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MARKETING AWARENESS IN NGOS: NECESSARY EVIL OR BASIC PRINCIPLE TO MEET THE STAKEHOLDERS' NEEDS?

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1. INTRODUCTION

1.1. Market Orientation of NGOs in Developing Countries

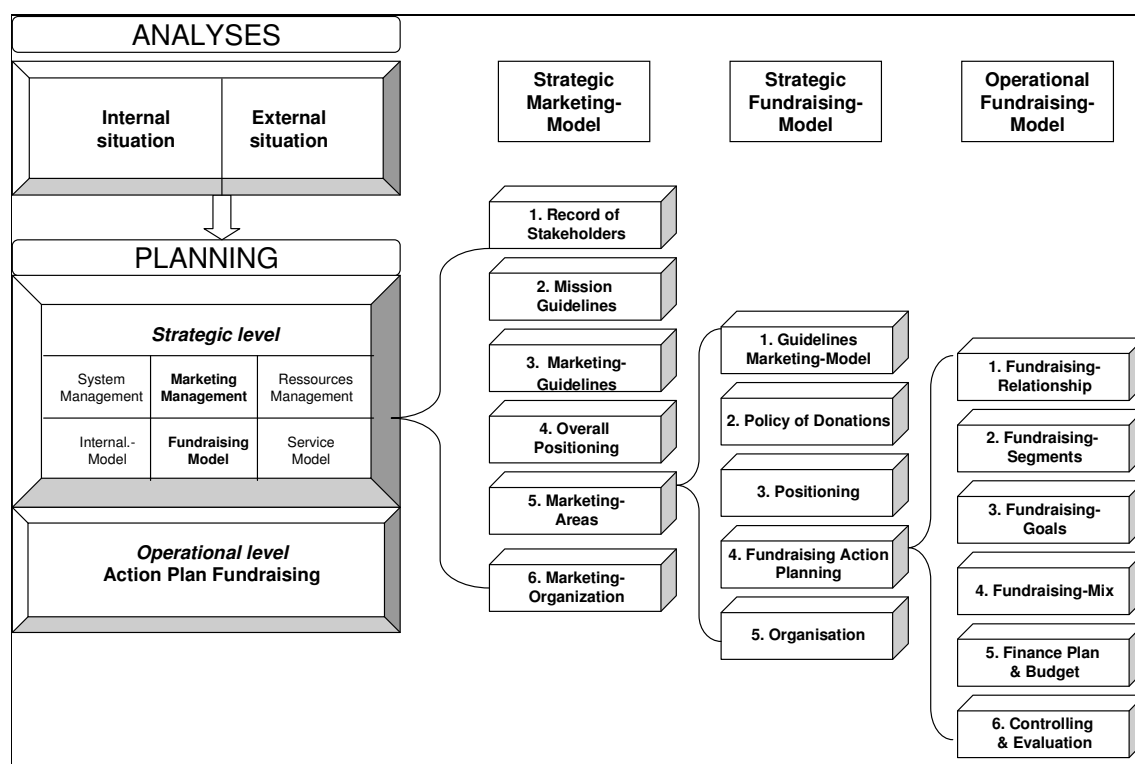
NGOs in developing countries play an increasingly important role in securing the social, economic and politic equality, in developing a sustainable environment and in the care of peaceful, ethnical, religious and national relationships between societies and governments (Fernando 2007, 8). In these countries, increasing one's own initiatives which are strengthened by the instability and the general decline of governmental performance can be observed. Lack of political stability and integrity is shown in outdated infrastructure, high unemployment rate, failing productivity and increasing impoverishment and marginalization of citizens. Since the breakdown of the socialist policy in 1985 the number, size and scope of Tanzanian NGOs have been multiplied (Kiondo 1993, 166). But most of the NGOs are still financial dependent on the state (Mercer 1999, 253) that administers and distributes the subsidies from international organizations and charities. It seems that the new space for NGOs is not one in which they will be allowed to develop independently – their space will be constrained and manipulated by the state (Mercer 1999, 252). Thus NGOs have to search for other financial sources to bypass governmental influence and power. This trend calls for more market orientation of NGOs' managerial decisions. Accountability towards donors and intensive competition in the donations' market as well as the organizations' aim to meet the needs of the numerous other stakeholder groups forces NGO managers in developing countries to professionalize the provision and deployment of financial resources. Nonetheless, there is little evidence in the literature on theoretical, organizational and even managerial particularities in NGO marketing concepts. Lewis (2003) explained the missing discussion in the literature with the similarity to existing academic areas. Thus it is not useful to consider NGO marketing as an autonomous special field with particular concepts, rules and practices (Lewis 2003, 337) but to import ideas and techniques developed for other sectors on a practical level (Lewis 2003, 339). The theoretical basis to develop a fundraising model in the context of marketing are thus academic contributions of not-for-profit marketing and social marketing that mainly take NPOs as study object. As NGOs and NPOs face common organizational and management challenges in contrast to enterprises and governments, the reference to not-for-profit marketing is understandable (Lewis 2007, 28). Typical organizational characteristics are non-financial goals, multiple stakeholders, immaterial services and an inhomogeneous employee structure (Bruhn 2005, 41). Furthermore, a high orientation to ideology and moral shown in certain cultural behaviour patterns is exemplary (Buber/Fasching 1999, 42) and determines certain implications for a NGO marketing concept. In comparison to commercial marketing a differentiated approach is thus necessary to implement market(ing) orientation in NGOs (Bruhn 2005, 41). Especially in normative shaped organizations marketing is characterized by a less degree of freedom compared to a for-profit marketing situation (Purtschert 2005, 87). Not-for-profit marketing is defined as a special thinking, substantiated in the analysis, planning, implementation and control of all internal and external activities oriented to the benefit and expectations of all stakeholders (e. g. member, donor, service recipient, supplier) aimed at achieving the financial-oriented, staff-oriented and task-oriented goals of the organization (Bruhn 2005, 63).

