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# A SYSTEMATIC REVIEW ON BRAND WITH VIRTUAL TEAM FOR NGOS

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## ABSTRACT

A brand is what comes to mind when a potential supporter, donor, or consumer hears an organization's name. Brands are growing part of the workings of non-governmental organizations (NGOs) engaged in international aid and development. From telling and selling, branding has moved to communicating and sharing. In the NGO sector, branding draws attention to the complexities and clashes within NGO identity. This study examines the brand with a virtual team for NGOs. A systematic review of academic literature was done to find these. This review was constructed from the Reporting Standards for Systematic Evidence Synthesis (ROSES) protocol. To conduct this review, 128 articles were collected from three databases, which were chosen from Research Gate, Emerald Insight, and Google Scholar, and then articles were identified, screened, and reviewed. Once the selection was done, an analysis was then conducted. This was done to identify important branding elements that served as the basis for analysis when looking at the methods of a chosen brand for NGOs.

**Keywords:** *branding, brand, brand equity, virtual team, non-governmental organization*

## INTRODUCTION

A brand is what comes to mind when a potential supporter, donor, or consumer hears an organization's name. Targeting and positioning through branding is a method for interacting and communicating with current and potential stakeholders. The reputation, identity, and image of a non-governmental organization (NGO) in the eyes of stakeholders and the public are all related to its brand (Borkent, 2020). Thus, a strong brand can be an asset for NGOs (Paço et al., 2014) with ensures the effectiveness and credibility of an NGO and familiarises potential donors with it. Branding by Hommerová and Jandač (2022) is modern strategic

management for all areas including the non-profit sector. Branding is an opportunity for NGOs to be more effective in future performance.

An NGO brand offers the chance for value generation in collaboration with the public, stakeholders, and beneficiaries. An NGO's brand may provide it with a respectable reputation, enhance fundraising efforts, increase media exposure to inspire public support and make it stand out in highly competitive situations like the global non-profit industry. An organization's brand is the most precious asset and NGO brands are among the world's strongest brands (Borkent, 2020). It is proven that NGOs play an important role in many other aspects of our lives. There are a few reasons why organizations must find fresh approaches to success and survival, such as increasing competition, more demanding customers, development, and innovation (Hommerová & Jandač, 2022).

According to McCann and Kohntopp (2019), virtual teams are organizations in which team members work remotely from various geographical locations and without a physical location to achieve unified common organizational goals. Virtual teams are a new trend that gives organizations a significant competitive advantage (Gilbert, 2022). Thus, organizations frequently use virtual teams to bridge gaps in time and space. This enables them to take use of their global network of human and intellectual resources, adapt their personnel to changing needs, and save money on travel. Since virtual teams can be scattered so extensively, having a disciplined management style is crucial to preserving consistency, productivity, and efficiency.

## **Background of Study**

Customers today are exposed to a wide range of options due to the oversaturation of the market with brands and products, which raises questions about the authenticity of brands (Oh et al., 2019). In the face of intense competition, brands focus to establish themselves by fostering a sense of authenticity. In line with the significance of co-creation, brands are implementing marketing initiatives that help the value co-creation process. So, it is crucial because feedback allows brands to improve their products. According to Krippendorff (2022) identified an ecosystem won't survive without a brand that draws ecosystem partners. The brand must now be successful with a third stakeholder group: ecosystem partners, in addition to recruiting and engaging users/customers and staff in the era of ecosystem-based competition. End users may directly contact product brands in a column ecosystem, but they will be aware that these companies are collaborating participants in a bigger entity.

According to The World Association of Non-Governmental Organizations (WANGO), (2019), "An NGO is generally considered to be any non-state, non-profit, voluntary organization". An NGO is typically free from governmental influence because it is a non-state entity and not a part of or under the control of the government or an intergovernmental organization. NGOs currently contribute significantly to society since they routinely criticize governmental actions and occasionally act in opposition to governmental institutions (Akbulut & Ekin, 2019). According to prior studies, these socially responsible initiatives could benefit firms in terms of satisfying regulatory requirements and gaining a competitive edge, in addition to the NGOs and their intended beneficiaries (Blenkhorn & MacKenzie, 2017). In the past, businesses frequently provided financial support to NGOs. Nowadays, businesses partner with NGOs increasingly frequently to create and supply new products, services, or value instead of just providing financial support (Brzustewicz et al., 2020).

