



Contents

Acknowledgments	ix
PART I. Marketing Management	1
1. Introduction to Nonprofit Marketing	3
Opening Vignette: Ty Hafan	4
Dimensions of Nonprofit Marketing	5
Importance of Nonprofit Sector	7
Types of Nonprofit Organizations	8
Challenges Faced by the Nonprofit Sector	9
Adoption of Marketing Approach	14
Current Issues in Nonprofit Marketing	15
Organization of This Book	16
2. Setting the Path of the Nonprofit Organization: Mission Focus, Strategic Objectives, Differentiation, Positioning, Unique Value Proposition, Branding, Segmentation	24
Opening Vignette: The Atlanta Homeless Project	25
Mission—Defining a Focus and Scope	27
Strategic Objectives to Achieve the Organization’s Mission	31
Differentiation	32
Positioning	33
The Unique Value Proposition	39
Branding	39
Segmentation	45
3. Research in Nonprofit Organizations	59
Opening Vignette: Marketing Research in the Lupus Advocacy Foundation	60
Publics of Nonprofits	61
Orientations of Nonprofits	62
Why Nonprofits Must Do Research	65

Why Nonprofits Should Have a Marketing Information System (MIS)	66
Where Research Fits Into a Nonprofit's MIS	66
The Research Process	68
4. Strategic Marketing Analysis and Planning	86
Opening Vignette: Bringing Strategic Planning Into a Church	87
Defining Strategic Marketing and Planning	88
The Importance of Marketing Analysis and Planning	88
The Interrelatedness of Marketing Topics	89
The Strategic Market Analysis Process	90
Potential Areas of Change That May Affect Strategic Planning	107
Three Planning Situations	108
Why Is Strategic Planning Based in Marketing Theory?	109
Organizational Culture, Values, and Approach to Management Affect Planning	110
When Market-Based Strategic Planning Is Most Important	112
5. Offers in Nonprofit Organizations: Product and Place	121
Opening Vignette: Offers in Nonprofit Organizations	122
The Nonprofit Marketing Mix	122
Identifying the Offer in Nonprofit Organizations	123
The Five Levels of an Offer	124
Offer Classification	127
Managing Nonprofit Offers	130
Nonprofit Offer Development	133
Managing Nonprofit Distribution	136
6. Offers in Nonprofit Organizations: Promotion and Price	149
Opening Vignette: Megan Dusenberry, Executive Director, XYZ MidWest Charities	150
Promotion: Marketing Communication	152
Promotion Objectives	153
The Promotional Mix	156
Prices in Nonprofit Organizations	167
Monetary Prices	168
Pricing Objectives	171
Setting Prices	174
Nonmonetary Prices of Nonprofit Offers	177

PART II. Marketing to Donors and Volunteers	191
7. Direct Marketing Tactics	193
Opening Vignette: Alliance of Confessing Evangelicals, Inc.	194
Importance of Direct Marketing	195
Characteristics of Direct Marketing	196
Types of Direct Marketing	197
Developing a Direct Marketing Program	201
Online Fund-Raising	209
8. Strategic Approaches to Attracting Major Gifts	218
Opening Vignette: First-to-College	219
Major Gifts From Individual Donors	220
A Nonprofit's Largest Donors	221
Seeing Through the Eyes of the Potential Donor	223
The Potential Major Gift Information File	225
Traditional Tactics for Major Gift Fund-Raising	226
The Individual Major Gift Donor Profile	227
Tasks Related to Effective Nonprofit Major Gift Fund-Raising	228
The Close—Asking for the Major Gift	235
Alternative Major Gift Formats for Prospect Consideration	236
9. Special Events in the Nonprofit Sector	246
<i>Barry O'Mahony</i>	
<i>Michael Polonsky</i>	
Opening Vignette: The Great Victorian Bike Ride	247
Special Events: Definition, Rationale, Planning, and Design	247
Scope of Events in the Nonprofit Sector	252
Objectives of Special Events	254
Strategic Issues in Producing Special Events	258
Managing Special Events	268
Marketing and Promoting Special Events	269
Evaluating Special Events	273
10. Marketing to Volunteers	279
Opening Vignette: Girl Scouts	279
Importance of Volunteers	280
Classifying Volunteers	281
Understanding Volunteer Motivations	283

Marketing to Potential Volunteers	288
Virtual Volunteering	292
PART III. Special Topics	305
I I. Social Marketing	307
Opening Vignette: The Mass Media and Health Practices Program	307
Changing Public Behavior	308
The Social Marketing Plan	312
Issues Marketing: Changing Public Policy	316
Involvement of the Business Sector	318
I2. Cause-Related Marketing and Other Collaborations With the Business Sector	325
Opening Vignette: Share Our Strength	326
Importance of Collaborating With the Business Sector	326
Costs and Benefits	327
Different Types of Relationships With Businesses	330
Setting Objectives	338
Finding a Corporate Partner	339
Managing the Relationship	343
Model of Consumer Responses to Campaign	344
Index	355
About the Authors	369