1.2. Freiburger Marketing-Management Model (FMMM)

The literature provides numerous suggestions to organize fundraising but they are all practical-oriented and propagate an uncoordinated approach from case to case (Luthe 1997, 35). Anyhow, a guideline to set up marketing in NPOs is given by Schwarz (2005) in the FMMM. The model provides a theoretical systematization of the elements of a marketing management process and puts fundraising conceptually in the context of marketing and

management of NPOs (Luthe 1997, 35). Thus it is guaranteed that all marketing measures support the overall positioning of the organization and a harmonized identity of the organization is assured (Purtschert 2005, 97). The model starts with the organization's strategic marketing planning and treats fundraising as one operational area that has to fit to the overall market positioning. The course of developing a fundraising-model is shown in figure 1. In the external and internal analyses, strategic success factors in the environment and within the organization should be identified (Purtschert 2005, 79). The analyses' findings serve as the basis for the strategic and operative planning. The implementation of marketing is carried out on three levels, that differ concerning time horizon (long (5 years) to short (one year)) and degree of detail (weak to high) (Purtschert 2005, 97). At the normative-strategic level a superior marketing model is developed, that sets the scope of the marketing areas (internal marketing, fundraising and output marketing) (Purtschert 2005, 81). Dependent on the urgency of needs one of these areas should be developed in detail in a strategic partly model (Purtschert 2005, 97). If the organization has a bottleneck in financial resources, a strategic fundraising model is developed. On the operational level a fundraising action plan with the deployment of the fundraising instruments (Purtschert 2005, 97) is set up.

Figure 1 - Freiburger Marketing-Management Model (Purtschert 2005, 78, 80, 99, 339)



1.3. Case Study

In this paper, the phenomenon of fundraising in the context of marketing is investigated in the Tanzanian NGO "Sun of Africa", a middle-sized orphanage with 150 children, founded by an English social worker in 2000 (Dorenkamp 2007).¹ The organization's tasks are complex and manifold; they cover first aid services to needy persons in the region and the management of a primary school. Every day new challenges have to be met with the difficult question: what

¹ Name of the organization is changed to "Sun of Africa" (SOA) as requested by the management.

help is most urgently needed? The services are provided by 60 Tanzanian employees as well as 300 volunteers from all over the world who visit the organization in different time intervals and seasons.

For further consideration it is necessary to classify the studied NGO among the plurality of actors with different characteristics that are summarized under the category of NGO (Frantz/Martens 2006, 3). Without some way of classifying NGOs it becomes difficult to determine which kinds of organizations can benefit from the experiences of a particular NGO (Vakil 1997, 2057). Vakil (1997) set up a framework that builds on the work of authors who have contributed to the NGO classification problem. According to the used categories, the analyzed NGO can be described as an aid organization, that satisfies primarily the needs of unprivileged population groups (orphans, old men, women, discriminated and sick persons) in a developing region by a participating service process.

The daily performance in general and the project to build a child village, in which all the orphans, volunteers and employees can live together on one site, require sufficient financial resources and thus a model that enables the long-term supply of donations. Up to now, marketing and fundraising activities have not been carried out continuously and consciously. Christian principles determine the management's philosophy. The aim of this research was therefore to develop a fundraising model in the context of marketing that meets the organization's cultural specifics and conditions. In detail, it was asked, how marketing and fundraising in the Tanzanian NGO are implemented and perceived by its stakeholders, and what implications can be drawn for the set up of a comprehensive fundraising model.

2. METHODOLOGY

2.1. The Case Study

As the unit of the case study a single organization was chosen to show the object in its totality (Yin 1993, 5). The case study sought to adopt the FMMM to the Tanzanian NGO based on identifying the marketing awareness of managers and employees as well as on understanding the organization's fundraising processes, marketing practices and conditions that sustain those processes and practices. For this reason, the case study has been designed along the principles of qualitative methodology. It consisted of descriptive, explorative and explaining elements (Yin 1993, 5). Firstly, the actual situation of marketing and fundraising practice in the organization was described. Secondly, the three-level FMMM was then adjusted to these findings and recommendations for future fundraising efforts are suggested. Recommendations are mainly derivable from explaining case studies (Heimerl 2007, 389). They show, what reasons lead to what effects (Yin 1993, 5). During the research it became obvious how managers' values influence the organization's marketing and fundraising activities. Because marketing approaches in NGOs in developing countries are rarely discussed in the literature, the study aimed to explore the field under investigation.

2.2. Fieldwork

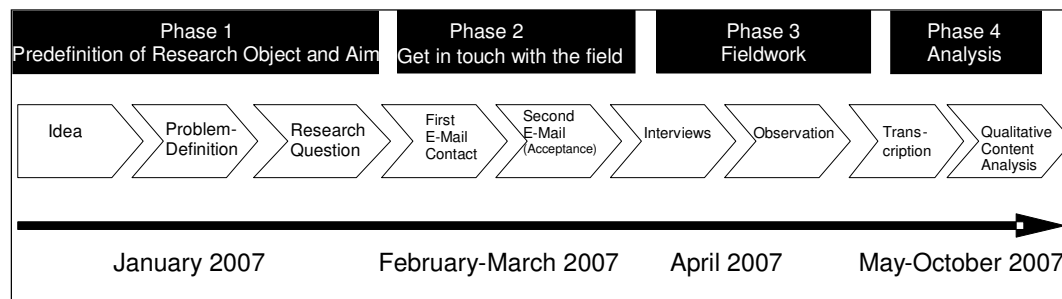
Sun of Africa was explored in its natural environment. Fieldwork has two advantages towards traditional research in artificial situations. Firstly, natural organizational processes can go on and the object of the study is not ripped out of their environment. Secondly, the researcher has the opportunity to understand the reasons for action from nearest closeness (Mayring 2002, 55).

