



# **Fundamentals of non-profit marketing and social marketing: Strategies that change attitudes and behaviour**

Presented by:

Jim Mintz

# What we do



Revenue Generation

Social Media Engagement

Social Marketing

Sponsorships /Partnerships

Organizational Branding

Integrated Marketing

Communications

***Marketing takes a day to  
learn. Unfortunately it  
takes a lifetime to master***

**Phil Kotler**





**What are the five most important things that a marketer needs to take into consideration when developing a marketing strategy?**

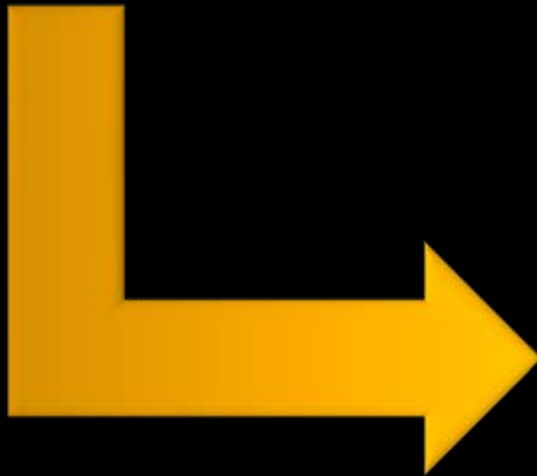
# What is Marketing?

"If a young man tells his date she's intelligent, looks lovely, and is a great conversationalist, he's saying the right things to the right person...that's marketing. If the young man tells his date how handsome, smart and successful he is -- that's advertising. If someone else tells the young woman how handsome, smart and successful her date is -- that's public relations."



