential premises of the excellence theory. Grunig (1992) and Grunig *et al.* (2002) argue accordingly that an organisation's behaviour must be consistent with the goals of stakeholders and management.

The excellence theory positions communication strategy at the centre of an organisation's communication with its stakeholders (Steyn, 2007:158). Lovlyn (2017:94) expounds on this when stating that successful communication management requires strategic research and planning. In this regard, strategic communication management, as outlined by the excellency theory, entails more than just applying communication techniques; it involves strategically planned and goal-orientated action aimed at changing the behaviour of stakeholders as well as that of the organisation (Grunig & Grunig, 2000:308; Kristensen, 2010:137).

Building on the excellence theory, Zerfass *et al.* (2018:493) define strategic communication as all communication that is essential for an organisation's survival and sustained success. They continue that strategic communication is the intentional use of communication by an organisation or other entity to engage in conversations of strategic significance. These strategically important conversations can take place in the global realm of mass communication and social media to private conversations between consumers, employees, or analysts (Zerfass *et al.*, 2018:493). This supports Hallahan *et al*.'s (2007:7) definition of strategic communication management as the purposeful use of communication to reach an organisation's mission. Therefore, organisations, including entities that act on behalf of organisations, such as communication departments and institutions, must be aware of the changing communication environment, its technological impetus, and its influencers (Zerfass *et al.*, 2018:494). Falkheimer and Heide (2015:133) proffer that strategic communication entails a significant deal more than the mere communication of information to individuals in an objectively defined world; strategic communication is a means of production and resources that create and influence a social world or setting where context is relevant. Communication is therefore a process that creates meaning as much as it is a process for transferring information. When tailoring messages that will lead to changed behaviour, creating meaning is an important consideration.

Kreuter and Wray (2003) likewise observe that tailored messages influence the behaviour of individuals more effectively than generic messages. They explain message tailoring as the use of several strategies to develop personalised communication for the recipient, with the idea that this personalisation will result in changed behaviour. Tailoring uses personalisation, feedback, and content-matching tactics to achieve one or both goals of improving cognitive preconditions for message processing and enhancing message impact through influencing behavioural drivers of goal outcomes (Kreuter & Wray, 2003). An example of such a message-tailoring strategy includes Kreuter and Wray's (2003) health communication program that makes the information relevant to an intended audience.

Tailoring has also been defined as the contexts or frames in which the content of the message will be presented and the communication channels through which the message will be delivered (Kreuter & Wray, 2003). Overall, tailoring aims to make the information received by the intended audience more relevant, resulting in more desirable changes in response to the communication. Kreuter and Wray (2003) add that, compared to non-tailored messages, tailored messages are more likely to be read, remembered, attention-grabbing, discussed with others, and perceived as personally relevant.

Considering the above arguments, to achieve their mission (to supply a sustainable amount of blood and blood products to meet the demand), blood services must develop meaningful, strategically developed blood donor recruitment messages. Moreover, this recruitment communication must be aimed at influencing the stakeholders' behaviour (convince more non-donors to become donors) and organisational spheres (blood services should buy into the value of adopting a strategic communications approach based on two-way communication). Further still, tailored blood donor recruitment messages must be developed so that they not only change the behaviour of stakeholders but also contribute to building strong, long-term relationships with stakeholders.

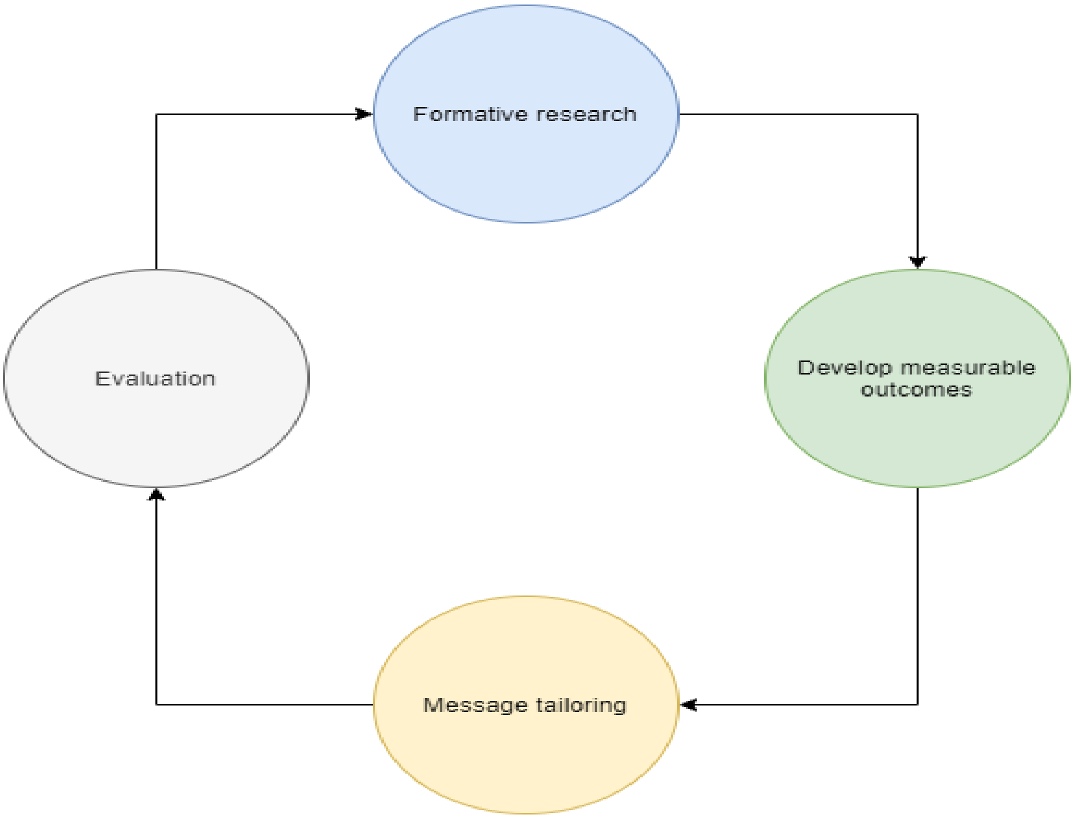

Figure2-1: Process of developing strategic, tailored communication messages

(Source: Adapted from Grunig, 2011:13)

The figure above illustrates the foundation for developing a conceptual framework for tailored blood donor recruitment messages according to Grunig (2011), who, together with his colleagues, developed the excellence theory and made considerable contributions to the field of public relations and strategic communications theory (Hung-Baesecke, 2021). In the above framework, formative research such as environmental scanning must be conducted to identify stakeholders who are affected by potential organisational decisions or who want organisations to make decisions to solve problems (Grunig, 1992; Grunig *et al.*, 2002). Then, measurable outcomes must be developed that address the organisation's objectives and satisfy the needs of stakeholders – in the case of this study, the needs of non-donors. Various strategies are used to identify the needs of stakeholders. Blood services can also use information from their previous message tailoring campaigns to tailor messages that reach the former outcomes effectively. Lastly, evaluation must be conducted to determine to what extent the tailored recruitment messages achieved the outcomes.

Based on this background, WCBS can only be successful if it reaches its objectives and meets the needs of non-donors. However, before message tailoring can take place, the organisation's objectives must be aligned with the needs of non-donors. Extensive studies (Grunig, 1992, 2002;

Steyn & Green*,* 2001:2-3; Le Roux, 2013;) have shown that communication practitioners need formal training to understand the importance and practice of strategic communication. Communication practitioner roles are determined based on training and the tasks they are required to perform in a given organisation (Grunig, 1992; Steyn & Green*,* 2001:2-3; Grunig *et al.*, 2002; Le Roux, 2013). Communication practitioner roles are vital for strategically crafted communication messages and are therefore discussed in the following section.

2.2.1 The role of the communication practitioner

Roles refer to the daily tasks of the communication practitioner (Steyn & Puth, 2000:14; Steyn & Green*,* 2001:2-3). According to Steyn *et al.* (2001:2-3), role theory is a significant link between individual and organisational theories. In an organisational setting, roles refer to the expected standardised patterns of individual behaviour within specific functional relationships (Katz & Kahn, 1978; Steyn & Green,2001:2-3). Researchers have defined different roles of the communication practitioner. Broom (1982:18) distinguished between the expert prescriber, the problem-solving process facilitator, the communication facilitator, and the communication technician in his classification of communication practitioner roles. This was followed later by Dozier (1983) and Moss *et al*. (2000:293-294), who refined the above research and distinguished between two rather than four primary roles, namely that of manager and that of technician. Building on roles research (Broom, 1982:18-19; Broom & Dozier, 1986:39; Dozier, 1992:329-330; Steyn & Puth, 2000:14-15), Steyn (2002) differentiated between three primary roles, namely the communication strategist, communication manager and communication technician:

- Strategist: The strategist functions at the enterprise level, the highest managerial level in the organisation. A strategist's duties include identifying and gathering information on stakeholders, conducting proactive environmental scanning to identify issues in the organisation and its external environment, interpreting information on the views and needs of stakeholders, and communicating it back to top management (Steyn, 1999:27; Steyn, 2002). Stakeholders are represented at the highest level in the organisation and inform the decision-making processes. This function assists the organisation in aligning its strategies with the needs of its various stakeholders. Another task of the strategist includes advising top management on the organisation's reputational risks, the implications of organisational strategies and decisions, and the need to compile organisational goals and strategies that are consistent with or influence socio-normative behaviour (Steyn, 2002).

- Manager: At a functional level, the corporate communication practitioner fulfils a manager's duties or tasks concerned with communicating the organisation's vision and mission to internal and external stakeholders and identifying issues that threaten the organisation's reputation. With the strategist's help, the manager compiles the communication strategy and plans. The communication manager is responsible for relaying communication objectives to middle and lower management (Steyn, 2002).

- Technician: A technician functions at the operational level. The technician implements communication plans and other duties, including writing speeches, formulating press releases, coordinating business events, dealing with sponsors, and administrating daily operational activities (Steyn, 2002).

According to Lubbe and Puth (2002:57-58), the strategist communicates with stakeholders purposefully and reports to management on these stakeholders' needs, opinions, and issues. Recruitment messages of organisations such as blood services should be aimed at achieving organisational objectives (in this case, objectives of the WCBS) and satisfying the needs of their stakeholders (in this case, non-donors), as suggested by Zerfass *et al.* (2018). These messages are therefore crucial in organisational strategies and plans because they specifically address and take into account stakeholders' views and needs, making them feel involved in the decision-making processes. Establishing this relationship will more likely influence or change social behaviour than not engaging with stakeholders strategically. In other words, for the WCBS to achieve its objectives (namely recruiting enough new donors to provide a sustainable amount of blood and blood products), its communication department must function strategically. Therefore, before developing tailored blood donor recruitment messages, the strategist must identify and gather information about non-donors.

Blood services can conduct formative research in the form of proactive environmental scanning to identify issues in the organisation's internal and external environment, which the strategist communicates back to top management. The needs of non-donors can only be met if the entity knows what those needs are, which makes environmental scanning a prerequisite for strategic communication, especially for identifying and segmenting stakeholders and creating tailored blood donor recruitment messages, as in the case of the WCBS.The sections below provide an outline of environmental scanning and communication models that will contribute to cultivating an understanding of blood donation.

2.2.2 Formal research: Environmental scanning

Environmental scanning must take place if the organisation desires to behave in socially acceptable ways. Socially acceptable behaviour refers to satisfying the needs of the organisation as well as the needs of the stakeholder. During environmental scanning, stakeholders are identified. Stakeholders are those individuals who might be affected by potential organisational decisions and actions or whose decisions and actions might affect the organisation (Grunig, 1992; Dozier *et al.*, 1995;). Information from environmental scanning should be used to identify these stakeholders' opinions, needs, and fears. Addressing these needs establishes trusting relationships because stakeholders feel regarded and valued. Environmental scanning is also used to identify possible threats and opportunities.

Grunig (2011:20) states that strategic communication begins with research or environmental scanning. Communication strategists traditionally scanned the environment by monitoring the media and political landscape. The organisation's goals and objectives must guide formal and informal research as part of the strategic environmental scanning process. Janse van Rensburg and Dortsky (2017) recommend the following process of environmental scanning for communication practitioners, specifically in the role of the strategist:

- Monitor strategic managers' decisions: Start environmental scanning by monitoring decisions made by the organisation's top management and ensure they ascertain which stakeholders might be affected and what issues they might raise if certain decisions are made. Communication can be used to address the issues or explain the organisation's motivation for the decision. If necessary, the communication practitioner can advise top management not to execute certain decisions, based on their knowledge of their stakeholders' opinions, needs, and issues.

- Conduct qualitative research: Qualitative research on stakeholders, specifically activists' views and actions and how it affects the organisation, is necessary. Informal environmental scanning can occur by setting up advisory boards and sending employee envoys to key stakeholder meetings. During these meetings, stakeholders' have an audience to which they can voice their opinions, needs, and concerns on specific and general issues.

- Monitor issues: Monitor discussion groups, chat rooms, social media and websites on the internet related to problems and issues of concern to the organisation. To bring stakeholders' issues to management's attention, it is important to set up interactive forums on the web and monitor them continuously.

- Systematically interview boundary spanners[3] in the organisation: This includes managers with frequent contact outside the organisation, other employees with community contacts, and individuals in divisions or functions with frequent communication with stakeholders.

- Monitor media: To track the organisation's effectiveness in dealing with stakeholders and issues, it is necessary to monitor printed and electronic media. Social media monitoring allows an organisation to track conversations, identify stakeholders, and build relationships with existing and potential stakeholders. The information obtained from media monitoring is used to interact with stakeholders in a way that fosters a good and positive perception of the organisation.

It is evident from the above-mentioned that environmental scanning must take place if an organisation desires to build strong relationships with its stakeholders based on mutual understanding and achieve its overall goals and objectives. Wiggill (2009:17) asserts that feeding information about stakeholders' views, needs, and expectations into the enterprise strategy[4] formulation enables the communication strategist to assist the organisation in adapting to its environment by considering its stakeholders. Grunig *et al*. (2002:97) state that organisations achieve their goals more effectively when stakeholders also value the goals. Therefore, when choosing mutually beneficial goals, organisations minimise conflict and stakeholder efforts to interfere with organisational decisions and maximise support from stakeholders. Environmental scanning helps organisations align their behaviour to be consistent with the society in which stakeholders function so that what they communicate will be socially relevant. In light of this, the focus of this study is on creating effective tailored blood donor recruitment messages. This implies that the communication practitioner must identify and segment stakeholders to determine their specific communication needs. Only then can effective, tailor-made messages be constructed. Effective, stakeholder-appropriate messages should begin with environmental scanning to identify and segment key stakeholders, which is discussed in the following sections.

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[3] Boundary spanners enable practitioners to facilitate transactions and the flow of information between individuals or groups who either have no physical or no cognitive access to one another. Boundary spanning involves interacting with individuals and groups outside the organisation to obtain valuable information that will assist the innovation process. Spanning also includes engaging in meetings with various organisations for planning, informal conversations, and written communication (Long *et al*., 2013).

[4] Enterprise strategy is normally planned by top-level individuals from the venture, such as top managerial staff or the CEO. Enterprise strategy incorporates core abilities, industry examination, long-term planning, and budgetary structure (Wagner, 2004:106).

2.2.2.1 Identifying key stakeholders

According to Grunig (2011:21), the terms stakeholders and publics are sometimes used interchangeably. However, there is a subtle difference between these terms. Stakeholders can be defined as a general category of individuals, groups of individuals, or other organisations who are affected by an organisation's decisions (Steyn & Puth, 2000:5; Choo, 2006:243; Grunig, 2011:21), which suggests that a relationship is developed between the organisation and the stakeholders. Freeman (1984:25) adds to this characterisation by defining a stakeholder as any individual who has the power to affect or can be affected by an organisation's actions, decisions, policies, and practices. Publics, on the other hand, "arise on their own and choose the organisation for attention" (Grunig & Repper, 1992:128). Problems that affect the relationship between an organisation and its stakeholders may cause stakeholders to become passive or latent publics. Stakeholders who are informed, aware and active concerning an issue that affects them can be described as active publics (Steyn & Puth, 2000:5; Choo, 2006:243; Grunig, 2011:21).

In this study's case, the communication practitioner must understand the attitudes, opinions, and behaviours of potential blood donors before developing any recruitment messages (Gregory, 2015:64). To know their stakeholders' attitudes, opinions and behaviour to influence them to change these favourably, an organisation must first identify its stakeholders. In the case of this study, the specific target audience includes non-donors of the Western Cape. The interaction between non-donors and the WCBS is essential given that it significantly impacts the WCBS achieving its objectives, namely supplying an efficient amount of blood and blood products.

Despite the importance of identifying stakeholders and their needs, NPOs do not always employ individuals with communication training and at times struggle to identify their key stakeholders, which affects strategic communication (Wiggill, 2009:16). Wiggill (2009:17) adds that NPOs require resources and legitimacy from their stakeholders in order to function effectively, which is why it is crucial to identify stakeholders and train communication professionals in doing so as part of developing a communication strategy.

Gregory (2015:68) agrees that the interaction between the organisation and its stakeholders is instrumental in achieving the organisation's objectives. When organisations interact with stakeholders, they give credence to their viewpoints and concerns. This interaction will help the communication practitioner develop more meaningful messages that will address these concerns. Two-way communication with relevant stakeholders is therefore an essential element to organisational success.

Communication practitioners should accordingly identify critical stakeholder groups early in the development stage of the communication strategy through research in order to provide a clear direction for the said strategy. Then the communication practitioner will know exactly with whom they are communicating and thus strategically formulate their messages for their audience. According to Steyn and Puth (2000:64), various communication research methods can be used for stakeholder profiling purposes:

- a stakeholder map that depicts organisational linkages;
- identifying organisational consequences for stakeholders or publics (social audit);
- identifying stakeholder perceptions, attitudes, or concerns (communication management audit);
- identifying stakeholder familiarity with the organisation (corporate image studies); and
- identifying key stakeholder issues (relating to both organisation and communication).

Wiggill (2009:17) puts forward that these and other research methods can help provide a clear picture of the organisation's stakeholders. When all stakeholders are identified it is fundamental to prioritise them according to their impact or potential impact on the organisation (Grunig, 2011:12) – a process known as segmentation.

2.2.2.2 Segmenting and prioritising stakeholders

Aldamiz-Echevarria and Aguirre-Garcia (2014) argue that it is important for all organisations, including NPOs, to develop a well-known identity over time. To do this, organisations must identify individuals who are willing to support their mission.

Gregory (2015:120) adds that segmenting stakeholders is a key activity that consists of dividing a larger stakeholder group into smaller groups of individuals. Segmenting stakeholders is necessary because diverse groups will respond differently to communication messages (Grunig, 2011:22; Gregory, 2015:120). Segmenting stakeholders thus enables the communication practitioner to design a communication program and specific messages to focus only on those critical stakeholders (Gregory, 2015:120).

According to Grunig (2011:22), communication practitioners can improve the effectiveness of their communication strategy or programme by segmenting each stakeholder category into passive and active components. Active stakeholders have a more significant impact on organisations than inactive stakeholders, given that they support or oppose the organisation more vigorously. Grunig

(2011:22) further states that it is easier to communicate with active stakeholders because these stakeholders seek information about the organisation and are keen to pass the information on to others. However, these stakeholders, who are more knowledgeable, are also more difficult to persuade. Segmenting stakeholders can assist communication practitioners to more accurately predict the probability that the organisation's communication will affect the ideas, attitudes, and behaviour of stakeholders (Grunig, 2011:22).

Gregory (2015:117) mentions several ways to segment stakeholders:

- geographically: where individuals live, where they work or where they go on holiday;
- demographically: age, gender, income or social class;
- psychographically: attitudes, opinions, beliefs;
- by group membership: clubs, societies, professional associations;
- by media consumption: newspapers, magazines, websites;
- by type of power: overt: religious leaders, opinion formers; or covert: influence and connectedness, and;
- by role in decision-making process: financial director, CEO, parent or head teacher.

Rawlins (2006) asserts that each key stakeholder group has different expectations of their relationship with the organisation. An organisation can segment stakeholders according to these differences into groups with the same values and expectations and use this to focus its communication strategies. Winn (2001:133) elaborates on the importance of prioritising stakeholders. Stakeholder groups must be prioritised given that resources and time are limited and should thus be applied in areas that will elicit the most significant impact (Winn, 2001:133-166). Rawlins (2006) mentions a four-step process to prioritise stakeholders:

- Identifying all potential stakeholders according to their relationship to the organisation: first, the organisation should identify all stakeholders before narrowing them according to their attributes;

- Prioritising stakeholders by attributes: mainly broken down according to three main attributes, namely power, legitimacy, and urgency. Stakeholders have power when they can influence others, for example, opinion leaders. Legitimacy is determined by stakeholders' legal, moral, or presumed claims that may influence the organisation's behaviour, direction, process or outcome. Urgency exists under two conditions, namely when the relationship or claim is time sensitive, or when something is critical or important to the stakeholder;

- Prioritising stakeholders by relationship to the situation: Situation refers to Grunig's (2011:22) development of the situational theory of stakeholders, which explains why certain stakeholders are active and others are passive (see section 2.2.2.1); and

- Prioritising stakeholders according to the communication strategy: depends on whether the stakeholders are supportive or non-supportive (publics), and active or inactive, stakeholders. Strategies to prioritise these stakeholders are based on four groups:

  - Advocate stakeholders: stakeholders involved in supportive actions such as donations, investments, endorsements, and attendance at functions.

  - Dormant stakeholders: stakeholders that are not ready to be involved. If a lack of knowledge causes inactivity, messages must focus on raising awareness.

  - Adversarial publics: publics are defensive. Defensive messages will not work for this group, and conflict resolution strategies should be applied to seek out mutually beneficial solutions.

  - Apathetic publics: these publics are also defensive. The best way to communicate with this group is to increase awareness. Therefore, communication efforts should focus on increasing the salience of the issue of involvement.

When stakeholders are segmented into groups, they tend to react similarly to communication messages (Noar *et al*., 2009). Segmenting stakeholders therefore enables the communication practitioner to tailor effective messages that will be relevant to the intended audience group. The importance of conducting environmental scanning to specifically identify, segment, and prioritise stakeholders before formulating messages are thus emphasised (Gregory, 2015:117). Only after these measures can the correct communication model be selected to cultivate high-quality, long-term relationships with stakeholders (Grunig *et al*., 1992; Grunig & Grunig, 2000). The following sections outline several communication models that contribute to cultivating mutually beneficial, high-quality, long-term relationships.

2.2.3 Communication models

Grunig and Hunt (1984:25) described four models of communication management: the publicity or press agentry model, the public information model, the two-way asymmetrical model, and the two-way symmetrical model. The nature of the organisation's communication is determined by the communication model it mostly/primarily applies.

- The publicity/press agentry model: The purpose of the model is to create publicity and therefore communicating the truth is not necessary. This model makes use of one-way communication (Grunig & Hunt, 1984:25).

- The public information model: This model's purpose is to distribute information through controlled media, including newsletters, pamphlets and direct mail. Unlike the press agentry model, true facts are communicated (Grunig & Hunt, 1984:25).

- Two-way asymmetrical model: Although the two-way asymmetrical communication model implies two-way communication, its results are imbalanced because it makes use of persuasion and manipulation to influence stakeholders to behave as the organisation desires, while the latter remains as it is and does not change to accommodate its stakeholders (Grunig, 1992:39; Waddington, 2013). Research is conducted to establish the best way to communicate with stakeholders to benefit the organisation.

- Two-way symmetrical communication model: The two-way symmetrical model focuses on creating opportunities for dialogue between the organisation and its stakeholders. The principal aim is to advance shared comprehension amongst all parties. The organisation therefore conducts research to determine the needs and views of its stakeholders, aiming to facilitate understanding and dialogue between the organisation and its stakeholders. Following on this dialogue, viewpoint and behaviour changes might occur in both the organisation and its stakeholders (Grunig, 1992:39).

While organisations striving for effective communication systems should implement the two-way symmetrical model approach for the best strategic outcomes (Craig, 2009), certain challenges associated with this communication approach remain. The chief consideration is that it is impossible to apply only the normative two-way symmetrical communication model in practice. Another point of criticism is that the model implies that the use of persuasion is inherently unethical, which is highly debatable because this model has served organisations and the public well, enabling the public to be part of the decision-making process (Craig, 2009). This gave way to a fifth model, which is considered a realistic, ethical way of communicating with stakeholders:

- Mixed motive model: It is not always possible in practice to apply only the normative two-way symmetrical communication model, since the organisation and its stakeholders usually try to change each other's viewpoints (Grunig & White, 1992:46). The mixed motive model is based on the principle of reciprocity, which implies that both the organisation and its stakeholders concede some of their demands or preferences (Grunig & White, 1992:46) to reach a win-win situation. Applying this model can therefore also be viewed as an ethical communication practice. The mixed motive model combines the characteristics of the two-way asymmetrical and symmetrical communication models in one two-way communication model.

It is clear from the above literature that organisations aspiring to be effective in communicating with their stakeholders and influence (change) behaviour must conduct environmental scanning and satisfy the goals of management and stakeholders. The mixed motive model (which includes the two-way symmetrical and two-way asymmetrical communication) should be applied based on the outcomes of the environmental scanning in order to facilitate communication between management and stakeholders and satisfy their needs. Therefore, during the development of blood donor recruitment messages, the communication practitioner should use two-way communication in order to determine the needs and attitudes of stakeholders to achieve the WCBS objective, which is to supply an efficient amount of blood and blood products. During two-way communication with stakeholders, a clear message can be communicated about the objectives, actions, and decision-making of the WCBS to achieve mutual understanding between parties. From the mentioned above discussion, it is evident that strategic communication management and the use of two-way communication can increase donor recruitment and loyalty given that the strategist listens to stakeholders (non-donors) to accommodate their needs, fears, motivations and opinions.

Any communication strategy should reflect the overall organisation plan (Hallahan*et al.*, 2007). Therefore, in order for tailored blood donor recruitment messages to be successful, blood services must consider their overall vision and objectives. The aim of tailored blood donor recruitment messages is to achieve the objectives of blood services. Only after the objectives of blood services have been viewed can measurable outcomes for tailored blood donor recruitment communication be developed.

2.2.4 Objectives of blood donor recruitment and factors that influence potential donors' decision to donate blood

Blood services must communicate strategically with non-donors, given that these services depend on them to sustainably supply blood and blood products. Therefore, before tailored blood donor recruitment messages can be developed, blood services must consider the objectives of the blood services.

In addition to identifying and segmenting stakeholders, communication practitioners developing donor recruitment messages must familiarise themselves with the objectives of donor recruitment in order to effectively design tailored blood donor recruitment communication. Lee (2016:70) summarises the primary and secondary objectives of blood donor recruitment as follows:

2.2.4.1 Primary blood donor recruitment objectives

- To motivate persons in society who have never donated blood to donate blood;
- to encourage those who already have knowledge of the importance of blood donation but still do not donate blood to donate blood; and
- to call lapsed donors back to donating blood.

2.2.4.2 Secondary blood donor recruitment objectives

- Target a particular group of donors with specific blood groups or human lymphocyte antigens (HLAs)[5]; and
- to target donors who can donate special blood components, for example, plasma and/or platelet donors.

Measurable outcomes for blood donor recruitment messages must be developed strategically and be aligned with the overall objectives of blood services. This aspect is therefore discussed in the following section.

2.2.5 Measurable outcomes for blood recruitment messages

Communication in an organisation must support the organisation's aims and objectives, otherwise it will have no function as not all communication can be regarded as strategic. The above-mentioned information can be used to develop the outcomes for tailored blood donor recruitment messages. Successfully tailored blood donor recruitment must achieve the following outcomes (Gillespie & Hillyer, 2002; Grunig 2013).

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[5]HLA is the genetic marker associated with auto-immune diseases prevalent in the black African demographic. Each marker is tested to distinguish between cells that are supposed to be there and invaders (Choo, 2007).

- address the negative and positive factors that influence blood donation in order to motivate suitable persons in the society who have donated blood before to donate blood, at least for the first time;

- promote two-way communication to encourage those who already have knowledge of the importance of blood donation but still do not donate blood to donate blood;

- provide sufficient information on the blood donation process to call lapsed donors to donate blood again; and

- include underrepresented racial groups to target a particular group of donors with specific blood groups or HLAs and target donors who can donate special blood components, for example plasma and/or platelet donors.

The WCBS should formulate tailored blood donor recruitment messages in such a way that it achieves the above-formulated outcomes of blood donor recruitment messages. The objectives of blood services can only be achieved if the outcomes of blood donor recruitment messages are successfully achieved. Until this point, it has been established from the literature that tailored blood donor recruitment messages must reflect the objectives of the WCBS and address the outcomes for blood donor recruitment as well as those of non-donors. However, to realise this outcome effectively, the motivations and factors that influence non-donors to donate are discussed next.

2.2.6 Motivations and factors that influence non-donors to donate blood

Blood services cannot use the same communication techniques and strategies as those applied in the private sector (Aldamiz-Echevarria & Aguirre-Garcia, 2014). Profit organisations use various marketing strategies to sell their goods and services (individuals receive a tangible return for money). In contrast, NPOs such as blood services mainly depend on donations (donors primarily receive nothing tangible in return for their contribution). Therefore, the techniques and strategies applied by NPOs are not always marketing related and consist of communication messages that instead focus on changing potential donors' attitudes and/or behaviour (to start donating and/or continue to donate). This implies that blood services' tailored messages must focus on individuals' reasons or motivation to give (or not to give), since they usually have to give without expecting something tangible in return. To contribute to the overall goal of blood services, which is to supply a sustainable amount of blood and blood products, both negative and positive factors must be considered before tailored blood donor recruitment messages can be developed.

2.2.6.1 Negative factors that influence blood donation

Many people fear the blood donation process and may not feel well after donating (the result of vasovagal reactions). Fear and anxiety surrounding the fear of needles and the sight of blood, experiencing pain or discomfort, and potential donors being told they are not eligible to give blood can deter these donors. Other deterring factors include HIV/AIDS. Tailored messages should address especially fear and anxiety since potential donors do not always have the correct information regarding the donation process, which adds to their anxiety. Furthermore, scheduling conflicts, where the time to donate blood is limited given other priorities, should be considered before compiling donor recruitment messages. Furthermore, some people might not donate blood because of difficulties in reaching the extraction point due to the lack of transport or finances (Gillespie & Hillyer, 2002; Aldamiz-Echevarria& Aguirre-Garcia, 2014).

Lee (2016:70) states that various communication strategies overlook the expectations, needs, views and behaviours of potential donors, and this is why such strategies are mostly ineffective in recruiting first-time donors. According to Lee (2016:70), first-time donors must clearly understand the process of blood donation. South Africans must be made aware of what blood donation entails and information on who needs blood, where to donate, reasons to donate blood and what should be expected during the donation process have to be clearly communicated. Once the communication practitioner has acquainted him/herself with the above-mentioned blood donor recruitment objectives and factors that influence non-donors' decision to give blood, strategically planned tailored messages can be developed. Tailored blood donor recruitment messages cannot focus on only one specific group of individuals. Given South Africa's multi-cultural and multi-ethnic nature it is important for communication practitioners to have knowledge and a deep understanding of the different groups' views on blood donation, and to use this insight to create tailored messages for each group to fulfil their specific information needs. Potential donors must be clearly segmented, which takes place during environmental scanning, in order to create successful tailored blood donor recruitment messages.

2.2.6.2 Positive factors that influence blood donation

Two positive factors that motivate individuals to donate blood include altruism (see section 2.2.7.1) and incentives (Gillespie & Hillyer, 2002). Individuals donate blood because they realise that they have a societal responsibility, and without their donations, others who depend on blood may lose their lives (Ferguson, 2015:211). However, at times, individuals donate blood, given that they may get something in return (Gillespie & Hillyer, 2002). Incentives are a key component of donor motivation and refer to a reward offered in exchange for a donation. These rewards may include gifts after donation (for example, a mug or blanket, tickets to events and time off work). However, blood donors are not normally paid for their donations and the incentives are usually small. Therefore, blood donor recruitment messages must focus on altruism, given that it greatly contributes to donating blood where money cannot be offered as an incentive.

From the above-mentioned discussion it is evident that the principles of strategic communication and the use of two-way communication can increase donor recruitment and loyalty, given that the strategist listens to stakeholders (non-donors) to accommodate their needs, fears, motivations and opinions. Non-donors' needs, fears, motivations and opinions have to be considered before developing tailored blood donor recruitment messages.

The theoretical points of departure underlying the development of blood donor recruitment messages are discussed next, as these significantly add to the way in which tailored blood donor recruitment messages should be developed.

2.2.7 Theories that underpin blood donor recruitment messages

Theories that underpin tailored blood donor recruitment messages for the purpose of this study include the altruism and persuasion theories, compliance gaining theory, Burke's theory of identification, the symbolic interaction theory and elaboration likelihood model. The above-mentioned theories were specifically chosen given that these theories all contribute to persuading and changing the behaviour of an individual. These theories provide an understanding of how individuals create meaning, how individuals can be persuaded, how to convince individuals to comply and act in a certain way, and how to finally create tailored blood donor recruitment messages that will persuade and change the behaviour of non-donors.

2.2.7.1 The use of altruism and persuasion in blood donor recruitment messages

According to Guttman *et al*. (2016:910), the idea of helping others in need is a generally employed central persuasive approach. Donating blood can be viewed as an important humanitarian goal given its potential to save lives (SANBS, 2018a). According to a survey conducted by Lauri and Lauri (2005), blood donors are depicted in the media as "good people" or as altruistic. Research has shown that altruism can be used during persuasive communication to recruit new blood donors (Ferguson*,* 2015). Ferguson (2015) define the five motives of altruism as:

- pure altruism: an individual's desire to help society at a personal cost without expecting anything in return;

- reluctant altruism: a sense of responsibility to donate because of the fear that no one else will take responsibility for donating.

- social responsibility: a feeling of obligation to give blood without the expectation of getting anything in return.

- self-regarding motives: helping is used to increase personal gains without concern for the recipient's welfare.

- egalitarian warm glow: the personal benefit gained from positive emotions that arise from donating blood.

