

Strategies for Effective Marketing in Nonprofit Organizations: A Focus on Donations and Volunteering

1. Introduction to Nonprofit Organizations

Nonprofit organizations have increasingly adopted marketing theories and frameworks. While nonprofit scholars, as well as donors and volunteers, recognize the importance of marketing for the organization's effectiveness, a lack of empirical research on strategies for effective marketing in the nonprofit area is identified. Four strategies are developed. The contributions and implications for practitioners, researchers, and stakeholders are discussed.

Defining the term 'nonprofit' appears at first glance to be very straightforward. The term is defined as not conducted or maintained for the purpose of making a profit. It can also be described as organized for the benefit of the public rather than for making a profit. Yet, beneath the surface, the term's subtlety, ambiguity, and contestability become quickly apparent. The broader question regarding the very essence of a tax-exempt status is: what sets nonprofit organizations apart from other sectors of society and with what implications?

2. Understanding the Importance of Marketing in Nonprofit Sector

Vijayarani, Ramachandran, and Anbuudayasankar discussed the roles of marketing in nonprofit organizations in terms of needs versus wants, constitutive versus regulative rules, social marketing, and standardization. The discussion includes the importance of marketing in creating databases, understanding donor needs, targeting the market, sustaining relationships, monitoring success or failure, determining future adoptions, and conducting mailings. An increasing number of nonprofit organizations are becoming aware of the potential of using e-marketing, particularly for the purposes of fundraising. There are a number of examples of

effective marketing practices in nonprofit organizations in hospitality, namely the process of relationship marketing. Arts and cultural organizations are experiencing growing pressure to professionalize their activities, incorporating modern management theory to enable them to create and sustain competitive market advantage. More economic pressures increase the importance of marketing in the cultural sphere and then for obtaining financing by all cultural institutions.

3. Key Differences Between For-Profit and Nonprofit Marketing

In examining the question, "How can a nonprofit organization persuade (and enable) a person or firm to donate to the organization or to volunteer for the organization?" numerous marketing funds are applicable. Yet there are substantial differences in the roles of key traditional marketing-mix variables—product, price, place, and promotion—between nonprofit and for-profit marketing. The following pages detail how marketing differences between the two types of organizations influence the specific marketing-mix variables for achieving an organization's objectives. First, though, it is important to differentiate between the two types of organizations.

Nonprofit organizations do not operate independently of the marketplace but instead transact business for the purpose of distributing goods and services to individuals and institutions. In a free economy, legitimate exchange relationships must exist to further the purpose of the nonprofit organization. These organizations are subject to the marketplace, including competitors and consumer choice. The main difference between a nonprofit organization and a for-profit organization lies within the root objectives and the distribution of net profits. For-profit organizations have the principal goal of returning net profits to the owners and can therefore be recognized for decision-making processes based on costs. In contrast, nonprofit organizations are not for the purpose of benefiting stockholders, but are established for the purpose of serving the community.

4. The Role of Donations and Volunteering in Nonprofit Sustainability

Although the range of activities in which NPOs are involved is very broad, their main products are public goods that usually are not provided by market mechanisms. Hence, NPO performance should focus on goals such as social welfare and environmental improvement. But their ability to achieve their objectives depends on factors that are not part of the NPO itself. NPOs' sustainability relies on funding, since they are not supposed to make profits. The gap between revenues from productive activities plus public funding and costs should be financed by means of donations and/or grants. Furthermore, non-mandatory work is often carried out in the NGO field, minimizing the production costs of the voluntary organization. Hence, allocating efficient resources to encourage volunteers is critical. The fundraising goal is to mobilize enough funds to meet the NPO's working capital needs and to finance its investment in operations. If these contributions are received on a continuous basis, the NPO has secured financial stability. The importance of not running risks related to financial management has always been emphasized. Longer-term projects or sustainable working capital requirements increase the role of donations.

The significance of fundraising for NPOs has increased over time. In turn, in many countries, the implementation of a mixed welfare system with a diminishing public sector welfare state has caused an increase in NGOs. These trends have been analyzed widely. Successful fundraising is far from easy. A contribution from a donor is always based on an uncertain sequence of past, current, and future service level evaluations. It is a direct signal of the donor's valuation of services the donor enjoys, enjoys indirectly as a member, enjoys vicariously, or just enjoys knowing will be provided to others. Every NPO contribution involves a combination of public and private goods. But there is an evident belief that, when possible, status goods should approach the public side of donations by producing high visibility for the donor. As a consequence, fundraising efficiency is greatly determined by the choice of the status of the service that can be offered to the donor. Offering the right product at a reasonable cost level is, in fact, the most efficient means of increasing consumer benefits, as well as client satisfaction.

