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MARKETING FOR NONPROFIT ORGANIZATIONS

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Chapter 1

The Marketing Background

Company Orientations Toward the Market Place.

According to Philip Kotler, "there are five competing concepts under which organizations conduct their marketing activities."

1- The Production Concept:

This is the oldest concept. This concept states simply that buyers will favor products that are widely available and having low cost. So the two main preoccupation of managers in this stage is high production, efficiency and wide coverage in distribution. These are known as the production oriented organizations.

This orientation or theory was pioneered by Henry Ford in the early 1900s to expand the automobile market. At that days Ford stressed on mass-production in order to cut down costs and is being able to cut down the price. His philosophy was well known as "get-out production, cut the price". We see that Japanese took later on the same strategy in many of their key companies.

This orientation hold true in extreme cases like in the third world where demand always exceeds supply or where the product's cost is very high. But the results of this "get-out production, cut the price" philosophy often leads to questionable service quality. A very interesting example on how much Ford was interested in the public's satisfaction is when he says that you can buy Ford with any color that you want as long as it's black.

But for the marketing concept to be fulfilled and put into operation the firm must understand the complexity of the consumer's decision making process. The consumer decision making process can be portrayed as consisting of the following six stages:

- 1- Need recognition
- 2- Information search
- 3- Evaluation of product alternatives

- 4- Evaluation of shopping alternatives
- 5- The purchase decision
- 6- Post-purchase behavior

In the case of the production concept we cannot say that the six stages will be successfully fulfilled.

In this philosophy the evolution of product alternatives and more specially the post purchase behavior will be to the advantage of the competitors because they may be more concerned with satisfying the client. So, the second concept appeared.

2- The Product Concept:

The product concept states that "consumers will favor those products that offer the most quality or performance". Managers in these product-oriented organizations focus their energy on making good products and improving their overtime. here the quality and performance of the product were the main important points.

The product here is made in a very fine way. It becomes so "good" that the sellers are caught in a love affair with the product. This situation often result in the managers not being able to notice the changes in the market which will result in their product loosing from its status and so the sales will decline. Examples in this field are numerous but may be the most dramatic is the great defect that American cars suffered against the Japanese cars. The awareness manufacturers were so sure of themselves and their cars that they didn't notice the trends of the market toward smaller, more economical and cheaper car. They simply were so in love with their products that they became the victims of what is called "marketing myopia". This myopia will lead them to concentrate more on the product than on the actual need. That's why we can say that product-oriented companies go about designing their product in the wrong way. "These organizations too often are looking into a mirror instead of looking out of the window".

We now come to the acknowledgment of the importance of sales which leads to the sales concept or selling concept.

3- The sales concept:

This concept holds that "consumers, if left alone, will ordinarily not buy enough of the organizations products. The organization must therefore undertake an aggressive selling and promotion effort".

Here the main stress is on using effective selling and promotion tools to stimulate more buying. Most firms practice the selling concept when they have over capacity. "Their aim is to sell what they make rather than make what they can sell. But here also sellers are not concerned with the public's need they are only concerned with selling.

In the non-profit sector, this concept is widely used in the process of selling a person (usually a candidate). They are here trying to attract votes and are not concerned with what the public needs, wants or expects. here also they fall in the trap of post-purchase behavior. But we will come to this point more in details in the next part.

Sellers in this concept simply can not understand that the most important part of marketing is not selling, and that post-purchase satisfaction of the client is very important, as a matter of fact one study showed that disappointed customers bad-mouth the product to eleven acquaintances while satisfied customers may good-mouth the product to only three.

Facing all the previous concepts, a new philosophy emerged; the marketing concept.

4-The marketing concept:

"The marketing concept holds that the key to achieving organizational goals consists in determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors".

Theodore Levitt illustrates the contrast between the selling and the marketing concepts: "Selling focuses on the needs of the seller; marketing on the needs of the buyer. Selling is preoccupied with the seller's need to convert his product into cash; marketing with the idea of satisfying the needs of the customer by means of the product and the whole cluster of things associated with creating, delivering, and finally consuming it".

In other terms the marketing concept urges us to "love the customer and not the product". The marketing concept according to Kotler lies on four pillars: market focus - customer orientation - coordinated marketing and profitability. It is an outside-in perspective which starts with a well-defined market, focuses on customer needs, coordinates all marketing effort in order to generate customer satisfaction which will lead to satisfying organizational goals.

We must say here that there are three major hurdles in the way of achieving an efficient and profitable market-oriented company, namely organized resistance, slow learning and fast forgetting.

People generally tend to resist change especially if it threatens their jobs which is the case here, and even if this resistance is defeated the learning of the new system with all the changes that it gives birth to, can be very slow. The third hurdle is fast forgetting and there are lots of examples when the company got so excited about its work and its product that it simply forgot the marketing maxim: know your target market and know how to satisfy it.

But in recent years people questioned whether the marketing concept is appropriate organizational philosophy in an age of environmental deterioration, resources shortage, explosive population growth, world hunger and poverty, and neglected social services.

Within the broad context of the interface between business and society, marketing has its fair share of important social issues. As the element of business practice that has the closest contact with members of society (consumers) marketing tactics should be very vigorously studied and scrutinized. Many issues surrounding the criticism of the marketing process relate to the charge that marketing cost too much. In Shaw-Semenic-Williams book "marketing an integrated analytical approach" this problem is raised: "the costs of the marketing process are high. If the total cost of product development pricing and price determination, distribution and promotion are charged as marketing expenses then the cost of marketing is, in fact, about fifty percent of the final price paid for a product by consumers. Certainly this would seem to be a heavy financial burden for the consumer to bear".

There has been many requests to avoid the consumer this burden but the answer is always that there is no clear way to calculate what we can or cannot deduct. The issue of marketing cost is complex. Due to the several elements of the issue raised here and the lack of techniques for accurately measuring marketing productivity, the best that can be hoped for is that there is an appreciation for positive and negative aspects of marketing costs. Marketing will always cost the consumer something. It is necessary however that the marketing process add value in the market place above and beyond the cost it generates.

Consumerism:

Another major issue is consumerism. Perhaps president Kennedy resumed the issue by issuing a statement of Consumer rights in the 1960s. these rights are as follows:

- 1- The Consumer has the right to safety
- 2- The Consumer has the right to be informed
- 3- The Consumer has the right to choose.
- 4- The Consumer has the right to be heard.

"The variety of human needs and the need to make products available to the masses Consumerism and the marketing concept strange bedfellows. The appropriate view of this area is that consumers and corporations must continue to develop a more effective dialogue so that consumer satisfaction continues to be enhanced".

Another issue against marketing is that marketing creates needs in the same book p.334. The authors categorically deny it. "The consumer is simply too intelligent to just buy anything [...]. Thus marketing cannot, again, create needs".

Maybe the most critical issue here is marketing to the poor. One of the casualties of a consumption society is the poor. No other area of marketing has suffered more from unethical practices than consumer credit in low-income areas. "Preying on the low-income consumer's lack of education and their desire for an improved standard of living, poverty area and its merchant have, in the past, been found to use illegal and fraudulent enticement to lure the low-income consumer. Bait-and-switch tactics, easy credit terms, and shoddy merchandise are examples of the abuses. Further it was found [...] that retailers were charging low income consumers interest rates from fifty percent to eighty two percent of the purchase price of a new television.

All these cases gave rise to the societal marketing concept which gave birth to new ideas concerning business and more specifically marketing. Marketers began to be "socially aware" "caring about the environment" and furthermore it gave rise to the concept of "ethical practices" and unethicness or more generally of "Ethical business".

5-The Societal Marketing Concept:

The societal marketing concept questions whether companies while serving consumer needs are really serving them and serving the best long run interests of consumers and society. The concept then rises the conflicts between consumer wants, consumer interests and long run societal welfare. Classical examples here are used to show clearly the conflict:

- fast food industry by promoting fries and pies and advertising heavily for hamburgers are meeting customer's wants for tasty food but are seriously hurting customers' health.
- The American car industry with their promoting for large powerful cars are creating high fuel consumption, heavy pollution and lots of fatal accidents and higher purchase of autos and repair costs.
- The detergent industry created passion for whiter clothes by offering a product that polluted rivers, killed fish and injured recreational opportunities.

Such situations made marketers view the matter in a new aspect they called the societal marketing concept.

The societal marketing concept says that "the organization's task is to determine the needs, wants, and interests of target markets and to deliver the desired satisfactions more effectively and efficiently than competitors in a way that previews or enhances the consumer's and the society's well-being."

Originally companies interests were short run sales and immediate profits. The second stage was then to recognize the importance of consumer satisfying which introduced the marketing concept. Now we are witnessing the third stage where organizations are including society's interests in their calculations.

But speaking about societal marketing will always be inefficient if it neglects the ethical duties of marketers. Ethics should take a bigger place

in the businessmen priorities because if money is the life blood of business, service being the heart, ethics should be the soul.

It would be much more appropriate to spend money in ethical practices rather than in "ethical" funds.

Ethics, The Engine of our Behavior.

Ethics are the engine of our behavior, they are what drives us toward one act and away from another. Ethics cannot be simply tracked to one single source as many do by tracking them back to holly books and religions. Religion, off course, contribute to the forming of ethics in our minds but not more than common sense, colleagues, leaders, teachers and parents.