Communication practitioners should consider altruism as a means of persuasion in their blood donor recruitment communication messages. These messages, unlike that of other NPOs that focus on the receiver as the direct beneficiary of the advocated behaviour, must advocate behaviour that benefits and addresses the needs of the other rather than the self (Ferguson, 2015).

It is naturally the case that not all individuals are altruistic, which makes altruistic appeals ineffective on them. These individuals can however still be motivated to donate, even if the outcome is a positive or "good" feeling after donating. The compliance gaining theory focuses on persuading individuals to comply without changing their attitude towards a specific issue. Moreover, when individuals identify with the content of a message, it increases a message's persuasiveness. Therefore, the compliance gaining theory and Burke's theory of identification are discussed next.

2.2.7.2 Compliance gaining theory

According to Gass and Seiter (2014:246), compliance gaining focuses on convincing individuals to do something or act in a certain way without necessarily changing their attitude towards a specific cause. This is effective for stakeholders that do not respond to altruistic appeals. Compliance gaining theory specifically focuses on attempts to influence the communication message receiver's behaviour. Therefore, compliance gaining is more applicable to interpersonal communication, such as in a face-to-face context, than more-to-many contexts (Gass & Seiter, 2014:246). Gass and Seiter (2014:246) add that compliance gaining identifies which strategies individuals are most likely to select and use to either influence or resist the influence of others. Two-way communication is best suited in this context to clearly address the needs of non-donors and the factors and motivations that influence them to comply and donate blood toward formulating tailored blood donation messages.

Before selecting a compliance gaining strategy, several situational dimensions that affect decision-making must be studied (Gass & Seiter, 2014:251). The receiver of a message will either respond to a message or not; non-responsiveness leads to unchanged behaviour. According to Gass and Seiter(2014), the seven situational dimensions that affect decision-making are:

- dominance: the level of control or power over the relationship;
- intimacy: the level of emotional attachment to or knowledge of a partner’s effect, such as spouses, as these intimate relationships influence one another. Therefore, these individuals may require different strategies than those tailored for stakeholders who are strangers in relation to each other;
- resistance: the degree to which the persuader thinks the targeted receiver of the message will resist a strategy;
- personal benefits: the extent to which the self or the other is benefited by compliance;
- rights: the extent to which the persuader thinks a request is justified;
- relational consequences: the degree in which a strategy will have a long- or short-term effect on the persuader and the individual being persuaded; and
- apprehension: the degree of nervousness the persuader perceives in the receiver during the situation.

Although compliance gaining refers to attempts to influence individuals to perform a desired behaviour, some may still resist it for various reasons. Gass and Seiter (2014:250) mention reasons why individuals may resist compliance gaining:

- what is being requested may not be feasible, or the supposed “obligation” may not be something the other person ever promised to fulfil; and

- individuals may resist compliance-gaining attempts by refusing or temporarily withholding agreement, asking questions, explaining reasons not to comply, claiming the request is unreasonable, or suggesting alternative ways to achieve the desired outcome.

From the above-mentioned it is clear that compliance gaining behaviour depends greatly on the situation in which it is used. According to Gass and Seiter (2014:250), situational dimensions affect not only the decision of what strategies to use but also decisions to suppress them. Blood services must therefore be aware of situational dimensions that affect potential donor's decisions and to frame messages in such a way that it persuades individuals to comply. It is crucial to consider what makes individuals resist the appeals of blood donation messages. Only after the situational dimensions and the reasons why certain individuals may resist compliance or behavioural change have been determined can compliance gaining strategies be applied. These compliance gaining strategies are outlined below (Gass & Seiter, 2014:247):

- rewarding activity involves making promises to gain compliance in an active and positive manner, for example blood services promising an incentive after blood donation;

- punishing activity employs threats to gain compliance, for example a blood donor recruitment message that communicates how many people may die if not enough blood is donated;

- expertise involves attempts to persuade an individual into believing the persuader is credible, for example by focusing on the blood service's reputation as expert and/or adhering to international standards in providing the necessary blood and blood products;

- impersonal commitments are initiated when the message plays on the individual's self-esteem and guilt by not complying or changing their behaviour. Such a blood donor recruitment message may insinuate, for example, that only selfish people do not donate blood; and

- personal commitments are the result of appeals that focus on informing individuals on the notion that he or she has a commitment to others, for example blood donor recruitment communication messages that persuade individuals into believing that they will feel better by making a commitment to those in need (due to the short blood supply) (also see section 2.2.7.3).

Compliance gaining and altruism are both strategic communication techniques that can be applied to achieve donor participation. According to Ferguson (2015), altruistic behaviour is framed in messages by communicating giving for the greater good of society to yield stronger emotional responses than messages that focus only on self-gain.

Communication practitioners should consider the compliance gaining theory before creating tailored blood donor recruitment communication messages. From the above information, tailored blood donor recruitment communication messages are crucial to influence non-donors to comply or change their behaviour. Environmental scanning must therefore be conducted to determine what situational dimensions affect decision-making, and the various reasons why individuals may still resist compliance must be considered. Then compliance gaining strategies can be applied, which should be communicated symmetrically and asymmetrically when tailoring blood donor recruitment messages.

2.2.7.3 Burke's theory of identification

Burke's theory of identification can be applied in developing blood donor recruitment messages. This theory can aid in understanding how messages create identification and shared meaning between potential blood donors and blood services, where identification leads to improved persuasion to donate blood (Littlejohn & Foss, 2011:141-143).

Burke's theory of identification underlines the notion that language is always emotionally loaded; therefore, no word can be neutral. According to Littlejohn and Foss (2011:142), a person's attitudes, judgement, and feelings invariably appear in the language a person uses. Burke views language as a tool with the power to bring individuals together or to divide them (Littlejohn & Foss, 2011:142). Grunig's excellence theory is focused on mutual benefit and understanding (see section 2.2); therefore, the communication model applied during blood donor recruitment communication should foster two-way communication to bring individuals together and not divide them. To foster mutual understanding, identification must occur. Identification develops when words and messages bring individuals together to a common way of understanding (Littlejohn & Foss, 2011:142). According to Burke, three overlapping sources of identification exist, which are (Littlejohn & Foss, 2011:142):

- material identification: results from material possessions such as having the same taste in cars, clothes, houses, etc.;
- idealistic identification: results from sharing the same ideas, attitudes, feelings, and values; and
- formal identification: results from the arrangement, form, or organisation of an event in which all parties, or stakeholders, participate. For example, when two individuals shake hands as a way of introduction, the social and cultural convention of handshaking is the point of identification.

Burke asserts that identification is not an either/or occurrence but a matter of degree (Littlejohn & Foss, 2011:142) whereby a stakeholder develops a strong element of relation to the organisation and its goals (Littlejohn & Foss, 2011:142). Accordingly, blood services will benefit from focusing on aspects of blood donation with which non-donors may identify or want to identify. This implies that blood services should understand on-donors' needs, views, and fears to such an extent that they can determine on what source of identification the message should focus. Environmental scanning should, therefore, be aimed at identifying these needs, views, and fears.

For instance, some individuals may have a fear of needles. Using testimonials on how other individuals with the same fear overcame their anxiety, donated blood, and saved three lives might help similar individuals relate with the message and thereby inspire them to do likewise.

Notwithstanding the above, still other non-donors may feel unobligated to donate blood or hold other reasons for not complying with the donor recruitment message's appeal (see section 2.2.7.3). Guilt is a powerful persuasion tool for changing behaviour and influencing these and similar non-donors (see section 2.2.7.4).

Burke introduced the concept of guilt in expanding on identification functions (Littlejohn & Foss, 2011:142). According to Burke, guilt is invoked most effectively with imagery. Seeing how many individuals give up their time to donate may elicit feelings of guilt for not doing so. As illustrated, guilt can be used as a powerful persuasion tool to attract non-donors' attention and change the way they behave. Accordingly, Burke identifies three related sources of guilt (Littlejohn & Foss, 2011:142):

- the negative: religions, professions, organisations, families and communities have specific rules that teach individuals what behaviour is acceptable and unacceptable. Individuals judge what is good and bad according to these rules;
- the principle of perfection: individuals are sensitive to their past failings; some spend their entire lives striving for the degree of perfection they set for themselves. Language can be used to bring individuals to imagine a state of perfection, perhaps depicting the ideals of a healthy and functional society; and
- the principle of hierarchy: individuals seek order and therefore structure society in social pyramids. The organisation's behaviour must be consistent with and reflect the values and norms within these hierarchies when sending messages to its stakeholders that form part of these structures.

According to Bedford *et al.* (2011), guilt is an individual's (the agent's) emotional response to the violation of personal norms that can in some instances lead to a negative self-assessment. Therefore, guilt is believed to motivate low self-esteem. Bedford *et al.* (2011) further observe guilt as a motivation enabler, unlike shame, which is considered a motivation-avoidant emotion. Guilt, according to Bedford *et al.* (2011), can therefore result in:

- good deeds;
- undoing harm caused to the injured party; but also, as a more unconstructive outcome,
- self-criticism; and
- self-punishment.

The need to undertake positive behaviour to reduce guilt may lead to non-donors to begin donating blood, keeping in mind that self-esteem is a primary aspect of self-identification (Bedford *et al*., 2011).

Unquestionably, compliance gaining as outlined by Gass and Seiter (2014:247) and the concept of guilt introduced by Burke's theory of identification can both be used as effective persuasion tools. Compliance gaining is used to focus on changing the behaviour of individuals without necessarily changing their attitude about a certain cause (see section 2.2.7.2). Among the five basic types of compliance gaining strategies, *activation of impersonal commitments* associated with guilt as discussed above can be used to increase a message's persuasive power.

In sum, guilt is a socially embedded set of emotions associated with a high sense of responsibility and morality. Bedford *et al.* (2011) further distinguishes personal norms as internalised social norms, where there is an unquestionable link between guilt and social and cultural expectations. The success of a guilt appeal, therefore, depends on whether a certain behaviour is seen as a social issue or social cause. For example, in societies where blood donation is socially normative, the guilt appeal will be more successful given that an individual's self-concept develops from their interaction with others. Social interaction is usually a reflection of the values and norms of individuals and the society in which they function. On this point, the symbolic interaction theory emphasises the relationship between the individual and society and is therefore discussed next.

2.2.7.4 The symbolic interaction theory

The symbolic interaction theory is based on ideas about the self and a person's relationship with society (West & Turner, 2014:75). According to LaRossa and Reitzes (1993), the theory is founded on three central assumptions:

- the importance of meaning for human behaviour: individuals construct meaning through the communication process because meaning is not intrinsic to a thing or idea.

- the importance of self-concept: self-concept provides an important motive for behaviour and individuals develop self-concept through interaction with others.

- the relationship between the individual and society: people and groups are influenced by cultural and social processes.

Each assumption is significant given that each influences human behaviour. However, the relationship between the individual and society has a significant impact on blood donor recruitment communication as it influences non-donors' motivation to donate blood. The relationship between the individual and society recognises that social norms as well as culture influence human behaviour (West & Turner, 2014:79). Culture is an especially important consideration in South Africa given its multicultural makeup. Communication practitioners should therefore acquaint themselves with the culture, behaviour, and motivations of potential donors when formulating blood recruitment messages, which relates to environmental scanning as a strategic communication function (see section 2.2). In furtherance of this argument, West and Turner (2014:79) state that individuals realise that they have a responsibility towards society.

Communication practitioners can use the relationship between the individual and society to influence individuals to donate blood. By way of illustration, ubuntu is a proudly South African philosophy and a compact term from the Nguni languages of Zulu and Xhosa. The English definition of ubuntu is "a quality that includes the essential human virtues of compassion and humanity" (Lutz, 2009). In modern South Africa, ubuntu is defined further as a spirit of togetherness, the ability to work together towards a common goal, or refers to examples of collective humanity. Ubuntu premises that individuals have a responsibility towards society.

As mentioned earlier in this chapter (see section 2.2), the primary goal of blood services is to supply enough blood to meet the demand in South Africa. Therefore ubuntu, which emphasises the importance of co-responsibility in communities and society, can be used during message tailoring in conjunction with altruism to reveal the need for blood donation and emphasise that blood donors contribute to society and therefore the person donating have a “reason” for an improved self-concept. Furthermore, the compliance gaining strategy, *activation of personal commitments*, can be applied to emphasise the importance of blood donation and the responsibility individuals have towards society.

However, the success of the communication message also depends on how well the message is understood. According to Geddes (2016), the effectiveness of the communication message does not mainly depend on the words used in the message, but also on aesthetics, interaction and user-friendliness. According to the elaboration likelihood model, persuasion can reinforce attitudes; when individuals are confronted with persuasive information, they process it on a certain level of elaboration. When a communication message is well understood and relevant to the receiver it has a greater possibility of persuading an individual to comply, therefore the elaboration likelihood model is discussed next.

2.2.7.5 Elaboration likelihood model

According to Geddes (2016) a communication message is effective if it is persuasive. The relevance of the message for receivers contributes to the success of the message. The receiver’s level of involvement is dependent on the relevancy of the message. The elaboration likelihood model seeks to describe how individuals process stimuli and how attitudes develop from those influenced. According to Geddes (2016), the elaboration likelihood model indicates that when a persuader presents data to an audience, a degree of "elaboration" occurs. Elaboration alludes to the measure of exertion an audience member needs to use to process and assess a message, recollect it, and afterwards acknowledge or dismiss it. When faced with a persuasive message, audiences will process it using either a high or low level of elaboration and this will determine whether they use what is known as central or peripheral route processing. Figure 2-2 illustrates the two basic persuasion routes that can change receiver behaviour.

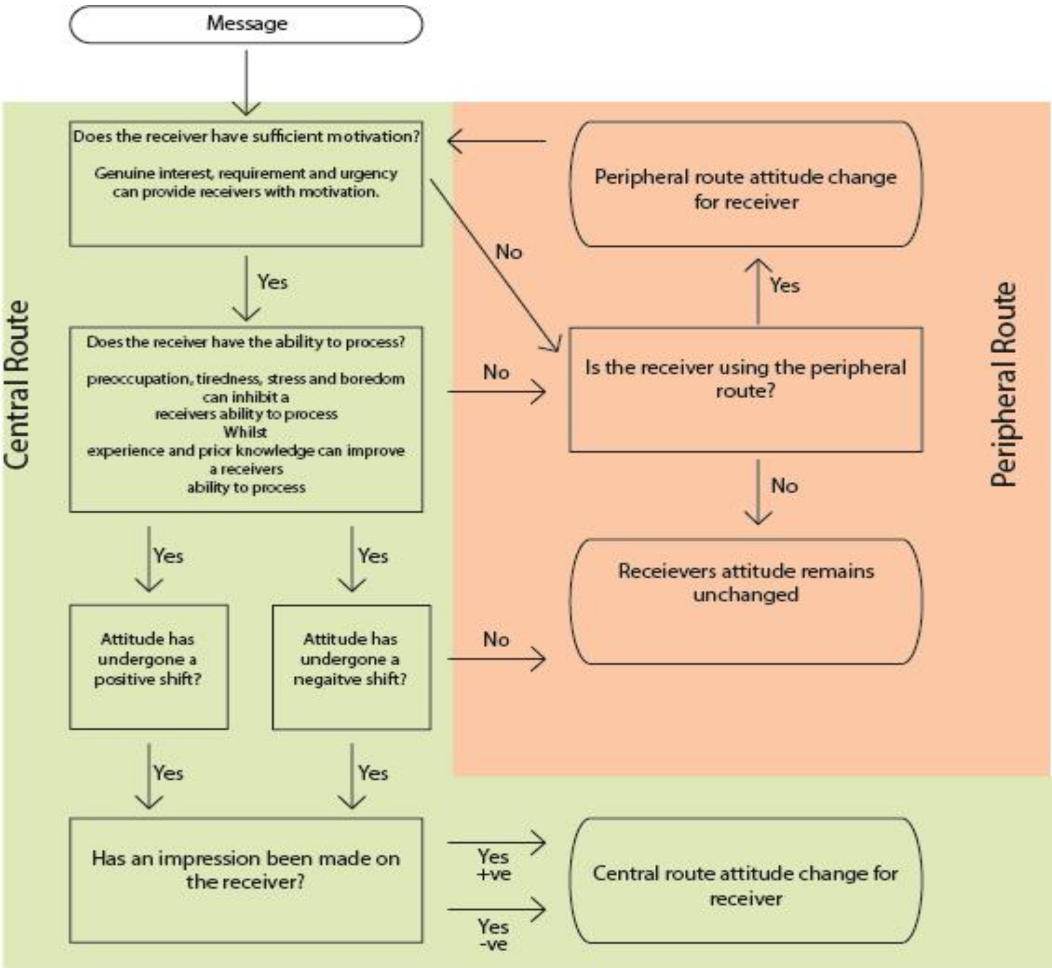

Figure2-2: Two basic persuasion routes to change receiver's behaviour

(Source: Geddes, 2016)

Kitchen *et al*. (2014:43) elaborate that the central route involves communication messages that are straight-forward and requests a high level of receiver involvement, therefore should be relevant to the receiver of the message. On the other hand, the peripheral route focuses on the notion that persuasion is successful for communication messages with low receiver involvement (Geddes, 2016; Kitchen *et al.*, 2014:44). In order for blood donor recruitment communication messages to persuade users with low and high receiver involvement, a central route and peripheral route must be followed to change their attitude and behaviour (distinguish definition between peripheral and central route). Motivation and ability must be considered in making use of both a central route and peripheral route in order to change non-donor's behaviour to comply and donate blood.

Motivation is typically decided by how relevant the topic of a message or design is to the receiver. Blood services may use a blood donor recruitment message in July such as "Mandela day is around the corner" for example: "use 30 minutes out of your 67 minutes to save three lives". Highly motivated individuals that care about change and that is thinking about what they will do to help others in need, will be drawn naturally to this message. Individuals seeing a message referring to Nelson Mandela can relate to the message as he devoted his life to change, and they share his desire to do good deeds too. These individuals' attitudes changed positively.

On the other hand, ability refers to how able the receiver is to understand the message and access it, for example narrowing the target audience down to individuals aged between 18-25 and active on social media. Through only targeting this age group and individuals active on social media, the ability to understand and access the message can be increased. For example, a blood service should create a social media message that meet potential non-donors on their "wavelength" (communicate in such a way that the age group between 18-25 will understand the communication message by utilising their vocabulary and interests).

A peripheral route can be followed in order to influence the behaviour of individuals with low receiver involvement. For example, a certain individual in her 30s is thinking about doing something for the greater good but does not know yet what to do on Nelson Mandela Day. She wants to make a difference but does not know where to begin. Many of her friends are expressing their concern on low blood stock levels and the importance of donating during July because winter leads to critically low blood stocks. If the WCBS wishes to change the behaviour of this specific non-donor, their message must be designed to appeal to her who, while not a social activist desiring to "change the world", sees the blood donor recruitment message featuring Nelson Mandela and considers changing her behaviour. This message should be developed in such a way that it also communicates where the individual can go to donate blood. Posting an altruistic message with an image of Nelson Mandela and "give 30 minutes out of 67 to save lives" on social media can furthermore increase its effectiveness. Individuals can like, share and comment on the message. Comments on the social media message and individuals pleading with society to donate blood to save lives can furthermore influence those individuals who are a bit hesitant to donate but who want to make a difference.

Communication practitioners must understand that when individuals are faced with a persuasive message, they will process it using either a high or low level of elaboration. Typically, how motivated individuals are to achieve their goal will decide which processing route they will take. Both routes (central and peripheral) change receiver behaviour and as such should be used to influence the behaviour of individuals with low and high receiver involvement. The motivations and factors that influence individuals to donate blood can be used to improve the relevancy of the message.

2.2.7.6 Summary of the theories that underpin blood donation

In summary, Figure 2-3 illustrates the theoretical foundation of tailored blood donor recruitment messages by highlighting the aspects that should be considered in developing such messages. Any one or several aspects of different theories can be applied when the communicative angle of a tailored donor recruitment message is considered. The figure below offers the conceptual framework that guided the recommendations made in this study for strategic, tailored donor recruitment messages and stakeholder communication.

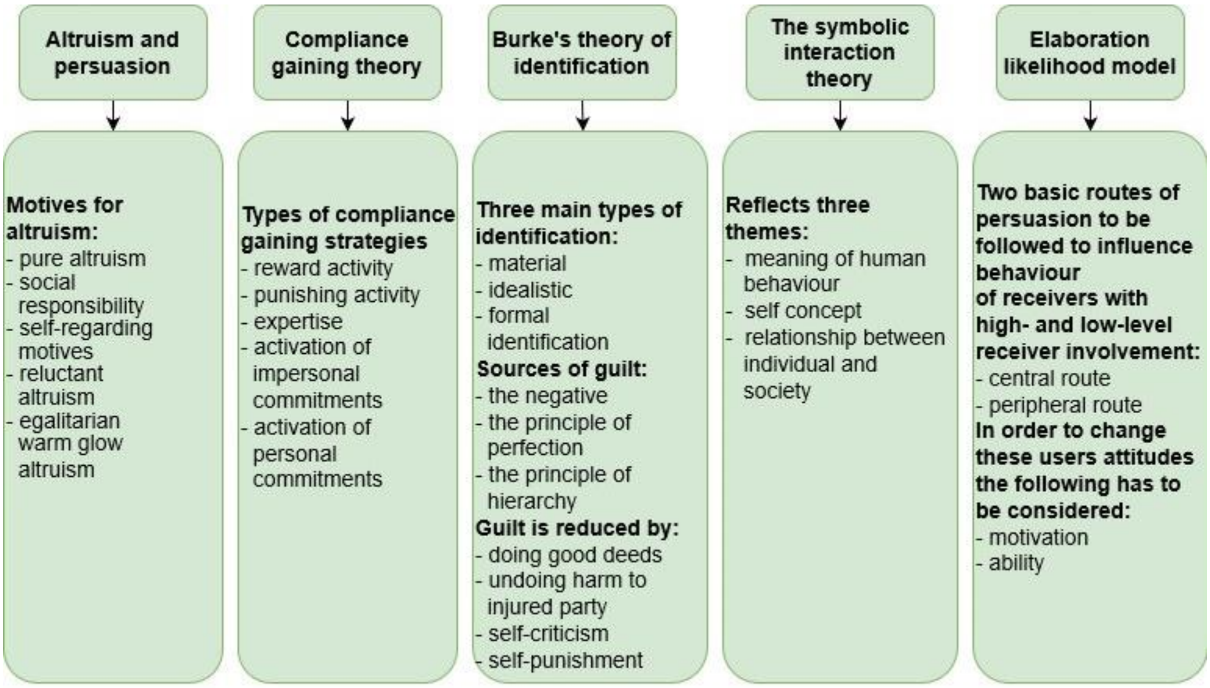

Figure2-3: Theories underpinning the development of tailored blood donor recruitment messages

(Source: Author)

After the abovementioned theories are considered, it is critical to select the correct communication channel for tailored messages. Failure to do so may lead to messages not reaching the target audience, information overload and/or inadequate feedback. The next section therefore provides a brief background on communication channels which practitioners must consider during strategic communication and message planning.

2.3 Selecting effective communication channels

Selecting the correct communication channel depends on the importance of the message, the amount of speed and feedback required, the cost of the channel and its purpose (Scheming & Mason, 2013:401). According to Kukafka (2008:22), traditional channels such as newspapers, radio, brochures, and television are capable of reaching and informing large audiences, but they are not very effective in changing behaviour given that communication messages are not tailored for a specific audience.

As discussed at length in the previous sections, communication messages for the purpose of blood donor recruitment must be tailored to be relevant to potential blood donors and must influence their behaviour. To achieve engagement, for instance if potential donors have enquiries, communication channels that will foster two-way communication between potential blood donors and blood services must be used. According to Grunig (2013), NPOs such as blood services can engage with potential new supporters through social media platforms. Social media platforms that are effective in facilitating two-way communication include Facebook, Twitter, Instagram and YouTube (Grunig, 2013). Grunig (2013) states that social media such as Facebook gives stakeholders such as potential donors a platform to voice their needs in a centralised online location. Social media enables communication practitioners to not only post one-way information but also allows two-way conversations to take place. Given that blood services are NPOs that often lacks financial resources, social media platforms are the most cost-effective communication channels that can be used for tailored blood donor recruitment communication given that it is an affordable medium (Kukafka, 2008:32). Social media platforms also use visuals and sound to have a greater impact than only written messages. Visuals, according to Fahmy and Wanta (2014:103), are processed easier and faster by the brain. Leonard (2016) state that 40% of people respond better to visual information than plain text, because 80% of what individuals see is retained and 90% of the information transmitted to the brain is visual. Therefore, it is important to use communication channels that can carry rich information. Additionally, Leonard (2016) found that when individuals hear information, they are likely to only remember 10% of that information three days later. On the other hand, when relevant images are paired with the same information, individuals retain 65% of the information three days later. Therefore, using visual content and enticing imagery to [6]"enrich" blood donor recruitment messages will yield stronger emotional responses.

Notwithstanding the advantages of the internet and social media, South Africa is a developing country where the digital divide is great and not everyone has access to electronic communication media (Lama, 2020). Communication mediums that are cost effective and easily accessible to everyone should therefore be considered for those that have no access to the internet (Adenle, 2017), for example:

- Face-to-face communication such as educational talks at schools;
- town hall presentations;
- roadshows;
- panel discussions; and
- question and answer sessions.

Transmitting tailored messages through the above-mentioned channels will increase the personal relevance of the message. Face-to-face announcements and question-and-answer sessions are deemed to be more intimate. Here, non-donors can ask questions, raise their concerns and relieve doubt on the blood donation process. Selecting the correct communication channel is important to consider before developing tailored blood donor recruitment communication.

The above-mentioned information is the foundation on which tailored blood donor recruitment messages are built, message tailoring is therefore discussed next.

2.4 Tailored blood donor recruitment messages

In communication, tailoring can be defined as the personalisation of messages for individuals based on their beliefs, traits, culture, and abilities (Kreuter & Skinner, 2000). Tailoring increases the persuasive effectiveness of a message (Jensen *et al.*, 2012:1). According to Kreuter and Wray (2003), tailored messages enable communication to be more relevant to a specific audience,

[6]Media Richness Theory refers to communication that fall on a continuum between rich and lean media (El-Shinnawy&Lyne, 1992:92). Richness is established by: the availability of instant feedback, the use of numerous cues such as kinesics and voice inflections, the use of language to explain difficult concepts and the personal focus of the medium.

more likely to be read and remembered, rated as attention catching, discussed with others, and perceived as personally relevant.

It is therefore clear that, for blood donor recruitment communication to be relevant to the intended audience, all messages should be tailored and follow the guidelines of the above-mentioned communication theories to be successful. Noar *et al.* (2009) agree that personal involvement occurs when a message is personally relevant. Tailored messages therefore increase the chance that central processing will take place and result in behavioural change. Noar *et al*. (2009) suggest that communication messages range from the most generic to most customised along the following continuum:

- generic communication: pertains to all audiences;
- personalised generic communication: pertains to all audiences and is used to give an illusion of customisation;
- targeted communication: customise target communication at group level; and
- tailored communication: customise target communication on an individual level.

Over the years, improvements in technology lead to a new tailored approach to health communication. It involves soliciting information from individuals, or alternatively obtaining information about individuals from existing records, and then providing auditory and visual feedback in order to develop tailored communication messages that is personally relevant to the audience (Noar *et al*., 2009). It can be used to mimic the transactional and response-dependent qualities of interpersonal communication (Noar *et al*., 2009). This approach is of importance given that it combines the potential for delivering cost-effective health communication to a large audience, combined with the benefits of interpersonal communication (Kukafka, 2008:25). Kukafka (2008:25) states that an interactive cycle of tailored feedback can be repeated over and over to facilitate an individual’s movement through the persuasive process of motivating behaviour change. Source and message factors can then be modified dynamically to realise the advantages of interpersonal challenges, which are essential for persuading individuals to change their behaviour (Kukafka, 2008:25).

Siromani and Mammen (2016) found that many blood services already adopt tailor-made motivation techniques designed to reflect the basic cultural background of the target audience. In these instances, using local languages makes communication more effective. However, the decline of regular blood donors indicates that blood services can do more to recruitment message tailoring to meet blood services' needs for blood and blood products (Siromani & Mammen, 2016).

Kreuter and Wray (2003) and Kukafka (2008:27) offer that the tailoring process in the public health sphere, or in the case of this study, blood donor recruitment, includes the following steps:

- **Step 1:** analyse the problem to be addressed and understand its determinants;
- **Step 2:** develop an assessment tool to measure a person's status on these determinants;
- **Step 3:** create tailored messages that address the individual variation of determinants of the problem;
- **Step 4:** develop algorithms and a computer program that link responses from the assessment to specifically tailored messages; and
- **Step 5:** create the final health communication.

According to Kreuter and Wray (2003) and Kukafka (2008:27), step 1 pertains to identifying the high-level goal for which the tailoring system will be developed to influence and involves analysis of casual factors, which is referred to as determinants of behaviour. In social and behavioural science there are several established and empirically grounded theories and models that guide the selection of these determinants (Kukafka, 2008:27). Therefore, these theories combined with empirical data provide the basis for elucidating the determinants associated with a given behaviour. These determinants provide the basis for the selection of the tailoring variables. From the strategic communication perspective, the high-level goal of message tailoring is to fulfil the objective of blood services, which is mainly *to achieve the measurable outcomes of blood donor recruitment communication.* The main outcome of blood donor recruitment messages is to increase the number of donors. This goal can only be achieved through conducting environmental scanning in order to address the negative and positive factors that influence individuals to donate blood.

Step 2 measures each individual's status on the tailoring variables by means of a tailoring questionnaire. This questionnaire can be utilised by blood services to determine various attributes of non-donors which can be beneficial when tailoring messages that are personally relevant to an intended audience. These variables refer to the determinants of human behaviour, which include factors such as: social norms, culture, core faith and attitudes. In the case of this study step 2 involves environmental scanning to determine the objectives of blood services and the needs of non-donors (Kukafka, 2008:27). During step 3, texts and other content that include visuals are developed for each question and possible response option in the tailoring questionnaire. In the case of this study step 3 includes creating tailored messages by using the theories that underpin blood donor recruitment messages in order to make them more impactful.

Step 4 assembles these text chunks into a final health communication document. In the case of this study, this step will involve influencing the potential blood donor's decision-making process by applying the principles of strategic communication.

During environmental scanning, step 2, various factors influence the decision-making process for blood donation such as: personal characteristics, personal experience, motivations, perceived risk of fears and attitudes. Information gathered from the tailored questionnaire should be used to provide education on the blood donation process and information on the need for blood donation.

Last, step 5 involves developing the final communication, which aims to influence and change behaviour. During step 5, key messages are developed aimed to influence non-donors to donate blood.

Kreuter and Wray (2003) and Kukafka (2008:27) provide the foundation for the steps of message tailoring and serves as a guideline; together with the principles of strategic communication, the following steps for tailoring blood donor recruitment messages are developed:

- Step 1: determine the main goal that tailored blood donor recruitment messages must achieve;
- Step 2: analyse the data from environmental scanning to determine how to address non-donors' communication needs and expectations;
- Step 3: author the content and structure the blood donor recruitment message together with the theories that underline blood donor recruit messages in such a way that messages are coherent, cohesive, and effectively persuasive;
- Step 4: formulate messages to strategically address each non-donor group's specific communication needs and expectations; and
- Step 5: initiate the implementation phase, where the messages are compiled and distributed through the communication channels as identified by environmental scanning.

Nevertheless, according to Kukafka (2008:27), the developer of a tailoring system using this process faces two challenging requirements:

- acquiring the expert knowledge needed to author the content, that is, the bits and pieces of text that the system uses to generate tailored communication; and
- the task of assembling the bits and pieces of text into a structured communication document that is coherent, cohesive, and effectively persuasive.

According to Kukafka (2008:28), if the intention is to change behaviour through tailored communication messages, the focus should be on the three determinants of intention, which include:

- the attitude towards performing the behaviour (potential donor factors and motivations that influence decision-making);
- perceived norms concerning performing the behaviour (culture also influences behaviour); and
- the individual's self-efficiency with respect to performing the behaviour.

These intentions must be determined during environmental scanning where the principles of strategic communication and two-way communication principles should be applied. The strategist should listen to non-donors to accommodate their needs, fears, motivations, and opinions in order to increase donor recruitment and loyalty. As discussed, for behavioural change to take place during blood donor recruitment, communication messages must be tailored, and the intention as well as the motivations of potential blood donors must be considered and addressed. Tailored messages should be coherent, cohesive, and incorporate effectively persuasive communication that will influence potential blood donors to become regular blood donors.

Siromani *et al*. (2013) state that many tailor-made communication messages should be adopted to meet blood services needs for blood and blood products. According to Siromani and Mammen (2016), tailored messages can be developed and implemented to increase intentions to donate blood and increase the number of first-time blood donors. According to Siromani and Mammen (2016), every blood service adopts tailor-made motivation techniques. The authors further indicate that these techniques are designed to reflect the basic cultural background of the target audience and, by using local languages, make the communication more effective.

The literature referenced has further indicated that if the communication practitioner wishes to make a strategic contribution within the organisation, tailored communication messages must be developed for the intended audience. These messages, communication tools and approaches must be tailored to suit the needs and views of the specific targeted audience as identified during environmental scanning. It is also important to study reasons why individuals do not donate blood, and to be effective the communication programmes should address it. To be able to determine the fears, needs and views of potential donors, two-way communication must be facilitated between them and the organisation by means of the most appropriate communication channels.

From the above it is evident that in order for blood services to recruit new blood donors, communication practitioners must conduct environmental scanning to understand the audience and the organisation's objectives. Furthermore, environmental scanning must determine the needs, views, factors, and motivators that influence non-donors to donate. During environmental scanning it is crucial to determine the situational dimensions that influence decision making and reasons why non-donors may still resist complying. Tailored blood donor recruitment messages should include a combination of various types of altruism: compliance gaining strategies, focus on those aspects regarding blood donation with which non-donors might identify or want to identify, reveal the need for blood and how individuals have a responsibility towards society, and follow two routes of persuasion (central and peripheral) to influence individuals of low- and high receiver involvement. Moreover, tailored blood donor recruitment messages must be distributed through the correct communication medium, which facilitates two-way communication. The tailored blood donor recruitment messages must follow a receiver-orientated approach. Key blood donor recruitment communication messages must contain the main points of the messages, clarify meaning and prioritise, and define information. Lastly, in order to establish to what extent, the blood donor recruitment messages were successful, evaluation must take place.

