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Movement Marketing of Nonprofit Organizations: Creating Consumer Advocates

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The University of Southern Mississippi

MOVEMENT MARKETING OF NONPROFIT ORGANIZATIONS:
CREATING CONSUMER ADVOCATES

by
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A Thesis
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The University of Southern Mississippi
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of the Requirements for the Degree of
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Abstract

The title of my thesis is called Movement Marketing for Nonprofit Organizations: Creating Consumer Advocates. The purpose of the study was to determine how nonprofit organizations use marketing to further their cause. The study involved interviewing employees of nonprofit organizations using a standard questionnaire to gather information about how the organization utilizes marketing internally and externally. After analyzing the information gathered from the personal interviews, several techniques were used by all of the organizations. The organizations use movement marketing by first starting to spread the passion for their cause within the organization through employees, volunteers, and board members. These advocates for the nonprofit then go out into the community and recruit further support for the nonprofit organization and its cause.

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Introduction

In the business world we must make a clear distinction between nonprofit and for-profit organizations. Typically an organization's motive for profit is both a measure for evaluating results and an objective for making decisions. While nonprofit companies seek to make money, they do not seek to make a profit for redistribution to owners or shareholders as for-profit organizations do. Instead nonprofit organizations use their funds to help pursue the organization's goal. The authors in *MKTG5* point out nonprofit organizations account for more than 20 percent of the economic activity in the United States (Lamb, Hair & McDaniel, 2012). This is a substantial area of activity in the business world. Although nonprofits vary greatly in size and purpose, all engage in marketing activities. Marketing for any company is viewed as one of the most important business activities. Some essential marketing activities include communicating their purpose, identifying customers they wish to serve, developing and managing programs, scheduling events, determining their objectives, and deciding on prices to charge (Lamb, Hair & McDaniel, 2012, p. 196-197). Nonprofit organizations must learn to use these marketing activities to ensure the success of their organization.

Marketing as defined in *MKTG5* is the "activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings" that have value for consumers (Lamb, Hair & McDaniel, 2012, p. 3). Marketing can be thought of as the area of a business concerned with making the exchange with the customer. Marketing is a process or technique of promoting, selling, and distributing a product, service, or even an idea. Every business conducts marketing in some form or fashion. Marketing for a

business involves a unique blend of product, place, price, and promotional strategies (also called the marketing mix) designed to provide customers and other stakeholders with the goods, services, ideas, or benefits they desire where and when consumers might want them (Lamb, Hair & McDaniel, 2012, p. 3). In order to market an organization, it is essential to understand what the organization wishes to achieve and what the consumers want.

Nonprofit marketing is a category all to its own. There is a new development among nonprofit marketing called movement marketing. This concept coined by Scott Goodson is a new brand building marketing model that starts with an idea rather than the product itself. The organization's hope in utilizing movement marketing is to create a cause or sponsor a movement that consumers will identify with and also be able to associate with the organization. The hope of movement marketing is to have an organization connect with consumers by rallying around an idea that matters and enabling consumers to become activists. In this process the organization shows it cares about something more than profits and demonstrates that it wants to be a part of customers' lives (Goodson, 2012). For my research, I examined what makes a nonprofit organization's idea or movement spread. The goal of my thesis is to look at how nonprofit organizations utilize marketing to enhance the role of customers in becoming an advocate for their nonprofit organization and the organization's cause.

Literature Review

In order to understand the role of marketing in nonprofit organizations, we must first look at the research previously conducted. To start the process of examining marketing in nonprofit organizations, we can look at the social diffusion of a nonprofit organization's idea. An organization is more successful in marketing their product or idea if they can understand how consumers gain knowledge of and adopt their product, service or idea. After looking at diffusion and learning how a product or an idea spreads, we can examine the product life cycle. A look into the concept of the product life cycle helps us understand marketing planning for a product or idea in any stage of its existence (introduction, growth, maturity, and decline). We can look at the ways modern technology is aiding in this process, specifically the use of social media marketing. Lastly, we will look at donors of nonprofit organizations. Hopefully, observing research in these areas will be helpful in constructing an idea for where new research can be useful.