5. Target Audience Segmentation and Analysis

Nonprofit organizations include a wide range of very heterogeneous institutions, covering a broad church of activities, from religion to traditional charity, passing through cultural institutions, health bodies, political parties, and environmental protection agencies. Nonprofit organizations also have a variety of purposes. A number of differing factors can generate different performances. Within this organizational setting, marketing theory demonstrates a set of tools and strategies that can increase the performance of organizations. The aim of all these marketing strategies, indeed, is to achieve better satisfaction for groups that are key to their operations, considering the fact that the principal goal of a company is success, which is strictly connected with the success of key stakeholders.

All the theories and studies presented have applications in profit firms: they study a market where different types of customers are present. This is a basic assumption of economic studies. In contrast, the nonprofit marketing literature rarely refers to research on target audience specification. The main aim was to identify the profile of the receivers or potential receivers of aid. Another objective was to outline some useful markers to make donation and volunteering strategies. In this view, one of the challenges of each nonprofit is to define who their target potential stakeholders are. It confirmed some basic assumptions but also suggested a new parameter: that of benefits; indeed, it gave a different value to the measurement of quite similar groups. The outcomes suggest that religious benefits provide value when religion is important to individuals, and egoistic benefits provide meaning when people find satisfaction in the fact that their donation or volunteering will enhance their personal satisfaction. The results are therefore useful to draw an accurate profile of the target, but also to set up an appropriate communication message strategy to enhance both donations and volunteering.

6. Crafting a Compelling Mission and Vision Statement

In the for-profit sector, and especially among marketing circles, much has been written about the need for a company to have a clear and compelling vision and mission statement. However, relatively little attention is given to this issue by the nonprofit sector. It is our view that nonprofits can learn from corporate America and, instead of altogether dismissing vision and mission statements, take these corporate tools and tailor them to suit the charitable objectives of a nonprofit. A

company's mission statement is a written explanation of a company's business purpose and its philosophy. It should be thought of as the tie that binds together, casting the company as a unique and valuable organization. It specifically addresses what business a company is performing and who its primary customers may be. A company's vision statement explains where the company would like to be in the future; it should articulate a long-term view of the organization.

There are several good reasons for a nonprofit to have a vision and mission statement. First, students of corporate strategy have shown that organizations with clear purposes do better. This is a very basic notion of business and sounds simplistic, but it is a difficult lesson to remember. Why are we here? What do we do? What are our core values as tiebreakers when we can't do everything at once? It's surprising how many major organizations—and simply plain folk—fumble for an answer. Successful organizations know why they exist and whom they serve, and use that vision as the touchstone for all they do. Without a clear sense of why we are here, a daily sense of mission, our organizations can lose their way, overstating or understating their roles in the lives of their publics.

7. Building a Strong Brand Identity for Nonprofits

The typical factor in common between for-profit and nonprofit organizations is that they both want the public to accomplish something. For a commercial company, this would be purchasing a good or service, but in the case of a nonprofit organization, the call to action could be to donate cash, time, or the transfer of goods and services in kind. The development of a strong brand for nonprofit organizations is vitally important in encouraging the public to act in the manner desired by the nonprofit, and such activities like donations and volunteering are also greatly helped by a good position in the top-of-mind index/mind share. The first step for nonprofit organizations in achieving position is a strong brand, and everything done by the nonprofit should reflect the brand. This is very important in marketing the nonprofit, particularly in the website and social media sphere. The brand principle should be reflected across all forms of social media, whether it is a blog, Facebook, Twitter, or the like.

A common motif put forward by social media users is about delivering transparency, fandom strategy, and using the buzzword 'engagement.' However, many nonprofit organizations run the risk of exchanging engagement for simple

online transactions. When using social media, websites, blogs, feeds, and contacting the general public, the ethics and values of the nonprofit brand should always be put into play, allowing the public to further understand the goals and achievements of the nonprofit and further endorse the organization in their community and among their peers. If social media is not employed correctly, people can become overwhelmed with too much information and refuse to become involved.

8. Utilizing Digital Marketing Tools in Nonprofit Campaigns

The increased use of social media for communication and networking purposes has led to changes in the marketing of organizations, including nonprofit organizations. These platforms serve as support for the dissemination of information since they are communication portals. Regarding the use of digital marketing tools in civil society organizations, in particular social networks, it is public and easy to post on and to constantly update the tried posts. The main networks most used by these entities have transformed audiences and the scope of their campaigns. On these platforms, the third sector uses communication, sharing, and engagement. They are tools for creating real-time involvement and promoting issues with supporters, who are their main performers.

