
Nonprofit Marketing

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In Memory of my Father
Dr. John Lamar Fortenberry
1922–2005

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Preface

Marketing can broadly be defined as a management process that involves the assessment of customer wants and needs, and the performance of all activities associated with the development, pricing, provision, and promotion of product solutions that satisfy those wants and needs. Although most often associated with advertising and sales, marketing is much more encompassing, as its definition implies. Aside from promotions activities, marketing includes such critical functions as environmental scanning, wants and needs assessment, new product development, target marketing, product pricing, product distribution, and market research. Indeed, marketing is possibly the most critical management responsibility associated with the pursuit and realization of growth and prosperity.

While the discipline of marketing occupies a prominent position in virtually all for-profit institutions, its presence in nonprofit institutions is decidedly less pronounced; however, marketing is necessary for success, regardless of an institution's ownership, mission, or served markets. Although there is growing interest in exploiting the power of marketing in the nonprofit sector, its current and historic muted presence in this realm likely stems from the fact that the vast majority of marketing innovations were developed by scholars who had for-profit entities in mind when they designed and perfected given tools and techniques. As such, these developments typically found their way onto the pages of business textbooks and journals, rather than in nonprofit sector publications. Given this, these developments easily evaded the attention of academics, executives, and students focused on nonprofit administration.

Additionally, many of the current and historic marketing tools make use of language that, while commonplace in the for-profit sector, remains somewhat foreign in the nonprofit world. For example, many in the nonprofit sector might take offense that an admission to a medical clinic, a "hit" on a healthy lifestyles website, a phone call to a domestic abuse

hotline, a book checked out at a community library, and a donation made to a blood bank all would constitute sales of some sort in the minds of business executives. To nonprofit executives who are not accustomed to the lingo, that perhaps might sound a bit harsh, but a sale indeed can constitute any form of desired exchange. The notion that a cash register must ring is simply inaccurate.

Indeed, the language barrier must be overcome if marketing is to ever flourish in the nonprofit world. Marketing tools will continue to be developed primarily by scholars based in business schools, so it will be imperative for those in the nonprofit sector who desire marketing success to take steps to cross over disciplinary lines, engage the literature of business administration, and adapt given innovations to their particular environments. Once this bridge is created, both in the academic and practitioner worlds of nonprofit administration, marketing will achieve a prominent place in nonprofit scholarship and daily organizational life. This particular text was authored in an effort to provide that very bridge.

Nonprofit Marketing presents a series of 35 essential marketing tools and demonstrates their application in the nonprofit sector, referencing myriad diverse entities, including zoological parks, planetariums, theater companies, medical clinics, workforce development centers, food banks, and more. The tools presented in this work cover a fairly broad spectrum of marketing, including product development and portfolio analysis; branding and identity management; target marketing; consumer behavior and product promotions; environmental analysis and competitive assessment; and marketing management, strategy, and planning.

While the specific tools selected from these broad categories are firmly entrenched in the for-profit world, the vast majority of them have never surfaced in the nonprofit sector. As noted earlier, to make sense of these tools, especially in some cases, a premium will be placed on the reader's ability to adapt to language that might be somewhat foreign in the nonprofit realm. Further, innovative thinking will be required to fully grasp the application potential of given tools. It also should be noted that, as there are myriad types of nonprofit entities, degree of applicability, in some cases, can vary considerably, depending on the particular type of nonprofit institution under examination.

Each chapter of this work focuses on a specific marketing tool and, if desired, can be read as a stand-alone document—a convenience that

greatly increases the utility of *Nonprofit Marketing*. For additional assistance in gaining an understanding of marketing, especially for those with no exposure to the discipline, a brief introduction is offered in the appendix of this book. A glossary of marketing terminology is also included at the conclusion of this work.

It is my hope that you will find the tools and techniques presented in this book useful in your study of nonprofit marketing.

John L. Fortenberry, Jr.