2.5 Evaluation of the effectiveness of tailored donor recruitment

According to Flood-Grady*et al.* (2008), evaluating a communication programme along the way enables one to stay on course and reach the desired outcomes. Contentgroup (2018) deliberates that evaluation improves the effectiveness of the communication programme. Without evaluation, there is no way to assess whether a communication programme was successful or whether it requires fine-tuning (Gregory, 2015:183). Furthermore, evaluation enables the communication practitioner to effectively engage with the audience, gather feedback from them and learn how they respond to messages (Contentgroup, 2018).

2.5.1 Determine what will be evaluated

During the first step of evaluation, it must be determined exactly what will be evaluated (Contentgroup, 2018). However, according to Flood-Grady*et al.* (2008), it is difficult to evaluate every aspect of the communication programme, therefore if one's communication programme is comprehensive, they recommend selecting the components that are most critical to communication success (Gregory, 2015:183). According to Flood-Grady*et al.* (2008), various strategic initiatives can be evaluated:

- communication initiative for behaviour change;
- communication initiative for policy change;
- repositioning effort; and
- brand awareness.

As stated before, the focus of this study is blood donor recruitment, and therefore, the communication initiative for behaviour change should receive specific attention regarding evaluation. Flood-Grady *et al.* (2008) point out various tactical efforts to determine the success of tailored communication messages, which include:

- messages dissemination: involves how well communication messages are spread by the media and adopted by key audiences;
- media relations: involves interaction with journalists, effectiveness of spokespeople, coverage in print and on television;
- quality of communication exchanges with audiences: involves audience satisfaction with the direct tailored messages; and
- print, video, and new media communication: involves newsletters, short documentaries, blogs and webinars.

2.5.2 Evaluate the link between the goals of the communication programme and how its objectives are implemented by the tailored communication messages

As mentioned previously in this chapter (see section 2.2.4), communication practitioners developing donor recruitment programmes and tailored messages must familiarise themselves with the objectives of donor recruitment in order to design tailored blood donor recruitment communication that will align with these objectives. When these tailored blood donor recruitment messages are evaluated, they must reach the objectives of blood services, which are, according to Lee (2016:70), to:

- motivate suitable persons in society to donate blood, if at least for the first time;
- to encourage blood donation among those who already understand the importance of blood donation, but yet still abstain;
- recall lapsed donors to come back for blood donation;
- target a particular group of donors with specific blood groups or HLA; and
- target donors who can donate a special blood component, for example, plasma and/or platelet donors.

If the blood donor recruitment communication messages, specifically the tailored messages, fail to reach the above-mentioned objectives, communication efforts will likely be unsuccessful.

2.5.3 Evaluate whether the targeted audience has received the tailored communication messages

Obtaining feedback from the right source is crucial for effective evaluation of communication. Flood-Grady *et al.* (2008) deliberate that knowing which audience to include in the evaluation process will depend on the communication goals and objectives, which in the case of this study, would be specific groups of non-donors. The more narrowly defined the audience for the tailored messages, the more effective the evaluation will be. For example, merely selecting European and non-European non-donors will not provide much insight into whether the communication messages are effective or not because these categories are too broad. Narrowing the audience down to a well-defined group, for example 25- to 35-year-old mixed race individuals in Parow in the Western Cape will enhance the message's desired effect on its audience.

2.5.4 Establish the baseline

According to Flood-Grady*et al.* (2008) and Contentgroup (2018), a baseline involves the initial data that will serve as the starting point for evaluation, in other words, what was the situation before initialising the blood donor communication programme. From a communication perspective, this baseline refers to the environmental scanning that takes place as part of strategic communication management. As mentioned in section 2.2.2, environmental scanning assists the communication practitioner to carefully segment the target audience and reach measurable and achievable communication outcomes that contribute to the blood service achieving its overall organisational objectives. Communication practitioners must also acquaint themselves with the culture, behaviour, and motivations of potential donors before formulating blood donor recruitment messages, which relates to environmental scanning as a strategic communication management function.

2.5.5 Pose evaluation questions

According to Flood-Grady *et al.* (2008) and Contentgroup (2018), the type of evaluative questions that are formulated depends on the implementation phase of the communication programme. Gregory (2015) states that firstly, awareness, opinion, and attitude change must be determined before evaluating whether the behaviour has changed.

Awareness can be evaluated by asking:

- *is the audience thinking about something (are individuals aware of blood donation)?*

Furthermore, when evaluating whether non-donors' opinions and attitudes on blood donation has changed, the question can be asked:

- *is the target audience forming a particular attitude or opinion about the subject?*

Flood-Grady *et al.* (2008) and Contentgroup (2018) offer the following evaluative questions that can be posed to determine whether behavioural change took place due to tailored blood donor recruitment messages:

- *is the audience more informed on blood donation?*
- *is the audience more aware of blood donation?*
- *has the audience's attitudes and opinions changed about blood donation?*

- *is the audience more engaged?*
- *has media coverage on the issue changed since implementing the tailored messages?*
- *Are there signs of change in behavioural intention or behaviour change? and*
- *have the goal and objectives of blood services been achieved?*

2.5.6 Draft progress measurements

Drafting progress measurements enable the communication practitioner to determine whether the communication programme and/or the tailored messages should be changed or improved. This step involves drafting measurements of progress toward the communication objective, and it can be done by marking milestones. Milestones refer to “progress checkpoints”, as stated by Flood-Grady *et al.* (2008) and Contentgroup (2018), and it takes one from the baseline to obtaining communication objectives. The same authors point out ways in which meaningful milestones can be developed:

- using the baseline identified by means of environmental scanning, the communication objectives and evaluation questions, to ask*: “what kind of intermediate results would demonstrate progress from the baseline to obtaining the communication objective?*
- review milestones can be obtained by asking the following questions: *Does it represent meaningful signs of progress? Are they realistically measurable? How?* and *Do they assist to answer evaluation questions?*

Quantitative and qualitative research methods can be applied to measure the success of the communication messages and is discussed next.

2.5.7 Select evaluation techniques

It is important to use the correct technique to evaluate the success of the tailored communication messages. According to Flood-Grady *et al.* (2008) and Contentgroup (2018), various qualitative and quantitative techniques can be applied to determine whether awareness and attitudes have changed and whether behavioural change took place after tailored blood donor recruitment messages were distributed. These techniques include:

- interviews: interviewing involves selecting various individuals representing the base of the researcher's audience and asking targeted, open-ended questions. This will enable one to receive better insight on how individuals are responding to one's communication messages;
- focus groups: this enables one to test new messages and determine how relevant, visual appealing and effective communication messages are;
- surveys, online and in-person: inexpensive technology can be used to administer an online survey consisting primarily of multiple questions;
- observation: one can use this technique to determine how individuals respond to a certain message;
- qualitative data collection: websites, blogs and other social networks allow one to collect useful data to determine the success of a communication message; and
- quantitative data analysis: data collected from web tracking or media monitoring services can be used to conduct statistical analysis of possible relationships between communication activities and external exchanges.

Evaluation is the final step in strategic communication and is crucial to determine whether the communication efforts applied during strategic blood donor recruitment communication has been successful. Furthermore, evaluation provides the only consolidated source of information showcasing the communication message success. Moreover, evaluation reveals mistakes, offers a path for learning and improvement and provides a more robust basis for increasing donor participation.

2.6 Conceptual framework for this study

In summary tailored blood donor recruitment messages should apply the principles of strategic communication, use environmental scanning to identify, segment, and prioritise key stakeholder groups, apply two-way communication to engage with non-donors to cultivate understanding about blood donation; apply the theories that underpin tailored blood donor recruitment messages, select the correct communication channel in order to foster two-way communication with non-donors and, lastly, evaluate tailored blood donor recruitment communication in order to determine its success.

From the above discussions is evident that if the WCBS desires to achieve their goals, which is to recruit new blood donors to ensure a sustainable blood product supply; tailored blood donor recruitment messages must be developed strategically. As mentioned several times throughout this chapter, blood donor recruitment messages have to satisfy the goals of non-donors as well as of the WCBS. Furthermore, for the WCBS to behave in socially acceptable ways, the environment has to be scanned by the communication strategist to identify non-donors who are affected by potential decisions of the WCBS or who want the WCBS to make decisions to solve problems that are important to non-donors (Grunig, 1992; Grunig & Grunig, 2000). Then, the WBCS must communicate by means of the two-way communication model (which includes the two-way symmetrical, the two-way asymmetrical, and mixed-motives models) to engage with non-donors and cultivate an understanding of blood donation (Grunig, 1992; Grunig & Grunig, 2000). Therefore, if the WCBS wants to recruit new blood donors to ensure a sustainable blood product supply, tailored blood donor recruitment communication messages have to be developed strategically based on the principles of strategic communication and therefore:

- messages must reflect the objectives of the WCBS as well as those of non-donors;
- the communication strategist must use formal research (environmental scanning) to identify, segment, and prioritise the key stakeholder groups from which they want to recruit blood donors;
- the communication strategist must use formal research (environmental scanning) and two-way communication to ascertain the needs, views and fears of non-donors regarding blood donation; and
- two-way communication should be applied to engage with non-donors to cultivate understanding about blood donation.

Moreover, during environmental scanning, the communication practitioner must carefully segment the targeted stakeholder group. After formal research has been conducted, the communication strategist is responsible for developing measurable and achievable outcomes. These outcomes must achieve the overall organisational objectives (in the case of blood services, see section 2.2.5).

After the principles of strategic communication have been considered, the message tailoring process should be founded in the theories of altruism and persuasion, compliance gaining theory, Burke's theory of identification, the symbolic interaction theory, and the elaboration likelihood model.

Nonetheless, these tailored messages must change the behaviour of non-donors and as such altruistic motivations should be used during blood donor recruitment programmes in order to influence and ideally change the behaviour of non-donors'. Tailored blood donor recruitment messages should express that individuals should give blood for emotional gain and to benefit others. Messages must, furthermore, be framed in such a way that the receiver of the message is not the direct beneficiary of the advocated behaviour, but instead, someone else when the receiver of the message conforms to the advocated behaviour (see section 2.2.7.1).

Additionally, tailored messages should utilise compliance gaining strategies (as mentioned in section 2.2.7.2). Various situational dimensions that influence non-donors as well as the reasons why individuals may still resist complying must be considered before developing blood donor recruitment messages.

Communication practitioners should consider Burke's theory of identification before creating blood donor recruitment communication messages, given that Burke's theory is concerned with the manner in which messages can be structured to create identification with the organisation and its goals (see section 2.2.7.3). Blood services must concentrate on those angles regarding blood donation with which non-donors might identify or want to identify. This implies that blood services ought to understand non-donors' needs, views and fears to such an extent that they know exactly on what source of identification the message concentrates.

Nevertheless, through tailoring for altruism, communication practitioners should use the relationship between the individual and society to reveal the need for blood donation and emphasise that without blood donations, individuals depending on blood for survival may lose their lives. The blood donor recruitment messages therefore must outline that blood donors contribute to society and therefore have a reason to improve their self-concept.

Moreover, in order to improve the persuasive impact of the blood donor recruitment message, the design must follow two basic routes to persuasion (central and peripheral) to influence individuals of low and high receiver involvement (see section 2.2.7.5). Motivation and ability are equally important to consider before following both roads to persuasion. Motivation implies that the message must be relevant to the audience, whereas ability focuses on the fact that blood services must communicate their message in such a manner that it meets the "wavelength" of the audience.

After the abovementioned theories are considered, selecting the correct communication channel for tailored messages is critical to facilitate two-way communication. Failure to do so may lead to messages not reaching the target audience, information overload and/or inadequate feedback.

Social media platforms that are effective in facilitating two-way communication include Facebook, Twitter, Instagram and YouTube (see section 2.3). Despite the advantages of the internet and social media, South Africa is a developing country, and not everyone has access to electronic communication media, therefore, communication mediums that are cost-effective and easily assessable to anyone also must be considered (see section 2.3).

After the above-mentioned aspects have been considered, the process of message tailoring can finally begin. During message tailoring, five steps must be applied (Kreuter & Wray, 2003; Kukafka, 2008:27):

- During step 1, the main goal that tailored blood donor recruitment messages must achieve is determined: to increase the number of new donors.
- Step 2 includes formal research (environmental scanning) to determine how to address non-donors' communication needs and expectations.
- Step 3 involves applying the theories that underline blood donor recruit messages (altruism and persuasion; compliance gaining theory, Burke's theory of identification, the symbolic interaction theory and elaboration likelihood model) to increase the persuasiveness and impact of the communication messages.
- Step 4 involves formulating messages to strategically address each non-donor group's specific communication needs and expectations by providing education on the blood donation process and providing information on the need for blood donation.
- Lastly, step 5 involves the implementation phase, where the messages are compiled and distributed through the communication channels as identified by environmental scanning.

Furthermore, blood donor recruitment messages must be distributed on social media platforms and communication mediums that are accessible to South Africans with no internet access such as face-to-face announcements, town hall presentations, roadshows, panel discussions, and question and answer sessions. The final communication message must:

- provide exposure on blood donation;

- attract the attention of non-donors;
- encourages involvement;
- establishes comprehension; and
- be effectively persuasive.

Lastly, evaluation is crucial to determine whether the communication efforts applied during strategic blood donor recruitment communication messages have been successful. Evaluation provides the only consolidated source of information show casing the communication message success. Moreover, evaluation reveals mistakes and offers a path for learning and improvement and provides a more robust basis for increasing donor participation.

The above-mentioned statements give rise to the following conceptual framework for strategic blood donor recruitment communication messages:

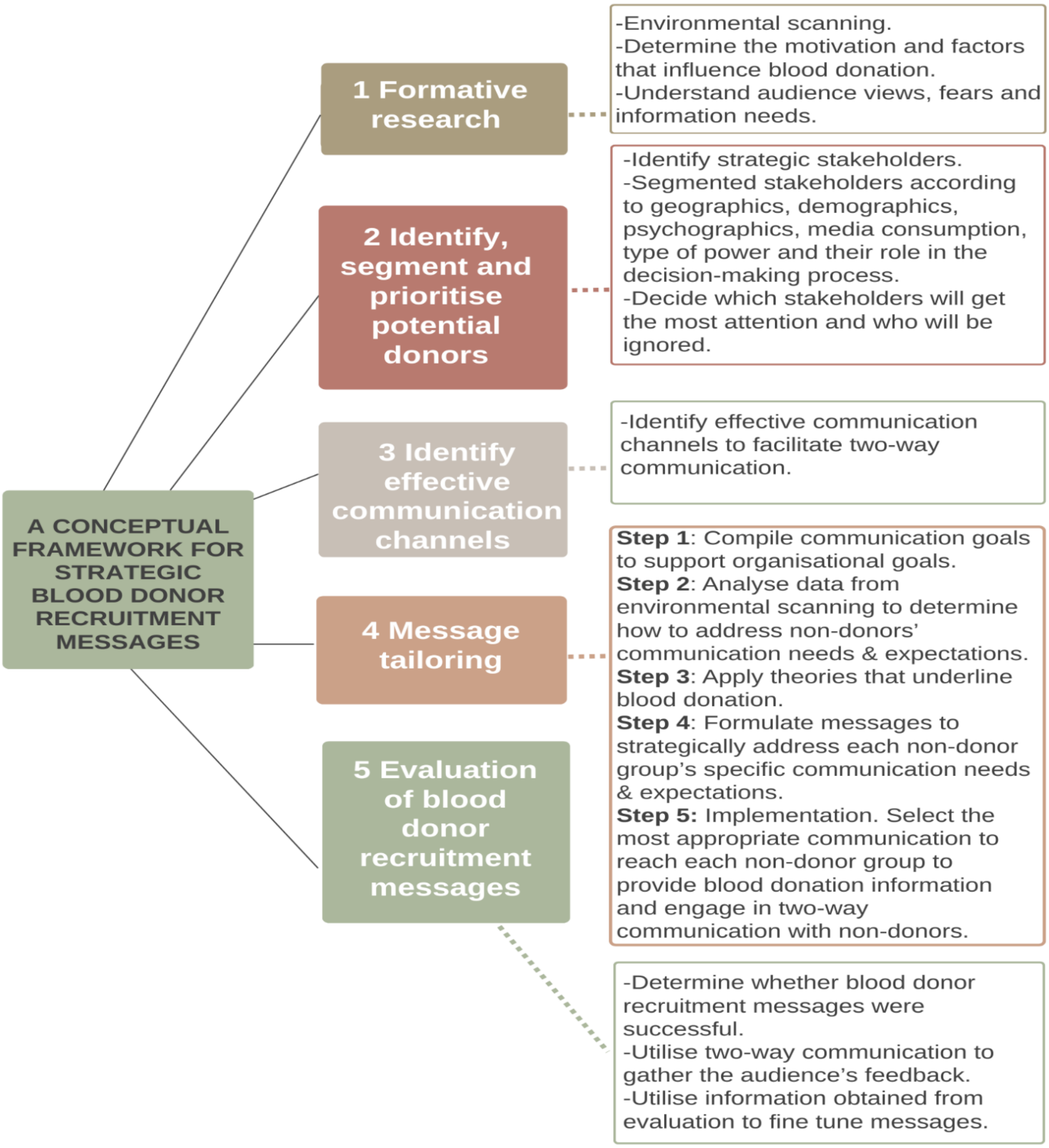

Figure 2-4:Proposed conceptual framework for strategic blood donor recruitment messages

(Source: Author)

2.7 Conclusion

This chapter defined the principles of strategic communication and message tailoring and how strategic communication can contribute to reaching the overall objectives of blood donor recruitment. Thereafter an overview was given on developing blood donor recruitment messages, which revealed the importance of conducting environmental scanning in order to understand the views and needs of non-donors. It is crucial to use tailoring as a strategic communication technique in order to improve the relevance of the communication message for specific groups. However, altruism and persuasion, compliance gaining theory, Burke's theory of identification, the symbolic interaction theory, and elaboration likelihood model must be applied together with tailoring to achieve the aim of blood services, which is to have a sustainable supply of blood.

A blood service must establish two-way communication with segmented groups in order to be successful and ensure a supply of blood and blood products. Lastly, communication efforts must be evaluated in order to determine their success.

The next chapter addresses the research methodology and the subsequent chosen research approach and methods.

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Introduction

Strategic communication, theoretical points of departure for tailored blood donor recruitment messages, and the process of developing such tailored recruitment messages were discussed in the previous chapter. A conceptual framework for compiling strategic blood donor recruitment communication messages that guides the analysis of the data collection to answer the research questions were formulated in the chapter.

In this chapter, the research approach and design will be discussed followed by the research methods, namely a literature study, a semi-structured interview with top management as well as a communication practitioner of the WPBTS, content analysis of the WCBS's blood donor recruitment messages, focus group interviews and quantitative questionnaires with residents of the Western Cape. Furthermore, limitations and ethical aspects of the study are considered.

3.2 Research design

For the purpose of this study, a case study was used as research design. According to Du Plooy (2009:180), a case study involves the observation and in-depth analysis of a single system. There is no blueprint that should be followed when using a case study (Du Plooy, 2009:180). Babbie and Mouton (2010:281) declare that this research design is flexible and often responsive to the demands and circumstances of the research problem. Furthermore, single system designs focus on describing present conditions, communication behaviours and attitudes. A case study can be used to obtain a specific desired outcome by answering an evaluative research question. Du Plooy (2009:181) explains that case studies are often selected for the following advantages:

- a case study investigates individuals' experiences;
- a case study can be used to describe processes of development, such as improvement in staff's communication skills; and
- a case study is flexible in that the researcher can structure the research design according to available money, time, and the social setting.

Furthermore, a case study is selected to achieve a specific outcome by means of evaluative research questions, as in the case of this study's specific research question 3 and specific research question 4: *What are the perceptions of non-donors on the WCBS recruitment messages?* and *What are the information needs of non-donors on blood donation?*

A case study enabled the researcher of this study to investigate non-donors' perceptions on recruitment messages and their information needs on blood donation. Various types of case studies exist, namely individual case studies, societal studies, social-groups studies, studies about organisations and institutions, studies about events, role of relationships, and studies on countries (Babbie & Mouton, 2010:281). For this study a case study was conducted on the WCBS as an organisation in order to gain a rich understanding on the nature of its blood donor recruitment communication. These insights were used to inform recommendations on how blood services, in this case the WCBS, should communicate to non-donors through tailored blood donor recruitment messages. Although the results of a case study cannot be generalised, they can still serve as a guideline for other blood services in tailoring messages to recruit donors.

According to Du Plooy (2009:85), a research design is a plan that indicates how the research is conducted, who or what is involved, and where and when the study took place. Below is a summary of the research design used in this study.

Table 3-1: Research design

Specific research questions	Method used to answer the research questions
1. How should blood services communicate to recruit blood donors, according to the principles of strategic communication literature?	Literature study to create a conceptual framework for blood donor recruitment communication (Chapter 2).
2. What and how does the WCBS communicate to recruit non-donors?	Content analysis of the WCBS recruitment messages. A semi-structured interview with the WCBS's promotions and public relations manager as well as the communication practitioner.
3. What are the perceptions of non-donors on the WCBS recruitment messages?	Focus group interviews with non-donors.
4. What are the information needs of non-donors on blood donation?	Quantitative questionnaires completed by non-donors.

Research can follow a qualitative or quantitative research design. For the purpose of this study a qualitative research design was used and both qualitative and quantitative research methods was applied (mixed-methods).

3.2.1 Qualitative research

A qualitative research approach differs from a quantitative research approach in that the latter focuses on gathering mathematical and statistical data. Qualitative research can be characterised as having a theoretical interest in human interpretational processes. It is further concerned with the studies of socially situated human action and artefacts and using human investigators as the primary research instruments. Qualitative studies rely primarily on narrative forms for coding data (Lindlof & Taylor, 1995:22; Du Plooy, 2009:35;). If it is the researcher's purpose to learn from participants in their own setting or from their personal experience or interpretation, they should apply research methods that are qualitative in nature (Lindlof & Taylor, 1995:26; Ochieng, 2009). In contrast to the quantitative research approach, qualitative research emphasises an in-depth understanding of human experience and generates richer conclusions than when using quantitative research methods (Creswell, 1994; Babbie & Mouton, 2010:645) It is difficult to understand the context and nature of a phenomenon when applying quantitative research methods and the data gained may not be robust enough to explain complex issues. Qualitative research on the other hand, provides more detailed information to explain complex issues and makes use of multiple methods for gathering data on sensitive subjects. Qualitative research methods include focus groups, semi-structured interviews, participation/observation, open-ended questions in questionnaires, and qualitative content analysis. Below is a clear representation indicating the differences between qualitative and quantitative research.

Table 3-2: Differences between qualitative and quantitative research

	Qualitative research	**Quantitative research**
Scientific method	Scientific method is inductive. The researcher generates new hypotheses and grounded theory from data collection during fieldwork.	Scientific method is deductive. The researcher tests hypotheses and theory with data.
View of human behaviour	Behaviour is fluid, dynamic, situational, social contextual and personal.	Behaviour is regular and predictable.
Research objective	Involves description, explanation, and discovery.	Involves description, explanation, and prediction.
Nature of observation	Study behaviour in natural environments. Study the context in which behaviour occurs.	Attempt to study behaviour in a controlled environment.
Nature of reality	Subjective, personal, and socially constructed.	Objective.
Form of data collected	The researcher is primarily the data collection instrument. Data is collected through applying research methods such as interviews,	Collect quantitative data based on precise measurement using structured and validated data collection instrument such as

	participation observation, field notes and open-ended questions.	close-ended items, rating scales and behavioural responses.
Nature of data	Words, images, and categories.	Variables.
Data analysis	Researcher search for patterns, themes, and holistic features.	Researcher identifies statistical relationships.
Results	Practical findings and representation of insider viewpoint.	Findings are generalisable.
Form of final report	Report is narrative with contextual description and contains direct quotations from research participants.	Statistical report that also includes correlations and comparisons.

Source: Adapted from Babbie & Mouton (2001:645); Creswell (1994); Du Plooy (2009:35); Lindlof & Taylor (1995:22).

The following table illustrates the advantages and disadvantages of a qualitative research approach.

Table 3-3: Advantages and disadvantages of a qualitative research approach

Advantages	Disadvantages
A qualitative research approach produces a thick (detailed) description of participants' feelings, opinions, and experiences and interprets the meanings of their actions.	Using a qualitative research approach might lead to a focus on meanings and experiences, while contextual sensitivities are left out.
Using a qualitative research approach leads to a holistic understanding of human experience in specific settings and has a flexible structure as the design can be constructed and reconstructed to a greater extent.	There is criticism that results obtained from a qualitative approach seems to hold low credibility. Analyses of data take a considerable amount of time, and one can only generalise the results to the larger population in a limited way.
Qualitative research allows researchers to discover the participants' inner experience, and to figure out how meanings are shaped.	Data interpretation and analysis may be more difficult and complex, given that it depends on a variety of personal, professional, political, and contextual factors.

Source: Adapted from Du Plooy (2009:26-40); Babbie & Mouton (2010:270-272); Rahman (2016:103).

A qualitative research approach was applied for this study in order to determine the nature of blood donor recruitment communication of the WCBS and the perceptions of non-donors on the WCBS recruitment messages. A qualitative research approach enables the researcher to investigate the feelings, opinions, and experiences of non-donors. Furthermore, this approach enables the researcher to obtain a holistic understanding of human experience and allows the researcher to determine how non-donors shape meaning. Although disadvantages exist for a qualitative research approach (as mentioned in Table 3-3), these were overcome by ensuring that the study accounted for contextual sensitivities. Furthermore, reliability and validity of qualitative research was ensured throughout the study (see sections 3.5.1 and 3.5.2) to maintain credibility.

According to Bouma and Ling (2004:168), one research approach is no better than another, although a specific research approach can be more suitable for a specific study. While a qualitative research approach was used for this study, questionnaires were used as a quantitative research method to obtain rich data that adds to the meaning, improved understanding and especially usefulness of the study's findings (Ehlers & Jordaan*,* 2016:380). This refers to a mixed method approach where qualitative and quantitative techniques were combined to obtain better data. In the next section, mixed-methods research is discussed to motivate the use of qualitative and quantitative research methods for this study.

3.2.2 Mixed-methods research

According to Creswell *et al.* (2003:118-120), mixed-methods research is an approach researchers use to gain knowledge on pragmatic grounds. The collection of data involves numerical information as well as words, images, and written information. The findings of this type of research represent both quantitative and qualitative information. Ivankova *et al*. (2006:3) define mixed method research as a procedure used to collect data through both quantitative and qualitative research methods.

Ivankova *et al*. (2007:261) continue that mixed-methods research can be implemented to address various possible research problems. Therefore, mixed-methods research can be used to (Ivankova *et al*., 2007:261):

- gain in-depth understanding of certain trends and patterns within a specific context;
- generate and test certain theories;
- produce and test certain hypotheses;
- examine assorted points of view from various theories;
- develop new estimation instruments; and
- comprehend the connection between various encountered variables.

The following table illustrates the advantages and disadvantages of a mixed-methods research approach. It is clear from the information and advantages stated in the table below that a mixed-methods research approach was suitable to address the research questions posed for this study.

Table 3-4: Advantages and disadvantages of mixed-methods research

Advantages	Disadvantages
Words, pictures, and narrative can be used to add significance to numbers, and numbers can be utilised to add exactness to words, pictures, and narratives.	May be difficult for a single researcher to complete both qualitative and quantitative research, particularly if at least two methodologies are relied upon to be used simultaneously. This type of research might thus require a research group.
Can generate and test a grounded theory.	Researcher needs to find out about various strategies and approaches and understand how to mix them appropriately.
Can answer a more extensive and increasingly complete scope of research questions because the researcher is not limited to a single strategy or approach.	Methodological idealists argue that one ought to consistently work inside either a qualitative or a quantitative paradigm
Can utilise the qualities of an additional method to conquer the shortcomings in another method by utilising both in a research study.	Costlier.
Provides grounded proof for a conclusion through union and substantiation of discoveries.	More tedious.
Can include experiences and understanding that may be missed when just a single method is used.	Some of the details of mixed research remain to be worked out fully by research methodologists (e.g., problems of paradigm mixing, how to qualitatively examine quantitative information, how to decipher clashing outcomes).
Can be used to enhance the generalisability of the outcomes.	
Qualitative and quantitative research used together produce increasingly complete information necessary to inform theory and practice.	

Source: Johnson and Onwuegbuzie (2004:21)

Quantitative and qualitative methods used in combination (i.e. as part of mixed-methods research) have the potential to complement each other and allow the researcher to conduct a more complete analysis of the research problem (Creswell & Plano Clark, 2011; Ivankova *et al*., 2007:261). In this specific study it was initially planned to only make use of qualitative research methods to gather data. As this study forms part of a larger research project, the researcher could use quantitative questionnaires that added depth and nuance to the findings and recommendations of the study. Quantitative questionnaires were focused on retrieving data on information needs of non-donors regarding blood donation, which was essential to assist with improving recommendations on tailored messages for blood donor recruitment communication.

Johnson and Onwuegbuzie (2004:21) declared eight distinct steps to a mixed-methods research process:

- determine the research question;
- determine whether a mixed design is appropriate;
- select the mixed-method or mixed-model research design;
- collect the data;
- analyse the data;
- interpret the data;
- legitimate the data; and
- draw conclusions and write the final report.

The above-mentioned steps were followed for the purpose of this study. Chapter 1 provided the research question for this study. A mixed method design was used for the purpose of this study given the approach's various advantages (see Table 3-4), which was necessary to answer the research questions. Data was collected and analysed as interpreted in Chapters 4 and 5, and finally conclusions are provided in Chapter 6.

The research methods used for this study are discussed in the next section.

3.3 Research methods

Each specific research objective is derived from the research questions and therefore answering the research questions implies that the research objectives must be achieved (see section 1.4). The first research question is answered in the literature study (Chapter 2). Research questions 2, 3 and 4 addressed how data can be obtained through various qualitative and quantitative research methods, as pointed out in Table 3-1. The relationship between the research questions, and the research methods is also listed in Table 3-5. The specific conceptual framework is illustrated in Figure 3-1.

The research methods as mentioned in Table 3-1 were used to gather data for this study, namely a literature study, semi-structured interview, qualitative content analysis, focus group interviews, and quantitative questionnaires. Specifically, one semi-structured interview was conducted with the promotions and public relations manager (which is in a senior position) and the communication practitioner of the WCBS. The semi-structured interview with the promotions and public relations manager as well as the communication practitioner was crucial to obtain the view of management and the communication practitioner on the compilation of the WCBS's donor recruitment messages. Secondly, a content analysis was conducted on the WCBS's donor recruitment messages. Content on various platforms used by the WCBS for donor recruitment communication (billboards and social media platforms such as Facebook and Instagram) were analysed. Thereafter, the perceptions of non-donors on the WCBS donor recruitment messages were obtained by means of focus group interviews. Lastly, in order to establish the information needs of non-donors, quantitative questionnaires were conducted. The above-mentioned research methods are discussed in the following sections.

3.3.1 Literature study

In Chapter 2, a literature study was conducted on strategic communication and the theoretical foundation of tailored blood donor recruitment messages. According to Du Plooy (2009:64), the purpose of a literature study is to the address the following aspects:

- the research done in a particular area;
- the research methods used;
- the results that have been generated; and
- what was done with the results of the findings.

The literature study for this study was used to determine how blood services should develop tailored communication messages from a theoretical perspective in order to recruit donors. The literature study therefore answered research question 1: *How should blood services communicate to recruit blood donors, according to principles of strategic communication literature?*

Figure 2.4 is repeated in the figure below for the convenience of the reader. The conceptual framework illustrates how blood services should communicate according to theory to recruit non-donors to reach the objectives of blood services, which is to supply an efficient amount of blood and blood products.

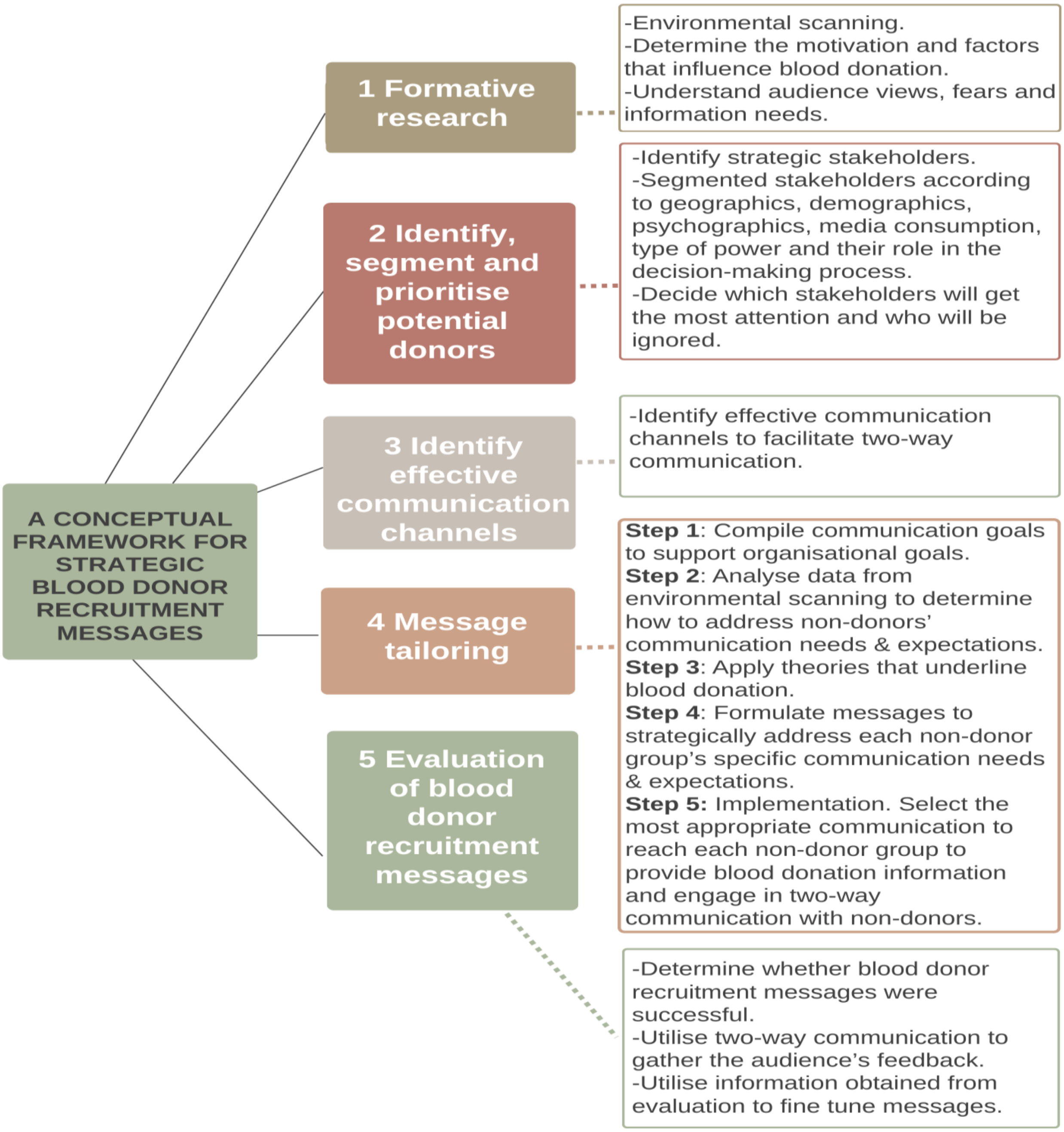

Figure 3-1: Proposed conceptual framework for tailored blood donor recruitment messages.