Another tool that has been used by nonprofit organizations is the adoption of influencers, people who are sponsored or who help raise funds for a cause. Their use has been increasingly valued, as opinions are relevant and generate the interest of users, who participate actively in their lives and can contact them. They are direct spokespeople who can influence society through their publications. There is the advantage that when a person believes in and is interested in the cause, social media will pass on the idea. These figures already receive donations to help with social campaigns or voluntary work, communicate with local followers about volunteering opportunities, and insert their message in publications. They help NGOs achieve their mission and become more attractive or engaging. These are methods supported for free or at very low prices, making the content generate a barter-like strategy.

9. Social Media Strategies for Increasing Donations and Volunteer Engagement

Executive Summary

The widespread use of social media by both for-profit and nonprofit organizations has led to extensive research on consumer-brand relationships and online communication strategies in the context of marketing. In the for-profit context, findings from this research demonstrate that social networking sites, microblogs, and brand microsites can be platforms for building consumer-brand relationships and driving word-of-mouth sharing of branded content. Continual advertising, social media marketing, customer interaction, and high-quality visual content are effective strategies for successful online brand communication. We contribute to the literature by examining how these social media strategies are used by nonprofit organizations in the context of donation and volunteering to drive social engagement, expand their audience, and motivate them to take nonprofit-relevant communication behaviors.

In a content analysis of social media posts from institutional digital channels of charities, our research finds that donations specifically occur with adjusted direct appeals for money, while the reference to volunteering includes various forms of motivation. High-quality visual content proves to be popular and engaging for both nonprofit communication and consumer-brand relationship building, indicating that visual media is an important social media strategy for both profit and nonprofit organizations. Other differences from previous research are related to the effectiveness of advertising, social media marketing, and customer interaction. The social media strategies of established for-profit visual content, advertising, and posts are related to donation, whereas social media marketing is related to volunteering. Customer interaction posts regarding the volunteer organization mainly impact volunteering in various regions. Nonprofit organizations have similarities and differences.

10. Content Marketing for Nonprofit Organizations

Nonprofit organizations have grown keenly aware of the benefits of using content marketing in acquiring funds and volunteers from social media for their causes. However, unlike the practice of content marketing at for-profit organizations, the

focus of most nonprofit organizations is not on direct sponsorships and direct sales; rather, it is on acquiring funds and volunteers from the community. Thus, there is more emphasis on emotional content and the means to make public cleavages and political opposition through social problems. This study explored the content visits of two effective nonprofit organizations and discovered four characteristics of their content: emotional design, which creates shared values; crises agitating, which elicits negative emotions from potential donors; externality using, which makes use of the content, evoking the feeling of being part of the cause; and readable writing, which grabs the reader's attention. Through these characteristics, we contribute by clarifying the distinctive aspects of the strategy of nonprofit organizations in content marketing to inspire potential donors and volunteers.

After analyzing the content of the top 20 nonprofit organizations on the two largest social media websites in Taiwan, the study found that most nonprofit organizations prioritized posts to gather donations for their cause and were intended for internal distribution to those related to the organization. If domestic nonprofit organizations are more concerned about creating negative emotions and increasing the willingness to participate and donate to support the organizations, there is the potential for an argument that the practice of nonprofit content marketing should have different measurement standards. It is also believed that by exploring the culture of Taiwan and the use of content marketing by organizations, valuable lessons can be brought to future international endeavors.

11. Email Marketing Best Practices for Nonprofits

According to the 2015 Nonprofit Email Deliverability Study, email deliverability was 75% in the nonprofit sector, which is 8% below the industry standard. With a lower success rate of delivery, it becomes of utmost importance for nonprofits to adhere to best practices regarding email marketing.

11.1. Build - A better email nonprofit organization The first step to effective email marketing starts with the basics like formatting, headers, data segmentation, and permission levels. Like every other marketing effort, the first step in email marketing is to create a budget. Maintaining a generator focused on various browser styles is important since it is found that collectively, major browsers account for 93% of the market. Also, it is important to address various platforms like desktop clients, webmail clients, and mobile email clients, each of which provides different

experiences. Creating an account helps in sending, receiving, and formatting messages, so that users may also track links and emails in their inbox or in their spam folder.

Guideline-driven superb nonprofit email strategies At least 20% of email messages get delivered to the spam folder. Emailing targeted and regulated messaging offers various strategies to fine-tune success rates. An average nonprofit has around 36 lists. This number needs to increase each year and should be reviewed several times to determine its effectiveness at reaching people. Use services that offer segmentation tools to improve relevance and interest. Data on donor engagement such as donation dollar value, days and weeks since the last donation, total number of donations, and days since the last time a user has opened, etc. is available in email integration tools and constituent relationship management software. Finally, groups should also send only to valid email addresses. No mail should be sent to 'undeliverable' addresses.