Admission to the Field

According to Flick (2002, 91) a research project can be seen as an intervention, disturbing the organization's processes, especially if its aims are not clearly expressed, it conflicts to the

organization's mission or does not benefit the organization in the long-term. For this research, admission to the field was enabled by a former volunteer of the organization, who transmitted the contact data. The first request for the research cooperation on marketing was sent by email and was denied. The daughter of the founder clearly expressed that Sun of Africa is a mission "which does not ask for money in any way at all and that they do not write business proposals or ask anybody for anything. The organization is run on faith by volunteers... The only marketing which is done is via the web site, the brochure and by people witnessing and by word of mouth." She asked for other research ideas. In the second email the research's aim was clarified and it was explained that the organization can use the recommendations made out of the research's results to improve its relationships to different stakeholders. The first author of this paper assured that she only wants to be a volunteer without any intention to influence the organization's activities, but asked for allowance of doing observations and conducting interviews. The acceptance email was sent with no further objections. The field work began on the 6th of April 2007 and ended on the 4th of May 2007. The course of research is shown in figure 2.

Figure 2 - Research Process



Role of Researcher

The kind of information people are willing to give depends on the personality and role of the researcher. The communication ability is central in collecting data. Burgess (1984) has identified certain acceptance stages for external researchers in an organization: newcomer, provisional acceptance, categorical acceptance and migrant (Burgess 1984, 86). For this research an active participation level was chosen, in which the researcher primarily took the role of the participant and secondarily that of the observer. She worked as a volunteer, was thus totally integrated and aimed not to disturb ongoing processes. The research aim was being told to potential interviewees in the first days of the fieldwork. In the daily routine participants of the organization did not realize the project and the researcher was primarily perceived as a volunteer. During the ongoing fieldwork, the researcher became more and more accepted, so that the limits between participants and observer were nearly mixed and led almost to a complete participation (going native) (Bortz/Döring 2006, 340) (see figure 3). As a newcomer the researcher had to arouse interest of the founder team, to command respect of the Tanzanian employees and to become integrated to the group of volunteers. In week two (provisional acceptance) the researcher still was not fully noticed by the founders and locals. After the interview with the NGO's founder and her expressed willingness to take over night shifts in the orphanage, from the point of view of self-disclosure, the researcher was totally accepted and admired (categorical acceptance). The integration into the group of the volunteers took place in the end of week one and contributed substantially to the well-being of the researcher. At the end of fieldwork the limits between total identification with the organization and the role of a researcher became almost blurred (migrant).

Figure 3- Researcher's Role in the Field (Self-Disclosure)

Researcher's Role Sun of Africa's Partner	Newcomer Week 1	Provisional Acceptance Week 2	Personal Acceptance Week 3 + 4
<i>Founder team</i>	No Interest	Parenthetical Interest	Personal Interest, Thanksgiving
<i>Tanzanian Employees</i>	Polite contact	Friendly contact	Totally accepted as a help (key experience)
<i>Volunteers</i>	No affiliation	Integration into the social group	

This kind of fieldwork has to be reflected with self-criticism (Bortz/Döring 2006, 339) in a written form. A chronological research diary with the researcher's reflexions of observations, experiences and feelings was kept to become aware of losing distance to the field and the aim of the research stay. For the benefit of frankly exploring the field no certain observation schemes were used to structure the entries (Lamnek 2005, 590).

2.3. Guideline Interviews²

Observations were completed by guideline interviews to achieve intersubjective verifiability and a nearly complete picture of the research object and to avoid that the researcher glances solely on issues that seem to be interesting for her/him and thus selects unconsciously (Lamnek 2005, 590). Problem-centred interviews are a particular type of guideline interviews (Witzel 1982, 231). The researcher has an at least implicit theoretical preconception. A guideline of open-ended questions limits the interesting problem area but allows frankly talking and an own structuring of the topics (principle of openness). The advantage is thus that important research concerns are addressed and the answers are comparable (Schub von Bossiazky 1992, 89). In this study, the problem-centred interview served to identify the awareness of marketing and fundraising aims and activities among different stakeholders. The lead questions were targeted on exploring the diversity of the interviewees' perceptions of the marketing situation, their experiences with marketing activities and their personal attitudes towards the orphanage's appearance on the market of donors and competitors. It was a matter

² Before fieldwork started focus group interviews had been planned, consisting of six to eight people representing three stakeholders, namely the founder team, local employees and volunteers. The advantage of focus group interviews is that the interaction in the group can stimulate the debate on the topic (Blumer 1973, 123) and illustrate social coherences (Mayring 2002, 76). It is not a precondition that the group has a homogenous understanding of the topic, but it is important that there is a convenient atmosphere (Aaker/Kumar/Day 2004, 220). That could not be guaranteed after the observations made in the first days of the fieldwork. The relationships between the three stakeholders seemed to be strained. Different points of view of managing the organization were not discussed constructively and frankly. The assumption was made that each stakeholder's interpretation of the situation would not have been expressed for fear of contradictions to existing group interests and possible sanctions. A consensus that is not in line with the understanding of all participants should be avoided. Eventually the research method was adjusted to the observations and the focus group interview was replaced by single guidance interviews. This proceeding corresponds to the explorative beginning phase of field research (Blumer 1973, 123), in which the researcher has to find out, how he/she has to ask questions to experience reasonable data and to gain insights on important coherences. See also the guidelines for fieldwork summarized by Patton (2002, 331).

of particular interest to ask the interviewees how they would devise and implement marketing within the organization's strategy.