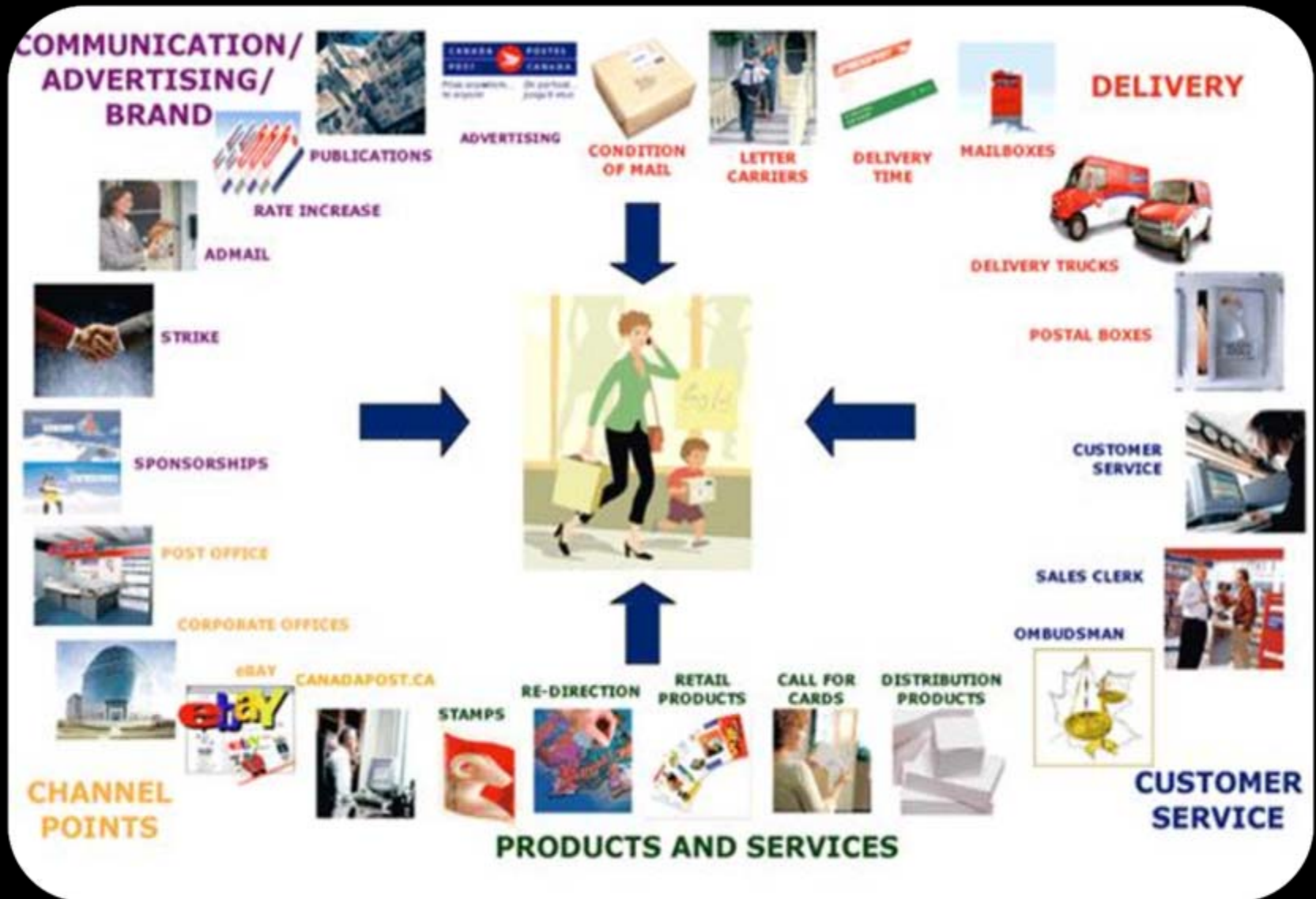


- **Determining your USP**
- **Defining your clients**
- **Delivering compelling communications**
- **Effective program / service delivery**
- **Adding value to the client experience**
- **Launching innovative programs**
- **Effective pricing**
- **Measuring results for improvement**





# marketing must be holistic



**Marketing is much more  
than promotion,  
advertising,  
communications or public  
education...**



What are the  
**Benefits of**  
Adopting a  
**Marketing Approach?**



- Presents comprehensive, integrated & innovative approach in transforming an organization
- Improve levels of client satisfaction and service to your clients
- Assist in attraction of resources
- Helps to make better resource trade-off decisions
- Can be used to improve uptake for fee-based products and services



- **Enhancing your image and brand**
- **Building your reputation through public relations**
- **Providing a performance measurement framework**
- **Navigating your organization through difficult change management and gaining support from stakeholders**



**Marketing ...**  
**Why now? Why should you care?**



a **process** and set of tools  
wrapped in a philosophy for  
helping an organization do  
what it wants to do.



**List 5 marketing activities or functions that are important to a non- profit organization?**



# Marketing in Public and Non Profit Sector

- Revenue generation, alternative revenue strategies through sponsorships and commercial partnerships
- Defining what product/program/service organization can offer to its clients
- Developing pricing strategies for organization's products and services

# Marketing in Public and Non Profit Sector

- Getting customers/clients to buy or use programs/products/ services
- Advocating policies to key stakeholders
- Training staff to be client friendly

# Marketing in Public and Non Profit Sector

- Providing a framework and systematic approach to:
  - Researching needs
  - Setting objectives
  - Planning to meet objectives
  - Adoption of formal controls to ensure that objectives will be achieved

# Marketing in Public and Non Profit Sector

- Executing integrated marketing communications campaigns:
  - direct/database marketing;
  - advertising, promotional activities
  - on-line marketing/social media/digital engagement
  - event marketing, exhibiting/trade shows
  - public relations/publicity, education materials, print, videos, DVD's CD's etc.