12. Search Engine Optimization (SEO) for Nonprofit Websites

The vast majority of people use search engines to find not-for-profit organizations. Using all best practices for website development and content improvement, the size of the staff, the sector in which the nonprofit is active, and the general website marketing budget are still insufficient to gain a large share of visibility in search engine result pages. An outdated or poorly designed website severely undermines communication with potential donors and volunteers. For socially responsible companies, the youth who should be active and engaged are not very visible. That is why it is important to ensure that the site represents its productive work, dedication, and passion for the nonprofit organization.

A large part of the research conducted deals with a wide range of optimization of not-for-profit search engines and website search engine marketing methodologies that allow not-for-profit organizations to increase their online visibility and benefit from it. Through this contribution, we tested the following research questions: Can SEO and SEM techniques applied to websites be a valuable part of the online marketing strategy of the not-for-profit/social business sector and be used to obtain online donations and volunteers? And in particular, how can effective SEM/SEO strategies be implemented that require limited resources? The results of two studies

provide input for the optimization of websites in non-funded organizations. By following this input, non-funded organizations can significantly increase their online visibility by conducting experiments on keywords. This will enable users to find and investigate the activities of these organizations and make online donations and volunteer.

13. Utilizing Google Ad Grants for Nonprofit Advertising

Nonprofits occasionally receive notice about Ad Grants, which provide \$10,000 worth of keyword advertising to nonprofits as in-kind donations. The idea is to increase the visibility of nonprofits when people search the web for various terms and to allow nonprofits to compete with other organizations. However, most details associated with using Ad Grants are not discussed openly. Since I successfully implemented the grants with several categories of keywords at a large nonprofit organization, I wanted to share my learning with other nonprofit marketers in order to maximize the utility and impact of the grants.

The Ad Grants have two main caveats: the maximum bid allowed per keyword is \$0.05, and ads only appear on the sidebar of search results, not the top or bottom of the page. Because most American consumers do not search using nonprofit names, nonprofits generally depend on their website appearing at the top of search engines when searching for health or human service terms. To reach critical mass, the website must appear in the top three pages of search result listings. With the challenge of appearing in the top three pages for so many terms, the advertisement grants can certainly help in increasing visibility.

14. Creative Fundraising Campaigns and Events

In a highly unique marketing program, a charity has initiated a series of promotional events to call attention to the serious water problems faced by many people throughout the world who do not have an adequate supply of clean drinking water. Behind this initiative is the realization that although some 1.2 billion people suffer from this ailment, the number of people who will stop and pay attention is rather small. Fortunately, intense campaigning and a number of events have advanced this charity to the status of a major fundraising organization. These events appear to be tailored to the British sense of the ridiculous as recipients of some strange activities have included over 300 people who agreed to subtly chip a brick apart with a small nail file while balanced on one leg. More participants settled in large milk churns in

the center of London and some 270 people bounced on large inflated exercise balls to the huge amusement of the assembled crowd.

15. Measuring and Analyzing Marketing Campaign Effectiveness

Measuring the effort of fundraising initiatives of nonprofit organizations is highly complex. Firstly, most organizations are influenced by the economy and sociodemographic changes, which make it difficult to differentiate those factors from marketing variables directly. Secondly, there is great variability between organizations and initiatives. Different types of activities influence these results, as well as the specific characteristics of the donor or the strategic focus of the organization. This problem is also related to the final objective of those campaigns. Some campaigns are more focused on attracting new donors, while others are targeted at improving donor loyalty. On the other hand, marketing literature is extensive and provides interesting tools to analyze the behavior of donors, volunteers, and other stakeholders of these organizations. Moreover, data is often a problem, mainly due to a lack of standard information across the organizations. Nevertheless, these organizations maintain different types of relationships with donors, and they can collect data from campaigns, donations, and donor characteristics at different moments. For instance, they can observe and have information on donors who cancel periodic donations or active volunteers who leave or engage in an activity with negative associated feelings. It is interesting then to use multiple data sources to analyze the effectiveness of their marketing strategies.

16. Ethical Considerations in Nonprofit Marketing

Nonprofit organizations typically engage in marketing activities for the purpose of soliciting donations and attracting volunteers. These activities include identifying potential prospects, stimulating interest in the organization's activities, and securing a longer-term association. In many cases, however, there is reason to question the propriety of for-profit marketing strategies when they are applied to nonprofit organizations. This is because the nonprofit organization's mission is a fundamental motivation for potential donors and volunteers, which raises questions about the appropriateness of market-like activities such as selling, dealing, or inducing as a way of maintaining, let alone enhancing, that attraction. In this

chapter, we spell out how some for-profit services marketing and consumer behavior principles might be applied to the nonprofit sector, as well as what changes, if any, are necessary for such principles to be applied successfully.

