

MARKETING STRATEGY IN THE NON-PROFIT FIELD

Market dynamics and increasing pressure of competition are increasingly forcing non-profit organizations to think economically. In the field of interplay between beneficiaries and donators, non-profit organizations depend on profitable marketing.

Industry: NPO – Management

The customer's problem

The new enterprise strategy was in place. The next step was to develop functional strategies. The idea was to involve external support to supplement internal marketing know-how.

Theoretical principles

Increasingly dynamic markets and the increasing competition for donations are forcing non-profit organizations to adopt a clear and consistent position externally.¹ A central issue in positioning is the particularity of two different but non-independent target groups - donators and beneficiaries. The approach chosen by effex was oriented on the method by Prof. R. Kühn, taking situation-specific circumstances into consideration (cf. fig. next page). Based on the results of the marketing situation analysis, the principles for marketing concept decisions were derived; they describe the entirety of the marketing strategy.

Against the background briefly described here, effex's task was to develop a marketing strategy that took the market conditions into account, integrated with the existing enterprise strategy and in particular was accepted by the stakeholders.

Practical implementation

The marketing situation analysis was very comprehensive; this can be explained to a great extent by the differences between the market for procurement of sponsorship and the market for providing services. Instead of presenting a finally worded marketing concept, the stakeholders developed concept proposals in workshops. The challenge was to prepare the bases for decision making so as to support meaningful decisions without requiring founded

¹ Purtschert, R. (2005). *Marketing für Verbände und weitere Nonprofit-Organisationen*. (2. Aufl.). Bern: Haupt; Ewing, M. T., & Napoli, J. (2005). Developing and validating a multidimensional nonprofit brand orientation scale. *Journal of Business Research*, 58, 841–853; Bennett, R., & Sargeant, A. (2005). The nonprofit marketing landscape: guest editors' introduction to a special section. *Journal of Business Research*, 58, 797–805.

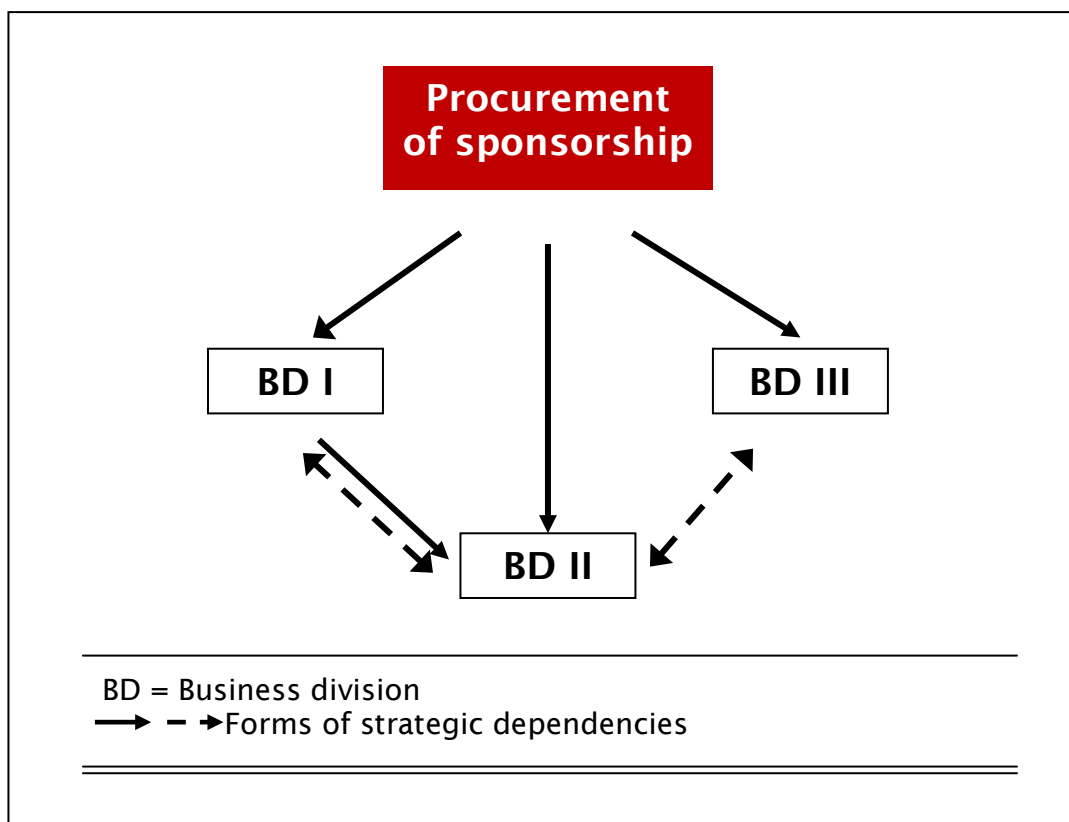
CASE STUDY
CHANGING ENTERPRISE SITUATIONS - KNOWING HOW

knowledge of marketing. This approach allowed for close interplay between new marketing knowledge and the existing internal know-how.

Impact

The stakeholders were able to make concept decisions and prepare the marketing strategy.

Figure: Strategic dependencies of business divisions²



² Kühn, R., & Pfäffli, P. (2010). *Marketing. Analyse und Strategie*. (13. Aufl.). Zürich: Werd.