

Introduction to the Emergence of the Concept of Marketing in Non-Profit Organisations

1. Chapter 1: Understanding Non-Profit Organisations

This essay is concentrated on how marketing is understood and applied at the level of organizations whose objectives in the process of creating value have specific requirements. The concept of marketing and its methodological platform, applied in the case of business organizations, is inspired by the approach to marketing specific to non-profit organizations. A great number of studies in economics propose perspectives on other types of organizations, with purposes benefiting the community, with implications in the social sciences field. Non-profit organizations arise in different fields such as social and community services, political parties, non-governmental organizations, and sports organizations. All of these are conceived for the well-being of the community for which their services are intended.

In terms of objectives and functions, these organizations have to satisfy the needs of their members who do not expect any tangible material benefit. Also significant is the situation when the needs and preferences of the clients refer to difficult objectives to evaluate and quantify. The consequences are found at the level of the decisions regarding marketing mix and employment, influencing selection and employment applied in non-profit organizations. These characteristics, along with the environment of non-profit organizations, establish the necessity of finding adequate instruments to analyze and optimize market orientation. Transformation of needs into marketed services requires marketing policies, decision orientation, systematic processes to adapt the offer to the expectations and desires of potential beneficiaries, evaluation of the relevance and efficiency of the proposed solutions, and utilization of marketing techniques to coordinate resources, organization, profit orientation, strategies in relationships with the public, and processes for the intermediation of services.

2. 1.1 Definition and Characteristics of Non-Profit Organisations

Forster argued that a common definition of non-profit organization was not possible, while Bradford suggests that, in Canada, 61 distinct classifications exist. Hager identified 3,413 in the United States, all with their unique *raison d'être*. Indeed, Erikson draws attention to Forster's contention that "no one has ever satisfactorily defined the non-profit organization, and ... in practice the same truth will probably apply for an indefinite future." The suggestion is made that "we do not define non-profit organization; rather, we acknowledge that there are several definitions of the term. In accounting and tax-exemption terms, non-profit organizations are sometimes called not-for-profit. Yet, despite the difficulties of general definition, many facets of non-profit organizations are common to them all.

Hodgson and Webeser suggest that, "their common feature is simply that the organization or society is not established primarily as an economic profit-making undertaking, although many non-profit organizations are commercial in operation. It is generally agreed that the primary objective of non-profit organizations is in contrast to those of most private sector organizations established as enterprises owned by individuals for the purpose of making a profit. Furthermore, it is proposed that managers of service organizations are accountable on economic grounds, financial gain not being the primary rationale for their existence. The non-profit sector is otherwise called the voluntary, third, or social economy sector.

3. 1.2 Historical Development of the Non-Profit Sector

The purpose of the study of the history of the non-profit sector, apart from a systematic placement in the context of the current situation, is also to better identify what is specific in it in comparison with the other types of sectors in the economy. Specifically, what is unique and potentially applicable in its management involves applying the methods of the leading philosophy in management—marketing. The concretization of the directions for improvement of the functioning of the non-profit sector, as a result of the specifics disclosed, is a logical approach in the research of this context. The role of the non-profit sector in the economy of leading countries has grown considerably, which is not a subject for debate. Inspired by historical necessity, the non-profit sector expands its operations in due course, adjusting its forms of community service to changing cultural standards and contemporary

societal aspirations. It carries out this function in partnership not only with governmental authorities but also with the corporate sector and individual citizens. The result is growth, acculturation, and innovation for the sector and a higher quality of life. Management itself is the process of attaining planned objectives through engagement with people and resources. Marketing, generalizing the experience of successful management practices in commerce, appears as structured and consolidated knowledge about consumer behavior, simultaneous satisfaction of the needs and requirements of numerous groups, and orientation toward their achievement. It is a specific leadership that remains in real connection with the real world.