(Source: Author)

3.3.2 Semi-structured interview

As mentioned in section 3.2, one semi-structured interview was conducted to answer research question 2. Babbie and Mouton (2010:289) define semi-structured interviews as in-depth interviews that allow a researcher to explore an issue within the framework of a guided conversation. Cohen and Crabtree (2006) argue that a researcher should use this qualitative research method when detailed information about thoughts, behaviour, and new issues must be gathered. The answers to questions in semi-structured interviews normally focus on the "what?" and "how?". Semi-structured interviews can be used to discover new ideas, situations, or programmes to explore the boundaries of a problem, obtain context for a problem or issue, evaluate potential solutions, and to determine an individual's perceptions of a specific issue (Cohen & Crabtree, 2006; Harrell& Bradley, 2009). During semi-structured interviews, the interviewer engages with participants in the form of a conversation (Ivankova *et al.*, 2006).

Semi-structured interviews allow a researcher to explore the participant's feelings and perspectives on a subject through open-ended questions (Forman & Damschroder, 2008). Therefore, participants are encouraged to answer more than just yes or no to a question and rather focus on how they feel about a certain issue and why. Therefore, more elaborate, rich answers are attained through this research method. Another characteristic of semi-structured interviews is that it seeks to understand and interpret participants' perceptions, feelings, and attitudes about a certain cause (Babbie & Mouton 2001:645; Forman & Damschroder, 2008).

The advantages of semi-structured interviews according to Forman and Damschroder (2008) are listed below:

- semi-structured interviews provide more detailed information than what is available through other data collection methods such as questionnaires;
- it allows for clarification and provides answers for researchers on the topic they are researching;
- semi-structured interviews allow the interviewer to gain a deeper understanding, more knowledge and insight; and
- semi-structured interviews enable an interviewer to observe the participant's attitudes and feelings towards a certain aspect.

Despite the above-mentioned advantages, semi-structured interviews can be prone to bias. Participants may be more honest in completing questionnaires than speaking openly in an interview (Cohen & Crabtree, 2006; Forman & Damschroder, 2008), especially if the topic is sensitive. The interviewer may also influence the participant to give answers that do not speak to their own perceptions. Semi-structured interviews are also time consuming and expensive and require researchers trained in interviewing skills (Cohen & Crabtree, 2006; Forman & Damschroder, 2008). Fortunately, for the purpose of this study, the researcher could conduct the interview herself and it was not extremely time consuming. The semi-structured interview questions were formulated in such a way as to ensure that the participants could answer truthfully and openly.

According to Leedy and Ormrod (2001:159), there are various guidelines for conducting semi-structured interviews, most notably:

- ensuring that all participants are present;
- selecting and using an appropriate location for the interview;
- starting the conversation with lighter topics to break the ice;
- being courteous and respectful at all times;
- explaining the nature of the study;
- participants have to be made aware that participation is completely voluntary and that they can withdraw at any time;
- ensuring that all information provided by the participants is written down or recorded; and
- not getting involved with the participants' opinions and views.

These guidelines were followed throughout the semi-structured interview. For the aim of this study, a semi-structured interview was scheduled with the WCBS's promotions and public relations manager, and the communication practitioner of the WCBS. The WCBS's promotions and public relations manager and communication practitioner were specifically selected to interview for the purpose of this study given that these individuals have a rich insight on how blood donor recruitment messages are developed. The promotions and public relations manager and communication practitioner could offer rich insight into the WCBS and how blood donor recruitment communication is developed from the implementation stage to the evaluation stage and meeting the WCBS's goals. On the other hand, the communication practitioner functions on an operational level. The communication practitioner implements blood donor recruitment messages and deals with stakeholders of the WCBS. Specific research question 2: *What and how does the WCBS communicate to recruit non-donors?* was answered through the semi-structured interview and focus group interview(s). The interview took place in the office of the WCBS promotions and public relations manager, which is located in Cape Town. The participants completed a form explaining the essence and importance of the study. Participants were asked for consent to record all responses (ethically, consent always must be given before an individual can be recorded) and the researcher did not get involved during the giving of this feedback. The semi-structured interview lasted 45 minutes, and the participants were at ease and agreed to the interview being recorded. One joint semi-structured interview was conducted with two individuals (the WCBS's promotions and public relations manager as well as the communication practitioner of the WCBS).

The table below indicates the agreement between the researcher and the participants during the semi-structured interview.

Table 3-5: Agreement between the researcher and participants during the semi-structured interview

Perceptions of non-donors on recruitment messages: the case of the Western Cape Blood Service (WCBS)
MA (Communication Studies): Charmaine Jacobs
By signing the form, you confirm that you understand the following points:
• There is enough information provided on the study. • I understand what the information will be used for. • I voluntarily agreed to conduct the interview. • I understand that I can withdraw from the interview at any time and that I am not obliged to answer all the questions. • I am comfortable with the interview being recorded. • I understand that no reward for participation in the study is offered. • I understand that the information will remain at the North-West University for seven years.

3.3.2.1 Interview schedule

According to Du Plooy (2009:198), the schedule of semi-structured interviews contains standardised questions, but the interviewer is free to ask follow-up and probing questions based on the participant's replies. Unlike with structured interviews, the interviewer has the advantage to interact with the participant in a semi-structured interview. The interview was structured according to the statements of theory as depicted in the conceptual framework in Chapter 2.

The following table displays the interview schedule that was used to interview the WCBS's promotions and public relations manager as well as the communication practitioner.

Table 3-6: Interview schedule

- Does the WCBS have a formal communication strategy to recruit new blood donors?
  - If so, what does the communication strategy entail?
- How are recruitment messages formulated?
- To what extent are the various factors that influence potential blood donors' decision-making process considered before developing recruitment communication programmes?
- To what extent is formative research conducted to identify and prioritise stakeholder groups from which blood donors will be recruited?
- How does the WCBS determine potential donors' information needs and perceptions about blood donation?
  - To what extent is this information used in recruitment message development?
- To what extent is a specific strategy in place to provide relevant information to a specific audience by means of tailored blood donor recruitment messages?
- To what extend does the WCBS ensure two-way communication between the WCBS and *potential* donors?
- Which communication media are used to communicate with potential donors?
  - How are these communication channels selected?
- To what extend does potential blood donors engage with the WCBS on these communication platforms?
- According to literature, few people from non-European groups donate blood. Is it on the agenda of the WCBS to also recruit blood donors from non-European groups?
  - If so, how does the WCBS conduct formative research on potential donors from underrepresented non-European groups to determine their information needs and perceptions about blood donation?
  - Does the WCBS have a communication strategy in place that specifically targets non-donors from underrepresented racial groups?

The following section discusses the qualitative content analysis of the WCBS's donor recruitment messages that was conducted in order to answer specific research question 2: *What and how does the WCBS communicate to recruit non-donors?*

3.3.3 Qualitative content analysis of the WCBS's donor recruitment messages

According to Elo and Helvi (2007:107), qualitative content analysis is used to analyse textual data. Moreover, research using qualitative content analysis focuses on the characteristics of language as communication with attention to the content or contextual meaning of the text (Elo & Helvi, 2007:107; Hsieh & Shannon, 2005:88). Text data can be verbal, printed or in electronic form. Hsieh and Shannon (2005:88) state that text data can be obtained from narrative responses, open-ended survey questions, interviews, focus group interviews, observations, or print media such as articles, books, or manuals.

According to Bengtsson (2016:5), four main stages for content analysis have been identified:

- decontextualisation;
- recontextualisation;
- categorisation; and
- compilation.

The first stage, decontextualisation, involves the researcher becoming familiarised with the data. The researcher must read through the text to obtain the sense of the whole and be completely knowledgeable on the data contents before it can be broken down into smaller meaning units (Babbie & Mouton, 2010:404). Meaning units refer to the smallest unit that contains some of the insights the researcher needs within the constellations of sentences or paragraphs containing aspects related to one another answering the questions set out in the research aim (Baxter &Babbie, 2004:232).

The second stage, the recontextualisation, takes place after the identification of meaning units. The researcher has the responsibility to check whether all the aspects of the content have been covered in relation to the research aim (Babbie & Mouton, 2010:404). It is important to re-read the original text alongside the final list of meaning units.

The third stage, categorisation, involves identifying themes and categories. Flick *et al*. (2004:266) found that in literature there is no consensus for which headings or concepts are to be used in a content analysis, although sub-categories can be sorted into bigger categories. According to Patton (2002), identified themes and categories should be internally homogeneous and externally heterogeneous, which means that no data should fall between two groups nor fit into more than one group.

The final stage, the compilation, refers to the analyses and writing process. Bengtsson (2016:5) states that when conducting a qualitative content analysis, the investigator must consider the data collected from a neutral perspective and consider objectivity. However, a latent analysis invites the researcher to immerse to some extent in the data to identify hidden meaning in the text. The researcher chooses appropriate meaning units presented in the running text as quotations for each category or theme. According to Bengtsson (2016:5), regardless of the form of analysis, the researcher can provide a summary of themes, categories, and headings. Various constructs can be identified in written messages, which include words, characters, paragraphs, and concepts. Bengtsson (2016:5) state that as a final check, the researcher must consider how the findings correspond with the literature. According to Babbie and Mouton (2010:392) and Bengtsson (2016:7), there are various advantages and disadvantages of qualitative content analysis, which are indicated in the table below.

Table 3-7: Advantages and disadvantages of qualitative content analysis

Advantages	**Disadvantages**
Content analysis can be conducted faster than other research methods.	Limited examination of recorded/available communication. The researcher may not record communication effectively.
The method is cheap to conduct.	Validity of the study can be a problem given a lack of transparency in the analytical procedures. Findings are viewed as a collection of personal opinions subject to researcher bias.
If an error occurs during the study, it is easy to repeat the research process given that the data is still available.	At times, a content analysis isolates the complicated characteristics of a sample.
A content analysis allows the researcher to study processes over a long period.	
A content analysis has no effect on the subject being studied.	

Source: Babbie & Mouton (2010:392); Bengtsson (2016:11)

A qualitative content analysis, based on the framework for blood donor recruitment messages as compiled in Chapter 2, was applied to investigate how and what the WCBS communicated to non-donors during the month of June 2018. Given that June was the WCBS annual blood drive month, communication messages distributed during this period best illustrate the nature of the WCBS blood donor recruitment messages. Content on various platforms used by the WCBS for donor recruitment communication was analysed. Ten Instagram messages, eight Facebook messages and three billboard messages were analysed for the purpose of this study.

The framework for blood donor recruitment messages (see section 2.5) was used to identify the themes according to which the qualitative content analysis was conducted on the WCBS donor recruitment messages, these themes are listed below:

- motivations and factors that influence blood donation;
- clear segmentation of blood donors;
- understand the audience's views, fear and information needs;
- blood donor recruitment objectives;
- theories that underpin blood donation; and
- selecting communication channels that facilitate two-way communication.

The data collected by means of a semi-structured interview and the content analysis were used to answer research question 2: *What and how does the WCBS communicate to recruit blood donors?*

3.3.4 Focus group interviews

Research question 3 was answered by means of focus group interviews: *What are the perceptions of non-donors on the WCBS recruitment messages?* Barry and Nichelle (2013) state that focus group interviews provide insight into how individuals think and provide a deeper understanding of the phenomena being studied. The authors further define focus group interviews as interviews that enable a researcher to capture deeper information in a more economical way than with individual interviews.

Babbie (2006:308) asserts that a focus group interview usually consists of six to 12 individuals brought together in a room to engage in a guided discussion on a specific topic. These individuals are not acquainted and have been selected because they share certain characteristics relevant to the study in question (Marshall & Rossman, 2011:149).

Since the researcher lived in the North-West province and was unfamiliar with the Western Cape area, the WCBS assisted her in identifying possible venues and participants for the focus group interviews. Participants were sampled by going to various organisations in Cape Town where the WCBS already had blood clinics and asking non-donors to voluntarily participate in the focus group interviews. In order to overcome possible bias, participants that were non-donors were randomly selected, or selected by chance. This method provided the researcher with equal odds that every individual in the population is selected as a participant for the focus group interview. Non-probability convenience sampling was hence applied in this case, which Du Plooy (2009:123) defines as the selection of a sample that does not have a probable chance of representing the target population. Du Plooy (2009:123) further distinguishes convenience sampling, where a sample is drawn from units of analysis that are conveniently available. Examples of such units include people on the street, consumers in a shopping centre, or people leaving the cinema. Du Plooy (2009:122) provides the following examples of when a researcher should consider using a non-probability sample:

- conducting explanatory research;
- pre-testing a measuring instrument, such as a questionnaire;
- collecting information on small sub-groups;
- when a sampling frame cannot be compiled;
- when it is difficult for the researcher to obtain the units of analysis; and
- when the target population is small.

The following table provides the advantages and disadvantages of non-probability sampling, according to Du Plooy (2009:115-123).

Table 3-8: Advantages and disadvantages of non-probability sampling

Advantages	Disadvantages
When a specific participant does not want to participate anymore, they can be replaced by another individual	The possibility of gathering valuable and rich data is reduced
More affordable process	Impossible to estimate how well the sample represents the population
Speedier process	In various cases the researcher predicts/controls the choice of units of analysis
	Sampling bias can occur given that every possible combination of units of analysis cannot be drawn from the sampling frame
	Accuracy of data is less certain. The sample has no external validity given that it is not representative of the target population

Despite the disadvantages of non-probability sampling, communication researchers, according to Du Plooy (2009:122), find it difficult to draw a random sample as most researchers are limited by time, capital, and workforce, and in light of these constraints, it is difficult practically to randomly sample the whole population. It is, therefore, frequently important to utilise another sampling technique. Non-probability sampling should be considered especially when:

- a sampling frame cannot be compiled;
- the number of units of analysis are difficult to obtain or are limited (e.g. only non-donors); and
- the target population is small.

For the purpose this study, non-probability selected volunteer samples were used. Four focus group interviews were conducted for the purpose of this study, however only three were used and analysed, given that the fourth interview can be viewed as biased because one specific individual dominated the interview. Two interviews took place at The Foschini Group (TFG) in Cape Town, and two took place at the headquarters of the WCBS in Pinelands. The focus group interviews took place at these institutions because they were easily accessible. Participants were employees of TFG and the WCBS who volunteered to participate in the focus group interviews. Non-donors of all races and different age groups were represented during the interviews. Participants were aged from 19 to 55 years and represents the male and female demographic.

Group 1 had six participants, group 2 seven, and groups 3 and 4 had six participants. The focus group interviews lasted 30 to 45 minutes. The first two focus groups did well given that there was good participation during questioning. Certain individuals dominated the conversations, but this was managed with the appropriate interviewing skills in that when one individual dominated the conversation, it was made clear that everyone should have the opportunity to raise their opinions. The third interview also went according to plan given that individuals engaged and answered questions thoroughly. However, the last interview was prone to bias as one individual who formed part of the communication team of the WCBS dominated the conversation and had viewed the blood donor recruitment messages beforehand and helped to formulate them. The participant was extremely subjective towards the messages and influenced the others' perceptions and therefore the fourth focus group interview was not used for the purpose of this study.

Focused questions must be formulated that encourages discussion and expression of differing opinions and viewpoints. An advantage of a focus group interview is that it is socially orientated and studies participants in an atmosphere more natural than artificial experimental circumstances and more relaxed than one-on-one interviews (Marshall & Rossman, 2011:149). According to Babbie (2006:308), a focus group interview is particularly useful in exploratory studies as it allows for socially orientated research that captures real-life data in a social environment. A focus group interview offers flexibility, high face value, and speedy results at a low cost. However, according to Marshall and Rossman (2011:150), a disadvantage of a focus group interview is power dynamics which must be managed, since, as observed, some participants in the group may dominate the discussion that steers the discussion in the direction of one viewpoint instead of that of the whole the group. Babbie (2006:308) furthermore indicates that the researcher has less control over group discussions compared to individual interviews. Therefore, a skilled moderator is essential for managing the discussion and analysing findings.

Focus group interviews were used for the purpose of this study which encouraged discussions and expressions of different opinions. See Table 3-9 on how open-ended questions were formulated to promote different expressions and opinions of participants.

3.3.4.1 Procedures

During a focus group interview the researcher acts as the facilitator of the discussion. The facilitator is responsible for directing the flow of the discussions and encourages participation (Greeff, 2005:307). Marshall and Rossman (2011:149) state that the interviewer must create a supportive and conducive environment for the focus group interview during which they can invite each participant to speak in turn on a particular point in order to direct and guide the focus group interview. This ensures that everyone has an opportunity to speak.

- In accordance with Du Plooy(2009:201) and Marshall and Rossman's (2011:152) guidelines for conducting focus group interviews: The researcher delineates the research topic in general or specific terms, which are then used as a moderator's guide.
- Ideally, a focus group interview should be conducted by a moderator and assistant moderator. The moderator is responsible for moderating the discussion and the assistant for running the digital recorder and taking notes.
- Participants must be welcomed, and food or other refreshments can be offered.
- Name tags should be given to participants. The name tags can contain a large written number for anonymous identification of individuals as they make comments.
- All participants should complete a consent form.
- Before asking the first question of the interview, an ice breaker can be inserted to increase comfort.
- It is the responsibility of the moderator to cover all prepared questions within the allotted time.
- Once consent forms are collected and reviewed for completeness, the questioning can begin.

- During the focus group interview the moderator and assistant moderator(s) must do the following:

  - listen with sensitivity and empathy;
  - listen and think at the same time;
  - be knowledgeable on the topic;
  - keep their personal views and ego out of the facilitation;
  - deal with challenging participants tactfully;
  - run a digital recorder of the session; and
  - take notes.

- When all the questions are completed, thank participants for their time and effort.

- After participants leave, the moderator and assistant must label all the recordings and notes with the date, time, and name of the group.

These principles were applied in the interviews that took place for this study: Participants were welcomed before formalities took place. Before the start of the focus group interviews conducted for this study, they completed the same agreement form that was developed for the semi-structured interview (see Table 3.5). During each focus group interview, a clear definition of what is expected from the participants was provided. The research topic was clearly delineated from the start of the focus group interview. A digital recorder was used to record the interviews and a moderator was present during the interviews to ease the process. The researcher asked the questions and together with a moderator (study's main supervisor) observed the participants without leading the conversation. After the information was gathered, non-donors were thanked for their time and the recordings were labelled.

3.3.4.2 Focus group interview schedule

Questions used during the focus group to determine the above-mentioned elements are listed in the table below.

Table 3-9: Focus group interview schedule for non-donors

- Which features/components do you like the most in the blood donor recruitment messages? (Refer to how creative and imaginative the messages are in drawing attention). If there are not any features/components that you like, motivate why not.
    - What stands out in these messages?
    - Do you have any suggestions to improve the messages' creativity?
- To what extent is the provided information relevant to you? Motivate.
- Is this message communicated to you by means of the communication media of your choice?
    - If so, elaborate. If not, which communication media would you prefer?
- What information are you looking for when considering becoming a blood donor?
- Are these communication messages addressing your information needs regarding the blood donation process? Please elaborate. (Comprehension)
- To what extent do these messages motivate you to start donating blood? Please elaborate.
- How accurate/detailed are these blood donor recruitment messages in providing the information that you need? (Addressing information needs; motivation)
- In what way is the message consistent with your values, attitudes, beliefs, traditions and history towards blood donation? (Cultural appropriateness)
- To what extent do you feel that the communication message is initiating two-way communication with the WCBS?
    - Do you feel comfortable to contact the blood service regarding your information needs? Please motivate.

3.3.5 Quantitative questionnaires

According to Creswell (2009), a questionnaire design provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population. According to Babbie and Mouton (2010:230-231), quantitative research methods are objective, elaborate, and at times, even investigational. The results achieved from quantitative research methods are logical, statistical, and unbiased. Through utilising quantitative questionnaires, researchers are able to judge behaviour and present findings in an accurate way. Quantitative questionnaires also enable researchers to accumulate research in an affordable way whilst covering a large group at the same time (Babbie & Mouton, 2010:232). Moreover, quantitative questionnaires were used for the purpose of this study given its rapidity and uniformity. The table below furthermore illustrates more advantages and disadvantage of quantitative questionnaires as delineated by Babbie and Mouton (2010:232).

Table 3-10: Advantages and disadvantages of quantitative questionnaires

Advantages	Disadvantages
Economical. Cost effective way of accumulating information.	Incorrect feedback. Respondents does not always give honest feedback.
Wide coverage. Quantitative questionnaires are one of the best methods to collect data compared to other methods such as interviews and observations when the sample population is spread over a large territory.	Lack of accessibility. If questionnaires are not designed to be compatible with all devices, some users may have difficulty accessing them.
Rapidity. Replies and answers may be received quickly during questionnaires.	Respondents do not always answer all the questions.
Easy to conduct. A relatively easy method to plan, construct and administer, does not require much technical skill or knowledge.	Superficial responses. Respondents may skim-read questions and give superficial answers to open ended questions.
Uniformity. Questionnaires assist in focusing the respondent's attention on all the significant items.	Questionnaires may appear impersonal. Questionnaire questions may sound too formal and at times even robotic.
Greater validity. Questionnaires have some unique merits. Responses are captured as given by respondents and cannot be wrongly interpreted by the researcher.	Questionnaire fatigue. For some respondents, completing the questionnaire may be viewed as a mental burden - individuals may not complete the questionnaire thoroughly.
Anonymity. Questionnaires ensure anonymity to its respondents.	

Quantitative questionnaires were applied for the purpose of this study given the various advantages it offers (as discussed above). Given that the study only had a limited budget as well as time available, using quantitative questionnaires made it possible to gather a large amount of data in a cost-effective, speedy manner.

3.3.5.1 Population and sampling

The intended population for this part of the study included individuals older than 17 years, living in Cape Town. This specific population was targeted given that individuals had to be older than 17 to donate blood. Although the WCBS functions across the Western Cape, data was only collected in Cape Town given the scope of the study as well as the limited research time and funding.

According to the most recent census, the majority ethnic group (42,4% of the population) in Cape Town consists of mixed-race individuals, followed by white individuals (15,7%). Black African residents in Cape Town was an estimated 38,6% of the population, while 1,4% are Asian, and 1,9% indicated their race as "other" (World Population Review, 2022). When the sample was drawn, special care was taken to recruit respondents that come from all population groups, in order to obtain a nuanced view of the needs and views of different groups of non-donors. In this way it was determined whether different population and age groups, as well as gender, have an influence on information needs, views, and fears, which influences the way in which recruitment messages should be tailored. The language used most by Cape Town residents is English (67,7%) followed by Afrikaans (22,5%). This is the motivation for using these two languages for the questionnaire.

As previously mentioned, the scope of this study was hampered by time and budget constraints, and the safety of the fieldworkers also posed difficulties for the quantitative data collection. Since the fieldworkers were honours and master's degree students working on a larger research project, of which this study formed part, funded by the North-West University, the latter was responsible for their safety and well-being. Due to the high crime rate in South Africa, the fieldworkers were not allowed to conduct data gathering in any areas deemed to be unsafe. It was therefore decided to collaborate with the WCBS to identify safe venues to conduct the questionnaire. The WCBS proposed to use shopping centres in Cape Town in which they had blood donation branches. Shopping centres were used to gather data because a broad variety of individuals of all races, ages and gender could be reached in this environment. Formal consent from the centre managements allowed fieldworkers to administer the questionnaires only in front of blood donation branches as to not inconvenience clients. Unfortunately, most of the branches are situated in quiet parts of the centres, which had a negative influence on the number of completed questionnaires. The dates for collecting the data were pre-planned with the WCBS to ensure that they obtain the necessary authorisation needed to conduct research at the shopping centres.

For the purpose of this study, non-probability sampling (see section 3.3.5.1), specifically convenience sampling, was applied because any person not donating blood and who agreed to participate in the study were allowed to answer the questions (Du Plooy, 2009:122).

A total number of 357 (N=357) respondents completed the questionnaire. Ethical principles were considered at all times (see section 3.6).

3.3.5.2 Procedure

During 2017, a pilot study was conducted (also in shopping centres in Cape Town) and the questionnaire was refined, focusing more on the information needs of non-donors to enhance tailoring of recruitment messages. The literature study, the interview with the promotions and communication practitioner and the pilot study was utilised in order to compile the questions for the quantitative questionnaire.

It was decided to collect the data through online mobile technology. The online data collection platform containing the questionnaire questions was developed and managed by the Quantify Research organisation, which assisted the researcher on the technical matters. By using mobile devices, the data collection was deemed more accurate and this in turn improved the quality of the data collected. Six fieldworkers collected the quantitative data on mobile devices. The fieldworkers assisted the respondents with answering the questionnaire by reading the questions to them. The questionnaire was available in English and Afrikaans, which made it easier for respondents to understand the questionnaire. The questionnaire contained demographical information; whether the respondents are aware of blood donation; how they became aware of blood donation; their reasons for not donating blood; what kind of information they need to be convinced to donate blood; and how they would like to receive the information. Questions used for the purpose of the quantitative questionnaire are provided in the attached appendix.

3.4 Data analysis

For the purpose of this study, data was collected by means of both qualitative and quantitative research methods. The next section discusses how the data was analysed. First, data analysis of qualitative research is discussed followed by the data analysis of quantitative research.

3.4.1 Data analysis of qualitative research

3.4.1.1 Data analysis of the semi-structured interview and focus group interviews

Chapter 2 provided a conceptual framework for strategic blood donor recruitment communication tailoring. This framework provides the ideal or norm on how to develop tailored strategic blood donor recruitment communication. The WCBS recruitment messages were compared to the ideal or norm on how recruitment messages should be tailored according to literature.

A semi-structured interview was conducted with the WCBS promotions and public relations manager and the communication practitioner, and focus group interviews were conducted with non-donors employed at TFG and the WCBS.

For the purpose of this study, thematic analysis was used to analyse the empirical data from the semi-structured interview and the focus group interviews. According to Braun and Clarke (2006:87), thematic analysis refers to a method used to analyse qualitative data according to themes that emerge from the data set. Steps are provided below on how to conduct a thematic analysis according to Braun and Clarke (2006:87):

- The researcher should be knowledgeable about the data, which can be achieved by transcribing or reading through the dataset and writing down initial ideas or themes.

- The researcher generates initial codes that are noteworthy within the data, which organises the data into segments or groups.

- The researcher looks for specific subjects that emerge the information collection identified with the codes already made, after which these themes are investigated to guarantee that they fall inside a specific classification.

- In the end, the themes are named, where after the specifics of each theme produce a reasonable definition by which each topic is sorted to feature the most imperative subjects that have risen from the information collection.

This strategy for examination furnishes the researcher with a rich portrayal and comprehension of the information index from which to compose a complete report. The semi-structured interview was transcribed, and the data was segmented into various themes. The constructs from the framework in Chapter 2 were used as a guideline to segment the data into various themes. Thematic coding frame for semi-structured interviews:

- environmental scanning;

- two-way communication;

- the role of the communication practitioner:

- blood donor recruitment communication aimed at black African groups; and

- approach to blood donor recruitment communication.

Three focus group interviews were transcribed. The purpose of the focus group interviews was to determine how non-donors perceive the blood donor recruitment messages of the WCBS. Furthermore, the aim of the focus group interviews was to determine the information needs of non-donors and what blood donor recruitment messages are appealing to them.

Thematic coding frame for focus group interviews:

- blood donor motivators;

- attract the attention of non-donors to the message;
- personal relevance;
- accessibility of the message;
- addressing information needs of the intended audience;
- ease of comprehension;
- motivation to donate blood;
- engagement; and
- cultural appropriateness.

After segmenting the data according to various themes, the analysed data was used to determine non-donors' perceptions on recruitment messages.

3.4.1.2 Qualitative content analysis

According to Du Plooy (2009:219), conventionally a qualitative analysis is neither conducted nor reported in numerical terms, but as descriptions of attributes (values, opinions, levels of meaning and characteristics). During qualitative content analysis, 21 blood donor recruitment messages were analysed in total. This content included ten Instagram messages, eight Facebook messages, and three billboard messages. The three classifications listed below centre around the analysis of the main content, the type of expression or sentence figured, and the direction of the expression or sentence (Du Plooy, 2009:224).

- Main content: the main content refers to who and what is being addressed and when, where, and how. This may include a person, an object, an event, or an issue.
- Type: the type refers to the phrase or sentence.
- Direction: expressions can be classified in terms of direction. Direction can be classified as positive, neutral, or negative.

According to Du Plooy (2009:226), categories can also be post-coded, which is guided by research assumptions and mainly by the actual data collected. Concept mapping and frame analysis are two procedures that can be applied during post-coded categories, as suggested by Du Plooy (2009:226):

- Concept mapping: mapping refers to substantive concepts (which serve as indicators of variables) which are systematically matched with a set of structural values (for example: numerals in a measurement).
- Frame analysis: analysis of repertoires, sub-genres, schemas, viewpoints, and frameworks of meaning.

In addition to the above-mentioned criteria, the following can also be applied in the analysis of printed content, verbal responses in focus group interviews and semi-structured interviews (Du Plooy, 2009:226):

- Recurrence: the same message reoccurring in different words.
- Repetition: repeating the same words or phrases.
- Forcefulness: this includes volume, size of lettering, use of adjectives and adverbs, physical actions and making eye contact.

Twenty-one (21) donor recruitment communication messages from the WCBS were analysed for the purpose of this study. Various blood donor recruitment messages during the month of June 2018 were analysed. Messages from July 2018 were not included in the study since July is the WCBS's annual blood drive month, and their recruitment communication is more intensive than usual and does not reflect the organisation's usual recruitment communication. The analysed messages were displayed on various platforms, including billboards and social media platforms such as Facebook and Instagram. Data was segmented into various themes. These themes are mainly derived from the framework for blood donor recruitment messages developed in Chapter 2 (see Fig 3.1). Central themes used in order to analyse data during content analysis include:

- motivations and factors that influence blood donation;
- clear segmentation of blood donors;
- understand the audience's views, fear and information needs;
- blood donor recruitment objectives;
- theories that underpin blood donation; and

- selecting communication channels that facilitate two-way communication.

After analysing data according to the themes, the communication messages were analysed to determine whether the same messages recurred in different words by looking at the number of repeated words. Communication messages of the WCBS were also analysed by looking at the volume, size of lettering, use of adjectives and adverbs.

3.4.2 Quantitative research analysis

A total number of 357 (N=357) respondents completed the questionnaire. The aim of the quantitative questionnaire was to determine the information needs of non-donors in regard to blood donation. Therefore, the quantitative data was intended to support the qualitative data gathered by means of a semi-structured interview, focus group interviews and content analysis of donor recruitment messages. The quantitative data was analysed by means of frequency tables and cross-tabulations and applied as descriptive statistics.

- **Frequency tables**

According to Reinard (2006:51), a basic frequency table shows the frequency distribution of one variable at a time. These variables can be nominal, ordinal, interval, or ratios. In order to develop a frequency table, the researcher has to list the possible values the variable can have in one column and record the number of times (frequency) that each value occurs in another column. For the purpose of this study, a nominal scale level was applied to measure the data.

According to Reinard (2006:51), data that is measured using this scale include categories, colours, names, labels, among others, along with yes and no responses. Questions that were formulated for the purpose of this study included questions such as: *Are you aware of blood donation, yes or no?* and these questions had different categories such as reasons for no longer donating blood and the information needs of respondents, among others.

Furthermore, Reinard (2006:51) stated that class intervals (also called grouped frequencies) are used to create frequency tables for interval and ratio variables that have a large range of potential values. Reinard (2006:51) outlines a class interval as a set of values that are combined into a single group for a frequency table. It is for example all the possible information sources that introduced the respondents to become aware of blood donation (values) combined into a single group. Class intervals have a class width (difference between the upper- and lower-class limit of a frequency distribution table), which is the range of each interval, and starting and ending values called class limits. For class intervals to be meaningful, they must follow two criteria (Reinard, 2006:51). First, the class intervals must be exhaustive, meaning that they must include the entire range of the data. Second, class intervals must be mutually exclusive, meaning that the class widths are unique enough that an observed value can only be placed into one class interval.

Frequency tables were created for the purpose of this study through using the five class intervals by recording the number of observations that fall between the class limits of each interval. Furthermore cross-tabulations were applied in order to analyse the data obtained through the quantitative questionnaire.

- **Cross-tabulations**

White (2004) states that while frequency tables display a summary of the distribution of a single variable, cross-tabulations (commonly referred to as cross-tabs) show an outline of the distribution of two or more variables. Cross-tabs permit the researcher to observe how the frequency distribution of one variable relates to that of one or more other variables (White, 2004). It classifies the frequencies by the classifications or class intervals of the variables being compared.