As children we are forced to be "ethical" although children do not think in terms of abstract terms but in terms of specific terms. So what is good or bad for them is what pleases their parents or someone they admire. They do not think in terms of ethical standards. It is only at a later stage that we begin to really test our ethics with important decisions concerning career, marriage and location and their effect on relatives and parenthood. Here several factors enter the scene:

- 1- Our ability to define the ethical issue.
- 2- Our proficiency at problem solving.
- 3- Our capacity to anticipate and weigh risks.

These factors continue to play an important role in our lives and are confronted with the real problem of "business ethics". Here maybe the focus should be on ethical decision making, which means challenging many of the traditional and current assumptions made by businessmen.

Assumptions about ethics:

Ethics are definitely not synonymous with religion. Religion is a value system based on belief in some sort of supernatural forms which can result in certain behavior which may or may not be legal or ethical. Examples are all the "religious" wars that took place all over the world. Another example is that a religious group may be declared unlawful but its adherents will feel a moral delegation to continue to practice it. Some religions may require behavior which the majority of societies may find

unethical, for example refusing to give a dying child proper medical care or even refusing to give a dying man, blood etc.

An individual can practice his/her religion secretly whereas ethics are normally practiced in the public domain.

Ethics are not synonymous with law. Law defines standards of behavior which must be complied with under threat of some kind of penalty. Some laws do coincide with ethical matters e.g. it is unlawful as well as unethical to murder someone. But killing a person in self defense is not unethical but may be considered unlawful. Many lawyers do know that they are defending the guilty person but it is their legal duty to keep on defending him although it is unethical.

Ethics are not law they are not forced and backed by power to enforce them. They have no legislative power behind them. However in some professions they are strong as law; e.g.: "unethical behavior" as defined in their profession can lead doctors to be deprived of practicing their vocation.

Recently the business industry has witnessed lots of laws many of which are intended to reinforce some ethical standards but the impact of these laws has only had in some places a negative effect which led to the growth of unethical behavior. This situation was very well expressed by William Shreier, chairman of Meryll Lynch who said: "... We've seen a shift from a moral standard to a legal standard. It becomes not what you should do, but what your lawyers can find a loophole for".

The core of ethical behavior lies in the question : "how would I want to be treated if I were in that situation" and so in a societal concept where each member should care for the other thus contributing to the welfare of the society as a whole and ultimately to his own welfare.

There is, both, a practical and a spiritual dimensions to ethics. A practical and a moral one. The practical one shows itself on our care for fellow human beings and for our society's welfare. The moral or spiritual side lies in our sense of the actual right and wrong.

Ethical decision-making:

Ethical issues often arise in times of ambiguity and uncertainty. The decision to be taken is not so easy to be classified as right or wrong. Often in a business we are faced with decisions that are in gray rather than in black or white. And here lies the importance of decision-making.

Here we can find two levels of ethical decision-making:

- 1- We reject the obvious unethical values like lying, stealing, injuring etc. .
- 2- We must try to decide between two ethical decisions.

It is this second point which makes the whole process difficult; while choosing between the two "good" decisions. Our decision may be viewed by us as the best but by others as a "bad" one. For example, we may be in a position where we have to sacrifice truth and loyalty to truth and fairness.

Here we must clearly analyze the situation and define the most important values for us. Off course the trading off between two ethical decisions may be acceptable but the trade off between an ethical and an unethical decision is out of the question. For example, it is acceptable to trade off loyalty for fairness but definitely not acceptable to trade off fairness for greater profits. There is undoubtedly some sacrifice involved in being ethical, but we hope that this is outweighed by its positive effect on personal, corporate and social well-being in the long term.

Here ethical marketing should be clear that it's purpose is not to impose laws or to put constraints on big business but simply to improve society. The improvement of society is the criteria that should be regarded while making our decisions. For example, maybe we should trade off loyalty to fairness and general welfare. Every rule whether it is the making of man or of any religion should be looked at from the point of welfare of society. Here we are not saying that the businessman should be ethical because it is better for him on the long run, we're saying that he should be ethical out of his social feeling and his care for the welfare of his society.

So if we want to say that in general terms there are two levels of behavior to be considered. One level is the law and we are witnessing an increasing factor in all business fields. But no law has yet been written that the ingenious cannot circumvent. So this level is not sufficient at a

higher level there is the ethical feeling which needs to encourage people to recognize and accept that underneath any law there is a social idea which aspires to improve society.

The new ethical businessman should simply do more than he is required to do and less than he is allowed to do. He needs to exercise self-restraint and judgment.

So to sum up the chapter about ethics we should conclude by saying that ethics is not religious, laws, or individualistic. Ethics is a societal awareness and concern. Ethics is understanding that the society's welfare is the sole criteria for decision making like Rousseau says: "Man is a social animal, and will always be like that, a part of society."

Chapter 2

The Non-Profit Marketing Idea

In the last decade, marketing has become a very important topic among managers in public and private non-profit organization. More money is being spent on seminars and on marketing books and materials. These managers are finally realizing that marketing is not necessarily unethical.

As Diane James, for six months director of marketing at Malden Hospital, says "Marketing is not sales, it is not creating a demand that is not needed [...] it is a way of efficiently tying together information systems, planning, community outreach programs, and public relations."

These managers want to know how can marketing help them in their different and difficult problems in the market place. They want to understand how can marketing help them in relating to promotions, advertising, personal selling, public relations, fund raising, planning, and other organizational functions.

But what is a nonprofit organization? As commonly known, a nonprofit organization is an economic entity that provides without profit, service beneficial to society and that has an equity interest that cannot be sold or traded.

A nonprofit organization may plan for and actually realize an excess of revenues over expenditures for any period but the resultant asset must be used to implement its assets.

The recent rise of the societal marketing concept gave a new light on the role of nonprofit organizations. Their role in society became more understood and acknowledged. Today the answer to why do nonprofit organizations exist in the midst of a free enterprise system is easy.

Socially conscious people realize that dependence on profit motivation fails to provide many desirable services for those who most need them. Many persons lack the purchasing power necessary to acquire the services they need and desire. If it is considered socially desirable for

these persons to ask for such needs, a governmental or other nonprofit entity works to meet those needs.

But, recently, these organizations are facing a host of problems that would be analyzed as straight forward marketing problems if found in the profit sector. Museums and symphonies have a difficult time attracting sufficient funds to carry on their cultural (nonprofitable off course) activities. Blood banks are finding it more and more hard to attract donors. Colleges sometimes face difficulties in attracting a sufficient number of qualified students. Anti drug groups are having difficulties in convincing young addicts. Safety councils seek more belts. Moreover, national parks are plagued with over demand and are seeking ways to "demarket" themselves. Other NGOs (Nonprofitable Organizations) are seriously out of funds and are always in search of effective ways to raise these funds. In short there is hardly a public or private nonprofit organization that is not faced with some problems stemming from its relations to its markets.

As time passes, hospitals and other nonprofit organizations are increasingly recognizing that they face marketing problems. Shrinkage in clients, members, funds and other resources remind them of their dependence on the market place.

We can see that a great variety of nonprofit organizations are facing marketing problems. These organizations are confronting changing client attitudes and societal needs, increasing public and private competition, and diminishing financial resources. — Board members, public authorities, and citizens' groups are putting tough questions to administrators of nonprofit organizations about their organizations' mission, opportunities, and strategies. One result is that these administrators are forced to take actions that make a relevant change and thus by taking a more serious look on the marketing procedures to see what this discipline might offer to keep their organizations viable and relevant.

Much of the hush-hush attitudes toward marketing is changing. This attitude has been caused by misunderstanding of the marketing concept. Finally, hospitals for example admit that they are competing with each other; one director said it in a blunt way: "Hospitals are scared and marketing is their response to what once was a captive market."

At the same time, many administrators are still approaching marketing with caution. Although university presidents, hospital directors, government officials, museum directors and religious leaders have readily accepted such business functions as finance, accounting, planning, and public relations. They still are much more skeptical about marketing. Marketing has the image of being solely a function for the profit oriented firms. Nonprofit managers are scared that marketing can be manipulative and expensive thus unethical, and that their boards and constituencies will feel uncomfortable. These administrators approach marketing with the skeptical attitude of "show-me". The burden of proof of the relevance of marketing to nonprofit organizations falls to the marketer. But, here also, one of the major and most essential questions that nonprofit administrators would ask here are simply "what is marketing?"

Most people think of marketing as synonymous with selling and promotions. No wonder people are daily bombarded with a huge number of television commercials, newspaper ads, sales calls etc. Someone is always trying to sell something, therefore, it may come as a surprise to most administrators that selling is only the tip of the marketing "iceberg". It is only one of several functions that marketers perform and often not one of the most important. In fact, if the other functions are performed properly this "tip" will be very easy.

If the appropriate product or service is offered, and pricing, distributing and promoting them is done effectively, these goods and services will sell very easily. The amount of promotion and hard selling will not have to be intense.

A professional marketer is someone who is skilled at understanding, planning and managing exchanges. The marketer knows how to research and understand the needs of the other party; to design a valued offering to meet these needs; to communicate the offer effectively; and to present it at the right time and place.