Nonprofit Causes: The Legitimacy Issue: Gaining justification for donations and for those cornerstones of fundraising promotions—cause-related awareness raising and moral, human interest story presentation—is supported by the fact that established practices and overall societal perceptions assert that many philanthropic ventures are both good and honest. The use of campaigns or media promotions to solicit donations for people in immediate need appears extremely important in the public's eyes and adds credibility to similar efforts that fundraisers undertake on a less momentous, but more ongoing or routine basis. And, above all, society tends to rally around and support charitable causes. These causes, being the norm, are not indicted for commercialism; if not because they are perceived to be part of the solution to problems, then because it is heresy to challenge bolstering segments in society.

17. Building Partnerships with Businesses and Community Organizations

Marketing partnerships are seemingly a good way to source donations, volunteers, and funding of resources for social change activities. In these partnerships, two or more parties agree to work together to achieve agreed-upon objectives. Also known as strategic alliances, this type of nonprofit-corporate relationship has shown significant growth and activity over the past decade. Partnerships can indicate a relationship where both parties promote each other, share information about each other, and assist in each other's activities. More broadly conceptualized, a partnership is the cooperative relationship between two organizations in which they agree to work together based on trust, faith, mutual dependence, shared values and goals, open and honest communication, involvement of the internal and external stakeholders, shared risks and rewards, joint financing and financial control, collaborative management and structure, group decision-making, and firm capitalization.

While the expectation is that both organizations will benefit, there are two types of partnerships that can totally focus on the nonprofit. For example, a one-sided partnership can exist between a university and a local school system. In this

partnership, the university brings faculty, students, research resources, and services to help the public education system, and the school system teaches and trains university faculty and students. Correspondingly, donations are made to the university by the school system. This can include the university receiving the support of the public education system for eventual grants and research contracts. The university benefits in many ways, especially in building new relationships and teaching and learning opportunities for faculty and students. The school system often benefits from the university's resources and hands-on experiences gained in the partnership.

18. Leveraging Influencers and Ambassadors for Nonprofit Causes

In the for-profit business world, we often approach everyone around us as either part of our business operations, products, or market. This is reflective entirely in the language we use. We want to operate efficiently, appoint people as stakeholders, and create customer satisfaction. There is an external focus on clients, customers, and suppliers — as either part of the process or source of business. However, the use of stakeholders and shareholders as terminology in a nonprofit setting often extends that same concept to the community. Nonprofit annual reports are about donors, celebrating the ambassadors or influencers of a community so invested that they can affect fundraising. Ambassador communities often become stakeholders, partners, shareholders, and ambassadors in this change together. We depend on and look to them for support and advice. Lastly, we employ ambassadors, not just marketing.

Creating the concept of the community as investors focuses not just on getting but also on giving and recognizing that donation goes beyond money. This is the uniqueness of nonprofit organizations. In our role, we are investors within our circle of influence to create opportunities for meaningful change, which expands that circle. The concept of involving watchers even further. They not only ask current ambassadors to support marketing tools and advocacy efforts through strategies but also engage them in identifying and cultivating the potential ambassadors of the future. For organizations that are similar in mission and values, we create partnerships together. The most significant goal for us is having a long-term

relationship with committed product or service-based companies that offer in-kind marketing support to build awareness of who we are and our brand.

19. Crisis Communication Strategies for Nonprofit Organizations

Nonprofit organizations endeavor to lend a helping hand to target and public interest audiences. It is the norm for nonprofits to handle client-crisis communication, but how are they at handling their own organizational crises? The organization's stewardship abilities, regard for accountable transparency, and openness are all shown when they are facing their own organizational crisis. Are there any effective communication guidelines that nonprofit organizations could follow? To determine whether there are any guiding communication strategies that nonprofit organizations facing a crisis could apply, a secondary analysis was conducted on an exploratory study with nonprofit leaders who managed their own crises.

The final sample of nonprofits was financially diversified. Nearly 80% of them neither suffered a client crisis nor had any organization policy dealing with crises. To expand the impact of their findings, additional research studies were called for to evaluate a crisis readiness plan for nonprofits. The study examined the perception of the nonprofit leaders as to what constituted good crisis communication strategies. The leaders had a range of suggestions. Content theorists suggested the following fifteen potential communication strategies: (1) Create essential communication tools; (2) Develop a defensible plan that has the ability to change on the fly; (3) Socialize that crisis communication strategy with management and the board; (4) Target the media mindset; (5) Keep the authorities close at hand; (6) Go into triage mode first; (7) Deliver simple, consistent messages; (8) Map your alliances and then communicate the message(s); (9) Include everyone; (10) Truth begets trust, so build as much credibility as you can before it's needed; (11) Create crisis scenarios and train; (12) Walk the talk; (13) Make non-centric former and current employees realize their importance; (14) Test and review internally your planned responses; and (15) Realize the importance of monitoring and adjusting. These responses were transformed into thematic statements. The change theorist provided fifteen potential readiness strategies: (1) A review of internal crisis management; (2) Acquire a trained emergency response team; (3) Create