Moreover, White (2004) states that in order to decipher a cross-tab, percentages are often included. Adding percentages to the cross-tab makes it simpler to analyse classifications inside the table. The report has the x-axis as one variable (or question) and the y-axis as another variable.

As indicated by White (2004), cross-tabulation is used while inspecting the connections within data that may not be promptly evident. Furthermore White (2004) states that cross-tabulation is frequently used to analyse categorical (nominal measurement scale) data.

For the purpose of this study both frequency tables and cross-tabulations were performed. Frequency tables were utilised to record the number of observations falling into each interval. Furthermore, the frequency tables were useful in order to analyse categorical data and for screening data for entry errors. Cross tabulations indicated the relationship between two or more variables. Cross tabulations were applied to provide a way of analysis and comparing the results for one or more variables with the results of another.

3.5 Reliability and validity

Reliability refers to the internal consistency of the research methods, meaning that the research instrument should give the same answer when used at different times, while validity refers to the appropriateness of the tools, processing, and data (Du Plooy, 2009:131; Hui *et al.*, 2015:323). For the purpose of this study, triangulation was achieved because different research methods were used to obtain and verify the data. According to Babbie and Mouton (2010:527), triangulation is viewed as one of the best methods to increase reliability and validity of a study.

3.5.1 Reliability

3.5.1.1 Reliability in qualitative research

Hui *et al.* (2015:324) state that reliability in qualitative research can be challenging given the lack of transparency in the analytical procedures as the findings is merely a collection of personal opinions subject to researcher bias. Consistency can address the problem, e.g. the researcher can ask different questions that have the same focus.

During data collection the researcher constantly took their interpretation of the data back to the participants involved in the research and asked them to evaluate the extent to which it represents their interpretations and views. Record keeping was conducted diligently, demonstrating a clear decision trail and ensuring interpretations of data are consistent and transparent. The accuracy of data extracted from the original sources was verified in terms of context with constant comparison. In order to increase reliability, triangulation was applied for the purpose of this study. Different methods and perspectives help produce a more comprehensive set of findings. The research process is designed in as much detail as possible, thus providing ‘thick’ descriptions from which meaning can be derived.

3.5.1.2 Reliability in quantitative research

Heale and Twycross (2015:66) depict reliability in quantitative research as the consistency of a measure. A participant completing an instrument intended to measure motivation ought to have roughly similar reactions each time the test is completed. The quantitative questionnaire was developed to meet the objectives of the study (Sarantakos, 1998:85). The questions in the questionnaire are based on the literature in chapter 2 and was developed in collaboration with the management of the WCBS, the supervisor of the study, and the CEO of Quantify Research. Furthermore, the data collection and the analysis process was described in rich detail. The latter sentence also ensured the face and content validity of the questionnaire.

3.5.2 Validity

3.5.2.1 Validity of qualitative research

According to Cohen *et al.* (2011) and Winter (2000), validity can be viewed as the appropriateness of the tools, process and data that are used in research. It is possible to improve the validity of the findings within a qualitative study by ensuing the following approaches (Winter, 2000; Cohen, *et al*., 2011):

- The chosen methodology has to be appropriate for the research questions being investigated.
- The design of the instruments used for data collection is critical to ensure a high level of validity (During my Honours year, in 2017, a pilot study was conducted, this questionnaire is adapted for the purpose of this study)
- During data analyses, avoid researcher bias.

Furthermore, Winter (2000) and Cohen *et al*. (2011) depict five basic approaches that can be applied in order to minimalize research bias during data analysis. These approaches were applied in order to increase validity of analysis of this study. The five basic approaches are listed below:

- use multiple individuals to code the data: consistency between one's interpretation and that of others may lead to increasing validity;
- have participants review results: ask participants who provided the data whether your interpretations seem to be representative of their beliefs;
- verify with more data sources: this can be conducted in the form of triangulation, other sources of data that support one's interpretations can increase confidence in legitimate findings;
- review findings with associates: researchers' conclusions should be reviewed by others; affirmation is required in order to prove that conclusions are sound and reasonable given the data provided.

To strengthen the validity of this study triangulation was applied. Furthermore, the fourth focus group interview was not utilised given that it can be viewed as biased, one individual (social media practitioner of the WCBS) mainly dominated the interview. Moreover, the research conclusions were revised by the moderator (supervisor of the master's study) in order to prove that conclusions are sound and reasonable.

3.5.2.2 Validity of quantitative research

The validity of the instrument used in research alludes to the degree to which it measures what it was initially intended to measure (Maree & Pietersen, 2007:216). Face validity and content validity were increased during this study. Maree and Pietersen (2007:216) describe face and content validity as:

- Face validity

According to Maree and Pietersen (2007:217) face validity can be described as the extent to which a measuring instrument seems valid at face value. Furthermore, Maree and Pietersen (2007:217) state that the researcher can therefore ask the following question: "*Does the instrument appear to measure what it is supposed to measure?"*.

- Content validity

Maree and Pietersen (2007:217) depict this type of validity as the extent to which the measuring instrument covers all the content of the specific construct that it set out to measure. In order to ensure the content validity of the instrument, the researcher must present a provisional version of the measuring instrument to experts in the field for their input (Maree & Pietersen, 2007:217).

Face validity was determined by the WCBS as subject matter experts, and the study leader as research methodology expert. Content validity was achieved given that during this study the questionnaire was compiled by the researcher, in conjunction with the WCBS. It is based on a questionnaire used for the pilot study.

3.6 Ethical aspects

This study has been approved by the Ethics Committee of the North-West University with ethics number NWU-00251-19-A7.

Researchers must be able to explain what the aim of the research is and under which circumstances subjects would participate (Schnell & Heinritz, 2006:24; Babbie, 2006). Furthermore, informed consent from participants has to be obtained and participants must participate voluntarily in the study. Participants' identities have to be protected at all times and therefore anonymity and confidentiality are of great importance. Participants also have to be informed that the study did not harm them in any way (Schnell & Heinritz, 2006:24; Babbie, 2006).

In this study, ethical aspects were considered at all times. The participants and respondents were informed exactly of what the research entails and that participation was voluntary. Before conducting interviews and focus groups, the participants gave informed consent. The participants and respondents were also informed that all the data collected remained anonymous and private. Although the WCBS promotions and public relations manager's name is not presented during this study, this individual is identifiable given that the position and company name where this individual works was named. Permission was obtained from the interviewees to record the interviews and focus groups. The participants and respondents were lastly informed that no one was harmed during the interview and focus groups as well as during the completion of the questionnaire, and that they could withdraw from the interviews or completing questionnaire if they should wish to.

3.7 Conclusion

In this chapter, the research methodology followed for the study was delineated. A qualitative research approach, as well as the use of mixed method research were discussed, and a comprehensive motivation was given in order to pinpoint why it was the best approach for the study. The use of qualitative and quantitative research methods, namely a semi-structured interview, a document analysis (using content analysis), focus group interviews and quantitative questionnaires were motivated. Ethical issues experienced during the data acquisition phase were discussed. The analysis and interpretation of the qualitative data collected is discussed in the next chapter.

CHAPTER 4 QUALITATIVE DATA ANALYSIS

4.1 Introduction

Chapter 3 discussed the research methods that were applied to achieve the research aim and objectives of this study. Chapter 3 clearly indicated the reasons why a mixed method research approach is deemed to be more suitable for the study, and the use of a mixed method approach was motivated. Mixed method research was used during this study to collect a wide spectrum of data and to increase the validity and reliability of the data and findings. Qualitative and quantitative research were conducted separately, and the collected data was analysed in combination (triangulation) to provide a nuanced conclusion and recommendations.

This chapter focuses first on how the WCBS is communicating with non-donors. The aim is to determine to what extent the WCBS's communication team uses a strategic approach to recruit non-donors. For this purpose, one semi-structured interview was conducted with the WCBS promotions and public relations manager as well as the communication practitioner. Secondly, the WCBS recruitment communication messages were analysed by means of qualitative content analysis to determine the nature of the WCBS's blood donor recruitment communication. Lastly, focus group interviews were analysed to determine the perceptions of non-donors on the WCBS's recruitment messages. The conceptual framework as discussed in Chapter 2 was used to guide the content analysis of the WCBS recruitment messages.

The purpose of this chapter is therefore to answer specific research questions 2 and 3:

> *2. What and how does the WCBS communicate to recruit non-donors?*
>
> *3. What are the perceptions of non-donors on the WCBS recruitment messages?*

4.2 Semi-structured interview with the WCBS promotions and public relations manager and communication practitioner

One semi-structured interview was conducted to answer research question 2, which was to obtain the view of management and the communication practitioner on how the WCBS compiles blood donor recruitment messages. The semi-structured interview was also used to determine whether the WCBS has a strategic framework to communicate with non-donors. Detailed information on how the WCBS is communicating to non-donors was obtained, which provided a deeper understanding of the communication strategy the WCBS has in place. Therefore, the semi-structured interview also served to determine whether the WCBS uses environmental scanning before developing blood donor recruitment messages, applies two-way communication during message formulation, and distributes blood donor recruitment messages that are aimed at various racial groups, including black African groups (who is normally underrepresented in blood donor recruitment messages (see sections 1.1. and 1.1.1).

4.2.1 The WCBS's approach to blood donor recruitment messages

The data from the semi-structured interview was analysed using thematic analysis. The theory delineated in Chapter 2 was used to determine to what extent the WCBS is using strategic communication to develop blood donor recruitment messages. The data from the interview is discussed according to the following themes (see Fig 2-3):

- environmental scanning;
- the role of the communication practitioner;
- two-way communication;
- approach to blood donor recruitment communication; and
- tailored blood donor recruitment messages for black African groups.

4.2.1.1 Environmental scanning (formal research)

According to the participants no formal research is conducted by the WCBS itself that is used to develop recruitment communication aimed at non-donors. However, informal research is conducted by Why5 whom the WCBS contracted to determine non-donors' needs to some extent. Why5 conducts studies not only on blood donation but on different topics and industries; however, the WCBS utilises the information Why5 conducts in order to develop blood donor recruitment messages. In 2017, Why5 included a question that asked: If you do not donate blood, what can influence you to donate blood? According to the WCBS communication practitioner, Why5's research provided many insights regarding what will influence individuals to donate blood. The WCBS uses Why5's research to plan their communication messages aimed at non-donors. Why5's research indicated that many non-donors buy pizza from Buckers Pizza and a campaign was developed around this information. The blood service handed out fridge magnets at Buckers Pizza saying that you can save three lives – save a Hawaiian, Italian, and Mexican today! (this quote appeared on the fridge magnets). *The research also found that non-donors spend a lot of time at Exclusive Books, where [they] also gave out bookmarks* (WCBS communication practitioner).

Although the WCBS itself does not conduct formal research, according to participants, certain guidelines are in place to find out the potential donors' needs and perceptions. According to the participants, communication practitioners go into the field to determine the information needs of non-donors and whether certain information needs are addressed by blood donor recruitment messages. This way the WCBS ensures that blood donor recruitment messages are redeveloped to ensure that non-donors needs are satisfied to some extent (no formal research is done which indicates that the needs of non-donors cannot be fully satisfied). According to the participants, the promotions officers are tasked with identifying non-donors' needs. The WCBS also conducts a form of informal research to view trends on social media. The participants explained if there are recurring questions, for example, why do I have to pay for blood? Recruitment messages are constructed to answer these questions.

The participants further agreed that WCBS is aware of the negative motivational factors that influence individuals not to donate blood, such as fear and anxiety surrounding blood donation, blood donation being too time consuming, transportation and financial challenges that prevent individuals from accessing designated areas where blood donation takes place, and individuals with HIV/AIDS that cannot donate blood. According to the communication practitioner, fear of the blood donating process is addressed through press releases, while social media is used to educate individuals on the blood donation process to address fear of blood donation.

4.2.1.2 Roles

On the point of roles, according to the WCBS promotions and public relations manager, the communication manager is responsible for implementing the communication strategy. The duties of the communication practitioner include formulating press releases and blood donor recruitment messages and dealing with stakeholders. Therefore, the communication practitioner operates as a technician. The duties of the WCBS promotions and public relations manager include identifying and gathering information on donors and non-donors, conducting research to identify why non-donors do not donate blood, and interpreting the information and communicating it back to the chairman of the WCBS. Therefore, the promotions and public relations manager operates as a strategist.

The WCBS does not have a separate public relations department; the promotions and public relations department operate under one umbrella. However, the department has four separate teams: marketing, public relations, education, and customer care. The WCBS promotions/public relations and marketing team consists of 34 employees from the customer care department and marketing and public relations departments.

4.2.1.3 Identify, segment and prioritise stakeholders

On the point of stakeholder segmenting, according to the participants, the WCBS only segments non-donors according to age and not by race, gender, or other demographic features. The WCBS's strategies are thus aimed at communicating with various age groups.

The WCBS communication strategy according to age is as follows:

- **Youth group:** between the ages of 17 – 25
    - Within this age group, the WCBS segments non-donors between the ages of 16 and 18 years, which refers to the youth still attending school. For the school group, the WCBS has different campaigns linked to their 'Club 25', encouraging learners to join the WCBS and to make 25 donations before they turn 26 years old. The WCBS also has a peer promoter programme where they identify four to six prefects in the participating schools to assist them with promoting blood donation to their peers.
    - The 19-to-25-year-old group refers to young people attending tertiary education, including university and college students. Blood drives are used to create awareness of blood donation at these sites. The WCBS promotes blood donation at universities by posting blood donation drive posters urging students to donate blood.

- **The 25-year-and-older group:** the WCBS established a "Youthtube" campaign, which focuses on non-donors from the age of 25. The Youthtube initiative encourages young adults and older members of the populace to formulate communication messages aimed at influencing non-donors to donate blood. However, the WCBS does not segment their communication for this specific campaign. The participants' answer to why they do not segment stakeholders for Youthtube is that they want everyone to participate; the WCBS does not limit the age of the participants, so that they can reach as many individuals as possible.

4.2.1.4 Two-way communication

The participants confirmed that the WCBS aims to build long-term donor relationships when recruiting new donors. At the same time, though, they acknowledged that building relationships with non-donors requires of the WCBS to develop recruitment messages that promote two-way communication with potential non-donors, which is lacking at this stage.

According to the WCBS's promotions and public relations manager, two-way communication focused on non-donors include the following:

- the blood donor mobile application is a communication channel that facilitates two-way communication between the WCBS and mainly existing donors. However, it can be downloaded by non-donors too. The application provides information on when to donate next, what the risks are regarding blood donation, types of donors, information about blood and the blood service;
- blood donor recruitment messages emphasise that individuals can phone or SMS the WCBS if they have any information needs;
- the website facilitates two-way communication through providing their contact details, non-donors can enrol as a donor or if they have any questions, they can contact the WCBS by phone or e-mail; and
- the WCBS's response rate on social media is high and individuals always have the opportunity to interact with the blood service.

4.2.1.5 Approach blood donor recruitment communication and tailored messages for non-donors (channel and message tailoring)

The participants' feedback showed that the WCBS does have some measures to include underrepresented racial groups in blood donor recruitment communication. However, the WCBS only recently started to aim specific recruitment messages at ethnic groups. The WCBS makes use of influencers[7] in communities to directly target underrepresented non-donors to inform them on the blood donation process. The WCBS communication practitioner expressed on this point: *The WCBS launched a campaign where 10 influencers went into the underrepresented communities to recruit donors and increase their (black Africans, Asians, Indians and coloured individuals) footprint.* The influencers in these campaigns drive around with WCBS-sponsored and -branded cars to be visible in the community. According to the WCBS promotions and public relations manager, these influencers are viewed as the WCBS ambassadors with whom underrepresented racial groups can connect.

[7]An influencer is an individual that has the power to influence and change the behaviour of others through utilising their authority, knowledge, position or relationship with audiences (Bakshy*et al*., 2011).

The hashtag, #*Isigazini* is used on Facebook to target underrepresented groups. Isiganzini stands for *It's in our blood*. Blood donor recruitment communication messages are developed and displayed on social media platforms such as Facebook and the #Isigazini is used alongside it to attract underrepresented non-donors' attention.

According to the participants, the organisation also has a formal communication strategy in place to communicate with and recruit non-donors. Specific messages are developed to communicate with donors and non-donors. In some instances, the same messages are used to communicate with both groups, although the participants mentioned that several communication messages communicate separately with donors and non-donors. Certain messages are directed at all donors while other messages focus on attaining and retaining new donors. The participants emphasised that the messages targeted at both donors and non-donors are those with the same aim, which is to influence individuals to donate blood. In 2018 the WCBS utilised the following communication channels to communicate with non-donors: newsletters, newspapers, radio, billboards, SMS, and social media platforms such as Facebook, Twitter, and Instagram.

The WCBS promotions and public relations manager stated that these communication channels are selected carefully and depends on the specific audience. For example, before selecting a radio station, research is done to determine which demographic group listens to that specific radio station. After determining this, the WCBS develops a strategy according to the findings for each demographic group in order to communicate accordingly. The WCBS sends media releases throughout the year to their media contacts, which include local and regional newspapers. Radio releases are broadcasted regularly, although normally the same message is repeated, which is: "if you are eligible to donate, come and donate blood".

In summary, Chapter 2 has emphasised the importance of environmental scanning in order for an organisation to reach its goals (see section 2.2.2). Yet, the WCBS does not conduct effective formal research to determine the needs of non-donors. Formative research conducted during environmental scanning should be used strategically to develop relevant blood donor recruitment messages. The WCBS uses informal research, albeit to some extent, to create partially strategic blood donor recruitment messages. Without effective environmental scanning, the WCBS will be unable to determine effectively the needs, motivations, and views of its strategic stakeholders, especially non-donors, and will therefore not obtain the goals of the WCBS successfully which is to deliver an efficient amount of blood and blood products. Motivations and factors that influence blood donation cannot be only partially addressed if the WCBS wishes to achieve its goals. Tailored blood donor recruitment messages must address these negative factors specifically and personalise blood donor recruitment messages based on non-donors' beliefs, traits, and cultures. These measures are not being practiced by the WCBS effectively.

Two-way communication with relevant stakeholders is an essential element of organisational success (section 2.2.2.1). Two-way communication should not only be used to promote engagement but also to determine the needs and attitudes of non-donors and thereby to achieve the WCBS objective, which is to supply an efficient amount of blood and blood products. During two-way communication with non-donors, a clear message can be communicated about the objectives, actions and decision-making of the WCBS to achieve mutual understanding between parties. The principles of strategic communication and the use of two-way communication can increase donor recruitment and loyalty given that the strategist listens to stakeholders (non-donors) to accommodate their needs, fears, motivations and opinions. By means of donor recruitment messages, the WCBS aims to create opportunities for dialogue between the organisation and non-donors. However, no formal research is conducted to determine the needs and views of non-donors, which creates a barrier to facilitate understanding and dialogue between the WCBS and its non-donors. Furthermore, it is clear that the WCBS does not focus on two-way communication with non-donors specifically and is therefore not in line with literature (Grunig, 1992).

4.3 Qualitative content analysis of the WCBS blood donor recruitment communication messages

For the purpose of this study, a qualitative content analysis was conducted on the WCBS's blood donor recruitment communication that was used during June 2018, given that June is usually the WCBS's national blood drive month.

As outlined in Chapter 1, the WCBS is dependent on blood donors for a sustainable supply of blood and without them, the organisation cannot function. It is therefore essential for an organisation such as the WCBS to communicate effectively, as this will help them to recruit new donors and thereby maintain a sustainable supply of blood to survive as an organisation. During the month of June 2018, 21 blood donor recruitment communication messages were displayed on various social media and print media platforms, for the purpose of this study ten Instagram messages, eight Facebook messages and three billboard messages were analysed. During the month of June, blood donor recruitment messages mainly focused on:

- the severity of critically low blood stock levels in general and especially during winter months;

- where blood donation will take place;
- individuals eligible to donate blood (between the ages of 17 and 65, weighing more than 50 kg, medically healthy, and leading a safe sexual lifestyle); and
- altruistic content (“Be there for someone else. Give blood. Share life”).

Examples of blood donor recruitment messages that were displayed in the month of June:

Figure 4-1: WCBS blood donor recruitment message on Facebook, Instagram and e-mail – “Do something remarkable”

(Source: WCBS, 2018)

Figure 4-2: WCBS blood donor recruitment message on Facebook, Instagram and e-mail – "Be there for someone else. Give blood. Share life"

(Source: WCBS, 2018)

Figure 4-3: WCBS blood donor recruitment communication message on Facebook, Instagram and e-mail – "Don't leave us out in the cold this winter – donate blood"

(Source: WCBS, 2018)

Figure 4-4: WCBS blood donor recruitment message on Facebook, Instagram and e-mail - "We need you to donate blood"

(Source: WCBS, 2018)

The abovementioned examples of blood donor recruitment communication shows that non-donor's needs are satisfied to some extent given that it provides information on the requirements of blood donation. However, for blood donor recruitment messages to be successful they must be tailored to be relevant. Chapter 2, Figure 2-1 provides a conceptual framework for strategic blood donor recruitment messages. The purpose of the content analysis in this section is to determine whether the principles of strategic blood donor recruitment messages are present in the WCBS blood donor recruitment messages. Central themes used to analyse data during content analysis include:

- motivations and factors that influence blood donation;
- clear segmentation of blood donors;

- understand the audience's views, fear and information needs;
- blood donor recruitment objectives;
- theories that underpin blood donation; and
- selecting communication channels that facilitate two-way communication.

4.3.1 Motivations and factors that influence blood donation

Positive motivators, which refer to altruism, incentives and pressure, are present during the WCBS's communication messages on various social media and print media platforms. All the communication messages that were analysed indicate the use of some form of positive motivator.

The table below indicates the use of positive motivators that influence blood donations such as altruism, incentives, and pressure during recruitment blood donation messages of the WCBS during the month of June.

Table 4-1: Positive motivators in donor recruitment messages during June 2018

	Altruism	**Incentives**	**Pressure**
Facebook	*"Be there for someone else. Give blood. Share life".*	*"Want to Win Movie Tickets?"* *"Cookie of the year"*	*"We need you to donate blood"*
Instagram	*"Take 30 of your 67 minutes to save 3 lives!"*	*"Want to Win Movie Tickets?"* *"Cookie of the year"* *"Receive a free Wimpy coffee wristband"*	*"Blood stocks critically low!"*
Brochures/Posters	*"Take 30 of your 67 minutes to save 3 lives!"*		*"Blood stocks are low"*

Blood donor recruitment messages displayed on Instagram and Facebook such *as "be there for someone else. Give blood. Share life"* indicate that blood donation is an act of solidarity and therefore clearly uses altruism as a persuasive communication technique. Moreover, an altruistic blood donor recruitment message displayed on all media platforms illustrates a picture of Nelson Mandela with the caption *"take 30 of your 67 minutes to save 3 lives*". Two messages appear on Facebook and Instagram that mainly focus on the use of incentives such as freebies and prizes that will be received after donating, in order to motivate non-donors to donate blood: *"want to win movie tickets?"* and *"cookie of the year"*. Another blood donor recruitment message that appeared on Instagram also focused on incentives: *"receive a free wimpy wristband"* where non-donors can redeem a cup of Wimpy coffee after donating blood. Where altruism fails, pressure might be successful. Pressure is a positive motivator and is used on various communication platforms the WCBS make use of. The messages *“We need you to donate blood”* and *“blood stocks critically low!”*, are examples of how the WCBS make use of pressure to influence non-donors to donate blood.

On the other hand, negative motivators, which refer to fear and anxiety are moderately used by the WCBS to influence non-donor’s decision-making process.

Table 4-2: Negative motivators in donor recruitment messages during June 2018

	Fear and anxiety
Facebook	*“Don’t leave us out in the cold this winter”*
Instagram	*“Don’t leave us out in the cold this winter”*
E-mail	*“Winter is coming”* *“WCBS has only enough blood for a day”*
Brochures/Posters	*“WCBS has only enough blood for a day”*

“Don’t leave us out in the cold this winter” is a blood donor recruitment communication message that was displayed on Facebook and Instagram saying that during winter many people experience symptoms of colds and flu, while others have to write exams during June. *“Don’t leave us out in the cold this winter”* infers that if non-donors do not start donating blood, the WCBS is “left out in the cold during winter” and therefore the lives of individuals depending on it for survival are in danger. This message clearly employed fear as a persuasion technique. The same message was conveyed through e-mail. When communicating messages like those mentioned, selecting the correct communication channel is vital (see section 2.3). Selecting inappropriate communication channels can affect tremendously whether or not the positive and negative factors will be addressed successfully. Figure 4-3 is effective given that it visually illustrates the importance of blood donation and visually shows “the storm” individuals will be in if they do not get blood. As mentioned in section 2.6, 40% of people respond better to visual information than plain text, though using visual content and enticing imagery the WCBS were able to yield stronger emotional responses. Various blood donor recruitment messages employ fear as a persuasive communication technique. The communication message conveyed via e-mail, brochures and posters further allude to the notion that unless people (non-donors) donate blood soon, individuals may lose their lives because the *“WCBS has only enough blood for a day”*, clearly the use of fear as persuasion.

Blood donor recruitment messages should also address the negative and positive factors that influence blood donation to motivate individuals to donate blood (see section 2.2.6). Negative factors that influence non-donors to donate blood include: fear and anxiety such as the fear of needles and the sight of blood, pain or discomfort and being told one is not eligible to give blood (see section 2.2.6.2). The WCBS blood donor recruitment messages should address especially fear and anxiety (see section 2.2.6.2), however the WCBS blood donor recruitment messages in the month of June 2018 did not address any of the negative factors mentioned. However positive factors such as altruism and incentives were addressed in various blood donor recruitment messages (see Figure 4-1, 4-2 and 4-6.).

4.3.2 Clear segmentation of potential blood donors

Various blood donor recruitment messages of the WCBS are displayed on different social media and print media platforms. The focus of the communication messages aimed at non-donors aims to influence individuals to donate blood. Examples of these messages include:

- *"WCBS has only enough blood for a day!"*
- *"WCBS blood stocks are critically low"*
- *"Be there for someone else. Give blood. Share Life"*
- *"We need you to donate blood"*
- *"Take 30 of your 67 minutes to save 3 lives"*

The above-mentioned communication messages for the month of June 2018 focus mainly on the theme *national blood drive month.* The primary motivators the WCBS make use of include incentives, pressure, altruism, and fear and anxiety. Although these motivators influence blood donor recruitment messages (see section 4.3.1) it is crucial to address motivations and factors such as: fear of needles, being told one is not eligible to donate blood, pain and discomfort and contracting HIV/AIDS from needles after blood donations. These are all crucial motivations and factors to address during recruitment messages given that it will influence non-donors' reasons or motivation to give (or not to give). The above-mentioned blood donor recruitment messages are not segmented or developed to be personally relevant to a specific group of individuals. This is a significant shortcoming, given that segmenting and prioritising stakeholders are crucial during the development of tailored blood donor recruitment messages (see section 2.2.2.1-2.2.2.2). The above-mentioned blood donor recruitment messages are not specifically aimed at any group but are instead general messages aimed at donors and non-donors alike.

4.3.3 Understand the audience's views, fear and information needs

The majority of WCBS blood donor recruitment message contains a brief paragraph at the end of the message on information of who is eligible to donate. This paragraph is focused on certain information needs of individuals who want to become donors, and states that if individuals want to donate (as mentioned in section 4.3) they must:

- be between the ages of 16 – 65;
- weigh more than 50 kg;
- be medically healthy;
- lead a safe lifestyle; and
- be committed to helping others.

Additional information is provided on the process before blood donation and indicates that individuals should have a meal three to four hours before donating blood and drink many fluids on the day of blood donation. Furthermore, e-mails, brochures and posters share information on venues, dates, and time a "blood buzz" will take place during June 2018, which will host blood/iron group screenings and donor registrations at shopping malls. Aim of the blood buzz is to highlight the importance of donating blood during June.

4.3.4 Develop achievable outcomes (blood donor recruitment objectives)

The WCBS's blood donor recruitment communication is primarily focused on achieving the overall goal of blood services, which is to motivate non-donors, who have never donated before and know the importance of donating, to donate for the first time. Various blood donor recruitment messages represented on social media and print media platforms urges non-donors to contribute their time to donate and save lives.

4.3.4.1 Motivate those who know of the importance of blood donation, to donate

During the month of June 2018, the WCBS presented a blood donor recruitment communication message focused on the severity of blood shortage, the caption of the message stated that *"WCBS has only enough blood for a day"*. The aim of the message is to call upon non-donors in the Western Cape to donate blood at a blood donation clinic nearby. The message focuses on the great need for blood the WCBS has during wintertime, especially June, given contributing factors such has high levels of colds and flu, students writing exams, fasting of Muslim donors (Ramadan) and the aftermath of several long weekends. Additionally, Facebook and Instagram shared the same message appealing to non-donors *"don't leave us out in the cold this winter"* (see Figure 4-3). Besides these blood donor recruitment messages, numerous messages that focus on retaining donors are represented on social and print media platforms. These messages are listed below:

- *"WCBS blood stocks are critically low"* messages focus on persuading non-donors to donate blood given that blood stocks have been steadily declining and have now reached a point where they only have two days of group O blood in the Western Cape.

- *"Winter is coming"* appeals to non-donor and existing donors who fulfil the basic criteria to come and donate blood.

- *"WCBS celebrates National Blood Donor Month in June",* this message is focused on persuading existing donors to bring along non-donors such as a friend, colleague or family member to donate blood during the month of June.

- *"Take 30 of your 67 minutes to save lives!"*, this message was represented on social and print media inviting non-donors and donors to do something good, such as donating blood in honour of Mandela in the month of June.

- *"#Give Blood",* Instagram visual message illustrating a baby in a hospital bed smiling, after receiving a blood donation.

- *"We need you to donate blood",* Facebook message urging non-donors to donate given low blood stocks. A link provided in the communication message that indicate where non-donors can donate blood.

The abovementioned blood donor recruitment messages are not specifically tailored and aimed at non-donors although they are suitable for donors and non-donors alike. It can further be deduced that WCBS does not have a specific focus on recruitment messages. The blood donor recruitment messages distributed during the month of June serve to remind donors to donate and is only partially utilised as recruitment messages.

The theoretical points of departure on blood donor recruitment messages are discussed next as these are a significant consideration when creating these recruitment messages.

4.3.5 Theories that underpin blood donor recruitment messages

The WCBS only has a partial framework for blood donor recruitment messages which they implement within their strategic blood donor recruitment communication programmes. It is evident that blood donor recruitment messages focus on the following elements:

- Altruism and persuasion: Combine messages with strong visual content
- Compliance gaining theory: activation of personal and impersonal commitment
- Burke's theory of identification: identification leads to improved persuasion
- Symbolic interaction theory: relationship between society and individual together with altruism can reveal the need for blood
- Elaboration likelihood model: central route leads to high-level involvement.

4.3.5.1 Altruism and persuasion

During June 2018, two messages with an altruistic nature appeared on Facebook, Instagram and in e-mails to current donors. These two altruistic messages include: *"Take 30 of your 67 minutes to save 3 lives"* and *"Be there for someone else. Give blood. Share life"* (see Figures 4-1 and 4-2*)*.

These blood donor recruitment messages are altruistic in nature. The image used of Nelson Mandela, in Figure 4-1, smiling and waving behind a big South African flag is visually appealing as Mandela is a symbol of hope, justice, equality, and dignity. Hence, the image of Nelson Mandela is powerful and persuasive; many view Nelson Mandela as the epitome of altruism. Nelson Mandela is considered a selfless man, having been imprisoned for 27 years and never seeking revenge; instead, calling for forgiveness and reconciliation. The smiling and waving Nelson Mandela resembles high positive emotional content, and this image is used to connect with the audience. Nelson Mandela devoted his life to do good and in honour of his memory individuals can make a difference with one selfless act, which is to: *"Take 30 of your 67 minutes to save 3 lives".*

Further, Figure 4-2 uses strong visual imagery to figuratively express that by lending a hand you are touching hearts and saving lives. The image clearly shows that by being there for someone else, individuals are sharing life. The slogan "*Be there for someone else. Give blood. Share life"* clearly illustrated that blood donation is an important humanitarian goal given its potential to save lives. This message also illustrates that by donating blood, individuals do good by society. Moreover, the slogan at the bottom of the communication message is altruistic and persuasive in nature: *"WP Blood Transfusion Service do something remarkable".* Furthermore, the slogan indicates that by donating blood individuals are part of something remarkable and part of the legacy of saving lives (*"80 remarkable years")*. The message also expresses one heart joining with another heart, depicting altruism; by means of self-sacrifice, donors share generosity, goodwill, compassion, and kindness.

4.3.5.2 Compliance gaining theory

Although the above-mentioned blood donor recruitment communication is altruistic in nature, it is persuasive to some extent given its ability to use reward activity and activate personal commitment. Reward activity involves making promises and seeking compliance in an active and positive manner. Donors do not receive a physical reward for donating blood, however by taking time to donate blood they save lives and share life, and through this self-less altruistic act they gain a good self-esteem. These blood donor recruitment messages aim to activate personal commitment by informing individuals they have a commitment towards others. Furthermore, the WCBS displayed two blood donor recruitment communication messages during June 2018 on Facebook that influence individuals to comply through activating personal and impersonal commitment, using experience and punishing and reward activity (see Figures 4-3 and 4-4).

The message (see Figure 4-3) *"Don't leave us out in the cold this winter – donate blood"* activates personal and impersonal commitment. This blood donor recruitment communication message used by the WCBS focus on winter being a difficult time, given a decline in blood donations. Individuals do not donate blood that often, due to an increase in colds and flu, and others have to write exams.

Furthermore, the visual illustration demonstrates thundery weather that is on its way over Table Mountain. This message focus on the theory that if individuals do not comply, the WCBS will be left out in the thunderstorm this winter, and this visual representation may result in individuals experiencing a 'bad-self-esteem' if they do not donate (because they abandon those that need blood), and therefore focus on the concept of guilt. This tactic may help individuals realise and take up commitment towards others. As such this blood donor recruitment communication message activates impersonal (non-donors will have a bad self-esteem if they do not comply) and personal commitment (non-donors have to comply because they have a commitment towards others).