The need to address complicated social and environmental issues that are too big for one organization to handle alone is one of the most significant main drivers shared by both businesses and NGOs. The challenges of managing diverse NGO stakeholders are well documented as well (Kuruppu et al., 2022). To comprehend the broader social impact, evaluations of an NGO's effectiveness must consider the perspectives of its beneficiaries and extend beyond a narrow focus on financial efficiency. The existence of many NGOs, each serving a particular purpose and role within society, complicates problems and may give rise to very varied accountability challenges.

According to Maes and Weldy (2018) virtual teams becoming increasingly popular as platforms for firms to conduct business today. Through personal interactions, trust grows over time. An increase in team communication can help develop trust in a virtual team when face-to-face encounters are not possible due to cost and time constraints, even though they occasionally improve the building of trust among team members (Mehta & Shah, 2019). Tan et al. (2019) referred to teams that cover numerous time zones and wide geographical distances as global virtual teams. Thus, a virtual team can be classified as either virtual or physically present. Virtual teams, which rely heavily or entirely on communication technology to achieve shared objectives, have become the standard for firms whose members operate from various remote places.

## **Problem Statement**

It is impossible to simply copy branding strategies from for-profit businesses to the non-profit sector without adjusting to their unique context. From telling and selling, branding has moved to communicating and sharing. The goal is to build long-term relationships rather than conduct short-term transactions. According to Borkent (2020) in branding, the internet and social media are the platforms that can reach more global audiences with a higher level of efficiency rather than traditional communication. Social media connections between an organization and its followers are based on the usefulness of the organization's social media content.

As the non-profit sector grows as does the number of organizations competing for attention, supporting the argument that there is fierce competition among organizations for the time, money, and support of donors. NGOs carry out a variety of activities related to social and environmental problems, which is also a major driver of economic development. Development in the non-profit sector seems incredibly optimistic, and some people predict that charitable giving may increase globally. Conversely, even though most NGOs engaged in social activities, they were unable to build a solid reputation for themselves. However, to stand out from the competition, charities must focus on several essential aspects of their brand (Hossain et al., 2020).

In the 1980s, virtual teams were developed. Organizational executives looked for more creative ways to get a competitive edge (Gilbert, 2022). Since then, studies have revealed that workers will increasingly gravitate to skilled virtual team members rather than typical workers who work remotely at least once a week. When we refer to virtual teams, we imply teams of individuals collaborating on a common project while engaging mostly or only through information and communication technologies (Eseryel et al., 2021). For virtual teams, the difference in time zones presents challenges, with communication being one of the biggest problems. Identifying the cultural intelligence strategies to boost trust and

communication through technology or interaction, could raise virtual team productivity and efficiency (Monday, 2022).

Despite the growing excitement of donors, NGOs must consider, past research demonstrates the challenges of NGOs in establishing a solid connection between people and technology, which may have an undesirable impact on accountability and trust among a bigger number of donors (Kuruppu et al., 2022). There are numerous issues related to NGOs, such as a wider number of NGOs in Malaysia, lack of trust, accountability, technology, reporting systems, social, and economic outcomes of aid, thus, leading to the need for brand equity and virtual team research.

## LITERATURE REVIEW

Every organization has its own unique character, which is frequently represented in its brand (Thottoli & Harthi, 2022). Since the 1990s, a brand's evolution from being viewed as a component, a simple label, or a tool for promoting the sale of more goods to an organization's most valuable intangible asset (Parris & Guzman, 2022). Increasingly, organizations are being held responsible for their societal influence, and marketing is supposed to make the world a better place. Despite the growth of branding, scholars still interpret the dynamic idea of brand equity as static by using definitions from a time before the globe was highly connected. Huang et al. (2022) state third-party endorsements are more popular for promoting businesses and assessing items since they are seen as more reliable sources of information. Branding is necessary to give customers more value and build a lasting, valuable relationship with them (Khan et al., 2022; Tu & Chang, 2012).

Hommerová and Jandač (2022) stated that branding is one of these discovered tools for the non-profit sector. To create a healthy and positive relationship based on emotional affinity, brands should embody both functional and emotional values. Besides, every brand should be viewed from two perspectives: marketing theory at the product level and product strategy. "Branding is not just a logo, design, advertising, marketing or public relation, branding is everything before. First, there is a need to create a brand and then its immediate promotion", states Keller. Furthermore, the brand is a growing part of the workings of NGOs engaged in international aid and development (Hand et al., 2022). In the NGO sector, aligning brand value across stakeholder constellations is made more difficult by three additional stakeholders and market dynamics.