2.4. Sample

The case selection and case group selection (Flick 2002, 97) were taken step by step according to the principle of "theoretical sampling" of Glaser and Strauss (1998). After each interview the collected data was studied. Then it was decided what kind of experience could give even more insights to the problem (Glaser/Strauss 1998, 69). According to Glaser and Strauss (1998) a category was defined theoretically saturated if no new data had been found. The interviewees were chosen (Rubin/Rubin 2005, 64ff.) out of three stakeholder groups: volunteers, local employees and founder team. Each stakeholder group had a different relationship with SOA and with the studied problem, so that a convergence of interpretation schemes could be avoided. The observations during the first days of fieldwork unfolded that volunteers are the most important marketing representatives and simultaneously the main donors. Thus those volunteers were interviewed who communicated divergent attitudes towards the organization. In this group ten single interviews and one group interview with three persons were conducted. The persons of the group interview had almost the same background and experiences with the organization so that it was assumed that no other insights into the study object would be gained. The interviewees from the founder team were the founder, her daughter and her grand-daughter. The perspectives of these persons were essential to deeply understand the current marketing and fundraising awareness and the mission, values, aims and challenges of the organization. Thirdly, two Tanzanian employees were interviewed. Their attitude towards the organization promised insights into the perception of the organization among the locals.

Figure 4 - Sample Characteristics

Case Group	Cases	Age	Profession	Date of Interview	Duration (minutes)	Venue
Volunteers	Simone	24	Event manager	April 10	19	Community room
	Emma	32	Consultant	April 10	18	Community room
	Fiona Nicole Doris	34 21, 25	Social counsellor Student, Student	April 21	37	Room of the American Group
	Clara	23	Psychologist	April 27	24	Researcher's Room
	Claudia	19	Pupil	April 28	26	Researcher's Room
	Michael	22	Student	April 28	29	Researcher's Room
	Mia	23	Accountant	April 29	25	Researcher's Room
	Sandra	17	Pupil	April 30	31	Researcher's Room

	Meredith	49	Jailer	May 1	22	Researcher's Room
	Vicky	21	Student	May 3	22	Office
	Daniel	19	Pupil	May 3	26	Researcher's Room
Locals	Mr Entee	58	Teacher	May 2	14	Office
	Olivia	23	Social worker	May 3	12	Office
Founder team	Mama Angela	42	Daughter of Founder	April 13	24	Garden
	Mama Bea	65	Founder	April 23	36	Mama Bea's Room
	Hannah	21	Grandchild of Founder	May 3	69	Office

2.5. Qualitative Content Analysis

Beside the textual data gained from the interviews, photos, the organization's website, brochures, and selected correspondence were evaluated using Mayring's qualitative content analysis (2002). The advantage of this method is, that it analyses strictly and methodically controlled the data step by step (Mayring 2002, 114). Coding was done with the computer-supported program QSR_N6. Thus it was possible to model the developed categories hierarchically, organize and connect them, while the process of coding as well as the derivation of useable findings remains to the analyst (Bazeley/Richards 2002, 3). In the first instance, categories - organization's goals, history, mission, services, publics, staff patterns, future, marketing awareness and marketing understanding, marketing-organization, marketing application areas, fundraising-understanding, fundraising-organization, fundraising-exchange system, fundraising-mix - were deductively defined from topics derived from the literature on cultural and structural specifics of NGOs (topic coding) and the FMMM. Additionally, the course of the data coding also allowed for inductively oriented categorization (Mayring 2002, 115). Thus it is avoided that only the previous knowledge of the authors determines the data handling (Atteslander 2003, 234).

3. RESULTS

Figure 5 gives an overview of the identified categories respectively the themes mentioned by the interviewees.

Figure 5 - Themes Mentioned by the Interviewees

Themes	
Mission	<ul style="list-style-type: none"> • God's job, proof of God, tTrust in God • Action speaks louder than words • Everyone is helped • Empowerment
Stakeholders	<ul style="list-style-type: none"> • Input Publics: suppliers, club of supporters, landlord, donors: volunteers, child sponsors, charities • Internal Publics: management (founder, founder's daughter), volunteers, Tanzanian employees, executive committee, advisory board • Consuming Publics: orphans, needy persons of the region • Partner Publics: local NGOs, hospitals, district, local advisors and friends, international NGO, church
Marketing perspective (founder team)	<ul style="list-style-type: none"> • Marketing means business • Marketing at the organization is not asked for, is not forced, is accepted as to raise awareness • Marketing should be brought from someone or should be done as always
Marketing perspective (volunteers)	<ul style="list-style-type: none"> • Marketing means to advertise, to tell a story, economic and money, hold contact, to present sth., to bring sth. closer • Marketing at the organization is essential, is only done a little bit, is out of date, does not contain information • Marketing should be done professionally, intensively but not make a business of the orphanage
Marketing organization	<ul style="list-style-type: none"> • At present: natural course, no clear responsibilities • In the future: clear structure, person in charge, close relationship between founder and supporter
Marketing positioning	<ul style="list-style-type: none"> • Self-conception: looks ahead, Christian, generous, transparent, friendly but prospered, western-oriented, stubborn, opaque • Competitive because money arrives, possibility and cheap to volunteer, active, international atmosphere, Christian mission, too big • Corporate design: logo and name is present