4. Chapter 2: Evolution of Marketing

We live in a society dominated by consumption and have a growing concern for the quality of life. The last few decades have seen a significant increase in organizations involved in the supply of goods and services. In developed countries, weak economic growth, high unemployment, and low interest rates have contributed to the non-profit sector experiencing unparalleled growth. A discussion of the concept of marketing is also a discussion about the market, which is conceptually very broad. There is an attempt to restrict the scope of the market for services, as marketing services has a series of peculiarities that are important to combine with the theme of non-profit organizations. These peculiarities cover the breadth of the companies that form the non-profit sector, the scope of the objectives of non-profit companies, the defenders of the target market, the behavior of target consumers, the price-quality relationship, the possibilities of promotion, the purchase of media, the absence of material evidence, or the objectivity of the results obtained by the product, and the problem of pricing a service.

5. 2.1 Definition and Scope of Marketing

The term "marketing" is taken from the business world and is usually understood to mean selling or advertising. This is an extremely limited view because selling and advertising are only two of the many marketing processes. The basic concept of marketing is much broader and has to do with the effect of an organization on its markets, and vice versa. Marketing is defined as "the management of the relationship between an organization and its publics". This makes it clear that there are a number of other aspects of relationships (apart from selling and advertising)

and that the publics affected are numerous. The meaning of "marketing" in non-profit organizations includes a number of processes described below.

The basic theory of marketing holds true in all organizations. Marketing relates an organization to its markets, and vice versa. It results in marketing decisions that production, finance, and personnel decisions cannot wholly dictate. Any organization wants to meet the demands of its markets in the best possible way. The right marketing decisions are essential if an organization is to operate effectively, and those decisions will concern the future interests of that organization...its "market welfare". In a market economy, it is acknowledged that not all of an organization's publics play a part in the socio-economic system. Some will perform essential national or regional services; these not-for-profit organizations that serve the nation are both indispensable and entitled to recognition of their social function, and marketing holds the key to achieving the best welfare.

6. 2.2 Traditional Marketing in For-Profit Sector

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In parallel with the development of the traditional marketing concept in the for-profit sector, the marketing concept in the non-profit sector was developed. The development of the concept of traditional marketing starts from introducing the basic and advanced elements, such as consumer orientation, integrated marketing concept, social responsibility marketing concept, consumer society, and the image of the company. It is observed that progress is made in the application of advertising in the market beyond national borders. A review of the modern principles of marketing is revealed, taking into consideration the concept of traditional marketing, the concept of socially responsible marketing, as well as the service concept. It will turn out that the application of the elements is different in the non-profit and for-profit sectors.

Traditional Marketing in For-Profit Sector

Traditional marketing in the for-profit sector is based on the known concepts of price, product, place, and promotion, indeed with the aim of attracting consumers and maintaining strong relationships. The basic marketing concept revolves around the product itself, its production and presentation; product quality is crucial for the success of the project. Satisfied consumers guarantee success. The traditional

conception thus focuses on product characteristics like secrecy, quality, and durability, but not on providing consumer satisfaction and the impetus for product provision, which is specifically achieved through the creation of the company.

Finally, the market concept is buyer-protected, with a focus on the company's creation and "inward vision," assuming that success lies with the consumer's satisfaction with the highest quality products. In cases where marketing becomes a production-oriented function, the emphasis will be on the development of new products, shrinking costs, advertising, creating price promotions, and salespeople, in order to convince consumers to acquire the company's products. Other disciplines such as finance, production, and human resources will support the marketing department's requirements to achieve its goals.

7. 2.3 Shift Towards Marketing in Non-Profit Sector

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Non-profit organizations have changed over time from just being charitable to also being efficient and developing financial independence. They have become more involved and professionalized, and now, in order to remain viable, require a different strategy. Customers can no longer be viewed as simply beneficiaries that have no control and no purchasing power. The marketing focus has therefore been adapted to incorporate customer orientation, marketing partial self-sustainability, responsiveness, and duty of care to stakeholders. This chapter provides an overview of this global shift in non-profit organizational orientation, with particular reference to non-profit organizations within the European context. The survey provided by this chapter of the current trends and new roles in marketing will be useful to both practitioners and academics in their decision-making, research, and teaching processes.