Marketing in Nonprofit Organizations

An increasing area in the business world is the emergence of nonprofit organizations. "Nonprofit organizations are organizations that exist to achieve some goal other than the usual business goals of profit, market share, or return on investment" (Lamb, Hair & McDaniel, 2012, p. 196). As with any other business, nonprofit organizations must use marketing to promote their company and cause. Nonprofit companies often market complex behaviors or ideas. In many of these situations the

benefit a person would receive is long term, complex, and intangible, which makes it more difficult to communicate to the public. In *Strategies for Introducing Marketing into Nonprofit Organizations*, Philip Kotler discusses the ways nonprofit companies began to bring in marketing ideas into their company (1979). He explains that marketing can help nonprofit organizations confront new, complex marketplace problems. After a nonprofit organization has gathered a marketing team, they must examine and define their company, competitors, partners/allies, context, and customers. Nonprofit marketing directors mostly work on a learn-as-they-go approach due the relatively new nonprofit marketing world. Many companies solely focus on a public relations strategy; however, cutting edge nonprofit organizations have tapped into the social media marketing strategy. This strategy is usually highly effective and has one of the lowest costs to the company (Gupta, 2011). Any means to promote a nonprofit cheaply and easily is essential to the organization's success.

Social Diffusion

An organization is more successful in marketing their product or idea if they can understand how consumers gain knowledge of and adopt their product. Social Diffusion is the process by which the adoption of an innovation spreads (Lamb, Hair & McDaniel, 2012, p. 179). In the diffusion process, we can examine the five categories of participating adopters that are involved in the diffusion process. The first category consists of the innovators. This group of people represents the first 2.5 percent of all consumers who adopt the product. Innovators typically have higher incomes, are well

educated, and are characterized as being adventurous and eager to try new ideas almost to the point of an obsession. Innovators are more active outside their community, rely less on group norms, and are more self-confident. The second category consists of the early adopters. This group of consumers is the next 13.5 percent to adopt the product. They rely more on group norms and values and are more oriented to the local community. As the respect of others is a dominant characteristic of early adopters because of their close affiliation with groups, they are more likely to be opinion leaders and are said to be a new product's best friend. The third category is defined as the early majority. They are the next 34 percent to adopt a product. They usually weigh the pros and cons and gather more information before making a decision to purchase. They rely on the group for information but refrain from being decision leaders themselves. The fourth category and the next 34 percent to adopt are called the late majority. They rely on group norms and conform to adopting the product only because they feel pressure to conform to what everyone else is doing. The fifth category and the final 16 percent to adopt are called laggards. They do not depend on group norms and are highly tied to tradition. The past heavily affects a laggard's decision making. Because laggards do not seem to be motivated by advertising or personal selling and impossible to reach online, marketers typically ignore them (p. 180). Nonprofit organizations hope to reach the innovators and consider early adopters essential for getting other consumers to adopt their cause. Although most organizations ignore laggards, nonprofits cannot afford to do so and hope to gain every consumer as an advocate for their cause.

Next we can examine the importance of how communication aids the diffusion process. Word-of-mouth communication among consumers across groups and among groups speeds diffusion. Gaining loyal consumers for an organization is vital because consumers are more strongly influenced by word-of-mouth communication about an organization when it comes from another consumer (Roland, 2004). For this reason, nonprofits must get consumers (specifically the early adopters) to talk about their organization as it can be one of the most invaluable marketing assets.

The Product Life Cycle

After looking at diffusion and learning how a product or an idea spreads, we can examine the product life cycle. The product life cycle is believed to be a useful marketing management diagnostic tool and a general guide for marketing planning in various life cycle stages. The product life cycle is defined as a concept that provides a way to trace the stages of a product's acceptance, from its introduction to its decline (Lamb, Hair & McDaniel, 2012, p. 181). This concept can be used to analyze a brand, a product form, or a product category. The time a product spends on any one stage of the life cycle can vary significantly. The Introduction stage of the product life cycle represents the launch of a product into the marketplace. The organization seeks to build awareness of their product or idea and develop a market, during the introduction stage. If a product survives the introduction stage, it may then proceed to the growth stage. In the growth stage, sales grow at an increasing rate, profits rise rapidly and distribution becomes a major key to success. During the growth stage, a company strives to build

brand preference and increase market share. The next stage is maturity of the life cycle, in which sales increase at a decreasing rate. The maturity stage is normally the longest stage of the product life cycle. Niche marketers that target narrow, well-defined segments of a market also emerge during the maturity stage. A long-run drop in sales is the beginning of the decline stage. The decline stage is affected by how quickly consumer tastes change or substitute products are adopted (p. 181). Nonprofit organizations must react to the environment around them. Paying attention to the external and internal environment of the organization is pivotal for the organization to get past the introductory stage and successfully enter into the growth stage (Zeithaml, 1984). By understanding the product life cycle, we gain a better understanding of the life of a product or of an idea generated by a company.