# Marketing in Public and Non Profit Sector

- Executing attitude/behaviour change campaigns
  - social marketing
  - public education
  - outreach



## **BEST PRACTISES**

1. Top-down strategic vision and outcomes that are translated into working terms at all levels
2. Client-driven approach
3. Programs / services segmented and promoted by audience
4. Prioritization of activities based on need or opportunity
5. Greater linkages between departments
6. Integrated marketing communications
7. Marketing that's focused on results
8. Use of the web as an engagement tool
9. Marketing training for managers and line staff
10. Branding that lives up to its promise



A close-up photograph of a man's face, focusing on his eyes and mouth. He is wearing black-rimmed glasses. His mouth is slightly open, and his expression is one of surprise or intense listening. His right hand is cupped behind his ear, with fingers spread, emphasizing the act of listening. The background is dark and out of focus.

**Marketing has come to mean aggressive  
promotion BUT emphasis should be on  
aggressive listening to clients &  
stakeholders**


**Need to start marketing process by  
asking who are our clients and what are  
their needs and wants**

## Characteristics of Client-Centered marketing



**Focus on client and not itself**  
**Not bureaucratic**  
**Rely heavily on mktg. research**  
**Focused on integrated programs**  
**Bias towards segmentation**  
**Define competition broadly**

# Characteristics of Client-Centered marketing



Focus on branding & positioning  
Sustainable for the long run  
Strategy before tactics  
“Big Picture” thinking  
Commitment to Planning  
Strategies involve all 4 p’s  
Committed to measurement of  
both outcomes & outputs  
Willingness to take reasoned risks

# Marketing Challenges

- The need to “Do More for Less”
- Need to improve communications and services
- Changes in on-line strategies and new techniques in digital engagement
- Audience relevance is changing
- Changing revenue models for non-profits



- **Are you anticipating the changing landscape and developing innovative marketing strategies to move your association to the next level?**
- **Do you have the marketing processes, tools and techniques in place to meet the challenges you face?**



# Exercise: Check your Marketing Vital Signs







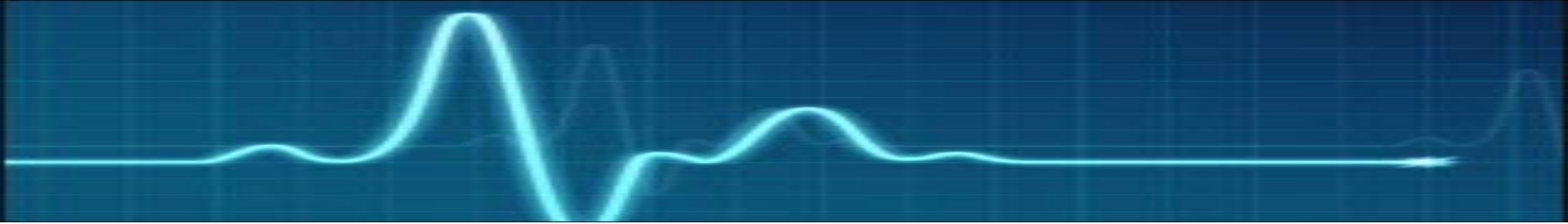
## You know you are a Marketing driven organization when...

- |    |  |
|----|--|
| 1  | You do not use terms like “general public” when referring to your target audience  |
| 2  | “Plan” is more than a four letter word   |
| 3  | All marketing activities are coordinated and integrated into an overall plan       |
| 4  | You focus on results and NOT process and politics                                  |
| 5  | Your organization takes “risks”, although ensuring they are “reasoned risks”       |
| 6  | You do not keep doing the same things every year i.e. programs, services, products |
| 7  | Marketing campaigns consistently meet their goals and objectives.                  |
| 8  | You take action when results are not achieved                                      |
| 9  | You have a clear understanding of the needs of your target group(s)                |
| 10 | You have a dedicated marketing budget  |