Shift Towards Marketing in the Non-Profit Sector

The following discussion considers shifts toward market-like behavior for SBOs, specifically those providing services for children. There are two primary reasons. Firstly, informed knowledge and analysis of the nature, scope, and effect of business behavior by SBOs providing children's services should inform public policy in a global environment where more and more governments are devolving those services to SBOs. Secondly, the discourse on SBOs and their public service delivery

performance has tended generally to overlook those SBOs, giving primacy to the literature identifying SBOs' business role as serving customers or stakeholders rather than paying attention to those SBOs that are providing public services in a manner that is the essence of the public service ethos.

8. Chapter 3: Marketing Concepts and Strategies in Non-Profit Sector

Introduction to the Emergence of the Concept of Marketing in Non-Profit Organisations Marketing involves all activities that help an organisation to have a better knowledge of the needs and requirements of its customers and to fulfill them in a more effective way than its competitors do. In the profit sector, where the purpose is to maximize profit, the establishment and maintenance of relationships with customers and other publics is essential. The employees in not-for-profit organisations either do not realize that marketing could help put their organisation into a strategic position or believe that it represents a capitalistic concept that conflicts with the altruistic intentions of their particular organisation. To establish the rationale for the application of marketing to non-profit organisations, it is necessary to demonstrate that the productive and managerial techniques that have given rise to marketing are not per se capitalistic but can supply an association with valuable information leading to greater efficiency and effectiveness in fulfilling its social function. The effective and efficient fulfillment of the association's goals is determined by the relation that the long-term survival of the association has with its ability to accomplish its social function. The development of a marketing capability in a not-for-profit association should not only be consistent with its mission but should also be considered fundamental to the accomplishment of its mission. Not-for-profit associations have to solve the same basic problems as other non-profit organisations, and this is why strategies for profit-oriented activities are useful in helping non-profit associations decide what to do, how best to do it, and how to communicate their commitment to those they wish to attract. The strategies employed by a not-for-profit association when faced with an external influence are similar to those used by for-profit organisations. However, the objectives of these organisations must not be to make monetary profits. These institutions, although different from those operating in a profit-oriented environment, are not immune from economic and managerial considerations.

9. 3.1 Importance of Marketing in Non-Profit Organisations

The importance of the function of marketing is increasing, also in the public sphere and non-profit sector. This is due to the fact that there are substantial budget restrictions for these areas, while on the other hand, the demands of the target groups are becoming increasingly more specific and detailed. Therefore, more and more frequently, it is no longer a case of offering standardized and average services to the target groups, but rather of making use of the means and instruments of the commercial sphere, namely to put the client at the center of one's operations rather than the services offered. The task of management and competitive thinking is to identify the requirements of the target groups for whatever products or services and performance features seem to be necessary in order to satisfy these requirements in the best way and in the future. Thus, the idea of marketing does not only concern commercial enterprises, and it is not confined exclusively to the non-profit social service activities capable of generating income or even profit. What must be realized is that the instruments with which clients can be engaged, viewed as a whole, are applicable not only to profit organizations offering merchandise but also to all other ranges of services. Only a complete and non-threatening understanding of such methods will make it possible for the expenditure of public funds to be utilized to the best of public interests; that is, the efficiency of public economics would become a positive judgment of the extent to which consumption is allocated in a way that is consistent with social priorities.

10. 3.2 Strategic Marketing Planning

Strategic marketing planning describes a process that bridges the gap between the organization and its environment. The objective of strategic marketing planning in NPOs is not to save them from being overtaken by other more flexible competitors, but to enable the organization to identify and plan for changes and to create and maintain long-term preference for the mission and services. Strategic marketing planning is a future-oriented exercise. By demonstrating progress towards the stated objectives, charitable organizations can attract and retain the support and approval of both the donors and the ultimate beneficiaries. There are two activities in strategic marketing planning. The first activity involves environmental scanning and internal assessment, enabling the organization to search for and forecast changes in their external environment and to assess their capabilities in relation to

this foreseeable variability. The main concern in this activity is assessing the probabilities of different scenarios.