Fundraising perspective (founder team)	<ul style="list-style-type: none"> • Management is not asking for money • God provides the money • No need because no business • In dealing with money (fundraising rules): no administrative costs, no restrictions for a donation type, possibility to use the money autonomously
Fundraising perspective (volunteers)	<ul style="list-style-type: none"> • It is asked for money • Fundraising activities planned by management • Organization acts like a business • In dealing with money (Fundraising rules):
Fundraising Rules	<ul style="list-style-type: none"> • Transparent: money is needed in general, opaque money use, obscurity: where does the money come from? obscurity: for what is money needed in detail?, guarantee to use the money autonomously
Fundraising organization	<ul style="list-style-type: none"> • At present: fundraising through volunteers, founder team, club of supporters, university • In the future: one person in charge to organize fundraising and fundraisers
Expected gratifications	<ul style="list-style-type: none"> • Material: accommodation • Partly-material: search for experience (adventure) • Immaterial (psychological): participate at provision of services, meaningful work, religiosity, freedom
Perceived gratifications	<ul style="list-style-type: none"> • Material: accommodation • Partly-material: search for experience (adventure), receipt of donations, oral thanksgiving • Immaterial (psychological): reduction of cognitive dissonances, religiosity, participate at provision of services, freedom concerning work content, volunteer length of stay, money use • Immaterial (social): community (affiliation), supervision
Fundraising-Product (communicated gratification)	<ul style="list-style-type: none"> • To Volunteers: working plans, unique experience, optional duration of stay, good accommodation, esteem in the organization • To child sponsors: correspondence with children • To all sponsors: money arrives, is used responsibly and is useful
Fundraising-Price	<ul style="list-style-type: none"> • At present: time donations –optional amount, donations of kind- optional size, project money- minimum of 1,000 US \$, product selling- slightly higher prices than shops in town, large donations-optional amount, child sponsorship-optional amount, housing money-70 US \$/week • In the future: time donations–minimum duration of stay, donations of kind- corresponding actual need, project money- corresponding to duration of stay, product selling-broader offering large donations-for child village, child sponsorship-differentiated between basic needs and education, housing money-higher than 70 US \$/week
Fundraising-Communication	<ul style="list-style-type: none"> • At present: direct marketing: letter of donation, personal communication, public relations: brochure, events, t-shirts, signboards, multimedia: website, e-mails, website of supporting club • In the future: direct marketing: personal communication, public relations: own publications, press reports, multimedia: website,

	newsletter; Media-advertising
Fundraising-Distribution	<ul style="list-style-type: none"> • At Present: <ul style="list-style-type: none"> ○ Volunteers: word-of-mouth, start own fundraising activities, establish contacts to schools & universities, publish articles in local newspapers, set up club of supports in Germany and England ○ Founder team: presentations abroad ○ Locals: word-of-mouth ○ Other NGOs: word-of-mouth • In the future: <ul style="list-style-type: none"> ○ Volunteers: Positive recommendation, volunteer network, country representation, presentations, presentation package ○ Founder team ○ Locals
Fundraising-People (Volunteer work)	<ul style="list-style-type: none"> • At present: tasks are always the same, not organized, not assigned, not challenging; projects will not be finished when leaving the organization; no help while executing the tasks; no use: no real help, burden, wasting of time • In the future: tasks organized by timetable, to-do-lists, important for the organization; person in charge organizing volunteer work
Fundraising-People (Service culture)	<ul style="list-style-type: none"> • At present: <ul style="list-style-type: none"> ○ Positive: willingness to talk about the organization's history, supervision, introduction and closure talk with volunteers ○ Negative: no help in the beginning, no direct introduction into the tasks, rumors, lack of information • In the future: <ul style="list-style-type: none"> ○ Volunteer network, uniform presentation package, newsletter, information brochure, make volunteers feel welcome at the beginning, introduction to school, information about the requirement

4. FUNDRAISING MARKETING MANAGEMENT MODEL FOR SOA

The results (figure 5) were implemented into the FMMM (figure 1) to provide the organization with an appropriate fundraising model. The model allows for both, a systematic and theoretically based discussion of appropriate strategic marketing options and marketing activities, particularly of the fundraising activities, as well as the support of appropriate internal marketing activities to increase marketing awareness and convince personnel about the necessity of marketing thinking in the organization's future.

The understanding of the meaning and the function of marketing and fundraising at SOA was an essential motivation of the research. Therefore qualitative interviews were conducted in the field. The interaction of both methods – interviewing and observation – permits to understand the study's object in its totality. Beside the description of the current situation, the interviewees made suggestions to improve fundraising at SOA. Together with theoretical knowledge, the valuations of the reserachers and under consideration of the environment of the organization, the model was set up. In the following section the essential findings are presented briefly.