According to Hand et al. (2022), it might be claimed that the ultimate strategic challenge for NGO branding would be to strike the balance for donors and receivers as equally significant "customers". However, the balance between ethics and effectiveness will be critical for NGO brand sustainability. Nevertheless, if we think of a brand as a simplified value chain, the prospect exists that NGO stakeholder value exchanges cannot self-regulate and must be mediated by governments, the media, and the NGO itself to maintain a healthy balance between donor expectations and recipient experience. The challenges in building brands and branding are at the core of how NGOs understand their total identity and how it manifests in behaviors, structures, and societal values. The issue of branding draws attention to the complexities and clashes within NGO identity, but it does not cause them.

Kuruppu and Lodhia (2019) point out, the contradictions between delivering services or welfare and getting the funding to do it may be managed by NGOs using their social capital. Numerous sizable multinational NGOs collaborate with and through partner

organizations that take a more localized, grassroots approach. Kasekende et al. (2022) found organizations like NGOs are finding success in their endeavors by generating, promoting, and mobilizing support for employees who display discretionary behaviour. Undoubtedly, discretionary behaviours are the foundation for success in the NGO sector, making it critical for contemporary studies to discover these behaviours' constituent parts. According to previous studies, NGOs are one of the most important stakeholders that reflect society and represent social movements (Peng et al., 2021). Thus, coordination with stakeholders and reputation enhancement are just two benefits of collaboration.

Despite the increase in the number of virtual teams, studies show that virtual teams can aid in bringing about positive social change through a mentorship program in education by developing online learning forums or encouraging a paperless workplace (Hamersly & Land, 2015). Recent research has shown that beyond communication, sharing and generating knowledge has been important for virtual teams such as contributing to the software development by doing work. However, the success of virtual teams depends on effective communication, yet research also shows that this is the most challenging. Alsharo et al. (2017) shared similar theories and suggested that knowledge sharing in virtual teams enhances trust (Iriqat & Khalaf, 2018) and more collaboration among employees, resulting in a more effective workforce. Thus, more organizations are starting to form virtual teams and coming up with fresh ways to ensure their success. Characterizes virtual teams as best positioned in the action phase to behaviours such as completing the team task, resolving issues, fostering a positive social environment, keeping an eye on the team, and managing team boundaries but not by challenging the team, giving them resources, or promoting team self-management.

On the other side, Shukla et al. (2022) found that it affect purchase intention by enhancing consumer brand experience. These findings underline the brand experience concept's expanding prominence in the literature on consumer behaviour. Multiple aspects, including a product's color, packaging, logo, graphics, and semiotics information are used by consumers to decode information about it. Consumers become more perceptive to all available cues during their experience journey to build trust in the brands. The importance of understanding the causes and effects of brand experience has been emphasized by studies on branding and experiential marketing.

## **METHODOLOGY**

To identify the appropriate key elements of branding, a systematic review of academic articles was carried out. This protocol for a systematic review is modified from the Reporting Standards for Systematic Evidence Synthesis (ROSES). ROSES is a reporting standard for SLR with systematic approaches, processes, and plans to choose and synthesize recent literature (Ibrahim & Sopian, 2021). Resultantly, ROSES proves to be more thorough and suitable for assisting social sciences research. ROSES aims to assist researchers to transmit information with an appropriate level of detail (Malek et al., 2021). According to Gusenbauer and Haddaway (2020), ROSES was initially applied to the field of environmental management as a systematic review methodology that can be customized for use in other fields with similar levels of topic and method complexity. Thus, this review protocol can be adapted for use in this study since no additional special conditions are required.