Using Modern Technology to Create Consumer Advocates

In order to utilize diffusion, marketers must use any tools necessary to reach consumers. Along with the culture's shift toward technology, marketers of nonprofit organizations must also make this shift. We are now dealing with a society that is more socially engaged, more aware of what is going on in the world, and hungrier to become actively involved and be heard on issues for which they care (Goodson, 2012). Consumers can easily become activists either for or against an organization. This lends huge opportunities for organizations to utilize technology and quickly and cheaply reach a global audience. If uprisings and movements are happening everywhere, then businesses need to somehow become involved in movements or even start one of their

own. Through company websites, blogs, Twitter accounts, or Facebook accounts companies can reach consumers and get them plugged into their organization's movement. A company can rally people around an idea that matters, an idea on the rise in culture, and enable customers to become activists (Akerman, 2012). They demonstrate they care about more than profits and want to engage in people's lives. An organization must become an activist itself on behalf of something it believes in and something that matters to customers. Since movements start on the inside, it is important employees believe in the company's cause. Most successful organizations have a website and social media pages.

Social Media

Social media defined by Merriam-Webster Dictionary is "different forms of electronic communication through which users create online communities to share information, ideas, personal messages, and other content" (2012). Social media is an innovative tool for marketers to reach and communicate with consumers. Marketers should keep in mind certain key success factors while using social media marketing. In *Measuring the Value of Social Media Marketing* by Mark Jeffery of Northwestern University, he states "organizations need to have killer content that attracts people to the website and incents sharing." This means marketers must make the social media content unique, engaging, and inspiring to entice consumers to notice the content for themselves and pass it along to their friends. According to Jeffery, possible measures for social media marketing for an organization are "number of visitors, times per visit, number of

comments, number of customers who share with friends, and number of customers who get incentives.” It is important for organizations to keep track of these measures to try to understand how this leads to sales, customer loyalty, and customer satisfaction.

Marketers should be interested in social media because according to a comScore survey, “almost 28% of consumers reported that social media had some influence over their purchase decisions in late 2009” (Gupta, Armstrong & Clayton, 2011). When using social media marketing an organization must be prepared to be authentic and open with consumers to ensure a continuous, detailed feedback from customers using online communities. Social media will provide the channels for “customers to contribute to new product ideas to the brand team on a regular basis...and allow digital campaigns to reach consumers in an entirely personalized manner” (Gupta, Armstrong & Clayton, 2011). The benefits of social media marketing are becoming more clear and defined; however, there is still much to learn as this relatively new form of marketing continues to evolve and take shape.

Donors to Nonprofit Organizations

A nonprofit organization would not exist without donors; therefore, it is essential for marketers to understand donors. Marketers should ask what type of person is a donor? What makes a donor give? In “Charitable Giving: How Much, by Whom, to What, and How?” it states “approximately 84% of the \$215.4 billion total contributed to nonprofit organizations across the nation came from individuals” (Havens, O’Herlihy & Schervish, 2006). Charitable Giving is mostly done on an individual basis. Who are

these individuals? The same article showed nearly 90% of households make donations to charity on an annual basis. Based on decades of research, Havens, O’Herlihy and Schervish explain higher levels of charitable giving are positively associated with higher levels of education, higher income, higher wealth, greater religious participation, volunteerism, age, and marriage. More respondents in contributing households belong to religious organizations than do those in non-contributing households. Havens, O’Herlihy and Schervish point out “not only do religiously affiliated households give more to religion, as one would expect, they also give more to secular causes.” Looking at the type of person a donor is can be very helpful for the nonprofit marketer. Age is another important category to examine. “Charitable giving is found to increase with age up to approximately age sixty-five, at which there is a drop in the dollar amount of annual charitable giving” (Giving and Volunteering, 2002). This survey also found that married couples typically made more charitable contributions. The greatest percentage of individual giving goes to religion so we can infer religious organizations are held in high social esteem. “Among the wealthy, education is the number-one giving priority” (Havens, O’Herlihy & Schervish, 2006). Education is the second greatest percentage of individual giving following religion. “Trust for Philanthropy” illustrates in a pie chart the percentage of giving to different organizational type. A marketer would find where they fit into the pie chart and decide what demographics of individuals typically give to these organizations. Understanding donors is a necessity for nonprofit marketers to make their organization successful.