Figure 4-4 illustrates medical staff grouping blood that was already donated. The following blood donor recruitment communication message accompanied the poster on Facebook: *“Blood stocks in the Western Cape are critically low. Please donate blood. Find clinics on our online calendar: bit.ly/WhereCanIDonate”.* Expertise is employed in this instance to give credibility, which is also a persuasive measure. Expertise involves attempts to persuade an individual into believing the persuader to be credible through the use of experts such as medical staff. The medical staff that are depicted suggest that the WCBS adheres to international standards in providing blood. This implies that people can trust the WCBS to have the necessary expertise to manage the blood transfusion service.

4.3.5.3 Burke’s theory of identification

Burke’s theory of identification presumes that language is emotionally charged. The blood donor recruitment communication messages below are examples of how the WCBS uses emotionally charged language to express that they will not be able to survive as an organisation unless they receive donations, which means that those whose lives depend on it will suffer:

- “WCBS has only enough blood for a day!”
- “WCBS blood stocks are critically low”
- “Be there for someone else. Give blood. Share Life”
- “We need you to donate blood”
- “Take 30 of your 67 minutes to save 3 lives”
- “Don’t leave us out in the cold this winter – donate blood”

Furthermore, Burke’s theory focuses on *the concept of guilt* to explain how identification works. Various blood donor recruitment communication messages of the WCBS focus on guilt, which is evoked through symbol use. When non-donors see how many individuals give up their time to donate, they might feel a sense of guilt for not participating in donating too and this guilt can be used as a powerful persuasion tool. WCBS blood donor recruitment communication messages uses guilt to draw non-donors’ attention and influence their behaviour. By way of example, the blood donor recruitment communication messages listed below focus on evoking guilt for noncompliance:

- *“WCBS has only enough blood for a day!”* – if individuals do not comply today the WCBS will not have enough blood to fulfil the need of ill and/or injured people;

- *“Be there for someone else. Give blood. Share Life”* – failure to comply will result in non-donors not caring about others and therefore not willing to share the gift of life;
- *“Take 30 of your 67 minutes to save 3 lives”* – without complying non-donors are not following Nelson Mandela’s example and because of their selfishness, three lives cannot be saved; and
- *“Don’t leave us out in the cold this winter – donate blood”* – failure to comply means that non-donors do not take care of the WCBS as well as people who depend on the organisation for survival.

4.3.5.4 Symbolic interaction theory

The symbolic interaction theory is based on the ideas about the self and a person’s relationship with society. Various blood donor recruitment messages of the WCBS use the relationship between the individual and society together with altruism to reveal the need for blood donations and emphasise that individuals in need of blood transfusion may lose their lives unless people donate blood. *“Be there for someone else. Give blood. Share Life”* and *“Take 30 of your 67 minutes to save 3 lives”* not only focus on the selflessness of blood donation but also express that individuals have a responsibility to one other. Similarly, *“WCBS has only enough blood for a day!”, “WCBS blood stocks are critically low”* and *“Don’t leave us out in the cold this winter – donate blood”* focus on a person’s relationship with society. If individuals do not comply and donate, the WCBS will not be able to supply blood and blood products and therefore individuals may lose their lives (see Figures 4-1 and 4-2).

4.3.5.5 Elaboration likelihood model

Audience involvement is directly dependent on the relevancy of the communication message. Two major aspects to consider during the elaboration likelihood model theory is motivation and ability. Motivation refers to how relevant the messages is to the audience, whereas ability refers to “wavelength” of the audience (is the message clearly understood?). The blood donor recruitment message, *“Take 30 of your 67 minutes to save 3 lives”* is a blood donor recruitment message that was published a few weeks before Nelson Mandela Day to celebrate his life but also to call individuals nationally to action to donate blood and remind individuals about the positive effect one can have on society. Individuals that resonate with Nelson Mandela may see this message as personally relevant. Individuals may also clearly understand and resonate with the Nelson Mandela Day campaign asking the public to do something good for 67 minutes a day

– blood donation is viewed by many individuals as doing something good, which makes the blood donation campaign fall in line with the Nelson Mandela Day campaign – an innovative approach to reaching the masses.

"Be there for someone else. Give blood. Share Life" is another message that may be well understood and viewed as relevant to many individuals. This communication message was used during the annual drive month and is aimed at promoting blood donation as an act of solidarity and sharing life.

Another message that can be viewed as using motivation and ability in order to be persuasive is the communication message *"Winter is coming".* This message is persuasive and establishes high receiver involvement. During winter, individuals experience symptoms of colds and flu and students are writing exams. Understandably, they would rather stay at home than go out to donate blood. The cloudy weather also reflects how dreary it is for individuals that do not receive blood.

"We need you to donate blood" is a general blood donor recruitment message that expresses low receiver involvement but is still persuasive. This message makes use of various factors such as medical staff grouping blood and statements that focus on the severity of low bloodstock. Individuals that are easily persuaded by fear and anxiety that other individuals may die if blood is not donated may see this as a message that is relevant to them.

The above-mentioned theories are taken into account, albeit not sufficiently enough. Tailored blood donor recruitment messages should incorporate the theories that underpin blood donation. In particular, if the WCBS desires to achieve their goals, they must develop tailored blood donor recruitment messages founded in the theories of altruism and persuasion, compliance gaining theory, Burke's theory of identification, the symbolic interaction theory, and the elaboration likelihood model.

Most of the WCBS recruitment messages do not express that individuals should give blood for emotional gain and to benefit others. The WCBS's blood donor recruitment messages are not framed in such a way that the receiver of the advocated behaviour gives blood to benefit others primarily (see section 2.2.7.1). Additionally, various situational dimensions that influence non-donors are not visible in the WCBS blood donor recruitment message (see section 2.2.7.2).

The majority of the WCBS blood donor recruitment messages do not apply Burke's theory of identification (see section 2.2.7.3); it is not forthcoming in the recruitment messages that the WCBS concentrates on those angles regarding blood donation with which non-donors might identify or want to identify. The blood donor recruitment messages do not address non-donors' needs, views and fears to such an extent that they know precisely on what source of identification their blood donor recruitment message should concentrate. Nevertheless, the WCBS blood donor recruitment messages do not emphasise enough that without blood donations, individuals depending on blood for survival may lose their lives (see section 2.2.6).

4.3.6 Select communication channels to facilitate two-way communication

Social media platforms such as Facebook and Instagram allows individuals to comment, like and share content of the WCBS. Both these platforms provide all the contact information of the WCBS and promotes two-way communication between the WCBS and non-donors. When individuals need any further information, they can contact the WCBS via e-mail. The WCBS conveys information on which individuals can offer feedback or criticism.

It is evident that various blood donor recruitment communication messages displayed on Facebook promotes interaction; these messages raised various questions and allowed individuals to provide feedback and criticism.

Furthermore, the WCBS answers every question asked by non-donors and donors. It is clear that the users have confidence to ask questions on various matters, and the WCBS is quick to answer these questions. It is evident that the WCBS is responsive to their Facebook page users' questions and needs. Information on where and when blood drives will take place are clearly communicated to non-donors and existing donors. WCBS also encourages feedback and interaction on Instagram, especially individuals donating for the first time. For example, they ask first-time donors to post a photo of themselves receiving a cookie after donating. Furthermore, blood donor recruitment communication displayed on print media such as brochures and posters encourage feedback through providing contact details in case individuals require any further information. See example of WCBS social media post and quick response from WCBS to questions asked from the public on Facebook:

Figure 4-5: "We'd like to warm your heart with a free Wimpy coffee"

(Source: WCBS, 2018)

Avril Fisher
Ah I got my band but thought 💭 it's the 22nd tomorrow how silly 🙃 of me!
Hou van Antwoord 3 j.

Alwyn Anthonissen
Dankie vir my free coffy by cw mall wimpy,,,
Hou van Antwoord 3 j.

Jason White
I dont suppose you'll be in Knysna between the 19th & the 22nd? 😆
Hou van Antwoord 3 j.

Elma Louw
Milnerton area? And times?
Hou van Antwoord 3 j.

Skrywer
Western Cape Blood Service
Hi Elma, we don't have a clinic in Milnerton this week, but you can consider these clinics:

Date: Friday, June 22, 2018 - 10:00 to 14:45
Venue: Caravan @ Remax Tableview, 42 Blaauwberg Road, Tableview

N1 CITY MALL
Shop 38
Mon-Fri: 10:00 - 17:45
Sat: 09:00 - 14:45

Lydia Van Dinter
Waar in Gordon's bay is die skenk venues en wanneer
Hou van Antwoord 3 j.

Skrywer
Western Cape Blood Service
Hi Lydia, clinic details in your area:

Date: Tuesday, June 19, 2018 - 14:00 to 19:00
Venue: DR Church Hall, Fagan Street, Strand
Hou van Antwoord 3 j.

Nina Müller Van Velden
Are you at Tygervalley on any of these dates?
Hou van Antwoord 3 j.

Adre Mari De Villiers
That is soooo unfair!!!! I didn't get one after I donated!! I quit!!
Hou van Antwoord 3 j.
Relevantste is gekies, en daarom is sekere antwoorde dalk uitgefiltreer.

Skrywer
Western Cape Blood Service
Hi Adre, this partnership is running from today, 19 June 2018, until Friday, 22 June 2018. We're sorry if you missed it, but it came together really quickly to help boost our numbers during this period.
Hou van Antwoord 3 j.

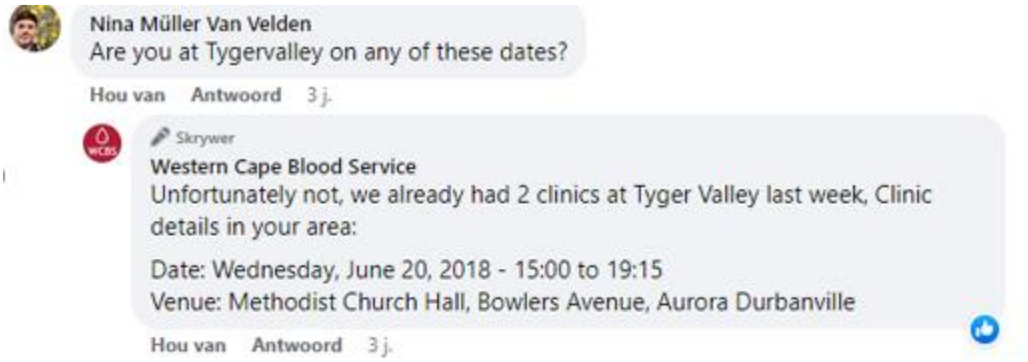

Figure 4-6: Comments on the WCBS Facebook page regarding Figure 4-4

(Source: WCBS: 2018)

4.4 Non-donors' perceptions of the WCBS blood donor recruitment messages

During the focus group interviews, various communication messages were displayed to non-donor participants to determine their perceptions of the WCBS's blood donor recruitment messages. The focus group interviews were analysed according to the conceptual framework delineated in Chapter 2. Themes that have been identified from theory are:

- blood donor motivators;
- attracting the attention of non-donors to the message;
- personal relevance;
- accessibility of the message;
- addressing information needs of the intended audience;
- ease of comprehension;
- motivation to donate blood;
- engagement; and
- cultural appropriateness.

4.4.1 Blood donor motivators

According to the focus group participants, the reasons why they do not donate blood include:

- lack of blood donation educational information;

- blood donor recruitment messages do not provide relevant and sufficient information;
- lack of time to donate;
- fear of needles;
- iron deficiency;
- health issues;
- not enough exposure to blood donor recruitment messages;
- recently got a tattoo;
- scared because other people said its painful;
- being underweight;
- did not eat throughout the day;
- regularly travel to malaria regions; and
- pregnancy.

Importantly, the majority of participants indicated that blood donor recruitment communication might influence their future decision to donate blood, but they are not exposed to blood donor recruitment messages. This implies that the WCBS recruitment messages are not visible enough. Individuals state that they are not exposed to blood donor recruitment messages and therefore do not donate blood.

According to literature, messages that are altruistic in nature can influence individuals to donate (see section 2.2.7.1). Several of the WCBS's blood donor recruitment communication messages were shown to participants, and the majority indicated that the Nelson Mandela message focusing on 67 minutes to give back to the community, stood out (see Figure 4-1). This message implies that non-donors can make a difference by giving less than an hour of their time to donating blood.

Participants perceived the message as relevant because Nelson Mandela is viewed as an icon. The message also gives individuals the idea that they have the power to change the world. Persuasive blood donor recruitment messages included messages that communicated about the impact a single blood donation can make and included messages that are altruistic in nature, for example, the Nelson Mandela message on 67 minutes and *“I know you have a heart, come anddonate blood”* (see Figures 4-1 and 4-2).

Blood donor recruitment messages that communicated about bloodstocks being critically low were also seen as persuasive. Participants stated that these messages increased their urgency to donate blood given that it communicates the seriousness of blood donation. Messages that advertised the chance to win movie tickets by donating blood were viewed as ineffective and unfair given that not everyone will win a ticket, and participants felt that everyone should be rewarded for a donation.

According to the participants, in order for them to consider donating blood they need information on the process of blood donation. Various individuals stated that the reasons why they do not donate blood is because they are not clear on the process of blood donation. Individuals also need information on who is eligible to donate blood. Various individuals mentioned that they view blood donation as a time-consuming process and do not want to waste their time if they are not eligible to donate blood. Given that various individuals fear the blood donation process many participants stated that before they will consider donating blood, they want to know what the implications regarding blood donation is. The minority of participants needed general information, for example whether they can donate if they have a tattoo. Furthermore, individuals wanted information such as more exposure to blood donation (individuals want to know why it is important to donate blood, where they can donate blood and does the process hurt) what will happen to a donator’s blood after blood donation, reasons to donate blood, and educational information.

4.4.2 Attract the attention of non-donors to the message

Two main messages grabbed the attention of the focus groups. These messages included:

- Nelson Mandela 67 minutes of change (see Figure 4-1); and
- bloodstocks are critically low.

Nelson Mandela’s message on 67 minutes of change was also viewed as a very persuasive message. This message made use of colourful graphics in various colours of the South African flag, including red, green, yellow and blue. The message communicated the impact non-donors will make with their contribution. The participants perceived this message as attention grabbing given that they view Nelson Mandela as an icon. Moreover, individuals announced that through seeing this message they feel inspired to also change a life. Comments from non-donors on the Nelson Mandela message:

- *In the world we live in today, who will not want to make a difference? The Nelson Mandela message communicates impact.*
- *We all know what the 67 minutes stand for. What I like about the message is Nelson Mandela is an icon, and by seeing this message it inspires one to also want to donate because it empowers me to know I can also make a difference.*
- *The Nelson Mandela message grabs my attention, but it doesn't address my fears for not donating blood.*
- *I love the Nelson Mandela message; it shows you that you have the power to make a difference. In the world we are living in today who doesn't want to save lives?*
- *Nelson Mandela's message inspires me to donate. It lets me think about what will I do during the month of July for society. It is effective in changing my attitude towards blood donation. Put it on social media.*

Furthermore, participants also viewed the message on bloodstocks being critically low as attention grabbing. The message made use of graphics that emphasised how low bloodstocks are. Participants also viewed this message as being persuasive in nature. Non-donors' comments on the message include:

- *I find the message on blood stocks to be critically low as effective. I'm a more rational person, I need the facts. Do not beg me emotionally to donate blood.*
- *This message has an impact on me given that it creates a sense of urgency to donate blood.*

Lastly, the *We know you have a heart* message seemed to be very persuasive to participants. Individuals found this message effective given its emotional appeal. One participant mentioned that this is a message that makes one feel good given that the message already acknowledges the fact that you are a good person. Furthermore, this participant mentioned: *when someone tells me I have a heart it automatically inspires me to do good because they already see the good in me.*

4.4.3 Personal relevance

The majority of participants in the focus group interviews found the messages focusing on Nelson Mandela and critically low bloodstocks to be relevant to them (see Figure 4-1). These two messages did not only grab the attention of participants but were also perceived as being personally relevant.

I definitely feel the communication message are relevant, especially the messages on bloodstocks are critically low.

On the other hand, some participants noticed a lack in communication messages that focus on success stories, for example testimonials. Participants mentioned that they would like to see what a donation really means to recipients, and they want to see exactly whose lives they are influencing. Some of the comments from non-donors included:

- *I need to see more success stories, such as testimonials on video clips, I want to see what my contribution really means.*
- *None of these messages really speaks to me, I do not find it personally relevant.*
- *I want messages on been there done that. Personal relevant stories. I want information on how individuals previously donated and how it was not that painful.*
- *The message will be more relevant if I have loved ones who are critically in need of blood donations, then I will also donate without a doubt.*

Furthermore, a minority of participants found the blood donor recruitment messages as not relevant, for example:

Not relevant to me given that I can't donate. No matter on how effective the motivation appeals are to donating it does not appeal to me given that I have different travel patterns.

4.4.4 Cultural appropriateness

During the focus group interviews participants were asked whether they could observe any preconceived notions regarding donating blood, for example whether they felt that donating blood is a Western (whites only) idea. Their response:

- *Non-European people are scared to donate. They have a lot of preconceived ideas.*

- *As a black African person, I have not been exposed to the concept of blood donation. The first time I donated blood I was 16. I donated for the free cookies. I never remember being educated on blood donation (*participant *is not a regular blood donor and only donated blood once).*

- *African people are made to be afraid of blood donation.*

- *No significant role models of Africans donating blood.*

- *Blood banks stay away from the most spoken African language – Xhosa.*

- *To a large extend blood services have not made me feel comfortable as an African to donate blood.*

- *I think it's easy for blood services to only communicate in English and Afrikaans.*

- *Individuals of native language are excluded from the start. If you have a look at the questionnaire the only option given to complete a form is in English and Afrikaans.*

Participants were also asked whether they believed there is a cultural difference that must be considered in blood donor recruitment communication. Their answers:

- *No, for me it's about how comfortable I am with the messages. Once individuals are educated, I believe they will also feel more comfortable with blood donor recruit message and the blood donation process.*

- *More religious than cultural differences.*

- *It speaks to everybody, all cultural groups.*

- *No, what I believe is it doesn't speak to all religions. Religion is the major thing these messages have to address.*

The above-mentioned suggests that most underrepresented racial groups have preconceived ideas about blood donation. Many participants acknowledged that they were not exposed to the idea of blood donation. Participants admitted that fear of blood donation is something that has been embedded in them from a young age. Furthermore, participants noticed the lack of black South African blood donor role models in the media. Moreover, participants clearly noticed that blood donor recruitment communication messages do not communicate in underrepresented racial group languages, (Ndebele, Pedi, Sotho, Swati, Tsonga, Tswana, Venda, Xhosa, and Zulu) rather blood donor recruitment communication messages are only in English and Afrikaans. It was interesting to find that the majority of participants did not regard cultural difference as a priority to consider in recruitment messages but rather emphasised how important religious differences are to consider.

4.4.5 Engagement

Chapter 2 emphasised the importance of two-way communication and it is essential in blood donor recruitment. Messages are transmitted between the blood service and non-donors and feedback is required to determine whether the message was received and understood. Participants viewed the recruitment messages that were posted on social media as the only recruitment messages that enabled them to provide feedback (see Figures 4-1-4-4). The majority of participants viewed the other communication messages as not engaging at all while others enjoyed the Instagram posts.

Most of the participants also indicated that they wanted to see more recruitment messages on social media given that this would also enable them to give feedback and engage with posts. The minority of participants stated that they regularly make use of Instagram and wants to see more communication messages on these platforms. Radio is also viewed as an engaging media platform to use given that individuals may have the opportunity to call in if they have any questions.

4.5 Conclusion

From the abovementioned information provided by the focus group interviews, it is clear that the majority of participants do not donate blood given negative motivators that prevent them from donating. These negative donor motivators mainly include lack of blood donation educational information, blood donor recruitment messages do not provide relevant or sufficient information, lack of time to donate, fear of needles, health issues, not enough exposure to blood donor recruitment messages, recently got a tattoo, scared because other people said its painful, did not eat throughout the day, regularly travel to malaria regions and pregnancy. Despite these negative blood donor motivators, various participants acknowledged that blood donor recruitment communication might influence their decision to donate blood. It was interesting to find that the blood donor recruitment messages that attracted the most non-donors’ attention were altruistic in nature. Messages that communicated that blood stocks are critically low also attracted most participants’ attention although some participants mentioned that the messages were not personally relevant. Some participants stated that the majority of blood donor recruitment messages is not personally relevant and that they would like to see recruitment messages that focus on success stories, like testimonials. Furthermore, many participants stated that there are various aspects that must be addressed in blood donor recruitment messages to satisfy their information needs. Mainly the majority of participants need information on the blood donation process, blood donor requirements, implications of blood donation, what will happen to donated blood, and the reasons why blood donation is important. Lastly, the information gathered from the focus group revealed that black South African and coloured participants had preconceived ideas regarding blood donation, however the majority of participates did not see a major need to address cultural differences. It was interesting to find that the majority of participants believe that religious differences are important to consider in blood donor recruitment communication.

It is clear from the semi-structured interview, focus group interviews and the qualitative content analysis that senior management and the communication team of the WCBS do not implement a strategic framework for blood donor recruitment communication in order to provide a sustainable amount of blood and blood products.

The analysis of the semi-structured interview, focus group interviews and qualitative content analysis indicates that a framework for a strategic blood donor recruitment communication strategy, as mentioned during the literature study, is rarely utilised by the WCBS (Grunig, 2011:11; Littlejohn & Foss, 2011:142; Gass & Seiter, 2014:246; Kitchen *et al*., 2014:43; West & Turner, 2014:75; Ferguson, 2015; Gregory, 2015:120; Lee, 2016:70.)

Although there is no physical evidence of a recruitment communication strategy in order to recruit non-donors it is clear that some elements underlying the framework for blood donor recruitment communication as developed in Chapter 2 is partially observable. The findings in this chapter also show that the WCBS does not conduct environmental scanning before developing blood donor recruitment communication messages. What is more, the WCBS considers and addresses the motivations and factors that influence blood donation only partially. The WCBS does not understand the importance of strategically implementing blood donor recruitment communication by aligning it with the objectives of blood service. Furthermore, while theories underlining the development of tailored blood donor recruitment programmes are noticeable in various blood donor recruitment communication messages, they are not used to their full potential as part of strategic and tailored communication.

The communication channels selected to display blood donor recruitment messages are mainly focused on communicating with existing donors. The most appropriate communication channel that the WCBS utilises is educational programmes at schools. However, these messages mainly communicate to school children and does to focus on adults or other target groups.

Chapter 5 discusses the data analysed from quantitative questionnaires completed by non-donors of the Western Cape. The questions were asked by a team of fieldworkers and were completed on mobile devices. The quantitative questionnaires aimed to determine the information needs of non-donors on blood donation.

CHAPTER 5 QUANTITATIVE DATA ANALYSIS

5.1 Introduction

The previous chapter discussed the qualitative data analysis that was informed by the conceptual framework in Chapter 2. Chapter 3 discussed the research design and methodology. A semi-structured interview with the WCBS promotions and public relations manageras well as the communication practitioner and focus group interviews with non-donors were held together with the use of a questionnaire to collect empirical data for the study. Content analysis was used to analyse the WCBS donor recruitment messages, and thematic analysis was used to analyse the empirical data from the interviews and questionnaire.

Chapter 4 indicated that senior management and the communication team of the WCBS understand the importance of implementing a strategic framework for blood donor recruitment communication in maintaining a sustainable amount of blood and blood products. The focus group interviews revealed that the main reason individuals do not donate blood relates to negative motivators. Primary negative donor motivators include a lack of educational blood donation information, blood donor recruitment messages not providing relevant and sufficient information, and limited exposure to blood donor recruitment messages. Despite these negative motivators, various participants acknowledged the potential of blood donor recruitment communication to influence their decision to donate blood positively. The content analysis further revealed that while the theories underlining the development of tailored blood donor recruitment programmes are noticeable in various blood donor recruitment communication messages, they are not used to their full potential.

The data from the completed quantitative questionnaire is analysed in this chapter. It was pointed out in Chapter 2 that communication messages are more effective when tailored to the needs of a specific audience (Kreuter & Skinner, 2000; Kukafka, 2008; Noar *et al.,* 2009; Siromani & Mammen, 2016). Therefore, the quantitative questionnaire aimed to determine the blood donation information needs of non-donors, their perceptions of blood donation, and their reasons for not donating blood. The quantitative questionnaire further focused on non-donors’ awareness of blood donation, their reasons for ceasing to donate blood, reasons for not donating blood at all, and their preferred communication channels for receiving blood donation information. The data collected by means of the quantitative questionnaire was analysed to answer the fourth and final research question, namely: *What are the information needs of non-donors on blood donation?* The questionnaires were available in English and Afrikaans. In total, a number of 357 (N=357) respondents completed the questionnaires. The demographic data of the respondents such as their age group, gender, and race is discussed first.

5.2 Demographic statistics of respondents

The descriptive demographic information offered below provides a summary of the participating non-donors in terms of age, gender, and race.

Table 5-1: Descriptive statistics of respondents according to age

Age	Frequency (N)	Respondents (%)
18-25	91	25,5
26-29	31	8,7
30-39	59	16,5
40-49	66	18,5
50-59	56	15,7
60-69	30	8,4
>70	23	6,4
Individuals that did not respond to the question	1	0.3
Total	357	100

Table 5-2: Descriptive statistics of respondents according to gender

Gender	Frequency (N)	Respondents (%)
Male	122	34,2
Female	229	64,1
Individuals that did not respond to the question	6	1.7
Total	357	100

Table 5-3: Descriptive statistics of respondents according to race

Race	Frequency (N)	Respondents (%)
African	82	22,9
Brown	80	22,4
Indian	11	3,1
White	165	46,2
Other	11	3,1
Individuals that did not respond to the question	8	2,2
Total	357	100

The majority of respondents in this study was female (64,1%, n=229) and fell between the ages of 18 and 25 years (25,5, n=91). The lowest percentage of respondents were aged between 60 and 69 years and older than 70 years (8,4%, n=30 and 6,4%, n=23, respectively). One respondent did not want to give their age (0,3%, n=1), whilst various respondents did not want to give state their gender (1,7%, n=6) nor race (2,2%, n=8). According to the SANBS (2020), the age requirements for individuals to donate blood are between the ages of 16-75 years. No individuals aged between 16-17 years completed the questionnaire. However, a large number of individuals aged younger than 25 did complete the questionnaire, which provides key insights into the information needs of young adults.

Black Africans form the largest part of the total South African population; yet the majority who completed the questionnaire were white South Africans, followed by black Africans and then brown Africans. A total number of eight individuals did not complete the answer in regard to their race, which one could speculate that it could be because race is a sensitive topic in South Africa for some.

5.3 Information needs of non-donors

The main aim of this chapter is to determine the information needs of non-donors. First, descriptive information is provided to determine whether non-donors are aware of blood donation in terms of what it entails. Secondly follows the information source that made non-donors aware of blood donation, and thirdly, the reasons donors stopped donating. Then information needs of blood donors. Lastly, individuals' preferred communication channels are given.

Non-donors were asked if they were aware that they could donate blood. This question helped determine whether respondents do not donate because they do not know that they can do so or because of other reasons. This question was used to determine which respondents to include in the questionnaire.

Table 5-4: Descriptive statistics on respondents' awareness of blood donation

Answer	Frequency (N)	Respondents (%)
Yes	339	94,9
No	18	5,1
Total	357	100,0

It is clear from the above-mentioned information that ignorance about the prevalence of blood donation is not the reason for the respondents not donating, given that the majority are aware that they can donate blood (94,9%, n=339). This further emphasises the need for environmental scanning so that the information needs of non-donors can be determined in order to address it accordingly during tailored blood donor recruitment messages. Tailored messages, transmitted through appropriate communication channels, will be suited for the intended audience, as pointed out by Scheming and Mason (2013:401). Untailored and uninformed messages have a high chance of not reaching their target audience and may also lead to information overload or inadequate feedback from stakeholders. Therefore, the next table presents the information gathered to find out where the respondents originally found out about blood donation. Respondents were allowed to choose more than one information source that made them aware of blood donation.

Table 5-5: Descriptive statistics on the information source that made respondents aware of blood donation

Information source	Count	Percentage (%)
Television	26	7,8%
Newspaper	51	15,2%
Magazines	23	6,9%
My children	14	4,2%
My husband/wife/partner	9	2,7%
My friends	17	5,1%
Other family	30	9,0%
At work	60	17,9%
At school	49	14,6%
University/college	81	24,2%
Army	16	4,8%
Hospital	4	1,2%
Blood service at the mall	18	5,4%
Blood drives at work	26	7,8%
Saw blood donation vans	14	4,2%
Was called by the blood service	10	3,0%
Social media	4	1,2%
Pamphlets	20	6,0%
Other	13	3,9%

If respondents selected “other” during the quantitative questionnaire, they were asked to list the information source that made them aware of blood donation. Other sources of information about blood donation that were found were, amongst others, advertising, fellow employees, Instagram, witnessing accident scenes, and some who have needed a blood transfusion.

The above-mentioned data shows that most individuals were made aware of blood donation at university and college (24,2%, n=81). Word of mouth was also prominent since many respondents heard about blood donation from children or other relatives and friends (21%, n=70). The WCBS's blood drives at workplaces reached 17,9% (n=60) of respondents. Magazines, social media, and pamphlets were not the primary source of information on blood donation but rather university, work, school, and newspapers that raised respondents' awareness of blood donation.

Many individuals that do not donate blood have donated blood before. Therefore, as pointed out in Chapter 2, blood services should communicate to keep these lapsed donors. Information on the reasons why respondents that have donated before has lapsed are presented below. The information is first presented by age and gender and then by race.

Table 5-6: Descriptive statistics on reasons for stopping to donate blood by age and gender groups

Reasons for stopping to donate blood	18-25	26-29	30-39	40-49	50-59	60-69	>70	Total	Male	Female	Total
I did not know enough about blood donation	4	2	2	5	1	0	0	14	7	6	13
The nurses hurt me when I donated previously	2	1	1	0	3	0	0	7	3	3	6
The blood service staff/nurses were unfriendly when I donated previously	3	3	1	1	0	0	0	8	3	4	7
I felt very bad after I have donated blood	3	5	3	2	4	2	1	20	9	11	20
There is a medical reason why I cannot donate blood	4	1	8	8	10	9	9	49	14	35	49
Donating blood is too time consuming	8	3	2	6	4	0	2	25	19	6	25
I'm now too old to donate blood	0	0	1	0	2	4	7	14	4	9	13
I have low blood sugar	1	0	0	0	0	1	0	2	0	2	2
I have low blood pressure	1	2	2	1	3	3	2	14	3	11	14
I am pregnant	1	1	3	1	0	0	0	6	0	6	6
I breastfeed my baby	0	0	0	0	0	0	0	0	0	0	0
I am HIV positive	0	0	0	1	0	0	0	1	0	1	1
I am diabetic	0	0	0	1	5	2	2	10	3	6	9

From the data presented above it is evident that the most reasons donors lapse are medically related. Medical reasons given by respondents include general iron deficiency or anaemia, anaemia during pregnancy, high blood pressure, and pregnancy. Pregnancy related reasons are only applicable to women and may be one of the reasons why more female individuals stopped donating blood than male individuals. However, many of the respondents' medical 'reasons' for blood donation cessation are predicated on a lack of knowledge. For instance, if individuals take the correct supplements such as iron supplements, they can still donate blood. The table below presents the descriptive data of the reasons why respondents stopped donating blood by race.

Table 5-7: Descriptive statistics on reasons for stopping to donate blood by racial group

Reasons for stopping to donate blood	African	Brown	Indian	White	Other	Total
I did not know enough about blood donation	6	2	0	5	0	13
The nurses hurt me when I donated previously	1	0	0	5	0	6
The blood service staff/nurses were unfriendly when I donated previously	1	2	1	3	0	7
I felt very bad after I have donated blood	1	5	0	13	0	19
There is a medical reason why I cannot donate blood	4	8	2	33	2	49
Donating blood is too time consuming	6	6	1	11	1	25
I'm now too old to donate blood	0	2	2	10	0	14
I have low blood sugar	1	0	0	1	0	2
I have low blood pressure	0	1	0	13	0	14
I am pregnant	1	0	0	5	0	6
I breastfeed my baby	0	0	0	0	0	0
I am HIV positive	1	0	0	0	0	1
I am diabetic	0	4	0	6	0	10

The majority of white, brown, and Indian respondents stated medical conditions as the reason for blood donation cessation. Meanwhile, black African donors submitted the reason they stopped donating blood as insufficient knowledge about blood donation, and they view blood donations as too time consuming.

As established, there are various motivations and factors that influence potential donors' decision to donate blood. These aspects are crucial to consider before formulating tailored blood donor recruitment messages. Without this knowledge, the communication practitioner will be directionless in developing strategic recruitment communication messages. Therefore, the reasons for not donating blood will be presented next. The information below is first presented by age and gender groups (Table 5-8) and then by racial groups (Table 5-9).