predefined internal messages; (4) Implement the use of desktop emergency simulation training; (5) Recognize that emergency training crosses functional lines; (6) Understand that most people will not do anything until they are trained; (7) Encourage individuals to lead in an emergency; (8) Realize the necessity of relationships with emergency public services; (9) Conduct a readiness assessment; (10) Develop the types of environmental responses internal team members would make upon notification and before confirmation of the situation; (11) Realize that emergency drill scenarios require creativity; (12) Recognize external communication resources; (13) Acquire appropriate communications equipment; (14) Training involves periodic review; and (15) Understand that a response worksheet helps staff know what to do that will not specifically address the crisis, only operations, and that public relations, security, and HR have needs too.

20. The Role of Storytelling in Nonprofit Marketing

Effective nonprofit marketing is vital in the face of intensifying market competition for donations and volunteers, as the number of nonprofit entities nationwide rises year on year. In this paper, we address the drivers of these donations and volunteering. In the extant marketing literature, storytelling is shown to enhance emotional appeal and persuasion; therefore, this paper assesses the impact of storytelling on the intention to donate or to volunteer. We asked the following research question: What are the antecedents of giving to nonprofit organizations through monetary donations or volunteering, and how does storytelling function to drive these outcomes? Unique in the area of nonprofit donation and volunteering, based upon the administration of our national survey, we test the effects of 10 stories on participants' responses. We also elicit the participating marketing managers' views on the role of storytelling in their marketing and construct a set of strategies. The key finding is that donating and volunteering intentions are driven by different forces and the role of storytelling in marketing. For volunteer management, the main finding remains in relation to the role of storytelling, and this may well serve as a possible future marketing strategy that nonprofit charities should investigate.

21. Innovative Technologies in Nonprofit Marketing

Summary

Technological advances have transformed the traditional marketing approach of donating and volunteering in the nonprofit sector. The advent of online channels opens new avenues that leverage the number of users and donations in the social media space. Direct communication from a nonprofit organization to a public or target audience is also now further facilitated in this technological era. The adoption of augmented reality is an innovative technique where charitable organizations can showcase their donation and project activities effectively and transparently. Machine learning and deep learning can improve behavioral advertising based on user interests, reducing market costs. This chapter reviews the latest state-of-the-art technology applications in nonprofit marketing, analyzing their effectiveness in increasing donations and volunteer participation while reducing market costs. We also integrate these technologies with social capital theory to explain them. Strategic marketing in the nonprofit sector, considering the specific interests of online volunteers and donors, is discussed further.

21.1 Introduction

The marketing of donations and volunteering has long been studied in the nonprofit sector. With technological advances, community organization approaches have changed. The marketing of social causes on online platforms using modern technology approaches such as augmented reality, machine learning, and deep learning draws public interest toward projects and operations and improves organizational visibility. These bids and promotions have a public impact and increase donations and voluntary participation. This chapter incorporates these novel technologies and a technology perspective with the established theories to further research in the area. Five new research directions are proposed.

22. Building and Nurturing Donor Relationships

An important element in developing a marketing system for a nonprofit organization is building donor relationships. To be successful in this system, nonprofit marketers must focus on creating and retaining satisfied donors, treating their various constituencies differently, and especially acknowledging rather than ignoring the "soft" aspects of donor giving decisions. A discussion of the strategic marketing focus for both large and small nonprofit organizations, emphasizing the relationship of donors to overall marketing and the resources targeted to donor stewardship efforts, is also included.

Studies indicate that the single most effective means for increasing future giving from current donors is an acknowledgment. Nonprofit organizations generally are quite skilled in recognizing a gift as soon as it is received. The acknowledgment and sharing of the impact of the donor's original gift often make the difference between gifts that are never renewed and those that increase over time. In recognition of the need to pay attention to the entire donation process, one of the most powerful stewardship methods being implemented is the use of welcome packages. These collections of materials and information provide donors with more information about the cause and the results to be expected when assistance is given. The impact of these initial welcome efforts has been found to last beyond the first few years of giving. Helping donors realize that their concern is appreciated and that their contributions make a difference is a necessary part of the stewardship program. Small organizations need to ensure their acknowledgment programs do not miss the mark because of limited resources or knowledge.