## You know you are a Marketing driven organization when...

- |           |  |
|-----------|--|
| <b>11</b> | Your organization's brand has value  |
| <b>12</b> | Reinventing the wheel is not standard operating procedure  |
| <b>13</b> | Your organization is focused on "outcomes" not "outputs"   |
| <b>14</b> | Evidence-based decision making is in your organization's vocabulary  |
| <b>15</b> | Strategic alliances/partnerships are a key component of your marketing activities  |
| <b>16</b> | Your marketing objectives are SMART (Specific Measurable, Attainable, Realistic and Time Limited)                                  |
| <b>17</b> | Your organization does not use the web as a warehouse to store information   |
| <b>18</b> | You value training in areas like marketing and communications  |
| <b>19</b> | Performance measurement is something that your organization does regularly   |
| <b>20</b> | You are up to date with the latest trends, technologies in the area of marketing and communications , especially digital marketing |



## You know you are a Marketing driven organization when...

- |           |  |
|-----------|--|
| <b>21</b> | Branding is more than a visual identifier  |
| <b>22</b> | You are open to change   |
| <b>23</b> | You see the need to understand your “competition”  |
| <b>24</b> | You use all the elements of the marketing mix (4 p’s) and not just use promotion   |
| <b>25</b> | Your organization believes that the ultimate objective for marketing is not education and creating awareness but <u>behaviour</u> change |



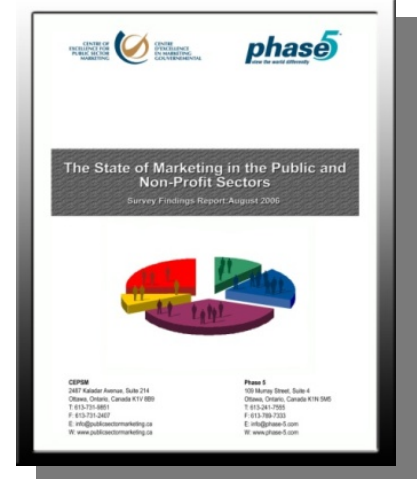
- 20 – 25: You have the tools, processes and culture in place to be successful and sustainable
- 15 – 19: You are on the right path, but need to examine those areas where you are weak
- 10 – 14: You are likely struggling and need to take a serious look at priorities and processes
- 6 – 9: You are on the borderline of existence
- 0 – 5: You need to start over