Philip Kotter defines marketing in his book *Marketing for Nonprofit Organizations*: "Marketing is the analysis, planning, implementation, and control of carefully formulated programs designed to bring about voluntary exchanges of value with target markets for the purpose of achieving organizational activities. It relies heavily on designing the organization's offering in terms of the target market's needs and desires, and on using

effective pricing, communication, and distribution to inform, motivate and service the markets."

Here, Kotler states that several things should be noted about this definition of marketing.

First, marketing is defined as a managerial process involving analysis, planning, implementation and control. Marketing can also be looked at as a social process in which the material needs of a society are identified, expanded, and served by a set of institutions.

Second, marketing manifests itself in carefully formulated programs, not just random actions to achieve a certain result. If a charitable organization simply asks a group of volunteers to go and collect money, this is not a program and is not very likely to produce satisfactory results. The volunteers are without direction as to whom to call on, what to say about the organization and how much to ask for. Their efforts are simply more adequate to selling rather than marketing. Marketing should manifest itself in carefully formulated plans and programs.

Third, marketing's goal is to obtain a voluntary exchange. Marketers seek to obtain a response from the other party but not at any price or by any mean. "Marketing is the philosophical alternative" to force. The marketer seeks to create a bundle of benefits for the target market of sufficient attractiveness to produce this voluntary exchange.

Fourth, marketing seeks the selection of a target market and does not intend to attempt to serve all men at all places. Marketers routinely distinguish among possible market segments and decide which ones to serve and which ones to eliminate. A symphony orchestra in need of money does not send letters asking for funds to all people, rather it buys mailing lists of people whose education, income or other characteristics will enable them to support the project.

Fifth, the purpose of marketing is to ensure organizations' health and survival by its marketing activities which is to serve their clients more efficiently. In the business sector the profit motivation prevails. In nonprofit oriented organizations other objectives are found. The national safety council wants to bring down the death and accident rate in the country. The health departments want to improve the level of health care.

Effective marketing planning requires that an organization be very specific about its objectives.

Sixth, marketing relies on designing the organizations offering in terms of the target market's needs, desires and expectations rather than in terms of the seller's personal tastes. "Marketing" states Kotler "is a democratic rather than an elitist technology". Meaning that all efforts trying to impose a product, service or idea on a market are very likely to face failure, if they are not matched to the marketing needs.

In the commercial world, it is very well known that companies that design product because they "felt" good for the market consulting the market beforehand often find that they face a critical condition, because their sales are way low compared with their initial expectations. This could lead to what is commonly known as Marketing Myopia. In the nonprofit sector the same holds true. Local government that design projects without studying public attitudes often find the subsequent level of public usage very disappointing. Effective marketing is user-oriented not seller-oriented.

Seventh, marketing utilizes a set of tools called the marketing mix product, design, pricing, communication, and distribution. Too often the public equates marketing with only one of its tools (advertising). But marketing is oriented towards producing results and this requires a broad conception of all factors influencing buying behavior. A church, for example, may attract a large number of followers, without advertising.

We now arrive at defining what is called "The Nature and Scope of Nonprofit Marketing.

The marketing fundamentals for nonprofit, non business organizations are the same as for the business sector. A marketing program should be strategically planned according to marketing researches, the product (good or service) should be effectively studied, priced and promoted. The distribution should be as well effective to satisfy the needs in the predetermined, target areas. However there are important differences between the nonprofit and the business sector. These differences tend to limit the activities of nonprofit organizations, marketers, even though these companies badly need effective marketing.

One of the major differences between profit and nonprofit organizations in the "Fundamental of Marketing" by Stanton Etzel and Walker we can find the following grouping:

- Educational: private grade schools, high schools, colleges, universities.
- Cultural: museums, zoos, symphonic orchestra, opera and theater groups.
- Religious: churches, synagogues, temples, mosques.
- Charitable and philanthropic: Welfare groups (salvation army, united fund, Red Cross) research foundations, fund raising groups.
- Social cause: Organizations dealing with family planning, civil rights, stopping smoking, preventing heart diseases, environmental concerns, those for or against abortion, or for or against nuclear energy.
- Social: Fraternal organizations, civil clubs.
- Health care: Hospitals, nursing homes, health research organizations (American Cancer Society, American Heart Association), HMOs (Health maintenance organizations).
- Political: political parties, individual politicians.

We should also be aware that number of those may be profit oriented and that exceptions exist.

Marketing's Role In Nonprofit Organizations.

• Why do nonprofit organizations get interested in Marketing ?

Different organizations develop their interest in marketing at different times. Organizations that enjoy an abundance of customers tend to ignore or avoid marketing. If we take the example of colleges in the sixties we see that they had their pick of students thus they didn't need marketing (that is still the case on our universities in Lebanon especially in BUC and AUB).

Ironically, they carried on marketing activities without being aware of it: the college's development office assiduously cultivated high standard alumni in the never ending search for large gifts. The public relations office always busied themselves visiting editors and community organizations in the effort to market favorable news about their college. The deans often run extracurricular activities and programs in order to

increase student satisfaction. All these administrators were rarely conscious that their work was marketing .

Organizations typically become aware of the benefits of marketing when their market undergoes a change. When their resources get scarce or harder to attract, the organizations get concerned. When "sales" decline, or new competitors emerge, or new buyer needs appear, these organizations become extremely receptive to possible solutions, primarily marketing.

- **How are nonprofit organizations using marketing today?**

Nonprofit organizations vary greatly in their awareness and use of modern marketing ideas.

Some non-profitable institutions, particularly colleges, hospitals, and libraries, are beginning to apply marketing ideas actively. Other nonprofit institutions such as churches, are just becoming to be aware of marketing. Still other institutions, especially government agencies have generally not shown any interest in marketing yet. Whether an institutional sector or a particular organization goes strongly into markets depends on the depth of its marketing problem, its management attitude towards marketing, and other factors.

- **Importance of nonprofit marketing.**

The attention that is finally being devoted to nonprofit marketing is long overdue. Thousands of these organizations handle billions of dollars and affect millions of people. Often the operations that these organizations do are admittedly inefficient. Frequently a large part of the money collected by a nonprofit organization goes to cover its administrative expense, rather than to serve the intended markets. Then there is a dual social and economic loss: donors' gifts are wasted, and clients are not served properly nor efficiently.

Marketing's importance also becomes apparent when nonprofit organizations fail to do an effective marketing job. The result may be additional social and economic costs and wastes. If for example, the death rate from smoking rises because the cancer societies and other similar organizations cannot persuade people of the harmness of cigarettes and smoking, there is a loss. When good museums must cease operating

because of lack of contributions or lack of attendance, again there is this social and economic losses.

By developing an effective marketing program, a nonprofit organization can increase immeasurably its chances of (1) satisfactorily serving both its contributors and their client markets, and (2) improving the overall efficiency of its operations.

- **Major criticisms against marketing.**

Modern marketing carries negative connotations in the minds of many people that trace back to ancient times. Plato, Aristotle and other early philosophers thought of merchants as unproductive and acquisitive. In modern times, marketers are accused of getting people to buy what they do not want. Customers are seen victims of high-pressure and sometimes deceptive selling.

Until recently, several professions - medicine, law, accounting - banned their licensed members from engaging in any explicit marketing activities in the pursuit of a client. Their codes of professional ethics prescribed direct client solicitation, advertising and sharp price cutting. This way they felt themselves above "selling" their services. Their services were only available for those who really needed them. Recently they realized that these bans had the effect of reducing competitions through depriving firms of the right to inform potential clients of useful information and services. Today, administrators of nonprofit organizations feel that they must proceed in a very cautious way while dealing with marketing. Three major types of criticisms are anticipated.

1- Marketing wastes the public's money:

A frequent criticism of marketing activities is that they are too expensive. Many people carefully watch the marketing expenses of charitable organizations to make sure that they are not yet out of line with the amount of money being raised. Off course, organizations should not add costs that do not produce and adequate return.

Nonprofit organizations owe their public an explanation of the benefits that they are making from their marketing activities. They should not

overspend and they should not underspend. At this stage nonprofit organizations tend to underspend rather than to overspend on marketing.

2- Marketing activity is intrusive:

A second major criticism of marketing is that it intrudes itself into people's personal lives. Marketing researchers often go to people's homes to ask them about their likes and dislikes, beliefs, attitudes, income and other personal topics. There is a big concern that if the government organizations started doing excessive marketing eventually be used against individual or in mass propaganda. Citizens also dislike the fact that their tax money is being spent on research. Ironically, what people don't realize is that marketing research is primarily carried on to learn the public's needs and concerns as well as their attitudes toward the current products is that these organizations could deliver greater satisfaction to its target publics. At the same time marketing researchers should show a little sensitivity to people's feelings for privacy.

3- Marketing is manipulative:

A third criticism is that organizations will use marketing to manipulate the target market. Many smokers resent the anti-smoking ads put out by the cancer societies or other similar institutions as trying to manipulate them through fear appeals.

Administrators should be sensible to the possible charges of manipulation where they put out a marketing program because in some cases the charges of manipulation may be justified and will bring a "black eye" to the organization and to marketing.

• Major benefits for nonprofit marketing.