Table 5-8: Descriptive statistics on reasons for not donating blood by age and gender groups

Reasons for not donating blood	18-25	26-29	30-39	40-49	50-59	60-69	>70	Total	Male	Female	Total
I do not know enough about blood donation	5	5	3	2	1	0	0	16	8	7	15
I do not want to donate my blood to just anyone	1	4	2	2	2	1	0	12	6	5	11
I do not know where to donate blood	2	1	4	0	1	1	0	9	4	5	9
I will only donate blood to my closest family members	1	3	0	2	0	0	0	6	3	3	6
I do not know whether the blood service are going to use my blood or throw it away	2	0	2	0	1	0	0	5	4	1	5
I am scared of needles	12	4	9	5	7	3	2	42	15	25	40
I am scared that I will be hurt	7	4	5	4	4	2	0	26	12	12	24
I am scared that I will contract a disease such as HIV Aids	0	0	0	0	1	0	0	1	1	0	1
I do not want to donate my blood free of charge	1	0	0	0	1	1	0	3	1	2	3
There is no blood clinic near me	1	0	1	1	0	1	0	4	2	2	4
Donating blood is too time consuming	2	0	0	0	0	0	1	3	2	1	3
Donating blood is against my religion	0	1	2	1	1	0	0	5	1	4	5
I smoke dagga/weed/marijuana	2	1	0	1	0	0	0	4	2	2	4
I am an alcoholic	0	0	0	0	0	0	0	0	0	0	0
I have low blood sugar	0	0	0	0	1	0	0	1	0	1	1
I have low blood pressure	2	0	4	2	2	1	1	12	4	8	12
I am pregnant	1	0	1	0	0	0	0	2	0	2	2
I breastfeed my baby	0	0	0	0	0	0	0	0	0	0	0
I am HIV positive	0	0	0	2	0	0	0	2	1	1	2
I am diabetic	0	0	0	1	6	1	2	10	3	6	9
I do not want to know my HIV status	0	0	1	0	0	0	0	1	0	1	1
No specific reason	3	0	3	3	2	0	1	12	5	7	12

As pointed out by Gillespie and Hillyer (2002), non-donors have various reasons and fears about the blood donation process. These are crucial to consider before recruitment messages and campaigns are developed given that they will influence the success of the said communication. Furthermore, Aldamiz-Echevarria and Aguirre-Garcia (2014) and Gillespie and Hillyer (2002) depict positive and negative motivators that make individuals donate blood, and these motivators must be determined during environmental scanning for effective message tailoring. As pointed out in Chapters 1 and 2, positive motivators refer to altruism, incentives, and social pressure, while negative motivators refer to fear and anxiety (Gillespie & Hillyer, 2002; Aldamiz-Echevarria & Aguirre-Garcia, 2014; Ferguson*,* 2015). It can be noted from the data presented above that most of the female and male respondents were not donating blood because of fear and anxiety. Many fear the physical effects of blood donation (scared of getting hurt, fear of needles and fear of contracting HIV/Aids, n=65). Another common reason for not donating blood amongst the female and male respondents of various ages was that they do not know enough about blood donation (n=15), especially individuals aged between 18 to 39 years (n=13). Furthermore, some respondents did not have any reason for not donating blood, which the researcher observed from the quantitative questionnaires (n=12).

The empirical results show that in South Africa, donor recruitment messages are not developed with the needs, fears, and perceptions of underrepresented racial groups in mind. Communication messages must therefore be tailored to reach these groups. The table below presents the descriptive data of the reasons why respondents did not donate blood according to racial group.

Table 5-9: Descriptive information on reasons for not donating blood by racial group

Reasons for not donating blood	African	Brown	Indian	White	Other	Total
I do not know enough about blood donation	8	6	1	0	0	15
I do not want to donate my blood to just anyone	7	3	0	1	1	12
I do not know where to donate blood	1	5	0	3	0	9
I will only donate blood to my closest family members	3	3	0	0	0	6
I do not know whether the blood service are going to use my blood or throw it away	1	2	0	2	0	5
I am scared of needles	12	7	1	19	1	40
I am scared that I will be hurt	6	7	1	10	0	24
I am scared that I will contract a disease such as HIV Aids	0	1	0	0	0	1
I do not want to donate my blood free of charge	2	0	0	1	0	3
There is no blood clinic near me	1	2	0	1	0	4
Donating blood is too time consuming	0	0	0	2	1	3
Donating blood is against my religion	0	1	3	1	0	5
I smoke dagga/weed/marijuana	0	2	0	2	0	4
I am an alcoholic	0	0	0	0	0	0
I have low blood sugar	0	0	0	1	0	1
I have low blood pressure	1	5	0	5	1	12
I am pregnant	0	0	0	1	0	1
I breastfeed my baby	0	0	0	0	0	0
I am HIV positive	2	0	0	0	0	2
I am diabetic	0	4	0	6	0	10
I do not want to know my HIV status	0	1	0	0	0	1

It can be noted from the data presented above that fear of donating blood is a universal problem across all races. This implies that messages to address fear and anxiousness should be available in all the languages spoken in the Western Cape as this fear spreads across all the racial groups.

Another factor to consider is the cultural views of blood and blood donation. Some African groups view blood as a symbolic fluid (Ottong *et al.,* 1997; Grassineau *et al.,* 2007) with tribal, spiritual, and kinship properties. According to Titmuss (1971), many Africans view the act of donating blood to help "strangers" as culturally or religiously inappropriate, as some cultures believe that one's blood should be gifted to family members and not strangers. The respondents, especially the black Africans among them, indicated the main reason for not wanting to donate their blood as a fear of needles and a lack of information on the blood donation process. Black African respondents indicated a reluctance to donate blood because they did not want to donate to strangers.

The main aim of the quantitative questionnaire was to determine the information needs of non-donors and answer the fourth and final research question for this study, namely, *What are the information needs of non-donors on blood donation?* Information presented next provide the data on non-donors' information needs. Respondents were asked to identify what type of information they need to be convinced to donate blood. First, the data on information needs of non-donors is presented according to age and gender (Table 5-10), and then according to racial group (Table 5-11).

Table 5-10: Descriptive statistics on the information needs of respondents by age and gender

Information needs	18-25	26-29	30-39	40-49	50-59	60-69	>70	Total	Male	Female	Total
The reasons why I should donate blood should be clear	18	7	8	7	8	1	0	49	23	25	48
The process to donate blood should be explained clearly	22	9	7	12	6	3	2	61	24	37	61
I want to know how safe it is to donate blood	23	4	12	9	7	3	1	59	19	39	58
I want to know where I can donate blood	17	6	13	8	6	4	0	54	22	32	54
I want to know what are the requirements to donate blood	17	4	10	11	5	2	3	52	21	31	52
I want to know what happens to my blood after I have donated it	11	8	3	6	1	2	0	31	16	15	31
I want to know who gets my blood	4	5	4	8	2	1	0	24	14	10	24
Can I donate blood if I am ill (e.g. flu)?	1	2	0	0	1	3	1	8	4	4	8
Can I/my blood be rejected?	1	1	1	2	3	0	0	8	5	3	8
Can my blood be used for any other reason than medical reasons?	0	0	1	2	0	1	0	4	2	2	4
I do not need any information	26	5	20	22	21	13	9	116	32	81	113

From the data presented above it is clear that the most important information need indicated by the respondents was that the process to donate blood should be explained clearly (n=61). Furthermore, individuals want to know how safe it is to donate blood (n=59 and 58), where they can donate blood (n=54), and what are the blood donor requirements (n=52). The information need on the donation process correlates with the above data that indicate a fear of the donation process as the main reason for not donating blood. Recruitment messages must hence clearly communicate the requirements to donate blood, where donation will take place, and what happens to an individual's blood after blood donation.

The common information needs of female and male non-donors between all age groups are: the reasons for donating blood, the blood donation process, how safe blood donation is, where blood can be donated, and the requirements to donate. Individuals between the ages of 60 and 69 years' primary information needs include: reasons for donating, how safe blood donation is, the requirements for blood donation, where blood can be donated, and whether one can donate blood when ill.

Table 5-11: Descriptive statistics on the information needs of respondents by race

Information needs	**African**	**Brown**	**Indian**	**White**	**Other**	**Total**
The reasons why I should donate blood should be clear	18	17	2	9	1	47
The process to donate blood should be explained clearly	22	17	2	16	1	58
I want to know how safe it is to donate blood	18	15	3	21	0	57
I want to know where I can donate blood	14	14	0	25	1	54
I want to know what are the requirements to donate blood	14	13	2	20	2	51
I want to know what happens to my blood after I have donated it	10	7	1	10	0	28
I want to know who gets my blood	8	4	2	7	1	22
Can I donate blood if I am ill (e.g. flu)?	1	0	1	6	0	8
Can I/my blood be rejected?	0	3	0	5	0	8
Can my blood be used for any other reason than medical reasons?	2	0	1	1	0	4
I do not need any information	21	29	3	59	4	116
Other	8	8	2	20	0	38

The data presented above indicates that underrepresented racial respondents (African and brown) have the greatest need for information concerning all aspects of blood donation. This implies that all the indicators should be included in recruitment actions and messages.

According to Galal (2020), as of 2022, South Africa's population was approximately 60.6 million of which approximately 49.1 million were Black Africans. However, blood donors are not proportionally representative of the population; the SANBS (2020) states that the majority of blood in South Africa is collected from white individuals while only 24% of blood donations are collected from other racial groups. A possible reason for underrepresented racial groups not donating blood is a lack of information from blood services. Given that their information needs are not satisfied these individuals do not have the confidence to donate blood. The statistics presented above reveals that the main information needs of white and Indian individuals are the reasons for donating blood and how safe it is to donate blood. On the other hand, black and coloured individuals need more information on the process of blood donation. Black individuals, meanwhile, want more information on the reasons to donate blood and information on the requirements for blood donation. Coloured individuals also require information on why it is important to donate blood and how safe it is to donate blood. Despite these overlapping needs, the same blood donor recruitment message will not be equally effective for all racial groups. Hence, for the WCBS to be more effective in recruiting blood donors, their blood donor recruitment messages must be tailored for cultural relevance and address the information needs of various racial groups.

According to Kukafka (2008:22), successful messages have to be tailored to be relevant to potential blood donors and influence their behaviour. Moreover, to achieve engagement, for instance, if potential donors have questions, communication channels that will best foster two-way communication between potential blood donors and blood services should be used. Therefore, the final question asked in the quantitative questionnaire focused on respondents' preferred communication channels. The data is presented according to age, gender, and race.

Table 5-12: Descriptive statistics of respondents on their preferred communication channel by age and gender

Preferred Channel	18-25	26-29	30-39	40-49	50-59	60-69	>70	Total	Male	Female	Total
Advertising	8	4	7	3	4	1	0	27	10	17	27
Telephone call	0	1	1	3	2	0	1	8	3	5	8
SMS	17	2	11	13	9	5	0	57	21	36	57
WhatsApp	7	2	3	0	0	2	0	14	4	10	14
E-mail	10	9	6	5	9	1	1	41	11	29	40
Mobile application	3	0	1	1	0	0	0	5	3	2	5
Educational talks	1	0	0	0	0	0	0	1	0	1	1
Article	0	0	0	0	0	0	0	0	0	0	0
E-Newsletter	0	0	1	0	0	0	0	1	1	0	1
Printed newsletter	0	0	0	0	1	0	0	1	1	0	1
Face-to-face talks	3	2	2	3	0	1	2	13	7	6	13
Promotional material	1	1	0	0	0	0	0	2	2	0	2

The data represented above indicates clearly that electronic media such as SMSs (n=57), e-mails (n=41 and 40), and advertisements (n=27) are the preferred modes of communication, according to the respondents. This can be problematic given that the WCBS does not have non-donors' contact details. Few respondents indicated a need for electronic or printed newsletters or other promotional materials (n=2). Face-to-face talks (n=13) and educational talks (n=1) were also mentioned.

Since data was collected in front of or near blood donation clinics in malls, many respondents went to the clinic to donate blood directly after completing the questionnaire. This implies that even the five minutes it took to complete the questionnaire was enough to spark an interest in blood donation. Clearly, personal interaction with non-donors is effective for changing the behaviour of non-donors.

Telephonic communication, face-to-face talks, and educational talks were communication channels selected by the minority of respondents as preferred communication channels. According to literature these channels are normally preferred by the masses and are highly effective for establishing two-way communication. The above-mentioned information also indicated that word of mouth is a powerful channel to spark interest in blood donation.

Notwithstanding, the statistics in the table above indicate that individuals also prefer communication channels such as SMSs and e-mails instead of communication channels that foster two-way communication. Even so, in order for the WCBS to be effective and recruit non-donors successfully, blood donor recruitment messages must be distributed through e-mails and SMSs to reach non-donors through their preferred communication channels. This implies that the WCBS has to obtain the contact details of non-donors; thus, environmental scanning must be applied to determine the true information needs of non-donors. In a South African context, this can be difficult because the POPI Act protects the personal data of individuals. Blood services therefore have to work strategically to get permission from non-donors to use e-mails and SMSs as a communication channel.

As presented from the data above, respondents also prefer electronic media such as Facebook, Twitter and Instagram. These platforms can foster two-way communication and blood services do not have to collect the personal details of non-donors (such as cell phone numbers and e-mail addresses) in order to reach them on these platforms. Electronic media is therefore a crucial communication channel blood services must use to communicate with non-donors. According to Grunig (2013), social media platforms such as Facebook, Twitter, Instagram, and YouTube are highly effective in facilitating two-way communication. Given that blood services are NPOs and often lack financial resources, social media platforms are the most cost-effective communication channels that can be used for tailored-made blood donor recruitment communication and should not be neglected by the WCBS (Kukafka, 2008:32). However, this can be problematic given that blood services must first draw non-donors to their Facebook page before they are able to converse with them.

The data represented above indicates clearly that electronic media such as SMSs (n=57) and e-mails (n=41 and 40) are the preferred mode of communication as indicated by most respondents. Few respondents indicated a need for electronic or printed newsletters or other promotional materials (n=4). Face-to-face talks (n=13) and educational talks (n=1) were also mentioned, albeit by only a few. Although different age groups want to be communicated to through different communication channels, all the age groups mainly chose SMSs as their preferred communication channel for viewing and receiving blood donor recruitment messages. Individuals between the ages 18 and 25, 30 and 39, 40 and 49, 50 and 59, and 60 and 69 prefer SMSs, while individuals between the ages of 26 and 29 prefer e-mails. Both female and male non-donors mainly prefer SMSs as a communication channel.

The table below presents the data collected on the respondents' preferred communication channel by race.

Table 5-13: Descriptive statistics of respondents on their preferred communication channel by race

Preferred communication channel	African	Brown	Indian	White	Other	Total
Advertising	5	9	3	6	0	23
Telephone call	1	3	0	4	0	8
SMS	19	15	0	23	0	57
WhatsApp	7	1	1	5	0	14
E-mail	8	8	0	18	5	39
Mobile application	0	1	0	4	0	5
Educational talks	0	1	0	0	0	1
Article	0	0	0	0	0	0
E-Newsletter	1	0	0	0	0	1
Printed newsletter	0	0	0	1	0	1
Face-to-face talks	4	3	1	4	0	12
Promotional material	0	1	0	1	0	2

There is no significant difference between the racial groups with reference to their preferred communication channels. However, brown and white respondents did indicate a higher preference for telephone calls than did other racial groups. It seems that most respondents (irrespective of race) prefer SMS as a communication channel.

5.4 Conclusion

The aim of this chapter was to answer the fourth and final research question, namely: *what are the information needs of non-donors on blood donation?* This chapter first reported the demographic data of the respondents, namely age group, gender, and race. It then focused on the respondents' level of awareness and knowledge of blood donation, the reasons donors no longer donate blood when they once were donors, the reasons donors gave for not donating at all, their information needs, and their preferred communication channel. The majority of respondents were female, white, and aged between 18 and 25 years.

It is clear from the data collected that ignorance about the prevalence of blood donation is not the main reason for the participating respondents not donating blood, considering that the majority was aware that they can donate blood (100%, n=357). It was noteworthy to find that word of mouth creates a significant amount of awareness in regard to blood donation. The majority of respondents heard about blood donation from their school, university, work (56,7, n=190%) and from newspapers (15,2, n=51%). Word of mouth can hence greatly influence individuals to donate or not to donate blood. The evidence suggests that blood services should distribute tailored and relevant blood donor recruitment at universities, schools, and workplaces through the most suitable communication channel to persuade non-donors.

Many respondents who were blood donors previously, stopped because they believe their medical condition hinders them from blood donation, it is therefore important for blood services to communicate clearly who is eligible to donate blood otherwise blood services will not retain or recruit these individuals.

From the data collected, many individuals had a misconception in regard to the age requirements of blood donation, as many believed they were too old to donate blood, when in fact, they still fall within the age criteria to donate blood. This has great implications for blood services given that they unnecessarily lose these donors given a lack of knowledge. It is therefore important to target this age group in tailor-made blood donor recruitment messages and indicate that they are however still eligible to donate blood.

Aldamiz-Echevarria and Aguirre-Garcia (2013), Ferguson (2015) and Gillespie and Hillyer (2002) point out that there are various negative motivations and factors that influence non-donors not to donate. Amongst the negative motivations and factors, fear and anxiety are identified as the major reasons for not donating blood. It is clear from the data that the fear of needles and getting hurt were the main reasons why individuals do not donate blood. It is therefore of great importance to address these factors in tailor-made blood donor recruitment communication if the WCBS desires to change the behaviour of these non-donors and ultimately convince them to overcome their fears and stereotypes to become blood donors.

According to literature as pointed out in Chapter 2, many black African non-donors do not view donating blood to help “strangers” positively and, in fact, could hinder blood donation, as giving blood is a gift to only family members and is not meant for strangers (Titmuss, 1971). However, it was found from the data collected that the main reason why many black Africans do not donate is not because they do not want to donate to just anyone; their main reason is a fear of needles.

Moreover, it’s clear through the data collected that the most important information needs indicated by the respondents of all racial groups were that they want to know why they should donate blood, they want the donation process explained clearly, and they want to know that it is safe to donate blood. Furthermore, the most preferred communication medium selected by respondents were SMSs and e-mails and therefore can be considered as a primary communication medium for blood donor recruitment communication.

The respondents’ information needs were determined with the quantitative questionnaire; therefore, the fourth and final research questions were determined: *what are the information needs of non-donors on blood donation?*

In the next chapter, the findings from Chapters 4 and 5 are discussed within the conceptual framework set out in Chapter 2 to answer this study's general research question, namely: *In what way can the principles of strategic communication and the perceptions of non-donors on the WCBS's blood donor recruitment messages be used to create a framework for blood donor recruitment messages?*

CHAPTER 6 CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The purpose of this study was to determine how blood services should communicate to recruit non-donors. Chapter 1 provided a background on the WCBS and discussed how the blood service is communicating to recruit non-donors. Furthermore, the problem statement and the general research question that was formulated for this study were presented in Chapter 1.

Chapter 2 provided the conceptual framework for tailored blood donor recruitment communication. Chapter 3 laid out the research methodology that was followed to achieve the outcome of this study. Mixed-method research was used to ensure the reliability of the study. A semi-structured interview, focus group interviews, qualitative content analysis and quantitative questionnaires were used to gather data to provide a nuanced answer to the research question.

Chapters 4 and 5 provided an analysis of the qualitative and quantitative data that was collected. This chapter answers the general research question by aligning the findings of Chapters 4 and 5 with the theory as discussed in Chapter 2. Moreover, it discusses how the conceptual framework relates to the specific research questions as set out in Chapter 1.Lastly, recommendations are provided on how blood services such as the WCBS should communicate to recruit non-donors.

The main aim of the study is to answer the general research question:

In what way can the principles of strategic communication and the perceptions of non-donors on the WCBS's blood donor recruitment messages be used to create a framework for blood donor recruitment messages?

The specific research questions must be answered first to answer the general research question. The conceptual framework for this study, as set out in Chapter 2, answers research question 1.

6.2 Conceptual framework

Specific research question 1

How should blood services communicate to recruit blood donors, according to the principles of strategic communication literature?

The literature review of this study started with an explanation of the principles of strategic communication. These principles are important to understand given that it lays the foundation for effective communication in an organisation. Strategic communication does not only involve the implementation of communication techniques but enables an organisation to communicate with intention and engage in conversation with strategic significance in order to reach a specific goal (Zerfass *et al.,* 2018:493). Strategic communication enables an organisation to reach its long-term goals. All communication used by an organisation must therefore be strategically managed and aligned with the organisation's goals. Chapter 2 specifically provided a conceptual framework for blood donor recruitment communication. Figure 2.4 is repeated below for the convenience of the reader.

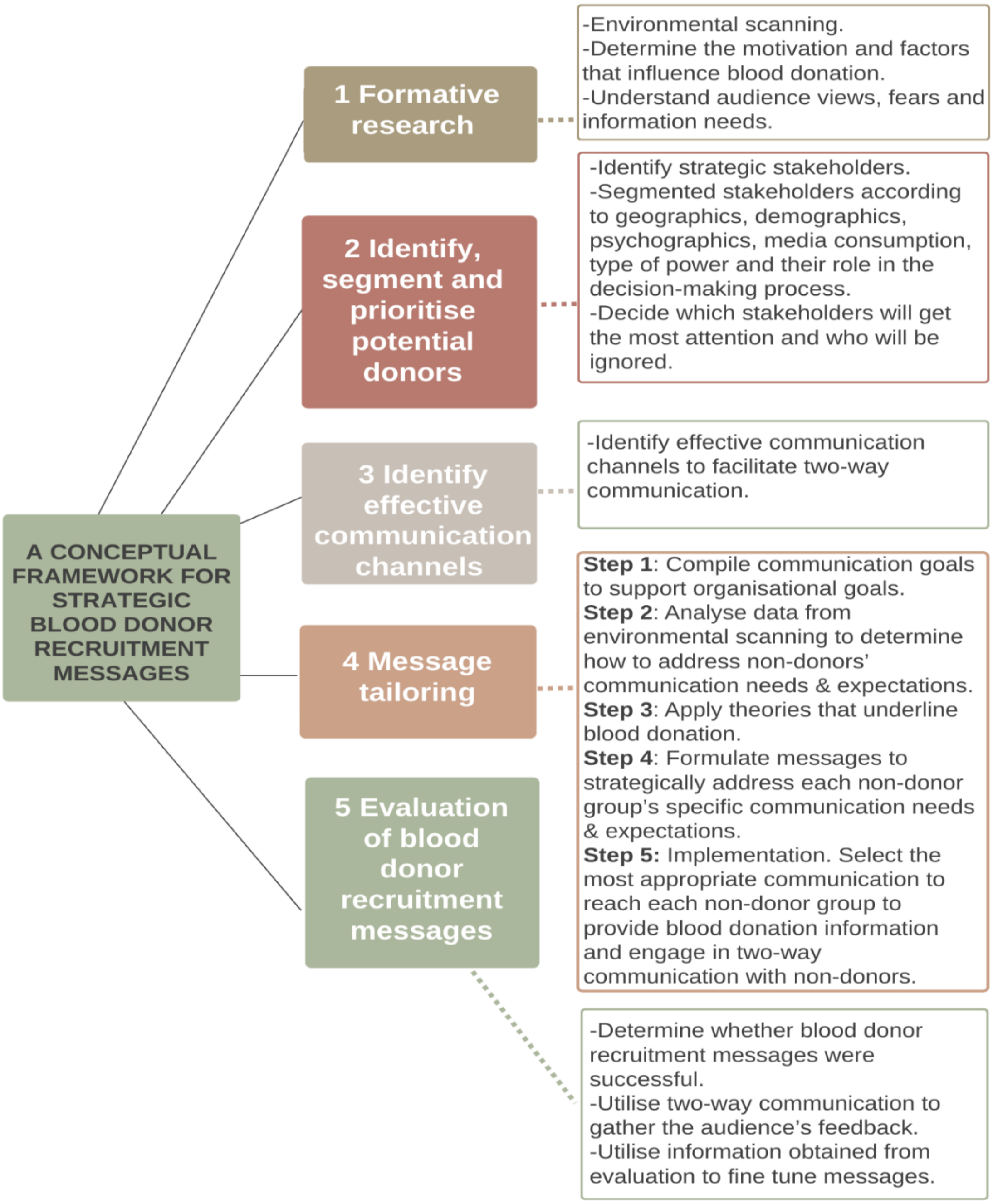

Figure 6-1: Proposed conceptual framework for tailored blood donor recruitment messages

(Source: Author)

6.2.1 Formative research

According to the principles of strategic communication, an organisation must satisfy the needs of management and their stakeholders to be successful in its mission (Grunig & Grunig, 2000:308; Kristensen, 2010:137). To satisfy the needs of management as well as stakeholders, strategic research must take place through environmental scanning. The results of environmental scanning must be used to align organisational goals and the needs and expectancies of stakeholders. This implies that the communication practitioner in the role of the strategist utilises environmental scanning to listen strategically to stakeholders and thereby accommodate their needs, motivations, and opinions.

Blood services do not rely on financial donations of donors for its survival and therefore differ from other NPOs given that individuals have to offer up their time and normally fear the blood donation process (Vavić *et al.*, 2012; Rose *et al.*, 2014:88). Various motivations and factors influence non-donors to donate blood, such as incentives, altruism, fear and anxiety. These motivations and factors have to be determined during environmental scanning and addressed in blood donor recruitment communication. Additionally, the objectives of blood donor recruitment must also be determined before developing blood donor recruitment messages (see blood services objectives in section 2.2.4).

In summary, before blood services develop blood donor recruitment messages environmental scanning can be conducted through the following measures: first, determine the objectives of blood services; second, identify the negative and positive motivators that influence blood donation; and last, determine the information needs of non-donors. The information gathered from environmental scanning must be used to create effective communication messages that are aligned with the objectives of blood services and segmentise and prioritise potential donors.

During environmental scanning, the strategist has to identify strategic stakeholders (Steyn & Puth, 2000:64). After strategic stakeholders have been identified, they must be segmented and prioritised accordingly (Grunig, 2011:22; Gregory, 2015:120). As discussed, segmentation can be defined as the process of grouping individuals according to similarities in order to best serve their needs (Gregory, 2015:120). Individuals can be segmented according to geographics, demographics, psychographics, media consumption, type of power, and their role in the decision-making process. The strategist must segment stakeholders according to similarities as these groups will respond similarly to communication messages (Grunig, 2011:22; Gregory, 2015:120). This is critical given that it enables the communication practitioner to design messages to focus only on those stakeholders who are critical to reach (Gregory, 2015:120). Once individuals are segmented, they must be prioritised accordingly. According to Winn (2001:133-166), prioritisation involves deciding whom to pay the most attention to and whom to ignore (see section 2.2.2.2 on how to prioritise stakeholders).

Most blood donors are white, and only 6% of blood donors are black African donors, despite them being the largest racial group in South Africa (SANBS, 2018b). Black Africans have special blood characteristics that other population groups do not have and are therefore a critical stakeholder group to recruit as blood donors. Blood donor recruitment messages must be structured in such a way that it communicates not only in English and Afrikaans but also in languages that are relevant and understandable to black African groups, especially in the Western Cape. Different racial groups have different cultural backgrounds and will respond differently to recruitment messages.

6.2.2 Identify, segment, and prioritise potential donors

During environmental scanning the strategist must identify strategic stakeholders (Steyn & Puth, 2000:64).After strategic stakeholders have been identified, they have to be segmented and prioritised accordingly (Grunig, 2011:22; Gregory, 2015:120). According to Gregory (2015:120) segmentation can be defined as the process of grouping individuals according to similarities in order to best serve their needs. Individuals can be segmented according to geographics, demographics, psychographics, media consumption, type of power and their role in the decision-making process. The strategist has to segment stakeholders given that individuals with similarities will respond similar to communication messages (Grunig, 2011:22; Gregory, 2015:120). This is critical given that it enables the communication practitioner to design messages to focus only on those stakeholders who are critical to reach (Gregory, 2015:120). Once individuals are segmented, they must be prioritised accordingly. According to Winn (2001:133-166) prioritisation involves deciding who to pay the most attention to and who to ignore (see section 2.2.2.2 on how to prioritise stakeholders).

Most blood donors are white, and only 6% of blood donors are black African donors, despite them being the largest racial group in South Africa (SANBS, 2018). Black Africans have special blood characteristics that other population groups do not have and are therefore a critical stakeholder group to recruit as blood donors. Blood donor recruitment messages must be structured in such a way that it communicates not only in English and Afrikaans but communicate in languages that are relevant and understandable by black African groups. Different racial groups have different cultural backgrounds and will respond differently to recruitment messages.

6.2.3 Apply two-way communication to engage with potential blood donors

During environmental scanning, two-way communication must be used to further understand the information needs, fears, and motivations of non-donors. Moreover, two-way communication must be utilised to determine the most suitable communication channels to address these needs.

Furthermore, stakeholder loyalty can be increased when two-way communication is established, given that the strategist listens to stakeholders to accommodate their needs, motivations, and opinions. An organisation must implement a two-way approach to communication messages to engage in equal dialogue with stakeholders that contribute to mutual understanding and strong, mutually beneficial relationships (Grunig, 2011; Steyn, 2002).

Engaging in two-way communication enables the communication practitioner to understand the needs, fears, and expectations of non-donors, for example: Why don't individuals donate blood? Information from this research and conversations must be used to tailor messages strategically andidentify the most effective communication channels.

Engaging in two-way communication is also essential during the evaluation process, given the importance of determining whether the tailored blood donor recruitment messages as well as the channels are effective and furthermore to determine whether blood donor recruitment messages have to change or be fine-tuned.

6.2.4 Message tailoring

Once the objectives of blood services are determined and environmental scanning is conducted, tailored blood donor recruitment messages can be developed. Kreuter and Wray (2003) state that messages that are tailored are more likely to be recalled, rated as interesting, talked about, and perceived as personally relevant. Blood donor recruitment messages, therefore, need to be tailored to be more persuasive.

As discussed in Chapter 2, tailoring is the personalisation of messages based on individuals' beliefs, traits, culture, and abilities (Kreuter & Skinner, 2000). Kreuter and Wray (2003) and Kukafka (2008:27) use a five-step approach that provides the characteristics of the tailoring process (see section 2.7).

Step 1 involves determining the main goal that tailored blood donor recruitment messages must achieve. In the case of blood services, the ultimate goal of blood donor recruitment messages is to influence individuals through relevant tailored blood donor recruitment messages to such an extent that non-donors will comply and become regular blood donors. In order to achieve the latter, the outcomes of blood donor recruitment messages have to be fulfilled. Therefore, the high-level goal for tailored blood donor recruitment communication is *to increase the number of new donors.*

Step 2 involves analysing the data from environmental scanning to determine how to address non-donors' communication needs and expectations. In order to develop effective communication messages, it is necessary to conduct environmental scanning to specifically identify, segment, and prioritise stakeholders before formulating blood donor recruitment messages. When non-donors are segmented into groups, they tend to respond similarly to tailored blood donor recruitment communication messages. Segmenting non-donors, therefore, enables the communication practitioner to tailor messages for these groups.

During **step 3**, texts and other content that include visuals and communication messages are developed. Therefore, experts, such as the communication strategist must write the content for tailored blood donor recruitment messages that incorporate theories such as altruism and persuasion, the compliance gaining theory, Burke's theory of identification, the symbolic interaction theory, and the elaboration likelihood model and, together with data gathered from environmental scanning, serve as the basis for tailoring recommendations. Thus, the communication practitioner must integrate the above-mentioned theories with practice. Step 3 therefore involves acquiring expert knowledge (expertise) to author the content and structure of the blood donor recruitment message, informed by the theories that underline blood donor recruitment messages in such a way that messages are coherent, cohesive, and effectively persuasive. Therefore, when developing tailored blood donor recruitment messages, the following must be considered (see section 2.5):

- the five basic motives of altruism must be used in combination when tailoring blood donor recruitment messages in order to improve the persuasiveness of the messages (see section 2.2.7.1);
- the compliance gaining strategies that motivate individuals to donate blood must be used (see section 2.2.7.2);
- as revealed by Burke's theory of identification, blood services have to focus on those aspects regarding blood donation with which non-donors might identify or want to identify (see section 2.2.7.3);
- communication practitioners can use the relationship between the individual and society together with altruism to reveal the need for blood donation and emphasise that blood donors

contribute to society and have a "reason" for an improved self-concept (see section 2.2.7.4); and

- in order for blood donor recruitment communication messages to persuade users of low and high receiver involvement and change their attitudes and behaviour, both a central and a peripheral route must be followed (see section 2.2.7.5).

Step 4 involves formulating messages to strategically address each non-donor group's specific communication needs and expectations. Aldamiz-Echevarria and Aguirre-Garcia (2014) state that various factors influence the decision-making process for blood donation, such as personal characteristics, personal experiences, and motivations. Positive factors that influence non-donors to donate blood include altruism, incentives, and pressure. On the other hand, factors that influence individuals' decisions to donate blood negatively are fear, anxiety, and scheduling conflicts. These positive and negative factors must be addressed through tailored blood donor recruitment messages.

Step 5 involves the implementation phase, where the messages are compiled and distributed through the communication channels as identified by environmental scanning. During environmental scanning, the communication practitioner must select the correct communication channel strategically for each audience, especially underrepresented racial groups, according to their prioritisation (see section 2.3). Further still, blood donor recruitment messages must encourage engagement and foster two-way communication, enabling the communication practitioner to determine the deeper needs of non-donors. This information must be used to adjust and finetune blood donor recruitment messages in order to address the information needs of non-donors. Communication channels that are effective in facilitating two-way communication use social media platforms such as Facebook, Twitter, Instagram, and YouTube (Grunig, 2013). Blood services should use these platforms given that they are cost-effective. However, not everyone has access to these platforms. Other cost-effective and appropriate communication channels to consider include face-to-face communication such as educational talks at schools, town hall presentations, roadshows, panel discussions, and question-and-answer sessions.

According to Kukafka (2008:28), if the intention is to change behaviour through tailored communication messages, focus should be given to the following three determinants of intention:

- the attitude towards performing the behaviour (compliance gaining theories specifically focus on attempts to influence the receiver's behaviour);

- perceived norms that influence behaviour (culture also influences behaviour, according to the symbolic interaction theory); and

- the individual's self-efficiency with respect to performing the behaviour (blood services have to be accessible and communication on the blood donation process should be clear).

Kukafka's (2008) steps serve as a guideline for developing tailored blood donor recruitment messages.

6.2.5 Evaluation

The main aim of evaluation is to determine whether the blood donor recruitment messages reached the objectives of blood services (WCBS), which is to increase the number of individuals that donate blood. Evaluation is critical given that it will determine whether blood donor recruitment messages are successful or adjustments have to be made (Flood-Grady*et al.,* 2008). Furthermore, evaluation enables the communication practitioner to engage in two-way communication with the audience to gather feedback that is crucial to finetune blood donor recruitment messages (Contentgroup, 2018). Evaluation of blood donor recruitment messages must determine whether the tailored blood donor recruitment messages and the selected channels were effective. The evaluation also serves to determine whether blood donor recruitment messages must change or be finetuned.

The next section reports on how and what the WCBS is communicating to recruit non-donors followed by the perceptions of non-donors on the WCBS recruitment messages.