**Don't Jump!**





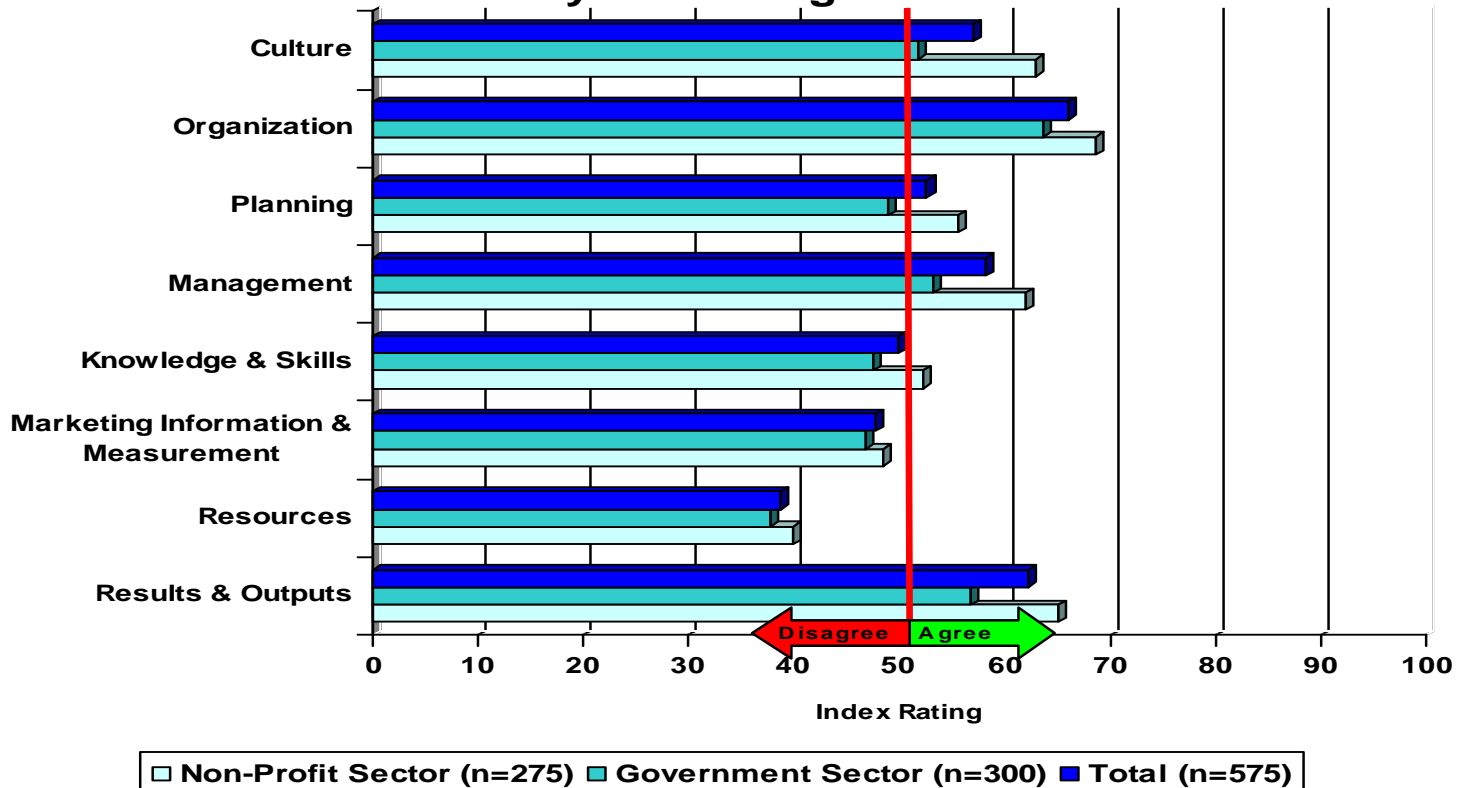
- CEPSM/Phase 5 studied close to 600 organizations assessing the health of marketing in the public and non-profit sectors in Canada.