The basic reason nonprofit organizations should be interested in formal marketing principles is that they will enable those organizations to achieve their objectives more effectively. organizations in a free society depend upon voluntary exchanges to accomplish their objectives. Resources must be attracted, employers must be motivated, customers must be found. Marketing is the applied science most concerned with managing exchanges effectively and efficiently.

Marketing is designed to produce three major benefits for the organization and its public:

1- Improved satisfaction of the target market:

A great number of nonprofit organizations operate in a noncompetitive environment or in an environment where demand exceeds supply. These organizations lack the motivation to satisfy their market and may deliver unsatisfactory services which consumers accept because they have no other choice.

On the other hand, organizations that operate in a highly competitive environment often lack the marketing skills to develop satisfactory services for their clientele. The result is a bad word-of-mouth and client turnover which may ultimately badly hurt the organization in question.

Marketing, in stressing the importance of measuring and satisfying consumer needs, tend to produce an improved level of client service and satisfaction.

2- Improved attraction of marketing resources:

Organizations, while striving to satisfy consumers' needs must attract various resources, including members, volunteers, employees, funds and public support.

Marketing provides a disciplined approach to improve the attraction of these resources.

3- Improved efficiency in marketing activities:

marketing places a great emphasis on the rational management and coordination of product development, pricing, communication and distribution. Many nonprofit organizations make these decisions without the proper or sufficient information due to the lack of resources (no marketing research) resulting in either more cost for the given and desired impact or less impact for the given and desired cost.

Unfortunately, the funds for nonprofit organizations are often inadequate, insufficient or undependable. The administrator must simply try to achieve the maximum efficiency in his decisions and this by effectively using the marketing tools.

Chapter 3

Attracting People

Probably, the core of marketing for nonprofit organization is attracting resources . Every organization faces a resource attraction problem. They simply need to attract people, funds and so on. Let us start by the problem of attracting people.

Organizations may seek to attract four types of people: audiences, members, volunteers and employees.

A- Audience attraction:

All organizations are engaged in producing a product or service for a set of consumers. When the offering is a presentation or an exhibition, the target consumers are called audience.

Audience are the lifeblood of performing art groups, museums, zoos and sports organizations. Many of these organizations measure their success in terms of the size of the audience. We distinguish between two kinds of audiences. Some organizations have to build an audience for a single event like universities attracting listeners to a well-known speaker. The main part of audiences is off course the second type. Here the organization wants to build an audience for their long-term performances and exhibitions.

The problems of long-term audience development consists of:

- 1- Researching the audience.
- 2- Developing the product.
- 3- Pricing the product.
- 4- Promoting the product.

1- Researching the audience:

Building a long term audience involves attracting more attendees and moving them through the following stages: Infrequent attendees,

frequent attendees, new subscribers, continual subscribers and members / donors.

There is no fixed pattern by which new subscribers go through these stages. Some move gradually through the process, and some go suddenly from non attendees to full subscribers, and the remainder show other patterns of entry.

Theater management, for example, can use the preceding stages to research the characteristics of the different groups. Typically, continual subscribers have a higher income, are older, and live in a certain residential neighborhood whereas infrequent attendees have a lower income, are younger and are less concentrated in certain neighborhood. This information helps management direct its promotion to people with characteristics similar to its continual subscribers.

2- Developing the product:

In commercial marketing, the company tries to develop a product that can satisfy a large target market. In artistic marketing, the organization typically decides on a product which appeals to its own taste and then hopes to attract people to see it. Thus organizers also put some commercial parts in their shows in order to satisfy and meet the audiences' tastes .

If the product is too esoteric, the art organization will never gain and hold a sufficient size audience.

On the other hand if the product is too popular, the art organization will appear compromising and failing to advance the audiences' tastes.

Although these are reasonable compromise solutions, the result is satisfying everyone a little rather than satisfying anyone a lot.

A solution that creates more audience satisfaction is market segmentation, and the development of different products to different groups. Moreover, the art organization that wants to develop a satisfying product for its audience can take a number of additional steps from a marketing point of view.

a- Research the audiences' tastes and preferences. This way and by surveys and researches they can know what their audience likes and dislikes.

b-Research the audiences' feelings about the location physical facilities, services, prices, etc. .Management should learn what the

audience thinks, feels and wants with respect to these points in order to be able to improve the show.

c-Research the audiences reactions to each of the performances as a way of learning how to improve product selection and performance in the future.

3-Pricing the product:

Arts organizations can price their products in a variety of ways. Performing-art groups, for example, will set a single ticket price, often accompanied by discounts to senior citizens, students and veterans. The single ticket price is based on considerations of demand, competition and cost. All of these organizations also make a special price for their subscribers which usually represents a saving over buying single tickets for all the performances. the saving is often communicated as "six plays for the price of five". But this saving is not proven to be the motive for subscription. Many of them simply want to see all the plays and get good places. Ryans and Williams found that less than 25% of subscribers do it for the saving . In this case, maybe it is better for the art groups not to offer price discounts for subscribers.

Museums, zoos and other exhibition institutions also have to price their attendance . They often offer one or more days free of charge to make it possible for the lower income people to attend without cost.

Some also allow unlimited free admission for those who get memberships. Otherwise, they set a price for the adult with discounts for senior citizens and children. Some museums post only suggested prices leaving it to the visitor to decide how much they will pay.

4- Promoting the product:

Promotion plays a very important role in building and maintaining audiences. The art organization must know how to promote its offer in a cost effective way to its target audience.

The three main tasks of promotion are :

- 1- attracting new attendees.
- 2- upgrading the attendees into subscribers.
- 3- getting subscribers to renew their membership.

1- Attracting new attendees requires promoters to direct their efforts to new groups or high potential triers . There are many ways to use here like mailing, using brochures in potential markets ,giving speeches about art etc.

2- Encouraging the attendance to become season subscribers is the most important challenge facing a performing arts organization. To induce single-ticket buyers to become subscribers, the organization could consider offering a discount to the series, or an extra show or any other incentive.

3- The renewal of membership from current subscribers is also very important. Subscription renewal marketing calls for mailing attractive brochures describing the next season offerings to current subscribers, sending a second mailing to those who failed to respond and even phoning non renewals to help bring about renewal or to learn the reasons for resistance.

But the main question for promotion is this : would it be better to use fewer tools more intensely than many tools superficially ?

B- Membership development:

Members are people who join an organization and support it with dues and other forms of energy. Members have more permanent relation with an organization than its audience or consumers who come and go. Membership is a core feature of such organizations as churches, unions and trade associations. These organizations exist to serve their members who are also in fact their major consumers. In other organizations such as museums, performing art groups and charitable organizations, membership is a feature designed to raise money and volunteered services in order to serve a separate group of consumers.

Membership organizations typically face a number of problems such as ; too few members , poor mix of members , too many inactive and too many non renewing members. Membership development is the name given to the task of creating a healthy membership situation. From the marketing point of view there are four major problems in an membership organization.

- 1- Membership definition.
- 2- Membership attraction.

3- Membership motivation.

4- Membership retention.

1- Membership definition :

Every membership organization needs to define membership qualifications, membership classes and membership benefits. Membership qualifications must be dealt with cautiously for it may often become a divisive issue within the current membership ranks. The rate of membership growth of a church can severely affected by this decision. Jews have remained a minority religious group because of their unwillingness to proselytize , whereas Christians and Muslims have shown spectacular growth because of their religious fervor .

All members are entitled to a core set of benefits. Members receive advance notice of programs and events , invitation to exhibitions , discounts, admissions without charge to some shows . Clearly , a major task of a membership organization is to formulate the benefit mix that will achieve the desired mix of members. The more generous the benefits , the greater the organization's ability to attract members.

2- Membership attraction.

Attracting new members calls for carrying out the normal marketing steps of:

- a- defining and locating prospects.
- b- determining their attitudes towards the organization.
- c- developing a plan to sell them a membership.

a- defining and locating prospects : open membership organizations have a tougher problem defining their prospect pool than organizations with a strict membership definition such as unions and trade associations.

For a major art museum , the prospect pool , in principle is every adult living in or near the city . The museum should therefore classify its prospects , from those who show the most interest and have the most financial ability to those with less interest and / or ability to pay.

b- Determining prospects' attitudes toward the organization .Prospects are usually divided into three groups according to their attitude toward the organization. The organization should be able to clearly classify people into these three groups.

"Resisters" are the people who dislike the organization and those who disagree with its principles. The organization should here offer evidence that their belief is not founded.

"Indifferents" are people who do not see the benefits of becoming members. Here obviously the organization's work is easier than with resisters.

"Uninformed" are people who have no information about the organization. The best approach to the uninformed is to send information to them to increase their knowledge of the organization.

c- Developing a plan to sell a membership. Here also we have three lines of work possible :

- * Normal membership recruitment in which printed pieces are developed and sent through mail, distributed at meetings and handed out personally at special occasions.

- * person to person solicitation by members or field staff generally directed at every desirable prospect.

- * Major membership drive waged at conventions and other meetings though the use of speakers, visual aids, testimonials etc.

3- Membership motivation:

Ideally, every organization would like its members to be active, motivated, proud and ready to serve but in fact only few members show such enthusiasm.