In conducting this review procedure, three stages of selection were used to carry out. They were identifying, screening, and reviewing (refer to Table 1). Based on Table 1, there are

three stages involved in selection. These are identifying, screening, and reviewing. To identify academic articles, three databases were selected. For this search, the keywords were brand, branding, NGO brand, element of the brand, brand equity, brand identity, brand loyalty, brand awareness, brand experience, and brand for NGOs. All conceivable synonyms for the search term were also looked up. These were the characteristics of a brand, the evolution of the brand, the type of brand, and brand challenges. There were 128 articles altogether that were gathered from the three databases Research Gate, Emerald Insight, and Google Scholar. These three databases were chosen because they are equivalent to the science social database, for which citation and bibliographic search were the primary purposes of creation. Furthermore, these two databases are comprehensive and provided significant information for conducting the chosen protocol review, such as the number of records and lists of indexed journals. Out of this, 22 duplicate articles were extracted. The remaining articles were ready for processing in the second stage, screening. At this stage, the collected articles were screened using their abstracts to exclude those written in languages other than English and published after 2018 were selected for review in five years from this year. The final criterion was the timeframe of the documents; we did limit our search to five-year time period from 2018 until the end of 2022 as the stop point for our research. Moreover, unrelated to the study such as the four articles written on educational branding attributes and published in a non-indexed journal or conference articles. 68 of the 106 articles were retained for the next stage, which was reviewing. To assess the scientific impact of scholarly journals, 68 full-text articles were reviewed. This step was taken to ensure that all articles were published in peer-reviewed journals. The number of articles chosen after scanning was 35.

**Table 1: Three Stages Selection**

Stage	Action
Identifying	<ul style="list-style-type: none"> <li>• Articles in the database searched using related terms, variation, keywords, relevant synonyms</li> <li>• A total of 128 articles were collected</li> <li>• 22 duplicate articles were extracted</li> </ul>
Screening	<ul style="list-style-type: none"> <li>• 106 articles were screened based on their abstracts.</li> <li>• Out of 106 articles, 68 articles were retained</li> </ul>
Reviewing	<ul style="list-style-type: none"> <li>• 68 full-text articles were scanned to ensure all articles were published in indexed journals</li> <li>• 35 articles were selected and reviewed</li> <li>• The articles ranked into three categories: high, moderate, and low.</li> <li>• Only 10 in moderate and high categories were selected for the next strategy</li> </ul>

These 35 articles were then reviewed and classified into three categories: high, moderate, and low. According to Rodgers et al. (2009) to ensure the quality of analysis and discussion on outcomes, only high and moderately-ranked articles should be reviewed. The researcher was able to review a set of articles that were reliable and valid thanks to these categorizations or rankings. In this process, 25 low-category academic articles were excluded. The final number of academic articles retained was 10, with most of them falling into the moderate and high categories. Based on these two categories, the branding elements found in the articles were then deliberated, leading the researcher to the next chapter, which was the results to analyze.

All 10 academic articles were read and analysed. Special focus was placed on the objectives, results, and discussions of these articles. A thorough reading of these articles was conducted to extract data on key elements of branding that were appropriate within the context of this study and, as a result, was able to answer the first research question addressed by this study. The data was written down and placed in a meta-table. Next, themes drawn from the information in the meta-table were identified. Codes associated with each subject were discussed as each was developed to look for any inconsistencies. The research issue, as well as other pertinent topics including marketing, integrated marketing communication, and social media and marketing, were discussed along with possible and probable concepts.

The similarities and differences of each topic were looked at after the themes had been developed. Each theme’s codes and terminology were examined, and any connections to the underlying theories were synthesized. The utilization of its codes or information was then analysed after the themes had been aligned. Finally, by mutual agreement, the definitions, justifications, and alignment of the themes within the context of this study were confirmed. The topics were prepared for use together with their definitions and justifications.

## FINDINGS AND DISCUSSION

Table 2 shows articles that were finally chosen as well as themes derived.

**Table 2: Selected articles and derived themes**

Author	Area of study	Key elements of branding	Definition	Theme derived
Casidy et al. (2019)	Branding & Businesses	Place Brand Identity	Previously employed only by businesses, logos, slogans, advertising, and other visual brand identity aspects are now used in the context of place branding.	<b>Identity</b> This theme provides differentiates one name from another by giving a sense of the identity and mission of an organization.
Hossain et al. (2020)	NGOs	Brand Identification	Followed by name, logo, and slogan in bringing the brand into the customers’ minds, giving an advantage over other brands in a situation involving a purchase.	
Rachmawati et al. (2020)	Marketing	Brand Awareness	A consumer’s emotional connection to a brand is a moderating factor between product involvement and product knowledge in purchasing decisions.	<b>Awareness</b> This theme is crucial in communicating branding because it describes the benefits of a product and how it differs from another one.
Kim et al. (2022)	Branding	Brand Awareness	The first stage of a customer’s journey is becoming aware of a newly launched brand to become well-known through ads and word-of-mouth.	