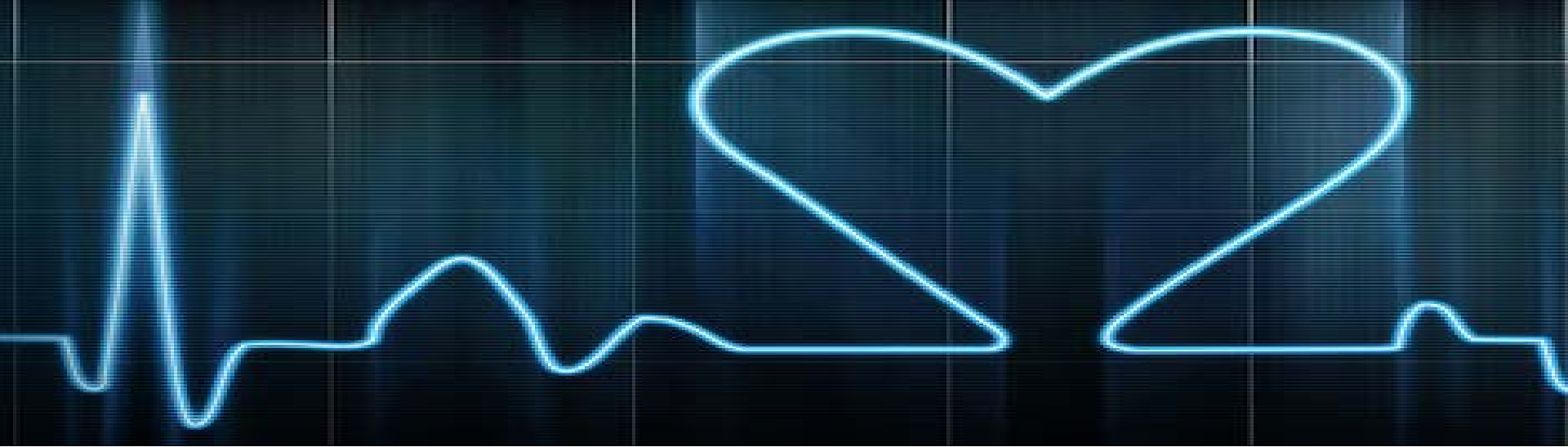


## Rating of Public and Non-Profit Organizations Based on Key Marketing Health Indices

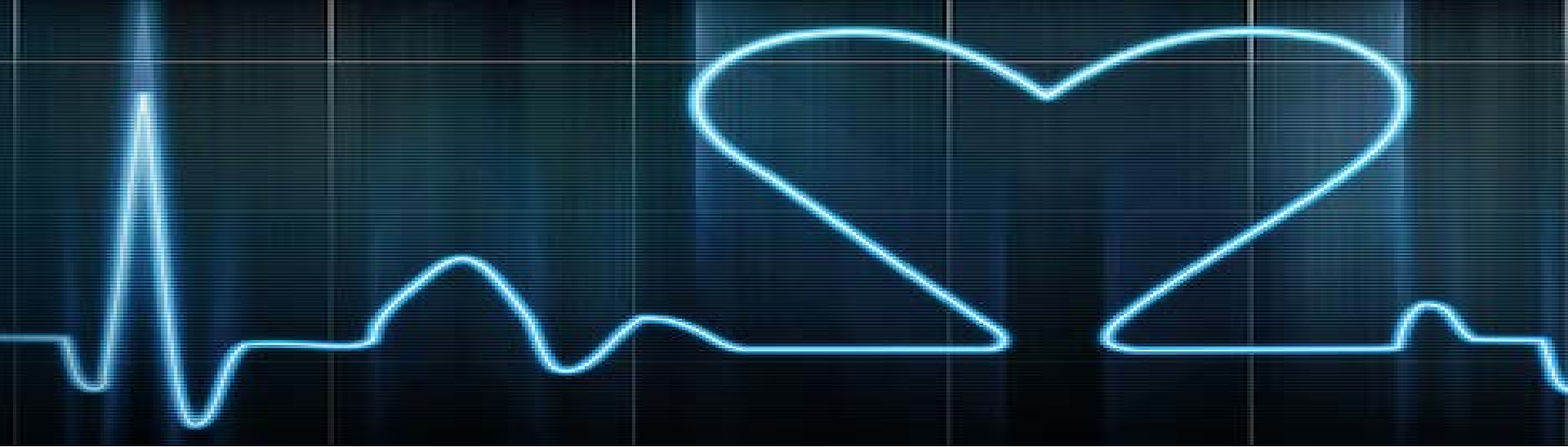


# State of Marketing in the Public and Non-Profit Sectors

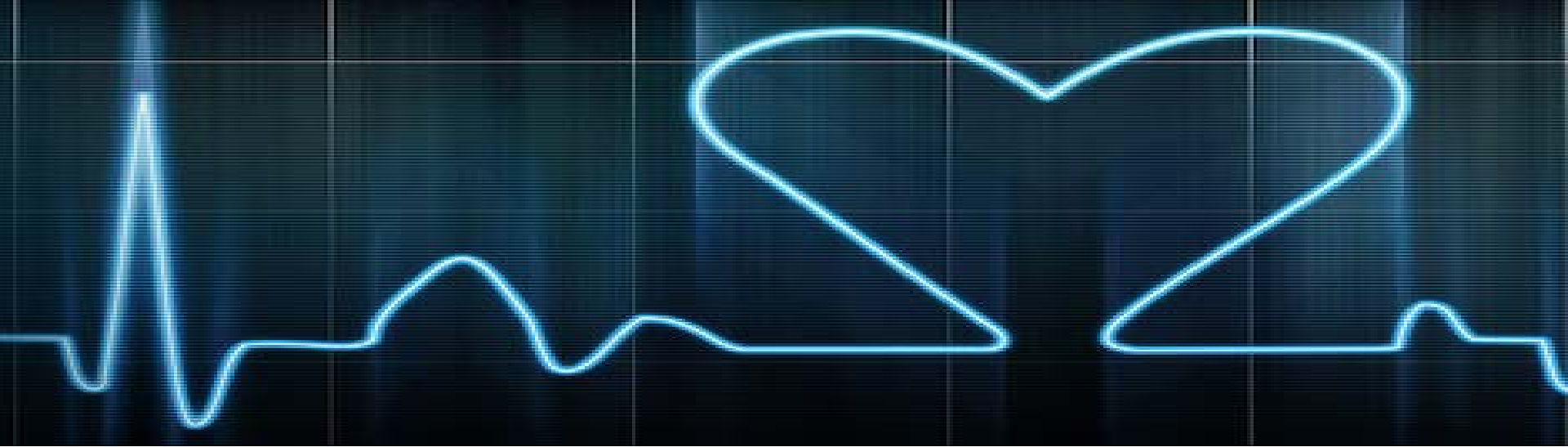