The first step here is to determine the proportion of inactive, moderate actives and high actives. A high or growing number of inactive is a sign that there is something seriously wrong. The organization should then serve the three groups to see what aspects of the organization are satisfiers or dissatisfiers. The organization could learn that way what steps would improve members' satisfaction. Members want to feel that they are worthwhile members in a worthwhile organization. This case is well known as a social esteem issue. They need evidence that they are highly regarded in the organization, they need expectations of new experiences, they need to feel that the organization is accomplishing something good for its members and for society.

4- Membership retention:

The ultimate and most important indicator of the failure to satisfy members is a high or growing non renewal rate . This is, in business terms the annual "market test" in which each member votes on whether "the product" is worth the cost . this is why membership organizations put a lot of weight and efforts in membership renewal. The process is generally by letters and then another letter and then a telephone call in order to convince old members to renew their membership.

The central need here is to determine the reasons for non renewals and to try to find a remedy to it in order to be able in the long run to compete more successfully with any other organization or recreational facility .

C- Volunteer recruitment:

One of the common features of many nonprofit organizations is their use of volunteers , both to keep down expenses and to provide a channel for high minded people to contribute time to a cause they believe in . Organizations that typically make heavy use of volunteers are hospitals , art organizations, charitable institutions , churches and reform organizations; Also smaller volunteer units are found in schools and social service organizations.

The core concept of "voluntarism" is that individuals participate in spontaneous , private and freely chosen activities that " promote or advance some aspect of the common good , as it is perceived by the persons participating in it". In recent years however the number of volunteers has been declining due to the rise in the proportion of working women. Organizations have to give increased attention to the problem of volunteer attraction and satisfaction.

Volunteer satisfaction and motivation is important especially because volunteers are not as many people may think, a free "good" to the organization. Costs are incurred in recruiting , training and motivating volunteers. Further costs are incurred when volunteers fail to appear at the right time or at the right place. Some companies believe that competent paid staff are better ultimately than unpaid volunteers. Each organization has to determine the ultimate ratio of volunteer to staff needed.

One of the good ways to attract volunteers and to motivate them is to recognize them as a distinct market segment with certain needs and expectations with whom the organization exchange benefits. These needs and expectations have been changing over time . Years ago it was only the gratification they desired from helping others . In addition their self-esteem was enhanced. In some cases volunteering allow them to repay obligations. Volunteering also provides stimulation and socialization . Some volunteers conveyed a higher social status.

In the 1970's new perspective came to light : training and work experience is a major motivation for many types of volunteers , especially students. Also volunteering provides social ties in a world where mobility, an increasingly nuclear family and social conflicts are rising .

1- Volunteer attraction.

Volunteers must feel that the volunteer organization return these benefits to those who actually volunteer. That way new volunteers are also attracted as others leave. These organizations always feel the need to a systematic way of recruiting new volunteers. The classical method is to ask current volunteers to recruit additional volunteers among their friends and acquaintances. But this method often fails to do the job and to provide enough qualified new volunteers. Here the organization begins using advertising to enhance people to become volunteers. Furthermore, the organization will place ads in different media announcing the strong need for volunteers and the benefits that volunteers enjoy.

Another problem here is the actual ability of the new volunteers. Not all volunteers can be accepted or assigned to the tasks they want to perform. People with undesirable characteristics and/or who won't mix well with others maybe turned down on some excuse.

2- Volunteer motivation.

Volunteers like all other employees, need recognition and challenge. Since they are giving their time freely, they are especially sensitive to slights from the management, such as being ordered to work long and extra hours. The managers in a volunteer organization, therefore, should be very sensitive and understanding to the needs and feelings of volunteers. The supervisor must be friendly and appreciative of their services and open to suggestions and complaints. Competent managers

should arrange for special benefits and recognition events for his volunteers such as trips or parties. This situation is well known as "status pay". For example, a hospital may give pins and ranks to recognize ten, fifteen and twenty five years of service; service sponsor or annual dinner with some main attractions, free passes to plays, and so on.

D- Employee Recruitment:

All organizations face the task of recruiting employees. Employees are defined as paid personnel who work under contract for the organization. There are three stages regarding any class of employees.

The class of employee maybe over supply, here the organization's problem is selection rather than recruitment - the second state is normal supply, here the recruitment is done on normal basis, such as ads, or phoning possible prospects or sources. The third state is the under supply and in this case, the organization must take special effort to identify, locate, and attract that class of employee. The main concern is off course with employee marketing in the case of under supply. A further distinction need to be drawn between mass recruitment, normal recruitment and star recruitment.

1- Mass recruitment.

Mass recruitment is usually undertaken by large organizations whose personnel serve for only a short time which will force the company to recruit a large number of new employees each year. This is true for large military organizations such as the army, or some colleges.

2- Normal or Customary Recruitment.

Normal recruitment is simply the process of replacing employees or even adding employees in the normal course of the organization's operations. Hospitals have to attract nurses, police departments have to attract police personnel, and social agencies have to attract social workers. Normal recruitment is a little more difficult for nonprofit organizations than for commercial ones because the pay is typically lower. These organizations have to pay on people interested in making a contribution to

others at some sacrifice of personal income. When the nonprofit faces a labor under supply situation, its need of marketing concepts and rules becomes more crucial.

3- "Star" Recruitment.

"Star" recruitment is the problem a company faces when it has to recruit a highly qualified individual for an important position. Typical examples are when a college searches for a new president or a distinguished professor, when a hospital searches for a new chief of staff or highly qualified specialist, and when a church or a mosque searches for a new chief of staff or highly qualified specialist, and when a church or a mosque searches for a new spiritual leader.

Star recruitment is very expensive and time consuming. The organization may spend a big amount of money and many months compiling a list of candidates, interviewing them, narrowing the list, making a final choice and negotiating the final terms.

Star recruitment is customarily carried out by a committee that relies primarily on word-of-mouth referral. The committee doesn't put an ad, but contacts well-known people in the field for their recommendation. When the organizations feel they have identified a sufficient number of candidates, they begin their contact. Biographical information are requested as well as recommendation and references, who are contacted to submit confidential letters about the candidates to the committee. The information allows the committee to rank the candidates. Thus, the committee invites three or four top candidates to interview. When the committee focuses on its first choice it must know the candidates' needs and interests. Then the negotiations take place.

Therefore, we see that recruiting employees, especially in circumstances of labor under-supply, involves the organization in defining the best segments, learning their needs and attitudes and developing an effective marketing program enveloping product, price, place and promotion (the four P's of marketing).

Chapter 4

Attracting Funds

The major resources attracting problem of nonprofit organizations is definitely attracting money in order to be able to carry on their activities.

Conventional commercial organizations get their funds primarily through issuing equities and debentures. They cover the costs of these "borrowed" funds by charging prices for their goods and services that exceed their costs.

Nonprofit organizations, on the other hand, must rely on other sources of funds to support their activities.

Public organizations receive their funds from their public through the system of taxation.

Private organizations rely on generous gifts from generous donors.

A fund raising strategy is, therefore, an essential component of every nonprofit organizations' strategy.

The art of fund raising has evolved in time. It has passed through various pages of revolution.

Its earliest form was begging; here needy people or groups of people would implore more fortunate ones for money and goods. The second stage was collection, where churches, clubs and other institutions would collect regular contributions from a defined and willing group of supporters. Later on, emerged the concept of campaigning. Here, the organization appoints a person or a group, responsible to solicit money from every possible source.

Most recently fund raising has been reinterpreted as development whereby the organization systematically build up different classes of loyal donors who give consistently and receive benefits for giving.

Today organizations vary greatly in their concept of fund raising; some still see it as begging, others as collection, others as campaigning and still others as development.

Like any other field in business, here also we can find three main stages that fund raisers have passed through inevitably.

- Product Stage: The attitude here is that: "We have a good cause; people should support us." Many churches and colleges operate on this concept. Money is raised primarily by the top officers through an "old boy network". The organization relies on volunteers to raise additional needed money. A few loyal donors supply most of the funds.

- Sales Stage: The attitude changes to "there is a lot of people out there who might give money and we must go out and find them". The organization here appoints a chief of development who in turn hires staff. This staff raises money from all possible sources (similar to the "hard sell" approach). The fund raisers have little influence on the institution's policies or personality since their job is to raise money, not improve the organization. A majority of large, nonprofit organizations are still in this stage.

- Marketing Stage: Here the prevailing attitude is: "we must analyze our position in the market place, concentrate on those donor sources whose interest are best matched to ours, and design our solicitation programs to supply needed satisfactions to each donor group". This approach involves carefully analyzing and segmenting the donor market; measuring the giving potential of each donor market; assigning executive responsibilities for developing each market through using researches and communication approaches; and developing a plan and budget for each market based on its potentials. A minority of large nonprofit organizations have moved into this stage, but it is attracting increased attention as fund raisers become aware of the differences between a sales approach and a marketing approach.

Let's analyze fund raising from this marketing perspective. We will have five sections to consider. Analyzing donor markets-organizing for fund raising - fund raising goals and strategies - fund raising tactics - evaluating fund raising effectiveness.

A- Analyzing Donor Markets.

There are four major types of donor markets: individuals, foundations, corporations and government. Small nonprofit organization often solicit funds primarily from one source often wealthy individuals. To meet their financial needs, larger organizations tend to solicit all sources and allocate responsible for each market. here we will examine the institutional and behavioral characteristics of each donor market.