23. Engaging Corporate Donors and Sponsors

One of the most important marketing strategies for nonprofit organizations is to try to gain corporate support. The increased need for accounting for contribution dollars and corporate support dollars in relation to one another is driven by corporations wanting to see a stronger return on investment for the dollars they give to nonprofit organizations. This chapter outlines several things that nonprofit organizations can do to solicit corporate support and help the corporations realize a better image by associating their brand with the activities of the nonprofit organization. Companies want to engage their employees in volunteer activities, and in fact, some companies allow employees to volunteer for company-directed activities while on the company clock. How the money will be spent by the nonprofit organization is increasingly important to these corporate donors and sponsors.

Corporate social responsibility, environmental conscience, and ethics of companies are important beacons to popular opinion. These elements are, in fact, crucially enforced in the activities of the same organizations. They are significant in the conduct of business and the degree of philanthropy, both donor and sponsorship, related to programs, activities, and marketing communication initiatives of the organizations that integrate them. The relationship of benefit to the company and the alignment between corporate values and the values of the programs or initiatives supported is central to this. This relationship becomes increasingly

important in channeling contributions to critical areas such as poverty and social exclusion or the environment. It is also true that this is more pronounced in certain industries or sectors of the economy. However, the need for relationship and alignment has declined even in schools and universities, the segment having benefited more from financial flows sourced by companies.

24. Volunteer Recruitment and Retention Strategies

Volunteers are essential to delivering many nonprofit programs to clients. What are the potent strategies for recruiting them? Some organizations have voluntary service built into their mission and market to particular kinds of volunteers. When volunteer service is not central to the mission, volunteer program administrators rely on well-orchestrated recruitment campaigns to attract a sufficient number of people to do necessary tasks. In this section, we explore organizational efforts to recruit volunteers for a variety of different tasks that need to be done. Some focus on attracting volunteers from the population of available and interested potential volunteers. Others consider retention strategies that are employed to keep volunteers in the pipeline of tasks the organization needs completed until they fulfill their mission.

Using a sample drawn from youth-serving organizations, we are able to explore an issue that has only somewhat been examined in the volunteer management literature: maintaining a pipeline of volunteers. We are also able to explore the dual issue of organizational characteristics that facilitate the attraction of more and less qualified volunteers. We find that the responses to these recruitment and retention strategies are different, lending support to the perspective that more care should be given to decision-making regarding the management of volunteers.

25. Training and Development for Nonprofit Marketers

Training in some form is essential for the success of the three previously mentioned strategies for effective marketing in nonprofit organizations. Training, as it relates to the strategies, can be divided into three components: formal training, informal training, and training through learning systems. Formal training is usually accomplished by giving a person detailed instructions about how to perform a specific job in the organization. This training is probably the easiest of the three strategies to implement, but it is possibly the least effective for these organizations in the future. This is due in large part to the unique requirements and challenges in

the area of marketing for nonprofit organizations. Much of this uniqueness can be learned through informal on-the-job training.

Informal training in nonprofit marketing can be accomplished through talking with a more experienced person, trial and error, and performance feedback. The most effective means of informal training is through a mentoring relationship within the work organization. The mentor functions as an information source, a role model, or an emotional and social supporter. The protégé functions as a listener, learner, or questioner. By using a mentor process, both individuals can learn about the area of marketing as well as the goals and objectives of the organization. This is especially critical in organizations with which the employees may not be familiar, such as a nonprofit.

26. International Perspectives on Nonprofit Marketing

Nonprofit organizations operate around the world. Given the variety of national and cultural environments in which they operate, it is not surprising to see differences in the goals and activities of these organizations across countries. These differences reflect varying attitudes toward civil society and also varying expectations about the role of government. Some research now suggests these differences can also be seen in the different marketing challenges faced by nonprofit organizations in different national settings. This chapter examines those challenges and differences. Our definition of marketing and areas of application identify the importance of environmental considerations in designing an overall marketing strategy for a nonprofit organization and explore the link between internal marketing and external effectiveness for a nonprofit that delivers services through paid staff or other volunteers. Nonprofit organizations operate around the world. Many of the best-known examples of such organizations are international in scope, and the portion of the GNP that is devoted to the operations of nonprofit organizations is significant in almost every country. The activities of such organizations reflect the social, moral, and political concerns of the societies in which they operate; however, the national setting makes little difference to two essential characteristics of nonprofit organizations. First, they derive their primary earnings from transactions other than those related to service delivery. The most common type of transaction involves exchanging fees, that is, tuition, rent, or other forms of payment for an output of the organization. The type of work also includes passive revenue from endowments, investments, and government contracts, as well as contributions and

donations from the general public and investors. In addition, the members of the organizations often contribute their time and skills to accomplish important parts of the organization's mission.