Methodology

To learn more about marketing in the nonprofit field, I conducted research. The research for my project is qualitative in nature. Qualitative research is conducted to explore issues, understand phenomena, and answer questions. Qualitative research was used due to its exploratory nature and to develop initial and more in-depth understanding of the area of interest. Using the qualitative research approach, I held in-depth interviews with my participants. I set up interviews with six nonprofit organization employees in the Hattiesburg, Mississippi area. The goal of the qualitative research is to generate assumptions and theories that could later be tested through further research. Through the interviews I gained a better insight of nonprofit marketing and their attempts at creating a marketing movement among consumers.

Research Design

The Methodology approach for my research is to conduct a qualitative analysis for marketing in the nonprofit field. Qualitative analysis can be a useful tool in gathering a broader understanding of a certain area of interest. Asking well designed questions and analyzing answers in a structured way can help to “identify themes, glean insight, and develop meaningful conclusions” (Ereaut, 2011). I set up interviews with nonprofit organization employees in the Hattiesburg, Mississippi area. I created an interview questionnaire of ten questions with the help of a marketing professor who conducts research in the nonprofit marketing field. These questions were designed to retrieve information about marketing methods and creating consumer advocates. The questions

were intentionally kept in generalities to encourage discussion and to gain exploratory observations from the participants.

Participants

The participants in my research are nonprofit organization employees in the Hattiesburg area. The participants were asked the same, specific questions during the interviews. The participants were typically middle aged business professionals with much knowledge of the organization they work for and the nonprofit field. The bias in my group of participants is that they are all in the Hattiesburg, Mississippi area and therefore my research will only pertain to this geographic area. There will also be a limitation due to the small number of participants interviewed. The qualitative study was focused on a smaller number of participants to facilitate a more in-depth look into each organization. The research was not meant to be representative, but was meant to show what several nonprofit organizations in Hattiesburg, Mississippi knew about nonprofit marketing.

Procedure

I contacted each participant and set up an interview time to meet with them individually. Effort was made to interview employees of nonprofits that were in different stages of the product life cycle. I asked each participant the same interview questions in the hope of gathering accurate information to gain more knowledge of how marketing is utilized in the nonprofit field and what strategies are most used and most successful.

Although I asked each participant the same question, the in-depth personal interviews are intended to be a conversation to gather as much relevant information as possible to better understand marketing and nonprofits. Responses were recorded by note taking during the interviews. I analyzed the answers I gained from the interviews to complete my thesis on the topic in the hopes of sharing the information I gather.

Personal Interview Questions

1. What are the marketing goals for your nonprofit? How often do you measure your progress on these goals? Are the goals specific, measurable, etc. What is the best way to tell you are progressing toward your goals?
2. How do you use social media to promote your nonprofit? Which social media websites do you use? What role do you think social media should play in your future? Where are you looking for guidance on social media?
3. What are ways you are involved in the community? To what specifically are you referring to?
4. Do you network with other businesses or nonprofits? Which groups? How helpful are they in helping you achieve your goals?
5. What promotions or events do you host? How often?
6. How do you get consumers or partners involved in the organization? What consumer information do you collect? Email? How often do you contact them?
7. Describe your relationship with your consumers. How do you gauge what type of relationship your consumers want with you?

8. What makes a good or bad relationship with consumers? Examples?
9. What are your goals for connecting with consumers? How much does the general public need to know about you? How do people find out about your services?
10. To whom do you turn for marketing help? Advertising? Selling?

Results and Discussion

I conducted six interviews with employees representing four different nonprofits in the Hattiesburg, Mississippi area. At Nonprofit One I spoke with the founder and the executive director of the organization. I met with the program director of Nonprofit Two and with the case manager. I interviewed the executive director of Nonprofit Three. Also, I interviewed the Nonprofit Four Coordinator who works in conjunction with a local hospital.