1- Individual Givers.

Individual are the major source of all charitable giving according to Philip Kotler they constitute "some 83 % of the total" (of all charitable giving).Almost everyone gives something at least once a year to a charitable institution. The amount of gifts varies primarily on the givers' age, sex, religion, ethnic background etc. . thus typically more money is contributed by high income people, who are in their middle years, and of high education.

On the other hand the level of charitable giving varies greatly . there are some wealthy individuals who give little and some lower income people who give more. Also according to Philip Kotler "among wealthy people, for example, physicians tend to give less than lawyers."

An important point here is that charitable causes vary greatly in their appeal to individuals . In a study by Save The Children foundation the public was asked "which of the five (categories of charity) would rate as the most worthwhile?" .The ranking turned out to be : (1) Needy children. (2)Disaster victims. (3)Medical research. (4)Aid to handicapped and (5) religious organizations.

Furthermore, within each category of charity, the appeal levels vary greatly, for example people give more readily to Red Cross and heart associations than to Mental Care Association for example . A large part of the difference in the giving levels is due to the opinion people have about specific diseases, particularly about the disease's severity , prevalence and remediability. Thus heart diseases and cancer are severe diseases (they kill) whereas arthritis and birth defect are less severe .(they do not kill).

Another point is that people may think that remedies for heart defect are more available than those of birth defect thus they will give more. But why do individuals give to charity ?

It is essential for nonprofit organizations to understand their motives for giving in order to be effective while fund raising. The answer called "altruism" tends to make the complex motives that underlie giving or helping behavior .

The best working hypothesis is that people give to get something in return. The donation ,therefore should not be viewed as a transfer but as a transaction. A question here arises . What do the donors get? They get recognition , they reduce fear they meet social pressure or they feel altruistic.

Even the anonymous donor who says that he expects nothing in return , expects the gift to be used efficiently, expects some sort of gratitude and recognition or even the anonymous donor while wasting no recognition, may privately enjoy the self-esteem of being "big enough" to give money without requiring recognition.

Kotler divides the individual donors into nine categories:

- 1- Need for self -esteem: they feel good through giving .
- 2- Need for recognition from others : building social status - need to belong.
- 3- Fear of contracting disease : they are insecure and scared from contracting some kind of disease.
- 4- The habit giver : give out of habit in order not to be embarrassed by not contributing to a cause.
- 5- Nuisance giver : this person only gives to get ride of the caller.
- 6- Required to give : they are under pressure in work from their bosses.
- 7- Captive givers : they feel sorrow for someone they know has already caught the disease.
- 8- People-to-people givers : they feel a kind of solidarity to other men.
- 9- Concern for humanity : most commonly these people have accepted the love of humanity concept because it is part of their faith.

There should be different programs for these different programs in order to have effective programs. For example , some people may respond to pride while others may respond by "let us catch up with the competition".

This understanding of motives is rather disregarded in many cases.

Too many organizations ask people to give to them as a needy organization rather than to give to them to support a promising program. The latter is more effective. The case of giving must be bigger than the

institution and it must be presented in a way that catches the eye , warms the heart and stirs the mind.

Another important segmentation principle is the donor's giving potential. Fund-raisers must distinguish between small , medium and large donors.

Seeking the " large gift" is still the most important of fund raising for many organizations. Fund-raisers use a five steps approach. Identification , introduction , cultivation , solicitation and appreciation. They first identify wealthy individuals who could have an interest in the organization. They identify others who might supply information and arrange an introduction. They cultivate the person's interest without asking for money . Eventually the do ask for money and upon receiving it, they express their appreciation.

Large individual gift fundraising is most effective when the organization has developed a "wish list" of exciting projects which it shows to the prospective donor.

The second group of donors is Foundations.

2- Foundations.

Currently there are a large number of foundations that are giving or willing to give money to worthwhile causes. They fall into four groups.

1- Family foundations : typically set up by wealthy individuals and where decisions tend to be made by family councils.

2- General foundations : usually run by a professional staff .They generally give money to large, well-established organizations.

3- Corporate foundations : typically allowed to give up to five percent of the corporation adjusted gross income.

4- Community trusts : set up in cities or regions.

The key concept in identifying foundations is that of "matching". The nonprofit organization should search for foundation matched to its interest and scale of operations.

After identifying a few foundations that might have high interest in its project; Most foundations are willing to respond to a letter of inquiry, phone call or personal visit regarding how interested they are in the project. Then the fund seeking organization can make up the investment of preparing an elaborate proposal for this foundation.

There is an art of preparing successful grant proposals. Each proposal should contain at least the following elements:

- 1- a cover letter describing the history of the proposal , and who has been contacted in the foundation.
 - 2- The proposal describing the project , its influences and its importance.
 - 3- The budget for the project.
 - 4- The personnel working on the project with their resumes .
- The proposal itself should be compacted , organized and readable.

Five points should be very clear in the proposal .

- 1- The importance and quality of the project.
- 2- The readiness and worthwhileness of the organization.
- 3- The organization ability to use the funds effectively and efficiently.
- 4- The importance of satisfying the persons who are doing the proposing.
- 5- The degree of benefit the foundation will derive in supporting the proposal.

Nonprofit organizations should not contact foundations only on the occasion of a specific proposal. It should always have contacts with foundations in advance of any project. This is called "a relationship marketing" or "building bridges". That way the foundation is more inclined to favorably respond to the organization proposal because of their long term relationship and special mutual understanding they enjoy.

3-Corporations.

Business corporations should constitute yet another distinct potential source of fund raising. Corporations have always been supportive for causes like higher education , civic , social , and cultural services.

In the U.S.A. these corporations are allowed by law to give 5 % of their before income tax to charity and considerable potential for more corporate giving is possible. Corporate giving differs a lot from foundation giving.

First giving in corporations is considered a minor issue while in foundations it is considered a major one. Corporations have other obligations first.

They have to be sensible to the feelings of their stockholders to whom their first obligation goes to. Corporations are often reluctant to support controversial causes. Corporations typically handle the many requests for support they receive by setting up a foundation so that corporate officers are not personally drawn into gift decision making.

Second , corporations give much more importance to the benefit they may get by giving to nonprofit organization. If they can show that a particular grant will increase community goodwill (as a grant by a cigarette) company to a cancer research foundation) or train more man power that they need (as a grant by an engineering company to an engineering school).These grants will be more acceptable to the board of directors and stockholders .

In the third place, the type of gift is more varied in corporations than it is in foundations. Examples of what the nonprofit organizations can ask from a company are money, securities, goods (such as furniture from a furniture company), services (asking for some free printing from a printing company) and space (like asking for the usage of an auditorium for a certain program).In the extreme case , an nonprofit organization should be able to get office equipment, marketing research, advertising and so on, for free or for a very low cost if it can identify the proper corporate prospects to approach.

Effective corporate fund raising requires the nonprofit organization to know how to identify good corporate prospects efficiently. There are millions of corporations that can be approached but few are appropriate to any specific nonprofit organizations. Furthermore, the nonprofit organizations usually do not have the resources to cultivate more than few corporate givers.

The best prospect for corporate fund raising have the following characteristics:

1- Local corporations : situated in the same area as the nonprofit organizations. Corporations find it hard to refuse support to worthwhile organizations in their area.

- 2- Kindred activities : situated in a kindred field. Hospitals can appeal for funds from pharmaceutical companies. These corporations are excellent prospects.
- 3- Declared area of support : nonprofit organization should target corporations that have a declared interest in supporting that kind of efforts.
- 4- Large givers : large corporations and those with generous giving levels are good prospects.
- 5- Personal relationship or contacts : corporations tend to respond to peer influence in their giving.
- 6- Specific capability : the fund-raisers might identify a corporation with a unique resource needed by the organization.

The preceding criteria will help the nonprofit organization identify a number of corporations that are worth approaching for contributions. Corporations in the organizations geographical area or field are worth cultivating on a continuous basis (relationship marketing) aside from specific grant requests. However, when the organization is seeking to fund a specific project, it needs to identify the best prospects and develop a marketing plan from scratch.

4- Government.

Maybe government can also be considered in some countries an important potential donor. Government agencies at the federal stage, the state stage or even locally can make grants to worthwhile causes. The government can set up organizations to support Arts for example. Other governmental agencies can make grants to support health care, universities, social services etc. .

The important nonprofit organizations should appoint a responsible for dealing with the government grants and for concentrating on cultivation opportunities in this sector. This officer should be able to build strong relationship bonds with various government officers and this process might force him to spend a big amount of time in the governmental agencies. Government agencies normally require the most detailed paperwork in preparing proposals. But in the same time these agencies are willing to contribute to projects which they feel might have a contribution to the public interest. Certain topics even can become hot such as "cancer research" or "environmental health" etc. and the granting agency will look for the best offer that they can find on this subject. In these cases, they tend to pay less attention to agency benefits or to personal relations with the requesting organizations.

B- Organizing for fundraising.

Nonprofit organizations must develop a way of organizing for fundraising. They cannot simply rely on money coming at random. Usually organizations rely on one person who is chiefly responsible for fundraising, whether it is the chief director or a member appointed especially for fund raising. He or she is responsible for identifying fund raising opportunities and activating other members of the organization to assist him when possible.

