

## 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.<sup>1</sup> 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

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<sup>1</sup> 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.

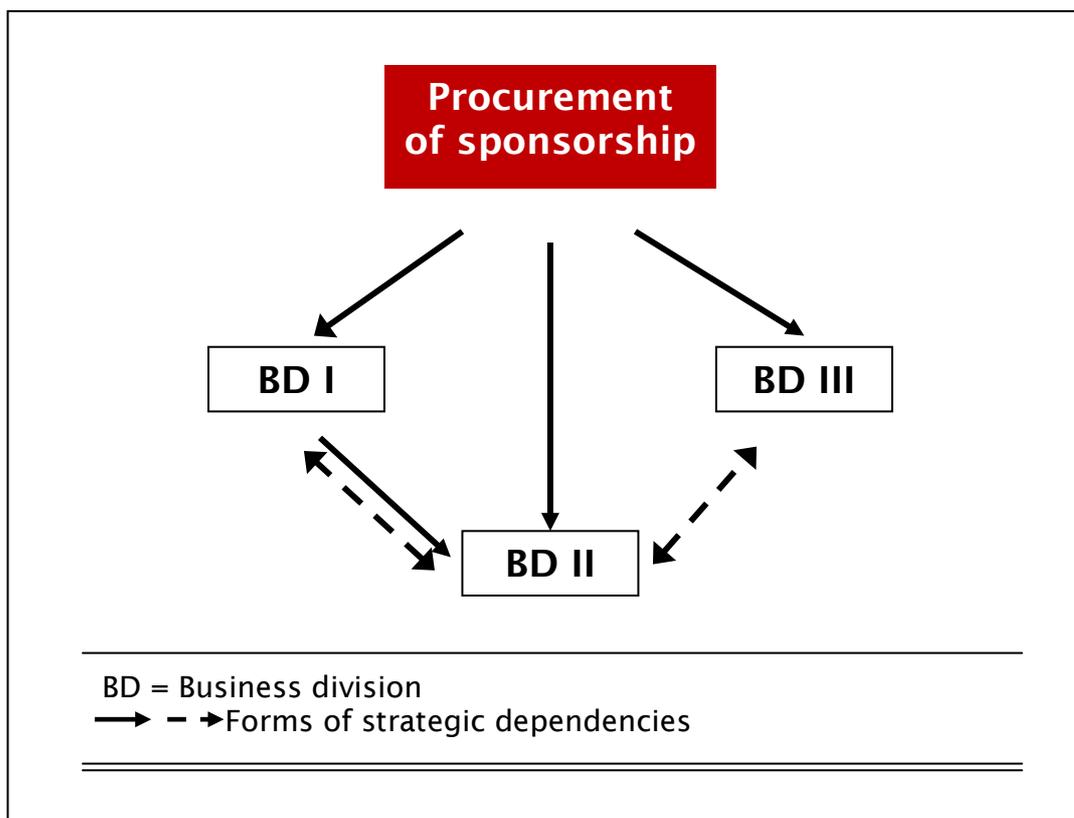
CASE STUDY  
CHANGING ENTERPRISE SITUATIONS - KNOWING HOW

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 divisions<sup>2</sup>



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