Nonprofit One

During my interview at Nonprofit One I learned there is only one employee on staff, the executive director, who is in charge of running the nonprofit. Nonprofit One is a young organization (growth stage of the product life cycle) founded in 2009 in Hattiesburg, Mississippi. Nonprofit One is committed to ending hunger by providing healthy food to food pantries and soup kitchens in need. The executive director explained the organization uses national, well-known nonprofit organizations as a guide for many marketing ideas. Because social media is a free tool, Nonprofit One spends much energy updating and engaging the public through their social media sites. Nonprofit One currently participates on Facebook, Instagram, Tumblr, and Twitter. The executive director explained that the organization uses social media to post about what is happening around the office on a daily basis to keep the nonprofit on the public's mind. Nonprofit One also uses social media to promote fundraising events and announce progress or goals within the organization. The organization holds events every quarter

and plans to continue to do so in the future. The executive director made clear the success of the organization is attributed to the support of other businesses in the community. Monetarily, foundations fund Nonprofit One's administrative expenses through grants. Without the help of these foundations there would not be a staff at the organization. Local businesses also help Nonprofit One by promoting their events. Two local restaurants host fundraisers to benefit the nonprofit organization. Local businesses such as boutiques, bars, and restaurants have promoted Nonprofit One through word of mouth and helped the nonprofit gain additional awareness and support. Nonprofit One attends community events and fairs to raise awareness as well. Newsletters through email are sent out quarterly to update the public. Nonprofit One wishes to be transparent to the public and provides financial information, food pantry and soup kitchen information, and fundraising information on their website easily accessible to the public. The executive director wants to establish relationships with the public by starting to build awareness about hunger and the commitment Nonprofit One has to ending this problem in the community. The executive director believes that building this awareness starts with her. She believes in the organization and its cause; she hopes to reach more people and convince them of the same idea. Nonprofit One relies on the donated services and advice of executive board members, community board members, and the founder for marketing, advertising, and graphic design.

Nonprofit Two

Nonprofit Two is a program started by a larger nonprofit in Hattiesburg and exists to spread financial literacy to the community. Nonprofit Two is a newly developed program (introduction stage of the product life cycle) and currently uses Facebook as their only social media website. The program manager explained that she hopes to use the Facebook page to promote events and to provide financial tips that are specific and relevant to the local area. She wants to create a network of people that clients can trust. The program director is currently working on a newsletter to send out electronically. Nonprofit Two offers free budget counseling classes for people in the community. Their Real Cents Money Management low income classes rotate to different times every month to accommodate every schedule. They also offer one-on-one management classes which allows for clients to be more open and start setting personal, specific financial goals. These classes are taught by a dedicated case manager. Nonprofit Two also offers a matching program up to \$4,000 for clients who save money. The organization works with clients referred to them by other nonprofits in the area that encounter people in need of financial help. Many of Nonprofit Two's clients are preparing to own a home and need to learn the discipline of making monthly payments as well as saving for a home deposit. The program director says the organization relies on larger nonprofits and local banks for funding and has no annual fundraisers of their own. Nonprofit Two has partnered with a local clinic that sponsors and hosts their monthly financial classes. The program director believes the organizations partners are paramount to the organization's success. The program relies heavily on the advisory board which meets every other

month, but the director speaks with most members once a week. The organization makes connections through the board and gets more exposure from their word of mouth. The program director describes the relationship with clients as collaborative and says Nonprofit Two acts as a guide, coach, and cheerleader. The program director hopes the organization will be as transparent as possible in the hopes of encouraging clients to be the same way toward the nonprofit. She explained the employees must first convey what they wish to see in the client. Being open, encouraging, and believing the organization has a distinct purpose helps her clients be successful and encourages partner support from the public. Because Nonprofit Two is a program started by a larger nonprofit, they look to the larger nonprofit for advice and support. The program director hopes the program will eventually be able to stand on its own but she believes they will always look to the larger nonprofit for guidance.

Nonprofit Three

Nonprofit Three is a branch of a national nonprofit organization (maturity stage of the product life cycle). Nonprofit Three's mission is to improve lives by leading and mobilizing the caring power of Southeast Mississippi. The executive director of Nonprofit Three explained the necessity of having a favorable perspective from the community in building awareness. The organization hopes to have fundraising that is meaningful and lasting. Nonprofit Three has become a forerunner in measuring and presenting outcomes. Nonprofit Three has a survey sent out electronically to report valuable indicators they need to know. The executive director explained that employees