Large Nonprofit organization cannot depend on that system any more. They will establish a whole departments of development consisting of dozens of staff members plus volunteers.

For example, let us take a typical university fund raising organization. The board of directors has the ultimate responsibility and should do this by making personal and company contributions, arranging donor contacts and suggesting new fund raising ideas. The president is the chief fund-raiser when it comes to very important, rich or influential people from whom he should ask for money. The vice president will be the chief planner of the fundraising campaign and could also look for money from potential donors.

The director of development handles the day-to-day administration. The remaining development staff carry out specialized activities like getting in contact with specialized donor markets or practice other marketing functions such as public relations and research.

The staff effectiveness is much more important with the help of volunteers-such as alumni, wealthy friends, deans, students etc.. The university's effectiveness is also amplified if the quality of its information system is good. The development team will always need up-to-date files on donors and potential donors. Normally these files should be computerized so that data could be retrieved by year, name, school or any other desired key variables. That way the fund-raisers time could be used much more effectively and efficiently.

C- Fundraising and Goals and Strategy.

Well established nonprofit organizations must set annual and long-term goals for fundraising like, for example, to become the leading organization (whether charitable or not) in its specific fields, to keep the expenses to contribution rate below a certain level, to increase grants by

the government by 15% for example, to increase other grants by 10% for example.

Off course, these goals should always be checked for consistency and their priority level should always be reviewed.

The annual goal for contribution is very important because this way the organization will have a clear idea of what to expect, of how much to motivate its staff and volunteers for high exertion and ,most importantly, to measure its fundraising strategies effectiveness.

The method to arrive at their fundraising goal can differ from organization to organization and from situation to situation. Three of the most important ways are: 1- incremental approach; 2- need approach; 3- opportunity approach.

1- Incremental Approach: This method is very simple. The organization simply takes last year's contribution level and increases it to cover inflation and then modifies it up or down depending on expected economic rates.

2- Need Approach: Here the organization makes a forecast on how much it may need and simply formulates the plan according to this need.

3- Opportunity Approach: This approach is very similar to the theory of the optimal marketing mix. The organization makes a new estimate of how much money it could raise from each donor group with different levels of fundraising expenditures. It sets the goal of maximizing the net surplus by pointing out the highest point on the surplus curve which will show the marketing expenditure level that corresponds to that maximum net surplus.

The last approach is most certainly the best one. The vice president of development would be responsible for preparing the analysis by analyzing the potential of each donor group. This way he will know how much staff and effort to allocate on each donor group. He then sets the fundraising goal and if accepted he will develop an overall strategy. An important point is how to present the case to each donor group. It has to decide how to allocate scarce staff time to different donor groups and geographical areas.

Most organizations, unfortunately, treat the development officer as a technician rather than a policy maker and depend solely on the president and/or board to decide how much money is needed and to assign the implementation program. This is very unfortunate because it robs the organization of important contributions that the development officer could make. On the other hand, other organizations give much more importance to the development officer. This officer participates (with others) to the effort of developing the organization's position and personality. By helping the organization get a better position in the market, the development officer can help the company in raising money more efficiently.

D- Fundraising Tactics.

In any strategic plan, the strategy sets the overall goals for the company. In fundraising it is the same. After setting the fundraising strategy, the organization's job is to send messages to their potential donors. The various channel opportunities create a wide range of fundraising tactics.

The most common collection channels are: radio, television, newspaper, magazine, direct mail, stores, outdoor advertisement, streets, door-to-door, and special events.

The major collection channels are: direct mail return envelope, payroll deduction, credit cards and on-the-spot donation.

Before dealing with the fundraising tactics to be used we should categorize the markets in which these tactics are to be used. There are four markets in this perspective: 1- mass anonymous small gift market; 2- members and their friends market; 3- affluent citizens market; 4- wealthy donors market.

1- The mass anonymous small gift market is consisted of all citizens who could be willing to contribute by a small amount to a certain cause. Here the organization should use low cast fundraising tactics since the expectations are that donation's level will be low. Maybe the most classical form is to use volunteers for street donations. These volunteers will stand in high traffic where their expectation of solicitation is high. A little more costly is the door-to-door solicitation. Another way is used by some charity institutions who enlist retailers to keep donation cans in their

stores. In recent years, direct mail also has become a widely used tactic and this by sending attractive letters to demand support. Here they must calculate the response expected rate needed to break even and do substantially better than this rate. Other tactics are: using yearbooks, sport events and sometimes TVs and radios.

2- The members and their friends market consist simply of members and their friends who might be interested in making some kind of donations to the organization. A typical example is that most museums and art galleries raise money through selling membership cards and making dinners and tours for their members and their friends. Other tactics are auctions, book sales, cake sales, dances, fairs, fashion shows etc.

Fundraising consultants can be found for each tactic and they can define which way will be the most effective for a given situation.

3- The affluent citizens market consist of the people whose position could help them to donate a little more than the mass anonymous small gift market. This market is worth being contacted in more than just mail. A very effective way is to use invitations for special dinners and parties, especially to political. As a matter of fact, political parties always use this system to raise money for their aspiring political candidates. These dinners maybe for one hundred to five hundred dollars or sometimes free with donations solicited after an enthusiastic speech and some drinking. Another method is simply to phone or send a letter to any affluent friend asking him for money directly.

4- The wealthy donors market consist of people well-off that they can afford donating huge amounts of money if properly solicited and motivated. These people are usually well known and very solicited. The establish foundations to handle these solicitations so that they don't get bothered. A striking example in Lebanon could be the Hariri Foundation or even the Issam Fares Foundation.

The major tactics used here are committee visit to person's homes, bequests, memorials, testimonial dinners for wealthy individuals etc.

All of these fundraising tactics define a campaign. Philip Kotler defined campaigns as "an organized and time sequenced set of activities and events for raising a given sum of money within a particular time period".

There are two kinds of campaigns: The annual campaign and the capital campaign. The annual is made each year while the capital is not so frequent. The capital campaign cannot be made too often, cannot be too long and should be carefully studied. Finally, there are three possibilities in each campaign depending on the donors' expectations which are: not to specify any dollar amount; to suggest a specific dollar amount which is low; or to suggest a high dollar amount.

E- Evaluating Fundraising Effectiveness.

The evaluation of any project is crucial in the effort of improvement of any organization. There are two ways of evaluation: micro and macro evaluations.

1- Macro evaluation: In macro evaluation several methods are used to evaluate effectiveness. The most common are:

a- percentage of goal reached: Often the development officer favors a low goal setting in order for it to be reached while the president favors high goals to induce the development officer to work harder.

b- composition of gifts: Here the formula is $\text{gift} = \text{number of donor} \times \text{average gift size}$. The company should study trends in the number of donors and on the average gift size.

c- market share: In some organizations, its share of the market can be very relevant to whether they are working competently or not.

d- Expense/contribution ratio: The fundraising organization is ultimately interested in its net revenue so this ratio is of a capital importance to them. On the other hand many donors look at this ratio before deciding whether to support the organization or not.

2- Micro evaluation: The organization should also rate its individual staff members on their fundraising effectiveness. This is not very efficient because many gifts are the work of a number of staff working together. Still it is best to rate employees to help train them if they are not motivated and willing to perform and to dismiss them in case they are not.

Chapter 5

Coping With Success: New Challenges for Nonprofit Marketing.

In the tight competitive climate of the 1990s, nonprofits are concerned with marketing as for profit organizations. But nonprofit marketing is undoubtedly more complicated than conventional marketing. The main complicating issues facing nonprofit marketing are that nonprofits have multiple non financial objectives; they can't rely on a risk cushion; they have multiple publics, including customers who are not the ones who actually pay; and they gather more public attention both negative and positive than the average business.

1- Non financial Objectives.

It is the most distinctive feature of nonprofit organizations. They are not there to generate money, their bottom line is "social profit": Education, health, safety, cultural enrichment or some other benefits to individuals and the community.

The importance of these goals is undeniable, but so is the fact that progress toward them cannot be measured in dollars or cents or in any other monetary terms. Their profit is not monetary, their profit is social and that's why they need to define or measure their social profit.

a- The dominance of non financial objectives means that it is difficult to measure achievement, make tradeoffs among objectives, and compare the organization with others. In business, money is the proxy for success. Naturally nonprofits want an easily quantified way of measuring success but they often fall in mistakes. Many organizations make the mistake of believing that if members put as too long hours of work that means that they are doing a good job. Also common is the idea that an organization is doing a good job if it is serving a large number of people. In fact it may be the only organization offering the product. A large membership might be more a reflection of necessity than of success.

Success in nonprofits involve two things. First the organization should have meaningful goals at both the strategic and tactical levels, all of which should contribute in the actual achievement of the mission. Second, since achieving the mission means pursuing multiple goals, the organization must make appropriate trade-offs.

Once the board of directors of the organizations has clearly articulated the mission statement, it should, with the senior managers, establish goals to achieve its mission. Management can then take the primary and secondary goals identified by the board and translate them into activities by answering the following questions.

What activities are necessary to achieve the goals? Who should take responsibility for them? When do they need to be done? And most critically, Why do they need to be done. The last question is a check on whether the actual activity advances the mission or not.