In the second activity, the aim is to conduct forecasting based on the information obtained during the environmental scanning and internal assessment. The forecasting would cover a variety of items such as the future environment, the future market situation, and the implications of the above on the organization itself. This involves predicting the areas of sustainable customer satisfaction, designing strategies to develop and shape direction, enabling the organization to take advantage of both the environmental changes and the potential activities so that the best service practice can bring its rewards, then scanning the internal capabilities and assessing the potential impact of different marketing management strategies on the overall achievement of the organization's mission. By engaging in strategic marketing planning, a charitable organization responds to a changing external environment, and it is this process that creates an accurate picture of the most likely achievable future. This is fundamental for high levels of sustained mission performance.

11. 3.3 Branding and Positioning in Non-Profit Sector

With the commercialization of the nonprofit sector, a growing percentage of nonprofit organizations develop and offer products and services that are voluntarily received and paid for by consumers independently of commercial markets. Given this microeconomic approach to dealing with certain social problems, marketing begins to be applied to the management of nonprofit organizations. The strategic tool par excellence of marketing is branding, and it extends its influence to the nonprofit sector. In the field of nonprofit organization marketing, the term branding has now an increasingly widespread use, as awareness grows that the nonprofit organization needs to be recognized and appreciated by its constituents to attract volunteers, resources, and results. Brand equity can therefore be considered equally useful in the nonprofit sector as in the for-profit sector.

The concept behind brand equity is that brand knowledge is a higher-order construct and that brand associations are nested and organized from low to high levels of cognitive hierarchy, considered as proprietary assets. Indeed, in all organizations, regardless of the organizational sector, it is recognized that the brand contributes to creating and leveraging attention, consideration, attitude evaluation, trial, and commitment, which are levels internal to the path of external alleviation of

the potential consumer or donor from ignorance, disinterest, aversion, inexperience, indifference, and intellectual affinities, up to everyday attention, regular support, and voluntary mobilization.

12. Chapter 4: Target Audience and Stakeholder Engagement

The fourth chapter introduces the target audiences of non-profit organizations as well as various methods used by non-profit entities to maintain relations with their current and potential stakeholders, for instance with sponsors, members, donors, volunteers, and the distribution of their services to the general public. The engagement of stakeholders is a complex and multifaceted process with the application of various marketing tools and the modification of products and services being developed and distributed so that the expectations of certain groups of stakeholders are met. Some of the aforementioned tools and modifications are explained in more detail, e.g., the implementation of corporate identity, corporate communication, customer service management, customer relationship management, social responsibility policy, sponsorship, and cause-related marketing. However, the key purpose seems to not satisfy stakeholder expectations; it is the concept of involved stakeholders that prevails. In the marketing plan under the concept of marketing development and implementation in non-profit organizations, this process is called donor introduction.

The relationship marketing tools used by non-profit organizations are used to organize the processes of direct or interactive contact with stakeholders, which subsequently helps to form long-term relationships with the nominal and reactive retention of the organization's products and services. Tools are divided into two groups: corporate management – corporate identity, organizational identity, corporate communication, corporate social responsibility, and marketing management – non-profit organization theme policy, audience policy, non-profit organization personnel with customer relationships, sponsor. Once the importance of these tools to attract the attention and satisfy the stakeholders' requirements, to maintain relationships with stakeholders, and to maximize the value for the sponsor, they are considered in these works. The concepts and purposes of a number of the related parties of a non-profit organization holding have been explained in some way.

13. 4.1 Identifying and Understanding Target Audience

1 Introduction A lot of private companies and public institutions still believe in the stereotyped image of non-profit organizations as disorganized entities that have all the premises needed to self-destruct during the projects that they develop. Its focus on the number of beneficiaries of its activities, centered on the causes of its origins, often has made rebellious professionals resistant to the impact of the application of marketing to the reality of non-profit organizations. The creativity applied to the budget is, in our opinion, directly related to the development of a strategic marketing focus. It is not through commercial strategies that entities must find the resources to satisfy their needs and those of their target audience, but by using the knowledge that marketing ensures that the public and private sectors have the financial conditions to introduce important social changes in favor of entities. From the research carried out, this chapter will present the essential conclusions for non-profit entities that want to know what their audience is looking for in this social sphere.