are always representing the organization out in the community at all times. Their perspective on community feedback of the organization is an important tool. Nonprofit Three has a website, sends out newsletters and email blasts, and has a Facebook and Twitter account. They use Facebook specifically to promote events and fundraisers. The executive director believes social media is an addition to and not a replacement for mail outs. Using as many avenues as possible, Nonprofit Three tries to reach the public. Nonprofit Three supports and funds a number of nonprofits that align with the organization's goals. The organization works to achieve specific goals in the community and works for positive outcomes with organizations involved on a business and personal level. Nonprofit Three networks with churches as a source of volunteers. Local businesses are funding partners for the organization. The executive director says the employees socialize in the community and in the Area Development Partnership (ADP) to meet new potential donors and partners. He explains that Nonprofit Three does not want to compete with other nonprofits but hopes to encourage philanthropy because in the big picture that is mutually beneficial. Nonprofit Three has their annual fundraising campaign during August, September, and October. Every year they have a home raffle. They host a campaign kickoff event and a thank you banquet in April where they will announce the amount of funds the organization raised. Nonprofit Three attends events in the community such as the health fair, community information events, town hall meetings, and the ADP expo. The executive director explained that agency partners funded by Nonprofit Three must fill out an application every year. The nonprofit organization tries to gather as much donor information as possible to ensure a personal

relationship can be fostered. In the hopes of making donors feel important and valued, Nonprofit Three publishes the donor names in their annual report. The organization sends out a newsletter every other month. To foster trust Nonprofit Three releases any information a person asks to see. The executive director uses the national resources of all the branches of the organization as an invaluable resource. Many brochures and informational are taken from other branches. Volunteers and board members are often given freedom to create brochures or start campaigns in their own work places. The executive director hopes this individual ownership allows word of mouth and awareness to spread about the organization's cause. He explained how essential the volunteer networks can be. In 2012 the amount spent on advertising should have totaled \$60,000 but thanks to board members and volunteers who called in favors Nonprofit Three spent a total of \$4,000.

Nonprofit Four

Nonprofit Four is a national coalition of hospitals and health care facilities (maturity phase of the product life cycle). The organization exists to advance the cause and business of women's health. Nonprofit Four is a movement led by hospitals supported by corporate partners and national media with the mission to move women to take action for better health for not only themselves but also for their families. A hospital in Hattiesburg, Mississippi implemented Nonprofit Four in 2004. The Nonprofit Four Coordinator works with the hospital marketing department to reach and educate women. Nonprofit Four wants women to make healthy decisions and take care of themselves first

because they typically make the health decisions for their family. Nonprofit Four listens to the feedback from within the hospital and has found most patients attribute the nonprofit for being the reason they have heard about the hospital's services. The director says Nonprofit Four uses social media nonstop especially when trying to promote an event. The hospital also promotes Nonprofit Four on their social media sites. Nonprofit Four hosts many events and has hosted speakers such as Barbara and Laura Bush in the past. The organization has different types of events to appeal to many different women. The organization also hosts events for every age group. Girls age 4 to 6 are classified in their own category and have special events just for them. Girls age 7 to 17 are in a different category with events created just for their age group. Age 18 and up is the final and largest category of participants. The focus for 7 to 17 aged girls is on community services projects. The director explained that the process is very educational and gets girls active in the community. These girls represent a total of 28 different schools, showing the wide reach of Nonprofit Four's reach in the community. Nonprofit Four hopes to educate females but also make it fun along the way. Businesses in the community support the organization by offering discounts to Nonprofit Four reward partners. The organization raises funds through these rewards partners. The director feels it is important for business to help each other further the community. Nonprofit Four volunteers have helped other nonprofits in the community and by assisting with behind the scenes projects and also staffing fundraising events. The director explained Nonprofit Four will help other organizations as much as their budget will allow. She sends out monthly emails and visits garden clubs and women's groups to raise awareness.

She wants the public to be informed ambassadors for the organization but must make sure her and her employees never appear to badger with their information. The director believes the most important aspect of her job is to have people skills and communicate effectively with every different personality type. The director wants her employees and volunteers to believe in the bigger cause of Nonprofit Four. She wants them to care about the well being of the women in the community as well as their families. She wants the public to know everything about the organization's events and services and to understand their purpose. Nonprofit Four looks to the hospital marketing department for advice and resources. Some jobs are outsourced such as graphic design. Many event ideas are taken from other successful groups similar to Nonprofit Four located around the country. There is a monthly phone conference between all branches of the organization used to gather successful tips and ideas as well as opportunities to brainstorm and problem solve.