6.3 The WCBS's blood donor recruitment communication

A semi-structured interview was conducted with the promotions and public relations manager as well as the communication practitioner of the WCBS to determine the WCBS's communicative intent regarding blood donor recruitment. Moreover, a qualitative content analysis of the WCBS's communication messages in the month of June 2018 was conducted to determine what the WCBS is communicating to non-donors to recruit them. Herewith the second specific research question is answered:

Specific research question 2:

What and how does the WCBS communicate to recruit non-donors?

6.3.1 The WCBS's approach to blood donor recruitment communication

The results from the interview show that the promotions and public relations manager as well as the communication practitioner of WCBS understand the term 'strategic communication'. However, no formal strategy is in place to communicate with and recruit non-donors (see section 2.2 on strategic communication management). According to the participants, most of the blood donor recruitment messages that are distributed by the WCBS are focused on communicating to existing donors as well as recruiting new donors. However, they distribute the same messages to donors and non-donors alike. These communication messages all have the same aim, which is to influence existing donors to donate again and recruit new donors. Blood donor messages are distributed through social media and traditional communication platforms such as newsletters, newspapers, radio, billboards, SMS and social media platforms such as Facebook, Twitter, and Instagram.

The participants claimed that they select media based on the specific audience. The WCBS uses communication mediums that are accessible to all South Africans such as social media platforms, billboards, radio, newspapers and newsletters. The WCBS segment non-donors according to age group, which is only one form of segmentation and arguably not as effective as other segmentation strategies. The empirical results further show that the WCBS does not conduct environmental scanning (formal research) to determine non-donors' needs, motivations, and fears that influence blood donation, although they use the findings from informal research conducted by an external organisation (*Why5*) to guide blood donor recruitment messages. The informal research indicates to the WCBS the donor and potential donor's lifestyle (what their food preferences are, what form of entertainment individuals enjoy), demographic information, and where they spend time. Notwithstanding, it seems that most of the research *Why5* conducts are not relevant to tailoring recruitment messages as it does not equip the WCBS to address non-donors' fears, needs, and expectations. Furthermore, WCBS uses trends on social media and monitor regular issues that appear to create messages that will satisfy the needs of non-donors. This is useful in situations where individuals have the same information need, such as: where will the next blood drive be? As such, these messages address a lack of information through recruitment communication messages. Given that the WCBS uses the same message content for non-donors and donors, it can be argued that the WCBS can better use the information provided by *Why5*on non-donors' lifestyles, demographics, and where they spend to create a blood donor recruitment campaign tailored for non-donors.

Also, given that the WCBS does not conduct their own environmental scanning to determine non-donors' motivation or the factors influencing their decision to donate blood, the majority of negative factors affecting blood donation decisions, for example, people's general fear of needles, are not addressed.

The above stands despite that, according to the WCBS communication practitioner, the WCBS strives to communicate strategically with non-donors through engaging in two-way communication. The WCBS communication practitioner further expressed that the aim of the WCBS communication strategy is to not only recruit non-donors but to build relationships with non-donors. However, building relationships with non-donors whom the WCBS does not yet know is unrealistic. To address this to a degree, WCBS has a mobile application that donors and non-donors can download to get information about the blood service. Information provided by the app includes general information about the WCBS, contact information, frequently asked questions and information on blood stock levels, where to donate blood, and blood stories. However, the information provided by the app is not linked with the needs of non-donors and does not address the factors that influence non-donors' decisions to donate blood. This is evident from the lack of environmental scanning. Moreover, there is no clear recruitment campaign that promotes the app and persuades non-donors to download it. The majority of blood donor messages include the WCBS's contact details, which enables individuals to contact the blood service for any questions, but not much more.

Although two-way communication is used to some extent to communicate with non-donors, no formal communication strategy is in place to communicate with underrepresented racial groups such as black Africans. However, some form of communication does exist with the aim of influencing black African non-donors: influencers drive around in areas like neighbourhoods in cars with the WCBS logo on and communicate with non-donors. These influencers are the WCBS ambassadors with whom black Africans relate and can connect. However, no formal evaluation is conducted in order to determine how successful these influencers are. Therefore, this cannot be considered a strategic approach to influence non-donors such as black Africans given that these influencers will not necessarily address the information needs and expectations of these non-donors. Strategic, prioritised and tailored communication is therefore required for black African non-donors as an important stakeholder group.

It is clear from the above-mentioned information that the WCBS has no measures in place to communicate strategically to recruit new donors. Moreover, no tailored blood donor recruitment messages specifically focused on recruiting non-donors have been developed by WCBS. As mentioned, while the WCBS uses informal research such as social media trends as a guideline to determine the needs of non-donors, this research does not specifically focus on determining and addressing the needs of non-donors and therefore does nothing to support the organisational strategy. Lastly, a strategy to recruit black African donors is not in place.

The next section provides a brief report on what the WCBS is communicating to recruit non-donors. This report below provides information obtained from the content analysis of 23 blood donor recruitment messages that was used in June 2018, given that this is the blood service's annual blood drive month.

6.3.2 Content analysis of the WCBS blood donor recruitment messages

The aim of the content analysis was to determine how and what WCBS is communicating to non-donors. Therefore, the content analysis observed whether blood donor recruitment messages addressed non-donors' motivations, fears, and other factors that influence blood donation: were tailored to reflect the theories underlining blood donation, were distributed on communication channels that facilitate two-way communication and whether achievable and measurable outcomes were achieved.

WCBS requires blood donors in order to function as an organisation. Therefore, it is crucial to distribute effective blood donor recruitment messages to ensure a sustainable amount of blood and blood products. To achieve this goal, blood services must develop and distribute blood donor recruitment messages that are relevant to the intended audiences. To increase the relevancy of the communication message, messages must be tailored (Kreuter & Skinner, 2000). During the month of June 2018, WCBS distributed 21 communication messages. June is usually the WCBS's annual blood drive month, which means their communication is intensified during this time.

The main headings of the blood donor recruitment messages are presented below:

- *"WCBS has only enough blood for a day!"*
- *"WCBS blood stocks are critically low"*
- *"Be there for someone else. Give blood. Share Life"*
- *"We need you to donate blood"*
- *"Take 30 of your 67 minutes to save 3 lives"*
- *"Want to Win Movie Tickets?"*
- *"Cookie of the year"*

- *"Receive a free Wimpy coffee wristband"*
- *"Don't leave us out in the cold this winter – donate blood"*
- *"Winter is coming"*

The above-mentioned blood donor recruitment messages were distributed by the WCBS on communication mediums such as Facebook, Instagram, e-mail, brochures, and posters. The majority of blood donor recruitment messages were distributed on social media platforms such as Facebook and Instagram. Although social media platforms are the easiest communication channel to reach the masses, it is not always the most effective communication channel to distribute tailored blood donor recruitment messages. South Africa is a developing country and not everyone has access to the internet (see section 2.3). Moreover, ways in which to engage in two-way communication were visible in some messages, although they were lacking in the majority of the WCBS blood donor recruitment messages.

The key findings of the content analysis on the WCBS blood donor recruitment messages can be articulated as follows:

- Blood donor recruitment messages were mainly focused on:
    - the severity of critically low blood stock levels;
    - where blood donation will take place;
    - incentives for donors;
    - individuals eligible to donate blood; and
    - altruistic content.
- June is usually WCBS's annual blood drive month. From the above-mentioned blood donor recruitment message focus points, messages are not specifically tailored to be relevant to *non-donors*. The abovementioned messages do not focus on a major critical blood donor recruitment aspect such as education on the blood donation process. Furthermore, although altruistic content is visible in the WCBS blood donor recruitment messages, other theories that underline blood donor recruitment communication are not as visible in the analysed recruitment messages. While altruistic content is visible in the WCBS blood donor recruitment messages, it is not used to its full effect. An altruistic element that is crucial to consider that is not present in the recruitment message is reluctant altruism, which is the experience of a sense of responsibility to donate because a fear arises that no one else will take the responsibility to donate.

- Some of non-donors’ information needs were addressed given that some recruitment messages provided information on eligibility to donate blood and minimum physical requirement to donate blood.

- The negative and positive factors that influence blood donation that are addressed to some extent by the WCBS blood donor recruitment messages include:

  - incentives;
  - pressure; and
  - fear and anxiety.

The WCBS does not communicate effectively enough in order to influence non-donors to comply and become regular donors given that they do not have a sufficient strategy in place. The WCBS only uses certain communication channels and neglects critical communication channels such as face-to-face interaction, including town hall presentations, roadshows, panel discussions and question and answer sessions. These are critical communication channels to consider, given that many South Africans do not have access to a mobile phone or the internet. It also seems that the WCBS does not conduct environmental scanning in order to address the information needs and expectations of non-donors. June is the WCBS annual blood drive month, and there was no information distributed on the education of blood donation. Moreover, the theories that influence blood donation are not visible in most of the blood donor recruitment messages. The WCBS only focusses on altruism, incentives, pressure, fear and anxiety, but other crucial factors to address with blood donor recruitment messages include scheduling conflicts such as lack of time to donate blood and difficulties in reaching the extraction point due to a lack of transport or finances. All the blood donor recruitment messages were distributed mainly in English and not in the other 10 official South African languages. There were no blood donor recruitment messages that addressed the preconceived myths of blood donation held by underrepresented racial groups. More important, no blood donor recruitment messages were focused specifically on underrepresented racial groups.

In order for blood donor recruitment messages to be successful, it must be aimed at a specific segmented audience, given that individuals react differently to different messages (see section 2.2.2.2). Donors and non-donors have different information needs. The content analysis clearly indicates that the same messages are aimed at non-donors as well as current donors, although the two stakeholder groups have totally different communication needs. No specific recruitment messages are aimed at different racial groups such as Indians, coloureds, and black African non-donors. Furthermore, there is no indication that blood donor recruitment messages are tailored according to individuals' geographics, demographics, psychographics, media consumption, by type of power or by role in the decision-making process. From the research conducted it seems that WCBS has no strategy in place in order to conduct research to determine the needs of non-donors. Likewise, from the information gathered from the semi-structured interview, the information *Why5* provides to the WCBS is irrelevant, given that non-donors' needs and expectations are not determined.

From the semi-structured interview and content analysis, it is clear that the WCBS distribute blood donor recruitment messages that are not directly focused on addressing the needs, views and fears of non-donors. Their communication messages are focused rather on current donors and non-donors simultaneously. Blood donor recruitment messages are further not clearly segmented and environmental scanning is not used to its full potential to develop recruitment messages strategically. Furthermore, it is evident that the WCBS promotions and public relations manager as well as communication practitioner understand the term "strategic communication", but no evidence was provided that a strategy for blood donor recruitment communication is developed to recruit non-donors successfully. Moreover, from the information provided from the WCBS recruitment messages' content analysis only some aspects of the theories that underline blood donation are observable. Clearly, from the information provided by the semi-structured interview and content analysis, blood donor recruitment messages are not tailored to be more relevant and persuasive. Moreover, blood donor recruitment messages are not relevant nor tailored and do not address the information needs and the expectations of non-donors. No formal strategy is in place to communicate strategically with underrepresented racial groups. Lastly, no evaluation is conducted on the WCBS blood donor recruitment messages to determine their success.

6.4 The perceptions of non-donors on the WCBS recruitment messages

The first research question on how blood services should communicate to recruit blood donors according to the principles of strategic communication was answered by the literature study. Afterwards, the information gathered from the semi-structured interview with the WCBS promotions and public relations manager as well as the communication practitioner and the content analysis of the WCBS recruitment messages were discussed to determine how and what the WCBS is communicating to recruit donors. In this section, information gathered from the focus group interviews is discussed to determine the perceptions of non-donors on the WCBS recruitment messages. The information gathered from the focus group interviews answered research question 3.

Specific research question 3

What are the perceptions of non-donors on the WCBS recruitment messages?

The evidence from the interviews shows that WCBS's blood donor recruitment messages are not effective in influencing the behaviour of non-donors positively. The majority of the participating non-donors view the blood donor recruitment messages as irrelevant because they ignore the needs, motivations, and factors that influence non-donors to donate blood. The participants stated that crucial information that would influence them to donate blood was not sufficiently communicated by WCBS. This includes:

- educational information;
- information on eligibility for blood donation;
- process of blood donation; and
- how painful blood donation is.

Although the WCBS addresses some factors and motivations that influence non-donors' decision making, this is not an efficient enough measure because it does not address the needs of non-donors successfully. As stated previously, the WCBS communicated with non-donors and donors alike, which made it ineffective, and no efforts are in place to identify and use the most appropriate communication channels.

The majority of participants furthermore stated that they are not exposed enough to blood donor recruitment messages, and this was a major reason for not donating blood. It is therefore crucial for blood services to create blood donor recruitment messages that are easily accessible, relevant, and persuasive. Participants also stated that they want to see more blood donor recruitment messages on social media platforms such as Facebook.

The results further show that participants did not view the blood donor recruitment messages as effective in establishing two-way communication. Non-donors stated that the only blood donor recruitment messages that encourage interaction are the messages displayed on social media platforms such as Facebook and Instagram. Recruitment messages must establish two-way communication because the participants indicated that they want to be able to react to a message and feedback should be provided if they have questions.

Blood donor recruitment messages that resonated with non-donors were those that were altruistic in nature and those that communicated that blood stocks are critically low. Blood donor messages that attracted the attention of non-donors were those that were visually appealing. Various non-donors mentioned that the communication messages such as the Nelson Mandela *Take 30 of your 67 minutes to save 3 lives* were relevant and effective given that Mandela is an icon regarded as influential. Participants viewed the blood donor recruitment messages communicating that individuals could win a movie ticket if they donated as unfair. The participants believed that incentives should be given to everyone that contributes towards blood donation, not only a lucky few from a raffle.

The most important findings regarding the perceptions of the participating non-donors on the WCBS recruitment messages are as follows:

- Blood donor recruitment messages that non-donors regarded as highly persuasive were altruistic in nature and focused on the severity of low blood stock.
- Blood donor recruitment messages that attracted the attention of non-donors were visually appealing and used influencers like Nelson Mandela.
- Blood donor recruitment messages do not sufficiently and relevantly address the fears, motivations, and factors that influence non-donors to donate blood.
- Blood donor recruitment messages do not use two-way communication effectively.
- Blood donor recruitment messages have the potential to influence the behaviour of non-donors but are not visible enough.

The next section discusses the information obtained from the quantitative questionnaires to answer the final specific research question.

6.5 Information needs of non-donors on blood donation

The perceptions of non-donors were determined by conducting focus group interviews, as discussed above. Non-donors in the Western Cape completed quantitative questionnaires for the study to determine whether they were aware of blood donation, how they became aware of blood donation, what their reasons are for not donating blood, and what information they require to be successfully influenced to donate blood. The fourth and final specific research question can be answered by discussing the information from the quantitative questionnaires.

Specific research question 4

What are the information needs of non-donors on blood donation?

To improve the effectivity of blood donor recruitment messages, blood services must address the reasons people do not wish to donate blood. The information obtained from the questionnaires provided a nuanced background on the information needs of non-donors and why they are not donating blood.

Ignorance about the prevalence of blood donation is not the main reason for non-donors not donating blood but rather the negative factors surrounding fear and anxiety. Furthermore, print and social media platforms were not the primary source where the respondents were made aware of blood donation; instead, word of mouth as well as university, college and blood drives at work were the primary sources of information about blood donation. Respondents indicated they were made aware of blood donation through blood drives at the army, medical sources at the army, blood donation vans and phone calls from the blood services.

The quantitative questionnaire also aimed to explain why previous blood donors have lapsed, and the main reasons were medical reasons. Some of the lapsed donors were not sure if they were still eligible to donate blood after a period of illness. This is a specific need of white female lapsed donors. Tailored blood donor recruitment messages have to be developed specially to this groups through a communication medium that is most suitable for white women.

A major reason why individuals stopped donating was a lack of knowledge, such as what the process of blood donation entails, what the requirements for blood donation are; as well as the reasons for blood donation. It is therefore of great necessity for blood services to follow up with lapsed donors as well as address this lack of knowledge by means of specific blood donor messages. Furthermore, many non-donors had a misconception regarding the age requirements for blood donation, and while they believed they were not eligible to donate given their age, they still fell within the age criteria to donate blood.

It was evident that some of the participating black Africans do not view donating blood to help “strangers” positively. The data showed that black Africans do not donate blood to just anyone because they view blood donation as a gift that should only be shared with close family members. Furthermore, it is evident that the most crucial information needs indicated by respondents from all racial groups were that they want to know why blood donation is important.

The reasons why individuals should donate blood, the process to donate blood, how safe it is to donate blood, where to donate blood and what the requirements to donate blood are, were the most important information needs indicated by all races. Therefore, tailored blood donor recruitment messages have to address these information needs during blood donor recruitment messages. Although all races have similar information needs, individuals should be segmented according to their race given that certain races may respond similarly or differently to a message. Language and culture should be incorporated in order to address these information needs relevantly. Moreover, non-donors wanted to see blood donor recruitment messages addressing these aspects mainly on SMS, WhatsApp, and e-mails.

All the specific research questions were answered in the previous sections. Next, the general research question for this study will be answered.

6.6 Proposed guidelines for blood donor recruitment messages

All findings that emerged from the study contributed to the guidelines for developing a framework for strategic blood donor recruitment communication messages. These guidelines answer the general research question:

In what way can the principles of strategic communication and the perceptions of non-donors on the WCBS's blood donor recruitment messages be used to create a framework for blood donor recruitment messages?

Based on the above findings, the following guidelines are recommended as a framework for developing blood donor recruitment messages.

Guideline 1: The principles of strategic communication

From literature it is evident that a framework for blood donor recruitment messages involves formative research, identifying, segmenting and prioritising stakeholders, applying two-way communication, selecting the correct communication channel to facilitate two-way communication, applying the theories that underline blood donation, message tailoring, and evaluation. Ideally, a framework for blood donor recruitment messages should be managed and developed strategically by a competent communication practitioner in the role of a strategist (Stoffels, 1994; Chang, 2000; Steyn & Puth, 2000:64; Grunig, 2011:20; Gregory, 2015:67). Before blood services develop tailored blood donor recruitment messages environmental scanning must be conducted first. Environmental scanning and active listening will enable blood services to balance the organisation's and non-donor's objectives.Environmental scanning should be conducted regularly by blood services in order to determine the information needs of non-donors.

It is crucial for blood services to appoint a communication strategist in order to listen strategically to non-donors to accommodate their needs, motivations, and opinions. These needs and opinions must be determined by means of environmental scanning. Given that individuals will react differently to a recruitment message, it is crucial for blood services to identify, prioritise, and segment non-donors accordingly. Black African donors are undeniably a crucial target audience that must be considered when formulating recruitment messages. Blood services must therefore develop recruitment messages that are relevant for this segmented group in the language that is preferred by this group.

After environmental scanning has been conducted and non-donors have been identified, prioritised, and segmented according to geographics, demographics, psychographics, media consumption, type of power, and by role in decision-making process, then two-way communication can be applied. Primarily, the quantitative questionnaires determined that the main information needs of non-donors are information on the blood donation process, whether or not they are eligible to donate blood, the implications of blood donation, reasons why they should donate blood, and more educational information. For blood donor recruitment messages to be strategic and make an impact, WCBS must address the abovementioned information needs and encourage two-way communication to address additional information needs that may arise.

Blood services increase donor loyalty by establishing two-way communication, given that the strategist listens to non-donors to accommodate their needs, motivations, and opinions. Furthermore, blood services must utilise the appropriate communication channel that is easily accessible to South Africans and fosters two-way communication. Once the appropriate channels are established, the theories that underline blood donation must be applied. Blood services must communicate in such a way that non-donors understand that someone else will benefit, provide information individuals want to identify with, convince them to comply, show them they have a responsibility towards society and must be easily accessible and relevant.

Once the above-mentioned has been applied, message tailoring can begin. Nevertheless, for the WCBS to continuously reach its objectives, evaluation must be conducted to determine the perceptions of non-donors on the WCBS recruitment messages. From the focus group interviews conducted, blood donor recruitment messages that were viewed as persuasive included those that were altruistic in nature and focused on the severity of low blood stock. Furthermore, the majority of non-donors viewed the WCBS recruitment messages as irrelevant, one-directional, not addressing their information needs, uninteresting and not visual enough. It is crucial for the WCBS to continually evaluate the success of their recruitment messages and ensure that it is relevant, engaging and addresses non-donor's information needs.

If the WCBS adheres to the abovementioned and communicates strategically to non-donors it will contribute to the following:

- Information obtained from environmental scanning will determine what the information needs are of non-donors and contribute to increase the persuasiveness of blood donor recruitment messages if addressed effectively.
- If the needs of blood services as well as non-donors are met, then the WCBS can influence non-donors to become regular donors and therefore reach a sustainable amount of blood and blood products.
- If two-way communication is established, the WCBS will increase its potential to cultivate long-term relationships with potential blood donors.
- Continual evaluation of the perceptions of non-donors on the WCBS blood donor recruitment messages that are utilised to improve recruitment message will furthermore contribute to increasing the number of new donors annually.

Guideline 2: Tailored blood donor recruitment messages

The literature proved that if the WCBS desires to make a strategic contribution and provides a sustainable amount of blood products, message tailoring has to take place. Tailored blood donor recruitment messages must be developed that are relevant, highly persuasive and satisfy goals of both non-donors and blood services. Evidently, the literature proves that tailored blood donor recruitment messages are more persuasive and successful than generic messages and are more likely to be perceived as personally relevant (see section 2.4).

In order for blood services to make a strategic contribution and provide a sustainable amount of blood and blood products, the following steps to message tailoring has to be considered:

Step 1

Compile communication goals to support organisational goals. The main objective of the blood services is to supply a sustainable amount of blood and blood products. The main objective of blood donor recruitment, therefore, is to *convince non-donors to comply and become regular blood donors.*

Step 2

Step 2 involves analysing the data from environmental scanning to determine how to address non-donors' communication needs and expectations. The information obtained from the semi-structured interview, focus group interviews, content analysis, and quantitative questionnaires revealed meaningful information that can assist blood services to focus on aspects that are crucial to reach the high-level goal of blood donor recruitment messages, which is *to increase the number of new donors.*

Non-donors and donors cannot be communicated to similarly. For blood donor recruitment messages to be successful specific messages have to be developed for non-donors. Non-donors must be segmented according to their age, gender, race and whether they are lapsed or new donors. Various lapsed donors have misconceptions regarding blood donation. Blood donor recruitment messages must address these misconceptions through education, for example: blood services can assist individuals who claim they are unable to donate blood due to medical reasons. Furthermore, various cultures will react in diverse ways; therefore, individuals must be segmented according to their race in order to increase relevancy. Moreover, the communication practitioner must establish what certain races will identify with. Various black Africans are familiar with the term ubuntu. Blood donor recruitment messages must utilise ubuntu to create identification amongst black African non-donors and reveal that they have a responsibility towards society. Furthermore, recruitment messages must not only be communicated in Afrikaans and English but must be communicated in Xhosa which is a language spoken by the majority of black Africans living in the Western Cape.

Moreover, recruitment messages must address the following information needs of non-donors of all racial groups through educational communication messages: the process of blood donation, why one should donate blood, how safe is blood donation, and what are the requirements of blood donation. Recruitment messages must specifically address the fear black African non-donors have of needles by applying compliance gaining strategies such as expertise in order to reassure black African donors who are afraid of needles that competent and friendly staff will assist them during blood donation. Blood donor recruitment messages that address the information need regarding the eligible age to donate blood must be communicated explicitly to individuals aged between 60 year and older.

Blood donor recruitment messages must facilitate two-way communication in order to further address information needs of non-donors, including new and lapsed donors of all age and racial groups.

Step 3

Step 3 involves applying the theories that underline blood donation (see section 2.2.7). Blood services have to structure blood donor recruitment messages in such a way that:

- they persuade lapsed donors "to walk the extra mile" and take iron supplements for example to be able to donate blood and benefit someone else (altruism);
- they communicate the impact that individuals will make with their contribution in order to influence new donors (altruism);
- they combine messages with strong visual content that illustrates how important one's blood donation is and how it may save the life of a stranger (altruism);
- focuses on expertise which is a compliance gaining strategy to communicate that nursing staff is competent and caring to address the fear of needles black Africans have;
- focuses on those aspects regarding blood donation with which non-donors may identify or want to identify, such as donating to save a life (various cultures will identify with different aspects; therefore blood donor recruitment messages must be developed in such a way that they focus on what different cultural groups will identify with, for example, black African non-donors may identify with Ubuntu (Burke's theory of identification));
- focuses on Ubuntu in order to emphasise individuals' responsibility towards society and focuses on the notion that one's life has more meaning in humility (the symbolic interaction theory);
- persuades users of low and high receiver ability (elaboration likelihood model); and
- provides information that is relevant and easily accessible (elaboration likelihood model).

Step 4

Step 4 involves formulating messages to strategically address each non-donor group's specific communication needs and expectations. Non-donors' needs and expectations can be addressed by means of tailored messages by applying the following techniques:

- Education on the blood donation process: Misconceptions of lapsed donors in regard to the eligibility of blood donation must be addressed. New donors must be informed that it is completely safe to donate blood. Fears and anxieties of non-donors must be overcome through educational communication. Blood donor recruitment messages must educate black African donors and reveal that competent and friendly staff assists with blood donation. Furthermore, educational communication messages must clearly address the requirements of blood donation.

- Provide information on the need for blood: non-donors do not have the urgency to donate blood. As such, non-donors of all age groups and racial groups must be informed about the crucial need for blood and other blood products such as plasma and platelets. These messages can also include stories about individuals being saved due to the generosity of anonymous blood donors. Furthermore, non-donors should be informed about individuals desperately in need of a certain type of blood for which there is a shortage.

- Social standards: Individuals, according to Ferguson (2015), donate blood mainly for altruistic reasons while others do so because of a desire or moral obligation to help others. Altruism can be used during recruitment messages to facilitate the decision to donate among lapsed and new donors of all racial groups (see section 2.2.7.1on altruism as a motivation for blood donation).

- Reference groups: Individuals who donated blood before can answer all the concerns of potential donors, blood services must use individuals from different cultures to serve as reference groups with whom individuals identify that inspire individuals of the same race to donate blood.

- Social networks: This refers to what is said on social media platforms such as Facebook, Twitter, and Instagram about the need for blood and the donation process. Blood services must continually scan social media to determine what is being said about the service and positive responses on social media have to be encouraged.

- Attitudes: If the attitude of non-donors are positive towards blood donation, their potential fears can be overcome more easily than when their attitude is negative. Therefore, it is important for communication practitioners to acquaint themselves with the attitudes of potential donors regarding blood donation before developing communication programmes. Tailored messages must be usedto create relevant messages that can change the behaviour and attitudes of individuals.

Step 5

Step 5 involves implementation. The communication practitioner must select the most appropriate communication channels (as identified with environmental scanning) to reach each non-donor group to provide blood donation information and engage in two-way communication with non-donors. Communication channels that were preferred by the majority of non-donors as determined by the qualitative questionnaire was SMS's and e-mails. Furthermore, to reach individuals that do not have access to mobile phones, the following communication channels should be used as determined by the literature study:

- SMS's and e-mails;
- face-to-face communication such as educational talks at schools;
- town hall presentations;
- roadshows;
- panel discussions; and
- question and answer sessions.

The steps to tailoring blood donor recruitment messages provides the ultimate framework for strategic blood donor recruitment messages.

Please note that applying the framework is a circular process implying that research and evaluation should be applied continually to ensure the effectiveness of blood donor recruitment messages (see section 2.5 on evaluation of the effectiveness of tailored donor recruitment).

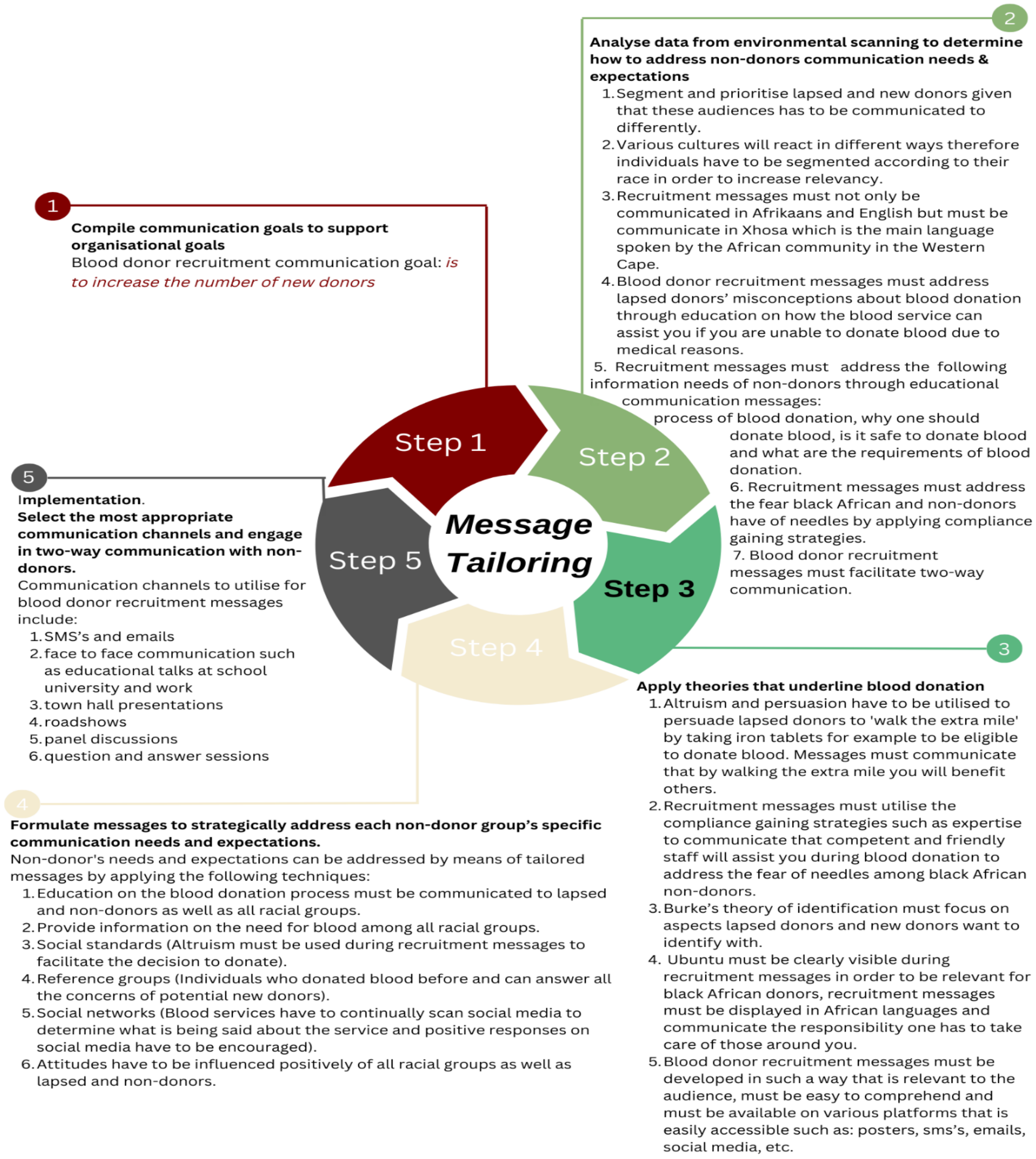

Figure 6-2: The proposed implementation of a framework for strategic blood donor recruitment messages for the WCBS

(Source: Author)

6.7 Valuable contributions, limitations, and future research

6.7.1 Valuable contributions and limitations of the study

Although the WCBS was used as a case study for this research study the findings and recommendations can add value to any organisation. Given that blood services differ from profitable organisations and other NPOs since they do not depend on finances for survival, the proposed framework for blood donor recruitment messages can be adapted to any organisation's specific circumstances, and through following these guidelines they can compile strategic tailored messages.

Nevertheless, this study is particularly valuable to blood services' given thatthe findings and recommendations can be used by other blood services to improve their recruitment messages since non-donors generally have similar information needs, such as: *what is the process of blood donation? Where can I donate blood? What are the blood donation requirements?* Furthermore, South African blood donation services can use the findings to improve the manner in which they communicate to various racial groups. In South Africa the majority of blood donor recruitment messages are communicated in English and not in languages such as Ndebele, Pedi, Sotho, Swati, Tsonga, Tswana, Venda, Xhosa, Zulu and Afrikaans.

The results of the study could have been more comprehensive and nuanced if more respondents completed the quantitative questionnaire and more focus group interviews could be conducted. However, due to time constraints conducting more focus group interviews and questionnaires have not been possible.

6.7.2 Future research

The research was only conducted on one blood services organisation in South Africa, namely the WCBS, which only functions in the Western Cape. The only other blood service in South Africa is the SANBS. The SANBS is a national blood service and functions throughout South Africa. Although the SANBS functions across a larger scope, the institution also struggles to recruit new donors. By conducting research on successful international blood services, a framework for strategic blood donor recruitment messages can be improved significantly and perfected.

Further research should focus on underrepresented racial groups, which can prove significant for South African blood services. For example, the United States of America (USA) has launched several recruitment programmes to recruit African American and Hispanic donors. Similarly, Canada developed a communication campaign to promote blood donation among the black community.

Black African racial groups make up a growing percentage of the total South African population; however, the majority of blood donors in South Africa are white. Conducting research on how other blood services included underrepresented groups and successfully recruited them can contribute to successfully recruit underrepresented racial groups in South Africa. Lastly, research can be conducted into the principles of ubuntu and how it can be applied in blood donor recruitment messages to specifically recruit black African donors.

Lastly, the data obtained for the purpose of this study is five years old; a future study could include repeating the current study with more recent data.

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ADDENDUM A QUANTITATIVE QUESTIONAIRRE

Do you know that a person can donate blood?
Do you currently donate blood?
May we continue with the survey?
What is your age?
What is your gender?
What is your race?
How did you become aware of blood donation?
Would you like to donate blood?
Why do you not donate blood?
What information do you need to donate blood?
What information platform would you like to get information about blood donation?

ADDENDUM B PROOF OF LANGUAGE EDITING

Language Editor's Declaration

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