The organization must deal with the problem of multiple goals by prioritizing goals is to examine each goal by its importance by asking what the consequences would be for not achieving this goal.

b- Is a Customer Orientation Always best?

Another subtle problem could rise when the customer orientation conflicts with the organization's mission. In most businesses, a customer orientation is required to produce profits. This is not the case in nonprofits. For instance, heart patients might prefer a high fat diet, but their doctor's mission is to keep them healthy, which means, among other things, a low fat diet.

Frequently, the conflict between customer orientation and organizational mission is a short term dilemma. But that doesn't mean that it easy to handle; we live in the short term. In the same time it is very important not to compromise the mission.

The key to successfully accommodating the organization's long term goals and the short term realities of customer desires, is to avoid the authoritarian "I know what's best for you" attitude. Instead, nonprofits should help the user learn and understand how to make choices in a better way.

Even though non financial objectives may make nonprofit management more complicated, it may ultimately be an advantage. The reason is simple: it forces nonprofits to deal explicitly with conflicting goals. In other businesses, the idea that conflicts can be resolved by looking at the profit implications is oversimplified. It is too early yet to tell, but nonprofits, non financial objectives may, in the long run, lead to better management than we now have in the profit sector.

2- No Risk Cushion.

In the private sector, profits allow for a "risk cushion" that provides successful businesses with the resources to anticipate and adjust to a continually changing demand structure. This flexibility is rarely available to nonprofits. Without the insurance provided by the returned earnings, nonprofits can only afford to take very limited, if any, risks. This seriously limits their ability to adopt to changing circumstances.

a- getting past the current financial crises:

The most obvious application of the lack of a risk cushion is that the organization may turn its attention from fulfilling the mission to dealing with financial pressures. It is not only in the area of new products that lack of risk cushion constrains nonprofit organizations. Their day-to-day management approach is also affected. Without the insurance provided by returned earnings, they may be prevented from anticipating and adjusting to new opportunities and threats. Financial resources, simply, don't permit concentration on more than one area at a time. Nonprofit organizations must therefore become adept at making tradeoffs among programs. The tool to help this is suggested by Lovelock and Weimberg, who have adopted portfolio analysis from the for-profit sector to the special needs of nonprofit organizations "each of an organization's products is positioned on two axes: mission advancement and relative cost coverage." In addition, each product is depicted as a circle, the area of which represents its relative importance. Managers use the information to design an integrated product portfolio. The portfolio approach makes explicit advancement. While it might not make tough decisions pleasant, at least it clarifies the issues.

b- Success requires change.

Any successful organization must be able to accommodate change, but this is more difficult for nonprofit than for many businesses. The dynamic political regulatory, economic, social, cultural and technical environments facing nonprofit organizations make change inevitable. But without the risk cushion, nonprofits have neither the fund nor the desire to assume these inevitable needs.

Since change is inevitable, and the lack of a risk cushion is a constraint that will not go away, successful nonprofits recognize that they need to devote energy and resources to planning for change. Nonprofit marketers must improve their chances of retaining control over their organization's fate by regularly and systematically scanning external and internal environments. One area in which nonprofits might start planning for change is in the effects of their own marketing on their various publics.

3- Multiple Publics.

In businesses, users pay for products. In the nonprofit sector this is not the case. Marketers in nonprofit organizations must learn how to make simultaneous and different plans for their users as well as for their founders. Balancing the needs and expectations of users and founders can be a difficult task.

a- Becoming Customer Oriented.

With a marketing approach comes a customer orientation. This means arranging services to suit users, not necessarily the organization or its staff. The customer orientation undoubtedly produces customer satisfaction. This satisfaction creates a new relationship between the user and the organization. This may have a positive effect but also a negative effect if the company tries over its capacity. Now more than ever, nonprofits need to concentrate their resources in the face of increasing scarcity of funds and more intense competition for users, nonprofits have to perform better than ever.

b- Dealing With High User Expectations.

In the past nonprofits used to consider that by providing services, they were doing the user a favor for which he should be grateful. But now that more and more organizations are customer oriented, user's expectation

have radically changed. Users expect nonprofits to provide high and even extraordinary levels of services.

Nonprofits should expect and welcome more demanding users but should take measures to ensure that expectations is not always best. It can spur an organization on to provide even better service. Both users and organizations may benefit from such expectations.

To deal effectively with high user expectations, nonprofits need to know what these expectations are. This can be done formally, through surveys or informally through monitoring user's interaction with customer contact personnel.

Once an organization knows its users expectations it decides whether it can meet them or not. Once expectations seem realistic, then the organization needs to establish a delivery system that will actually meet user's.

c-Don't Be too Eager to Please Users.

The danger of becoming too eager to please users are great. According to Gallagher and Weinberg in Sloan Management Review/Fall 91 P.35 "Both volunteers and professional staff prefer working with the well-adjusted seniors and virtually ignore the more difficult-to-reach people."

A potential more serious consequence of a user orientation is product proliferation. The combination of more demanding consumers and a genuine desire by the organization to please them may lead nonprofit organizations to offer more products than they can afford "In attempting to serve more user groups better, it is possible to end up serving everyone less well."

d-Offer Funders Meaningful Benefits.

The other very important relationship for nonprofits is with their funders. The traditional way of funding was to offer to a worthy cause. But with the economic downturn which led to a serious drop in donation and government funding, nonprofit marketers began looking for something new.

The most successful approach is to offer the funders some real marketing advantages like becoming sponsors and having their name prominently associated with a nonprofit organization.

In this context, the organization, rather than offering products, is a product, and management has to decide how best to promote the product

to potential sponsors. They must understand their sponsors expectation and then they could find a way beneficial both to themselves and to the funder.

e-Negotiate Appropriate Performance Measures With Funders.

Nonprofits must understand that funders increasingly expect performance measures. And funders expect these performances to be beneficial to them not necessarily to the nonprofit organization.

A major problem here is the tension created between the long-term orientation of nonprofits and the short-term orientations of funders. If nonprofits want to maintain meaningful control over their operations, they will simply have to work with funders to find a balance that satisfies both groups' needs.

Financial realities sometimes force nonprofit to compromise, but social reality also forces sponsors to compromise. It is important that nonprofits make the effort to educate funders about long-term benefits and investments.

f- Donations can be too generous.

Sometimes nonprofits get offers that they find hard to refuse, but they ought to.

An overly generous offer can throw an organization off balance. Sometimes if the company doesn't have the resources to deal effectively with the large gift, it will create a donor's dissatisfaction.

A satisfied donor, just like a satisfied customer, can be converted into a regular donor over time. Thus, in situations where donations may be too generous, nonprofits should seriously consider declining or reshaping them, for the good of both the organization and the donor.

4- Public Attention.

Nonprofit organizations tend to attract more public attention if compared with other business of the same size. This is partly due to the fact that the activities of the nonprofits tend to involve raising public awareness to various issues, like smoking, the environment or safe sex. Media's attention is not always positive though, and negative press can seriously damage an organization's reputation and even cause the whole cause to question its credibility. The best way to deal with the reality of public attention is to try to manage it.

a- Using Public Relations.

Nowadays, there is a great number of events happening simultaneously in the world. The press simply cannot pass everything, it will present what it will think "newsworthy". However, the new trend now is the "flavor of the week" mentality. An issue may receive a great deal of attention and then disappear often sometime. But some issues do maintain a permanent place in the media. The news media therefore represents both an opportunity and a threat to nonprofits.

Gaining media attention can have very positive effects, particularly on resource attraction. In addition to raising money it can have several indirect benefits; the first donation if handled correctly will lead to further donations. In addition when a cause receives considerable media attention it is more likely to receive increased government funding, as politicians tend to prefer popular causes. Finally, new users may be attracted because of media stories.

b- The Realities of Public Attention.

While the potential damage from negative stories is obvious, even positive media can create some difficulties. No matter how well the media campaign is planned by the nonprofits, more important and more fresh stories can come along. It is not prudent to count too much on expected media attention. It should only be dealt with as a contingency plan. Exploit media attention but do not count on it. Second, unexpected favorable media attention can overwhelm an organization's capacity to provide services. It may generate so much clients that the organization simply will not be able to deal with efficiently and effectively as it should.

Finally, media attention may hurt other organizations by diverting people, in the form of customers or volunteers, and money that would otherwise have gone to them.

So marketing in nonprofit organizations is undoubtedly more complicated than simple conventional marketing. Nonprofit marketers have to regard the previously mentioned points with care if they wish to cope with the new demands of the always changing business world.

Maybe it is the difference we mentioned that makes marketing for nonprofit organization more challenging because ironically, those characteristics of nonprofits that make marketing difficult, set the stage for superior marketing performance. By complicating the practice of marketing, these distinctive qualities face marketers to question much of

the conventional wisdom of for-profit marketing. For instance, non financial objectives make it difficult to judge whether marketing programs have been successful, but they cause organizations to deal with conflicting priorities explicitly rather than through the proxy of profits, which has limited scope.

The most significant difference between business and nonprofits is the one that actually generates all the complications. Nonprofits have more complex missions than do business. The marketing challenges that arise as a result can almost all be effectively dealt with by appealing to the organizational mission. Consequently, the importance of a well thought-out, clearly articulated, and deeply understood mission cannot be overstated.

Ultimately, that is the source of success for nonprofit organizations.

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