Analysis

All the interviews revealed information specific to each organization but also general overarching trends. Each organization relies heavily on networking and connections made in the community. Being present in the community helps each organization further their cause and displays that it is engaged in people's lives. This aligns with Goodson's article "Marketing in Revolutionary Times" mentioned in the Literature Review. Being active in the community helps each brand connect with the passion and activism present in most of the public. All of the nonprofits utilized social

media; as Gupta stated social media is usually highly effective and has the lowest cost to the organization (2011). Every nonprofit interviewed also utilizes other free resources such as electronic newsletters and email blasts. The organizations rely on the expertise, advice, and connections of board members. The board members act as important advocates representing the nonprofit to the public. Board members are vital to the success and growth of the nonprofit. Other businesses and nonprofits are also important resources for these organizations. Nonprofit One looks to local businesses for promotional and financial support. Nonprofit Two relies on a larger nonprofit for resources and funding. Nonprofit Three relies on businesses for funding and other branches for resources and ideas. Nonprofit Four looks to the hospital for financial support, resources, and connections.

All the nonprofits interviewed use events to further their cause in the community. From promoting awareness, raising money, and educating the public, events are essential tools for growing a nonprofit. Each organization believed their movements first started inside the nonprofit. Everyone interviewed expressed the importance of every employee representing the organization to the public. They know they cannot fake the belief in their cause and that the public can sense whether they are sincere about the issue or if they are just exploiting it. As Goodson stated: “You can’t lead a movement if you don’t believe in it yourself” (Goodson, 2012). Getting involved in the community, hosting events, and believing in the organization’s cause creates advocates and fans for the nonprofit.

After examining social diffusion, nonprofits want to make employees, volunteers, and board members early adaptors because they are opinion leaders and can influence the rest of a community. By using these people a nonprofit can then gain the early majority. In the diffusion process of the organization, the nonprofits all understood the importance of word-of-mouth communication about the organization to the public. However, the nonprofits did not see a distinction between the employees versus the volunteers and board members as having an effect on the success of awareness as the literature stated. When looking at the type of donor who gives, the nonprofits did not make a distinction in age or marriage status like the literature suggested. Consistent with the literature, the nonprofits focused greatly on individuals as donors for their cause and mainly focused on businesses for resources and partnership. Nonprofit Three was the only nonprofit that utilized churches because as the literature stated most individuals related to a religious organization are more likely to give. None of the nonprofits made efforts to go after donors in a certain age classification or marriage status. All of the nonprofits interviewed were on the right track for seeking growth in awareness and impact. It seems the nonprofits were limited to what their manpower could support. Even with disadvantages and low budgets these nonprofits were experiencing growing support and awareness in the community.

The qualitative study revealed these nonprofits have no firm measurement for their marketing goals. None of the nonprofits' marketing goals were specific. This leaves the nonprofit unable to decide if they are successful and progressing with their marketing strategies. The nonprofits did not know how to gauge what type of

relationship consumers wanted with them. The organizations also had no way of measuring how the public finds out about their services. They had no measurements or detailed goals for connecting with consumers in the future. For these nonprofits, marketing is mostly word of mouth promotion done by volunteers and board members. This creates lack of direction as the nonprofit is not steering the organization toward a marketing strategy.

Conclusion

After speaking with employees of nonprofit organizations and analyzing the interviews, some overarching conclusions can be drawn about nonprofit marketing. Nonprofit organizations must make strategic selections to be members of their board because the board is so essential in pushing the nonprofit forward. Nonprofit organizations must first work internally through employees to ensure they believe and support the organization's cause and can bring their passion to the public. Nonprofits should never pass up a networking opportunity to meet more people in the community. Being present at community events even when they are not directly related to the organization is necessary to gain support and awareness. Nonprofits need marketing direction within the organization to plan, steer, and measure the work of volunteers and board members. Nonprofits must have marketing strategies with specific and detailed goals and cannot solely rely on volunteers and board members. The nonprofits interviewed had consumer advocates but needed to move them in a particular direction in order for the organization to be successful. Through these steps, nonprofit organizations can become more successful at using marketing to create a movement of consumer advocates. After analyzing this qualitative study, it seems the next step for these nonprofits is to create measurable marketing goals for an employee of the nonprofit to foster. An employee also needs to monitor a measurement to gauge what kind of relationship consumers want with the organization. Giving direction and monitoring marketing progress will enable the nonprofit to be more successful at creating a movement through consumer advocates.

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