Goolsby (2020)	Social Media	Brand Loyalty	According to the customers' history of repeat goods purchases.	<b>Loyalty</b> This theme refers to the intangible factors that affect customers' perceptions or opinions through acts, behaviours, and decision-making processes.
Amoako et al. (2020)	Marketing	Brand Loyalty	Collection of expectations or qualities a customer has regarding satisfaction.	
Haq et al. (2022)	Marketing	Brand Loyalty	Customers react to any famous brand that will bring their trust and loyalty to the product.	
Akoglu et al. (2021)	Sport	Brand Experience	Subjective reactions in the consumer's internal conduct are a component of the packaging, communication, design, and environment.	<b>Experience</b> This theme is an important because the level of loyalty, respect, and belonging a person has for a brand can be determined by how they feel about it.
Safeer et al. (2021)	University	Brand Experience	Brand-related stimuli that are a component of a brand's design and identity, communications, settings, and packaging can cause internal consumer responses as well as behavioral responses.	
Shukla et al. (2022)	Asian Emerging Market	Brand Experience	Consequences of providing remarkable experiences to improve performance outcomes and strengthen consumer-brand relationships.	

Based on the analysis conducted, four key elements were derived and formed the units of analysis that were later applied in this study. These were Identity, Awareness, Loyalty, and Experience. All these four elements will be used in examining the brand for NGOs. Table 3 presents the key elements and their descriptions.

**Table 3: Themes Derived**

Theme	Description
Identity	Name, logo, and slogan in bringing the brand to the customers' minds.
Awareness	Aware of a newly launched brand to become well-known through ads and word-of-mouth.
Loyalty	React with any famous brand that will bring their trust and loyalty to the product.
Experience	To improve performance outcomes and strengthen

**Identity**

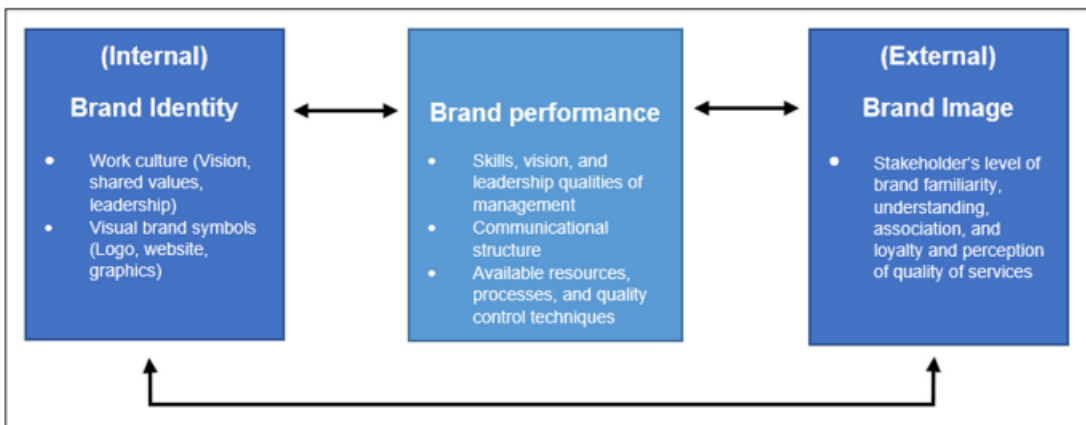
Hossain et al. (2020) state that brand identification is followed by name, logo, and slogan. Generally seen as compelling in bringing the brand to stick in the customers' minds, giving it an advantage over other brands in a situation involving a purchase. These elements are



important for creating and sustaining a strong brand identity. They can raise awareness and use symbolism to strongly sway customers' opinions about a brand. Caldana et al. (2021) state that identity is a management construct that defines the proper characteristics to describe an organization's organizational operations internally.

Liu et al. (2020) found that brand identity is a company's unique idea and the way it conveys this notion to its numerous stakeholders. However, some scholars rethink brand identity as a dynamic term, emphasizing the need of maintaining identity. As such, it is feasible to differentiate between a core identity, which represents the essential and timeless component of the brand, and an extended identity, which may also include other dynamic characteristics that may alter depending on the circumstances. The fundamental components of a brand's identity are its properties, goods, communications, and publications. Thus, from an organizational standpoint, brand identity may have a direct impact on how much money businesses invest in physical facilities.