27. Legal and Regulatory Considerations in Nonprofit Marketing

Legal and regulatory considerations frame the practice of nonprofit marketing. Although many of the principles generally applicable to commercial marketing transactions also apply to nonprofits, dealing with these principles and the additional constraints imposed by law is more complex for nonprofits. The typical marketing transaction involves an offer by an institution to sell a good or a service. The nonprofit offering can be characterized as involving the requested recipient services in the form of volunteering or donations. Donations are also an essential form of nonprofit services requested by the nonprofit. Both forms of requested recipient services are essential to the implementation phase of the nonprofit's operations. This chapter canvasses the legal boundaries and constraints on the marketing activities of nonprofit organizations. It considers the charitable trigger, constitutional constraints, and the prohibition on inurement and private inurement for both for-profit and nonprofit organizations. It also considers the potential to enhance volunteerism by use of the accomplishments test or couponing and analyzes the public policy issues relating to equating volunteering and donations, opportunities to use a market test to facilitate compliance, and marketing opportunities of a secondary purpose.

28. Case Studies of Successful Nonprofit Marketing Campaigns

This chapter presents the case studies of thirteen marketing campaigns, two case studies from the Make-A-Wish Foundation Bulgaria, four from the thirteen Telethons organized by the Association of the Bulgarian Media, two from the thirteen Telethons organized by the Telecommunications Group Multi-Call, two from the three Telethons organized by Metro Television, and three charity and direct marketing campaigns with a focus on results led by non-profit organizations. Many non-profit organizations use different social marketing programs funded by a broad range of sources determined by the wide variety of objectives. It is difficult to

imagine all the wealth of ideas and possible variations in the area of marketing campaigns. This chapter helps the non-profit sector by showing examples and summarizing the main factors that have led to a successful campaign and by explaining the most effective social and commercial marketing components.

The case study of a telecommunications group presents what Telethons are, how they are organized, what activities take place, and most importantly, what some of the results obtained in monetary and in-kind donations are. The methods used in the case study mainly determine the amount of social and financial donations using different marketing and financial instruments, average amounts, and how purchases were influenced from cash bonuses to different phone terminals. The results of the empirical studies show how marketing campaigns are organized to meet their goals, showing readers that non-profit organizations can also meet their goals by using different marketing components and instruments if they identify their target audience(s).

29. Future Trends and Innovations in Nonprofit Marketing

Rather than predict the future and the challenges and opportunities nonprofit organizations face in the next decade, we believe that it is important to talk about areas of progress and growth, progress that has already been made and what we now think is going to happen. These are our predictions about the next few years. We believe that our growing concerns have a very important role to play, specifically in nonprofit marketing:

- Nonprofit marketing is going to grow as a distinct field in its own right with its own significant literature. The roles of donations and volunteering in a civil society to keep people and organizations in close contact to extend mutual support are to be research priorities for anyone. Nonprofit marketing can ensure that it plays effectively.
- There may be a redefinition of civil society and what a nonprofit organization is with the rapid growth in subsidiary social enterprises. Indeed, on the evidence, there will be a need for a sea change in the values of the corporate sector. Charitable giving from corporate profits is unlikely! This redefinition could also have an effect on the third auditing sector, the relationship between central government and the private sector, obviously one of trusteeship.
- The emergence of active markets for the provision of self-help services for citizens and clients, for example, in the fields of health and

CHIB Amina Djazia
Associate Professor
International Management of Companies and International Marketing
Abou Bekr BELKAID Tlemcen University
Faculty of Economics, Business and Management
Business Department

education, with those areas currently served by public sector organizations and private corporate sector self-service businesses within those enterprises. The consumers in these markets include all parts of society and agencies, including self-government, mutual help, employee co-ops, and credit unions, so once again the need for self-help services using established theories of behavioral strategy. Nonprofit marketing has an important role to play, specifically in the measurement of effectiveness. Although nonprofit marketing has its own specialized literature, it is also part of mainstream marketing. Nonprofit marketing explains unique aspects of the use of marketing activities and their special contribution to the public or to the stakeholder. Its importance as a separate field is evident from the worldwide total revenue of approximately \$1,300 billion. That is about 4% of the US GNP, with over 300,000 charitable trusts, active charities, and churches. So forget about the general public being the panacea of integrated marketing efforts. These organizations must adopt and apply powerful marketing tools. While some argue that public sector organizations have dual client relationships with the public and the government as principal, the aim is not profit maximization, at least in terms accepted in capitalist economies; rather, the emphasis is to achieve value for various stakeholders. Organizations only have value if the marketplace recognizes it. They include consumers, donors, volunteers, and paid staff. Nonprofit organizations have a service obligation rather than a profit-maximizing orientation. The development of a relationship with the customer; thousands of individual contacts per year and the continued relationship with these customers over time assume increasing significance.

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CHIB Amina Djazia
Associate Professor
International Management of Companies and International Marketing
Abou Bekr BELKAID Tlemcen University
Faculty of Economics, Business and Management
Business Department

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