4.1. Strategic Marketing-Model

Marketing Awareness

The basis for developing a fundraising model in the context of marketing is an existence of a market orientation or marketing philosophy. Schwarz (1996) mentions a management deficit and an internal centralization in NPOs (Schwarz 1996, 24). A third-service NPO concentrates on aid services, other stakeholders are treated as means to an end. Is the mission of a NPO in addition normative shaped, marketing has limits (Purtschert 2005, 87). Similar particularities are explored at SOA. Marketing is business and thus not necessary because the organization does not want to gain a profit. Thus a general ideology suspicion is mentioned (Bruhn 2005, 67). Marketing as a term of business is connected to for-profit organizations and used as an instrument to earn money (Horak/Heimerl 2002, 181). Together with the belief in "God provides" marketing is felt as not necessary (Sargeant 2005, 31). The strong normative mission of SOA sets thus the limits for the marketing concept (Purtschert 2005, 87). The founder team avoids imposing themselves on others but aims at persuading by actions. The religious moral concept to concede everything to God's hands and to have a strong trust in him seems to be against an active formation of relationships as marketing pursues. Out of the qualitative analysis it becomes obvious that despite the communicated defence position towards marketing, it is actually done, e.g. in the care for volunteers and large donors or the efforts to improve the relationships to the district's representatives. The marketing understanding of the founder team is therefore not a rejection of the marketing concept, but explainable with their unawareness of its functions. The acceptance of marketing as to create awareness as well as the request for a person who carries marketing into the organisation show that the founder team is not against the marketing idea in general and the implementation of the marketing model is not excluded beforehand - assuming the marketing policy is adjusted to the mission and the benefit is evident. Purtschert (2005) recommends that the contents of the organization's marketing philosophy should be written down and communicated to all employees. On that way the marketing confession is publicly known and revisable (Purtschert 2005, 112). The contradiction among the founder team between communicated and real market orientation can thus be solved with an openly confession to marketing. Figure 6 shows marketing guidelines based on the marketing awareness of the founder team and the volunteers.

Identification of relevant marketing areas

The marketing areas can concern the internal- and external area of the organization and can be named as service, input and internal marketing (Purtschert 2005, 154). The management of SOA acts in an environment that is influenced by interest plurality. Internal claims from the volunteers and Tanzanian employees meet the external requirements of local authorities and donators. In the qualitative analyses stakeholders' power potential towards the organization was identified and certain aims with exemplary measures were derived to influence these stakeholders (figure 7).

Figure 6 - Marketing-Guidelines for SOA

Marketing-Guidelines	
<u>Our Marketing-Understanding</u>	
For SOA marketing means to raise awareness to the needs of the unsupported and to inform the public about the needs of people in Tanzania. SOA can only exist by the help of numerous supporters in the country and abroad and invites people to participate and to build a long-lasting friendship with the existing supporters. Everyone can decide voluntarily and at one's own discretion about a contribution to our work.	
<u>Our Clients</u>	
We try to satisfy the basic needs of our children and other unprivileged to enhance their quality of life.	
<u>Our Staff</u>	
The abilities of our employees are continuously promoted and extended. We try to integrate volunteers into the provision of services and to get them interested in social work.	
<u>Our Donors</u>	
We thank our supporters with the fulfillment of our social tasks and the dutiful deployment of the transmitted funds. We try to build a long-term relationship with our supporters.	
<u>The Public</u>	
We design our relationship with the public actively and anticipatory to increase the acceptance of our services in the public.	

Figure 7- Marketing Areas

Output Marketing			
Stakeholder	Power Potential	Aim	Measures
District	High	Image building to improve the strained relation to the district because stability in dealing with government authorities simplifies the organization's daily routine and loosens the atmosphere of the organization.	Appearance as a donor during a fundraising-event organized by the district shows the goodwill of SOA.
	Mid	To build trust among the population, it is important to raise the awareness of the services and success of the organization. Prejudices and the distance between the organization and locals should be reduced.	Visits to villages, churches and tribes to attain interest and to inform people about services of SOA. Strengthen the willingness of local employees to recommend SOA to their circle of friends.
Local supporters			
Input Marketing			
Suppliers	Low	Inform and emotionalize suppliers of food and materials about the performance of SOA to get special	To surpass the language barriers only local employees should do shopping and

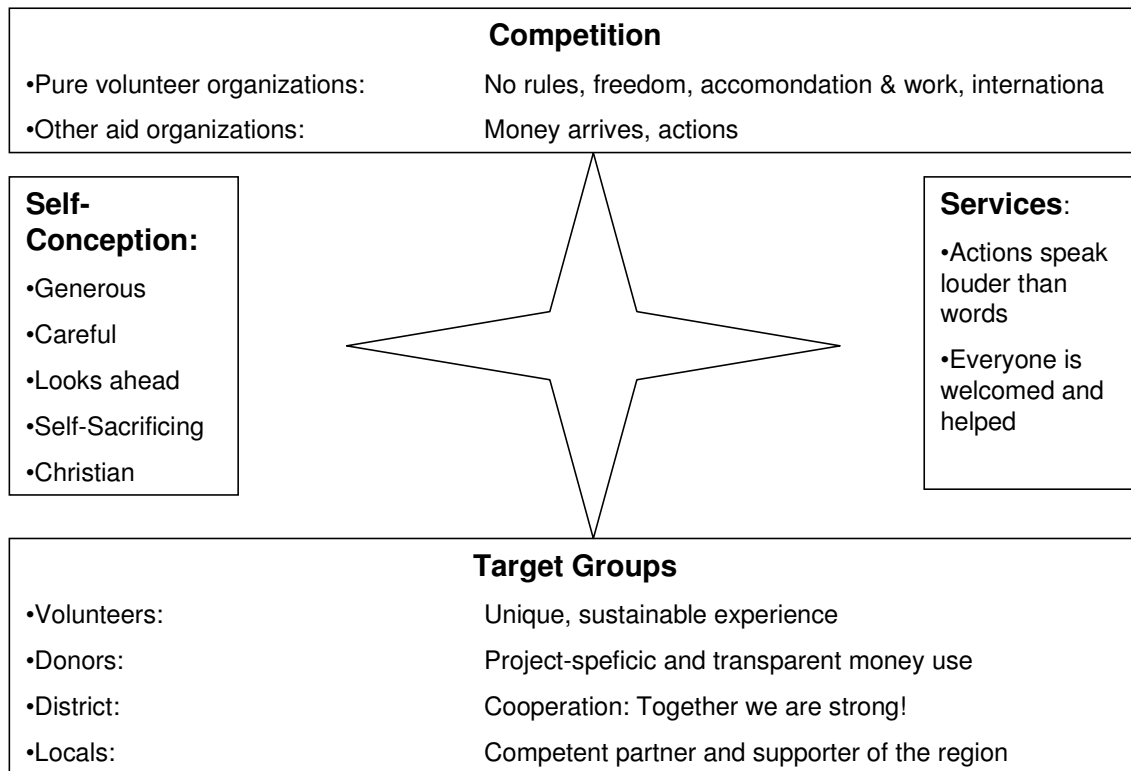
		conditions.	inform about the designated purposes.
Volunteers	High	Attain the interest of potential volunteers.	Positive recommendation behaviour of former volunteers (word-of-mouth), which can be influenced by internal marketing.
Donors	High	Based on the mission marketing should not directly aim at generating funds. On the contrast, communication should have an emotional effect.	Presentations about the initial situation, actual performance and endless affect donors substantially. Occurred cognitive dissonances can then be reduced with a donation .
Internal Marketing			
Volunteers	High	Positive recommendation behaviour should be intended (conative-orientated goal) because of the high importance of volunteers as donors and employees.	Influence the volunteers' attitudes towards the organization before, during and after the stay by integrating them into the organization structure of SOA.