Brand identity is most crucial, only when brand identity is established, as all other components are ready. The appreciation of a brand that forges an emotional connection with its customers by adhering to their values and meeting their expectations (Sharma et al., 2021). Moreover, long-lastingly successful businesses are identified by their brands. Convergence around a brand act as a conduit for determining meaning and identity through networks and socialization (Zarei et al., 2020). To launch a distinctive and respected brand identity, organizations must create effective communication strategies. According to Garg et al. (2018), the internal brand identity, the external brand image, and the brand performance are the three components that make up successful NGO branding. Figure 1 shows the three components and their interactions in the concept of successful NGO branding.



**Figure 1: Model for Successful NGO Branding.**  
**Source: Garg et al. (2018)**

Since 2019, the term “brand identity” began to enter mainstream branding literature with the work of Casidy et al. (2019), who discussed the previously employed only by businesses, logos, slogans, advertising, and other visual brand identity aspects are now used in the context of place branding. Regarding reviewed studies, brand identity is frequently suggested as a method of differentiating charity and promoting selection through the projection of

organizational values (Hossain et al., 2020). However, it has been discovered that awareness- and charity-related activities are essential for NGO branding, and sponsorship of social events and television ads could be used for branding communication. Thus, it is surprising that even though much study attention has been focused on why people donate to charity and how people choose whom they donate to.

However, a moderating factor that affects the link between product participation and knowledge in purchase decision-making drive brand awareness (Rachmawati et al., 2020). Additionally, brand awareness aids consumers in making decisions when it is challenging to discern between items or services because they are of the same quality. Increasing brand awareness is the primary objective of non-profit organizations. "In most cases in the non-profit sector, there is an equation: brand = name of the organization" (Šedivý, 2011, p. 50).

In our sample, most studies have acknowledged that consumer brands collaborate with all media platforms to produce the ideal ad spend required to drive brand loyalty and repeat consumer spending (Goolsby, 2020). Brand loyalty is the aim of NGOs, but the best way to get there is a little tricky. Gaining client loyalty is the ultimate objective for any brand because it influences buying patterns and word-of-mouth recommendations. Therefore, it's critical to comprehend social media's function in the larger marketing and promotional mix, as well as how it links to brand loyalty.

## **Awareness**

Hommerová and Jandač (2022), understanding brand awareness and how the manufacturing of a product complies with that process will impact consumer intentions and decision-making, which may influence consumer behavior when purchasing goods or services. Based on brand awareness metrics, such as recall the extent to which customers can name a brand when prompted brand awareness is measured; how well people can distinguish a brand within a specific category; purchase, the extent to which customers will consider a brand as an alternative when making a purchase of a good or service; consumption, the extent to which customers will recall a brand when using a competitor's good or service. Symbolic associations with brand features are part of brand awareness.

Rahman et al. (2020) state the consumers' capacity for brand awareness and brand recall under various circumstances. The linked brand awareness, which refers to whether customers can recognize and recall a brand under diverse conditions, strongly influences consumer decision-making for goods or services. According to Kim et al. (2022), individuals' interests may prompt thoughtful decision-making that results in diverse behaviors dependent on brand awareness. The link between anthropomorphism effectiveness and brand awareness has not yet been thoroughly investigated, even though the interactive relationship between dispositional and situational elements is significant in addressing the success of message communication.

According to this viewpoint, brand awareness can be seen as a dispositional component connected to the amount of objective brand knowledge. Retrieval fluency, which influences a person's confidence in ideas, and brand awareness are related. Brand awareness can be employed as a construct that helps individuals think, according to earlier studies on brand equity. In contrast, a person's attention to anthropomorphic cues is more likely to disappear when they are not interested in an object.

## **Loyalty**

According to Goolsby (2020), organizations need to know the best method to generate the highest level of brand loyalty before spending money to promote their businesses on social media. Brand marketers need to understand how consumers are interacting with their social media, both paid and organic to produce content that builds brand loyalty. It is not known if and to what degree the level of brand loyalty is related to brands' activity in social media. Marketers spend time and money trying to reach consumers through various media, with the goal of creating brand loyalty.

Amoako et al. (2020) state over the years, numerous research has confirmed how brand loyalty influences brand effect favorably through favorable word-of-mouth, a preference for premium prices, and greater repurchase intention. Brand loyalty thus ultimately encourages high-profit margins. According to the stakeholder theory, this study supports how company sustainability is more effectively attained by stakeholder participation in the social cause, while also achieving its esteemed desire for brand loyalty. It is important to recognize and cultivate ethical business practices of encouraging customers to have positive brand perceptions by communicating with them.