13.4.1 Identifying and Understanding Target Audience The study of each segment allows better support for decision-making concerning the development of communication strategies, recruitment, and the use of sources of income available for the segment to grow. Knowing the motivations that lead potential donors to take action is vital for the development of communication strategies that support sponsorships and financial contributions. The different levels of involvement that are expected from the most diverse types of donors or sponsors in the various projects should be considered. The level of engagement of donors during the development of student, cultural, or scientific activities can guide the definition of targeted loyalty strategies. On a new scale of involvement, it is clear that international audiences will not react in the same way to visual or written communication. Text changes, graphic design, and website structure are some of the elements of a marketing plan that are conditioned by the audience in question.

14. 4.2 Stakeholder Engagement Strategies

The NGO should conduct a stakeholder mapping and determine the most committed among them. This way, it will be easier to establish a management model suited to the characteristics of each type of stakeholder, ranging from the non-influential/non-key to the influential/key, depending both on the relevance of each group for the operations and reputation of the organization. This kind of

management model results from a portfolio approach whereby each stakeholder is managed in a distinct manner. The use of tools is crucial for strengthening not only the relationship with users and volunteers, but also for attracting funding that is not always easy to find. Depending on the mission of the organization, it is crucial that the staff carry out a SWOT analysis that will help to better adjust the resulting strategy to the current stage of growth of the organization. Only then can we determine how firm the relationship is, the effective offer, value provided, organization structure, and decision-making process, as well as if the ultimate goal of becoming sustainable can be achieved.

15. Chapter 5: Communication and Fundraising

'CHAPTER 5: COMMUNICATION AND FUNDRAISING' is a rare example of a publication about marketing mainly aimed at the managers of non-profit organizations, which are generally assumed to be unacquainted with marketing and its role. Because the marketing concept is particularly connected with the increasing openness of non-commercial organizations to the environment in which they operate, this chapter focuses on communication and fundraising as activities that show no substantial differences between for-profit and non-profit organizations, although they will be treated by marketing. "Market" is a concept in which the basic idea involves competition, trade, and the exchange of resources. It is linked to choice, price, and supply restraint. Marketing is a business concept based on the orientation of all organizational efforts toward the satisfaction of clients.

The marketing concept should be better clarified, with all of its aspects, especially those related to the satisfaction of clients, stimulation of competition, and the use of traditional marketing instruments designed to amplify the efficiency and effectiveness of non-profit organizations, in order to help them fulfill their social mission. The role of marketing, along with communication and fundraising in non-profit organizations, includes charismatic institutions and other legally organized institutions on a non-profit basis, nevertheless circumscribed in areas serviced by some profit organizations. Today, non-profit organizations recognize the ideas of the marketing concept, but without their philosophical assumptions, implementing marketing techniques already successfully practiced by large private companies in profit.

16. 5.1 Communication Strategies for Non-Profit Organisations

This section highlights how the perspectives that prevail for non-profits are deficient when categorized uniquely in the advocacy or thesis groups. One should include culture, economic development, labor, social service, and professional associations. Efforts should also be made to study non-profits in both developing and developed countries, as the context in which they function is unique. Exploring and distinguishing the various types of non-profits within and across several countries aids in moving forward the basic understanding of non-profits, which educates our support strategies in a certain way.

Experts suggest the raising of collective success measures, alliances, communication, leadership, and other relevant organizational factors that are broadly applicable to diverse non-profit organizations. There are also advocates for the particular communication strategies pertinent to each non-profit group. The reviews indicate that the non-profit model provides a suitable way to do so. From here, empirical analysis takes its cue. If the effectiveness of non-profit groups comes from various forms of marketing, then leaders and managers of non-profit groups can use the non-profit marketing constructs, such as organizational members and segments, to convey their messages effectively to ensure the success of their mission, bottom line, and other appropriate performance metrics. Also, recruitment, brand strength, reputation, donor or client engagement, and many other general marketing skills and abilities point to economic success.