The identified marketing operating areas should be explicated and operationalized in independent models (Purtschert 2005, 142). Not all operating areas could be treated during the study and a priority to fundraising was set because money is identified as a primary bottleneck factor. Internal marketing is also evident because of the close relation between volunteers and fundraising concerning their function as fundraisers and donors. Thus internal marketing measures are treated within the fundraising model (Purtschert 2005, 364).

Marketing Positioning

During the qualitative analyses the current positioning of the organization was formed out of the associations of the stakeholders mentioning characteristic attributes and thus showing real appearance of the organization (Purtschert 2005, 134). The result serves as the basis for the definition of SOA's corporate identity (Purtschert 2005, 132). The current positioning should be retained as such in promoting and communicating the positive attributes. In this way, SOA should be differentiated from other organizations and influence the perception of the target groups (Purtschert 2005, 122). The results are shown in the positioning cross (Purtschert 2005, 122) in Figure 8.

Figure 8 - Marketing-Positioning



The positioning should be reflected in appearance, words and actions (Fenkart/Widmer 1987, 15) and become visible. The logo of SOA showing the Kilimanjaro mountain and the name of the organization in the colours black and yellow has a high value of recognition, because it is used consequently on all objects (Purtschert 2005, 132) and should thus be kept in that form.

Marketing Organization

At the moment, marketing is not systematically organized in SOA. A person in charge has to implement the marketing model, to control and reflect it later on. In the interviews with the founder team's members it was obvious that they would not defy marketing for SOA, if someone comes to the organization and organizes marketing. Therefore the plan to set up an Advisory Committee that consists of international experts from different areas is appreciated. In comparison to an enterprise, that committee can get the function of a supervisory board that provides particular expertise (Andreasen/Kotler 2003, 232). An external marketer should thus be part of the advisory committee to supervise marketing of SOA and put ideas into practice.

4.2. Strategic-Fundraising Model

Fundraising Awareness

The understanding of fundraising is similar to the understanding of marketing. During the internal analysis the communicated fundraising-understanding was opposed to the perception of the volunteers. Consequently, contradictions are visible that result in inconsistencies between communication and action. Central statements of the founder team are "It is not asked for money" and "God provides the money". In reality, they ask for project money, start own fundraising activities and care for large donators. The argument that project money is no real donation because volunteers can spend it on their own is hardly understandable from

volunteers who are forced to raise 1,000 US \$. It seems that the founder team feels obligated to the mission (God) and does not want to harm the mission (God) by an active confession to fundraising. Even if money is recognized as the highest bottleneck and there is the silent wish of financial stability. The observed internal contradiction of the founder team fosters confusion and annoyance among the donors. In the end, the organization achieves what it wanted to prevent. The aim is an accepted and at any time justifiable fundraising concept (Purtschert 2005, 356). As solution donations guidelines have been formulated that do disown neither the mission nor the reality. Donation guiding principles should determine the basic guidelines and general conditions for fundraising. The formulated donation guidelines are based on Purtschert (2005) but adapted for SOA.

Figure 9 - Donation Guidelines

Donation Guidelines
<ul style="list-style-type: none"> ▪ We use different actions to raise awareness to our work. We just aim at informing you about our performance. You decide on your own, what kind of contribution you want to offer. No administration costs are connected to the use of marketing instruments. The coordination is done by an employee whose salary of 100 US \$ is paid out of a non-project-specific donation pool. ▪ Our services can only be provided by private donations. ▪ We aim at keeping our independence and integrity. Donations of enterprises and governments are only accepted after intensive evaluation. ▪ We look for donations for single projects like the acquisition of a wheelchair or a bicycle. ▪ Donors are welcomed to visit us and to decide locally on the project they want to contribute. ▪ If the donor transfers the money to one of our accounts, we assure that the money is used according to his/her will. ▪ Donations that are made non-project-specific can contribute to the monthly expenses of 5,000 US \$. ▪ We commit ourselves to transparency in dealing with your donations and publish our income and expenses on our website. You receive a receipt for your donation.

These sentences allow transparency, give stakeholders an orientation on donation standards and are part of the total positioning of the organization.