Haq et al. (2022) state that many organizations are focusing on brand loyalty these days to obtain a competitive advantage and increase profits. In this current research, brand loyalty is considered a variable of interest. According to the study findings, organizations spend more money on loyal customers than on dissatisfied ones. Similarly, Uzir et al. (2021) explored the cultural background of Asian when researching durable goods, and they discovered that brand loyalty was significantly influenced by customer pleasure. However, brand loyalty is described as an internal commitment to consider or repurchase a preferred service or product in the future, prompting the purchase of the brand or product, without the power of situational influences or promotional offers to prevent behavior switching. Furthermore, customers buy the same brand repeatedly because they have a strong preference for it.

## **Experience**

Akoglu et al. (2021) explored that to differentiate themselves from their competitors, organizations must create exciting brand experiences that persuade customers to continually buy and stick with the brand's products. Through these brand experiences, consumers connect with the brand's personality and form strong bonds with it. In general, brands that provide excellent brand experiences stand out from the crowd and are more popular, resulting in brand loyalty and promoting the spread of the brand. While Safeer et al. (2021) believed that international meetings and event professionals' surveys found that maintaining ties was influenced by brand experiences. Likewise, previous research found that positive brand interactions boosted consumer love, trust, and satisfaction for brands, which dramatically increased brand loyalty. It indicates that consumers' perceptions of a brand's authenticity are enhanced through favorable brand experiences.

Marmat (2021) has shown that brand experience is perceived as being more persuasive than facts to hold customers' interest, helping marketers to obtain a competitive advantage. Brand experience creates favorable feelings in customers' thoughts that cannot be easily recreated by competitors. Due to the brand experience's multiple qualities and contextual impact, researchers discovered that conceptualizing it is difficult. Safeer et al. (2021) state the construct of brand experience has been studied by numerous researchers from various

angles. Numerous experts are willing to look at how much consumers favor genuine brand offers that enhance their brand experiences. Moreover, brand experience builds relationships built on trust between the brand and the customer. By fostering emotional connections in a fun environment, brand experience builds loyalty. Hence, designing a brand experience scale that measures the brand's level of experience as well as its aspects (Chung & Peachey, 2021).

## CONCLUSION

As a whole, a systematic review of academic literature was done in order to discover the crucial branding elements that fit the study's scenario. Three stages were used in this process for a systematic review. The selection involved the stage of identifying, selecting, and reviewing articles. While in part of the result, an analysis involving the method for extracting themes or analytical units from the articles under analysis. This systematic procedure is important so that when analyzing the written and visual components of a brand for NGOs, the elements of branding that were derived are convincing and reliable. In addition to this, the four branding elements that came out of this systematic review may also be used in future studies looking at branding components in other virtual team situations, such as virtual operations or others.

Even though a thorough literature review was conducted, this study, as with any other systematic review, still suffers from several limitations which must be noted. First, even though relevant databases and search phrases were carefully chosen, it's possible that some potentially pertinent articles that don't explicitly utilize any of these terms or haven't been published in one of the three databases scoured went undetected. Second, because the subject under consideration was complicated and multidisciplinary in nature, the research had to remain on a broader scale. As a result, when reviewing the findings, breadth was given precedence over depth. Third, to ensure their validity, the opportunities presented by the gaps in the literature need to be empirically evaluated in various situations and marketplaces. Our results are exploratory rather than conclusive, but they do point to areas that researchers and practitioners may want to investigate in the future. Even though efforts were made to maintain the rigor of the research, limitations associated with it need to be addressed for future implications.

Based on the results of this review, several gaps are revealed that should have been addressed by the existing literature. Therefore, in this section, we answer by highlighting avenues for future research. In terms of NGO conceptualization, there are several ways to measure the idea, and scholars have not reached an agreement on any of them. Future studies should take into consideration picking the scale with enough items that are more suited for the consistency of outcomes because the decision to select one over another depends on the objective and setting of the research. However, the four antecedent themes have attracted a lot of NGO interest over the years, but they are still relatively new. Consequently, the next research could examine these antecedents at more in-depth levels of study. Therefore, experimental research that influences consumer intention is required to brand NGOs and, subsequently, the following virtual team. Future research can therefore use other categories connected to NGOs to further study this subject.

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