17. 5.2 Fundraising Techniques and Campaigns

The difficulties of obtaining funding for an organization result in it having to devote resources and effort to finding funds to guarantee its continued activity and, through this, contribute towards keeping its members equipped with the necessary budgets and materials, making sure they can carry out the tasks for which they are responsible. Due to the majority of non-profit organizations working with a given social group for which there is some kind of sensitivity, often linked to a considerable degree of implicit guilt in the society in which they are located, fundraising depends for the most part on the degree of ethical commitment and personal donation made by social agents. On the other hand, as is happening in entrepreneurial marketing, down and upward intransigence is verified in NPO

marketing, where we depend to a great extent on what others decide. Organizations are unable to control the exchange process by imposing conditions and in most cases expect that firmaments will be to the organism of them independently. Instead, the characteristic of markets with a social orientation ratifies the high level of dialogue and personal relations, exchange of favors, and the need to maintain a personal image, where both parties share in the search for opportunities whereby mutual benefit may be established.

18. Chapter 6: Impact Assessment and Evaluation

This chapter discusses the importance of impact assessment and evaluation with particular reference to the measurement of social programs. The idea of assessing whether the social service provided by social programs is meeting needs is a topic that has surfaced continually within the literature on social policy. Yet, this is a complex issue since social problems and needs may be nebulous. The individuals and social units credited with the capacity to identify them may well differ from those funding the programs devised to meet them, and social work practice has questionable success rates in addressing them. Some have argued that very long time frames and difficulties with monitoring make assessment of the achievement of aims some kind of useful fantasy. Yet, there can be little doubt that not taking the efforts over many years to evaluate the notion that programs meet needs represents a form of massive policy failure.

19. 6.1 Measuring the Impact of Marketing Efforts

Introduction

Measures of marketing effectiveness are typically specified in terms of the achievement of organizational goals that have an external focus with an extended time frame. Additionally, consideration is usually given to setting standards of performance that are likely to result in the achievement of these goals. Quantitative and attitudinal measures are employed to assess the degree of satisfaction with specific marketing activities.

The goal of many business activities is to build and maintain demand for products and services. Marketing serves this purpose for many types of organizations, identifying and satisfying customer needs at a profit. To some extent, non-profit and public organizations also have to meet the needs of beneficiaries, comprehend demand for their services, and manage their demand. There is legally mandated

evidence that they are achieving their objectives. Little appears in the marketing literature, however, regarding marketing effectiveness measures for non-profit and public organizations. The growth of marketing activity and thought applied to non-profits appears to be far ahead of that needed to develop an understanding of its purpose and the objective way to measure effectiveness. Without effective criteria, these organizations are unable to judge success.

20. 6.2 Evaluation Techniques and Tools

1. Types of evaluation: Before the evaluation can take place, the institution involved in development activities should engage in forward planning so that full thought is given to the type of evaluation that will be carried out, the techniques that will be used, and the resource implications—both people and money. Each stage of the evaluation process follows on from previous stages, but each is equally important. Within these stages, certain techniques and tools can be developed.

2. Evaluation of the planned measures: The planner originates the plan and presents it for evaluation. The evaluation group then reviews the plan. The process used to review the plan is important because the effectiveness of the communications, the fairness with which the process works, and the contributions that those who are responsible make to the process each have different effects on the acceptability of the plan and on the achievements of the organization. The value implications that are created are compared to the value implications that were supposed to be created.

3. Monitoring of the implementation of the measures: The next stage is the monitoring of the implementation of the planned measures. A comparison is made between the plan that was presented and evaluated and the actual implementation of these planned measures as presented in the documentation. The evaluation process is responsible for the communication with and the guidance of the respective parties involved with the specific plan.