Fundraising Organization (Distribution)

The core of the model is the organization of fundraising. At present, donations arrive randomly with a high degree of uncertainty about the donation income. Thus a fundraising organization on five levels is proposed that distributes the main responsibility to two and in the future three clubs of supporters. The clubs should become the first contact address for potential and former volunteers, for interested and actual child sponsors and for large donors. In the end, the founder team can be relieved from the operative organization of fundraising activities. The founder team can thus solely concentrate on services to needy persons. Strategic decisions should be made in the new fundraising committee that consists of the founder team, representatives of the clubs of supporters, a marketing-expert and a person which is in charge for the volunteers. Strategic decisions concern the questions, what superior fundraising aims should be followed and how can they be achieved. Fundraising aims can be evaluated and changed in meetings of the fundraising committee.

4.3. Operational Fundraising Model (Action Planning)

Fundraising Aims, Segments and Influence Strategies

The interviewees identified the following fundraising aims:

- Increase of income of donations from new donors and upgrading of current donors,
- Economic stability achieved by equal, long-term income,
- Increased efficiency by reducing administrative costs and an extension of the donor relationship by a long-term information exchange.

Out of the analysis of the input stakeholders it was obvious that current donors consist of volunteers, large donors and child sponsors. They were segmented according to their loyalty towards the organization and then strategies were derived to influence them to determine the scope of the instruments (Figure 10).

Figure 10 - Target Segments and Influence Strategies (Purtschert 2005, 343)

		Intensity	
		low	high
Amount of the Donation	high	<p>„Question mark"</p> <p>Large Donors: Universities/Schools</p> <p>Aim: Efficiency through project-specific donations</p> <p>Influence Strategy: - to make them to allies of SOA - to try to set up a "dialogue" with them (invitation to events)</p>	<p>„Well-wisher"</p> <p>Permanent Donors: Child Sponsors</p> <p>Aim: Economic stability</p> <p>Influence Strategy: - motivation by active dialogue, - integration into long-term strategic planning</p>
	low	<p>„Ad-hoc-Donator"</p> <p>General public, potential donors, former visitors, interested volunteers</p> <p>Aim: Growth by new supporters</p> <p>Influence Strategy: - increase identification by more information and image-building actions</p>	<p>„Faithful Soul"</p> <p>First donors, former/current volunteers</p> <p>Aim: Keeping the contact</p> <p>Influence Strategy: - build a personal relationship with the volunteers - use the volunteers as fundraisers</p>

Fundraising-Mix

The mix of fundraising instruments are formed to achieve the derived strategies from above, i.e. decisions about the kind and level of donation (price), the use of communication means and the bond of volunteers (people) are made.

Product

The content of the fundraising instruments have been determined by the analysis of the relationship between volunteers and founder team. The gratification expectations of the volunteers concern the accommodation, the religious environment, the wish for an experience/adventure, the participation to the services and the meaningful work. These gratifications should be communicated as a product to attract potential donors.

Price

Donations can have different forms. The current combination of donations in kind, time and money should be maintained in the future. In order to increase efficiency, the actual need of donations of kind has to be communicated. Time donations should be framed by the volunteers, but the length of stay determines the kind of relationship. Certain modifications have been made to the existing money donation forms as project and housing money, large donations, child sponsorship and product selling to achieve the goal of increased donation income. In addition two new kinds of prices, employee sponsorship and member contributions have been proposed that can contribute to economic stability.

Communication

The possibility to donate could be communicated by personal communication, the website, letters of donation, own publications, press reports and during events. The bases are thus existing communication instruments that should be modified concerning distribution and donation bond.

People (Internal Marketing)

Another essential part of the model concerns the integration of volunteers in SOA's structure. The volunteers play an important role as time and money donors. The interviewees articulated dissatisfaction with the status as a volunteer and how information is exchanged. The frustration can negatively influence the recommendation behavior and thus hinder the efficiency of distribution and communication activities. Therefore, internal marketing measures have to be set. The volunteer stay should be planned by a person solely responsible for volunteers who also works out special duties and rights for volunteers and organizes the volunteer tasks. Thus the satisfaction of the volunteers increases and they stay in touch with SOA even after their stay. A donation database should be set up to simplify the correspondence to former volunteers and important donors and to support efficient communication activities (such as the online-newsletter).

4.4. Implementation of the Marketing Concept

The fieldwork brought the importance of marketing thinking closer to the founder team. The first author will keep in touch with SOA and initiate the first steps to implement the fundraising model at SOA. This procedure corresponds to the organizational capacity and the wish that someone from outside the organization should come to organize the marketing activities.

This research should therefore show a comprehensive insight into the inducement of market orientation in NGOs in developing countries and identify links for future studies. The results of the single case study can thus be proved on representation by a more comprehensive study.

In addition, single findings can be used to develop hypotheses in the scope of a quantitative study concerning for example volunteer motivation or market orientation of NGOs.

5. LIMITATIONS

The case study aims at showing how the FMMM could be developed for a NGO in a developing country adjusted to the organizational specifics. The focus on one case holds the danger of mapping specification instead of generalization. The application of the findings to a broader circle is questionable. Weick (1985) shows the dilemma of generalization, exactness and suppleness on the model of the research hour. Each research strategy can either generate simple and accurate, general and simple or general and accurate results (Weick 1985, 55). A case study that concentrates on one unit of analysis contains general and simple findings (Heimerl-Wagner/Buber/Meyer 1997, 20). To increase the academic expressiveness of this research, four qualitative measures (verification, credibility, transferability, stability) were considered in each research phase (Riege 2007, 288) and singular interpretation steps are captured in the research diary and memos. In addition, difficulties could arise during the analysis of the interview material because the interviewer's native language is German. Sinkovics and Penz (2007) show how different languages in each stage of the research process have to be considered to avoid method biases and to gain comparable data (Sinkovics/Penz 2007, 986). Construct validity was achieved through written observations before, during and after the interview situation in the form of the research diary. The interviews were transcribed and coded in the language used in the interviews. The category scheme is predominantly held in German.

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