21. Chapter 7: Ethical Considerations in Non-Profit Marketing

A focus on ethical marketing decisions, strategies, and outcomes is an important concern in the marketing discipline generally. This is even more significant for non-profit organizations seeking to achieve objectives associated with societal well-

being rather than individual shareholder wealth. NPOs usually operate in non-competitive markets where there is no formal feedback mechanism, and often very limited legislation controlling the market conduct of donors, volunteers, clients, or the beneficiaries of an organization's mission. So why should NPOs be particularly concerned about ethical marketing activities and planning? There are several reasons. First, many of the activities utilized in both the marketing of services generally and in the marketing of NPOs specifically may be found to be morally abhorrent.

Actions such as hard selling, market allocating, dealing with only a well-to-do portion of the population, exploitation of expertise, profit-maximizing, or deceptive or fraudulent marketing behavior, although legal, are contended to be inappropriate, wrong, and unjust when performed by NPOs. Secondly, conservative consumer values create expectations about moral commercial responsibility that NPOs should contribute to the enhancement of individuals' moral well-being. Finally, NPOs depend on donations to fund their operations and to support their mission. Non-profit organizations can and should treat constituents as individuals rather than as demographic segments and as ethical individuals rather than consumers. With increased competition among NPOs for the dollars and hours of potential benefactors, management needs to realize the potential of marketing and the proper customer orientation in order to achieve improvements to all moral values. NPO marketing ethical issues are illustrated by discussing the complexities and difficulties in the marketing of organ transplants.

22. 7.1 Ethical Issues in Non-Profit Marketing

Supplement to Chapter 6

When discussing whether non-profit organizations must be concerned with ethical issues when practicing marketing, the starting position may be to ask whether it really makes a difference whether the behavior of a charity is ethical or not. After all, the purpose of marketing is to convince the target publics about the program and to convince them to act in the interests of the organization. No one is forced to support a particular charity and so, if the charity can convince the supporters, they would appear to have been ethical. The answer to that non-question is that if the charity says one thing and does another, then the issue of ethics applies. Ethical problems arise when the activities of the charity are such that the target publics have actually been deceived as to the real intent of the organization.

Responsibility of Non-profit Marketers in Ensuring That Marketing Practices are Socially and Ethically Appropriate Since the mid and end of the 19th century with the emergence of secular charity movements, social organizations have been uniting to engage in certain social actions, the management of which is run from the perspective of for-profit management or private management. Bounded by market rules, marketing practices are used, which some consider inappropriate from the point of view of ethics and social responsibility. The very practice of marketing in these organizations, however, aims to respond to certain dilemmas that can be felt in its different dimensions. Given the restrictions and limitations that these organizations may face in addressing the existing marketing dilemmas, marketing management must go beyond its classical purpose to satisfy the interests of its target audiences.

23. 7.2 Best Practices and Guidelines

Following is a list of best practices and guidelines for successfully employing email marketing as part of your overall marketing strategy. This list is not exhaustive, but it contains suggestions from a cross-section of industries that have reported success with email marketing.

- Understand the goals of your email marketing effort. Are they awareness, generation of leads, customer retention or reactivation, or actual immediate sales? As always, your objectives will drive the rest of your marketing strategy.
- Use "push" and "pull" marketing techniques. Use push marketing in new product introductions to assure messages are received and notifications or offerings are read. Use "pull" marketing to motivate customers to re-visit their areas of interest for product details, specifications, or user reviews.
- Use email marketing with transactional email. Be sure that transactional email can be integrated with your marketing plan and offer. Personalized (and therefore highly targeted) content can easily be inserted into transactional emails. For example, a series of follow-up emails after each transaction (feedback, expected delivery, return policy, etc.) as well as pushing cross-sell products into the emails. Although such messages are typically automated, they do not have to be. In above cases, personal notes from the customer service department could easily be inserted. Such non-automated notes humanize the company immediately and start the one-to-one relationship off on the right foot. Transactional messages have

greater "open" and "click through" rates than do marketing emails, yet only a portion of large retailers are utilizing transactional emails for up-selling and co-registration. Doing so has increased e-commerce revenues significantly. Why aren't firms taking better advantage of this easy avenue?

24. Chapter 8: Future Trends and Innovations

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Chapter 8: Future Trends and Innovations

Although marketing represents a key asset for the successful growth of non-profit organizations, there is little that is still discovered and known in this field. This is particularly true in sectors of action traditionally oriented towards the satisfaction of the needs and wants of their target groups, where financing operations are mainly based on third-party resources. This chapter tries to follow existing studies, which mainly analyze the state of the art in the non-profit marketing sector. However, we wanted to propose a completely different line by nature, focused on understanding the evolution of marketing within these organizations. Our scenario in 2021 is marked by a period of widespread changes, radically undermining the assumptions and strategies of the different sectors of action. Now in the third sector, diversity is no longer avoided, especially in the search for resources and in showing the main traditional references: the residents, the community, and the delegations.

In this sense, the chapter is broken down into three main areas of action. The first is aimed at a census of research carried out in these areas of activity, making use of bibliometric analysis with the aim of identifying the development dynamics and finding a shared vision. The second point has been divided into two different stages. Finally, there is a third analysis of future evolution-oriented perspectives. Any organization not having a constructive and volatile strategy has already lost and has entered the phase of liquidation. Given this fundamental importance, the general range of the search was to better understand the evolution of the concept of marketing within one of the non-profit sectors, in which economic theory has not developed a unified vision able to develop consistent and informed behaviors. Our exploratory analysis based on bibliometric analysis has seen the application of the document co-citation method with several modifications to identify the

classifications, investigate the structure of evolution, and identify the potential guidelines to be addressed.

25. 8.1 Technology and Digital Marketing in Non-Profit Sector

We can characterize the early part of the 21st century by a rapid and sometimes disorienting pace of technological development. Consumers are embracing new digital and internet technologies at an amazing rate. These technologies are reshaping the consumer world, as well as changing business practices. Consumers expect to receive products and services that are convenient, where possible available digitally, and often free. The ways people lead their lives are more connected and networked, changing communications and consumption patterns. These kinds of technology are a potential lifeline for charities and not-for-profit organizations globally. However, as they move into the digital era, non-profit organizations ask questions such as, "How can we harness the power of these new media to help the people we serve and not become enslaved by the technology we need to use to achieve this?".

26. 8.2 Emerging Trends in Non-Profit Marketing

The concept of marketing, as it applies to non-profits, is at a much earlier stage of development than in the context of business organizations. Only very recently has the term 'non-profit marketing' come to be used with any frequency; however, more recent literature has seen a growing list of authors who have discussed the idea. Contemporary NGOs are continuously required to redefine their management and their objectives. Progressive non-profits have benefited from advancements in government policy, technology, and management theory in recent years. This has allowed a number of NGOs to become larger and more professionally managed, attracting some of the world's most talented professionals. Concurrently, globalization and stringent competition for grants are causing a surge in the number of NGOs. It follows that non-profits, like for-profits, must develop marketing programs, offering their resources to potential clients and supporters. There is, however, still substantial ignorance about the nuts and bolts of marketing in non-profits. In a way, then, we are at the beginning of another trend: an ever-increasing examination of marketing problems of service-providing non-profit organizations. The importance of non-profit organizations and the significance of the marketing

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concept are not questioned. Yet, in clarity, we must also accept that we are still in the adolescence of societal marketing. We may know that a marketing orientation will make it easier for the organization to get 'Society' to do what agents consider to be in its interests. Yet, the detailed, day-to-day operation of marketing activity for those organizations that implement a 'societal marketing' concept will not reflect the fully mature, multi-dimensional roles of the original concept. (Nageswarakurukkal et al.2020)(Bartosova & Podhorska, 2021)(Kim et al., 2021)(Mitchell & Clark, 2021)(Salway, 2020)(Jong and Ganzaroli2024)(Pyanov et al.2021)(Currie et al., 2022)

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