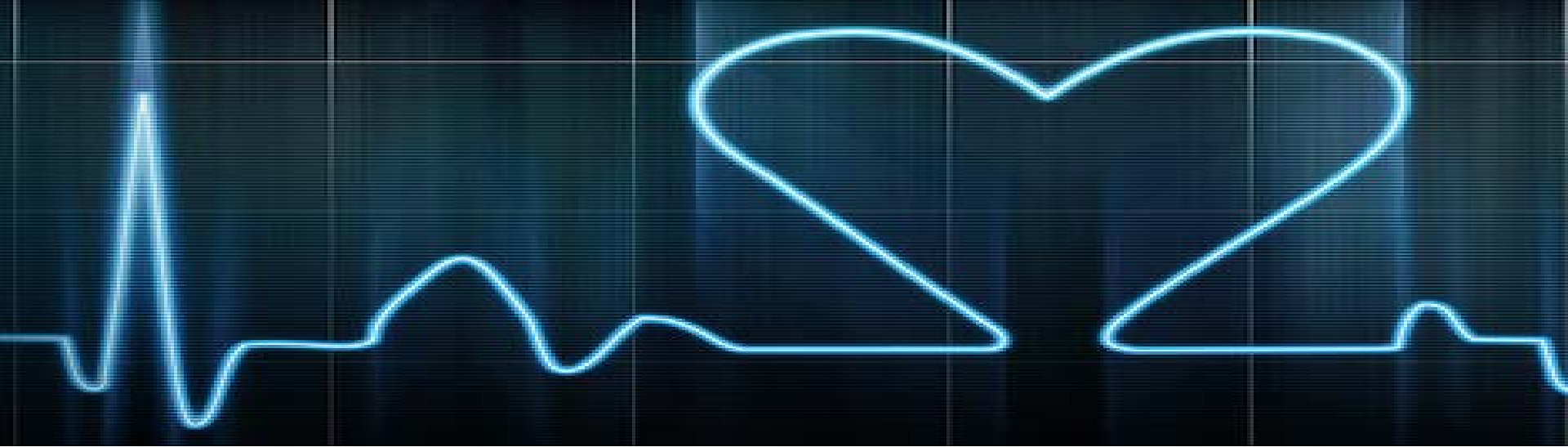
- We have established that marketing is an important function for non profits
- Our study indicates a bleak picture of the overall marketing health for both sectors
- What can be done to improve the situation?



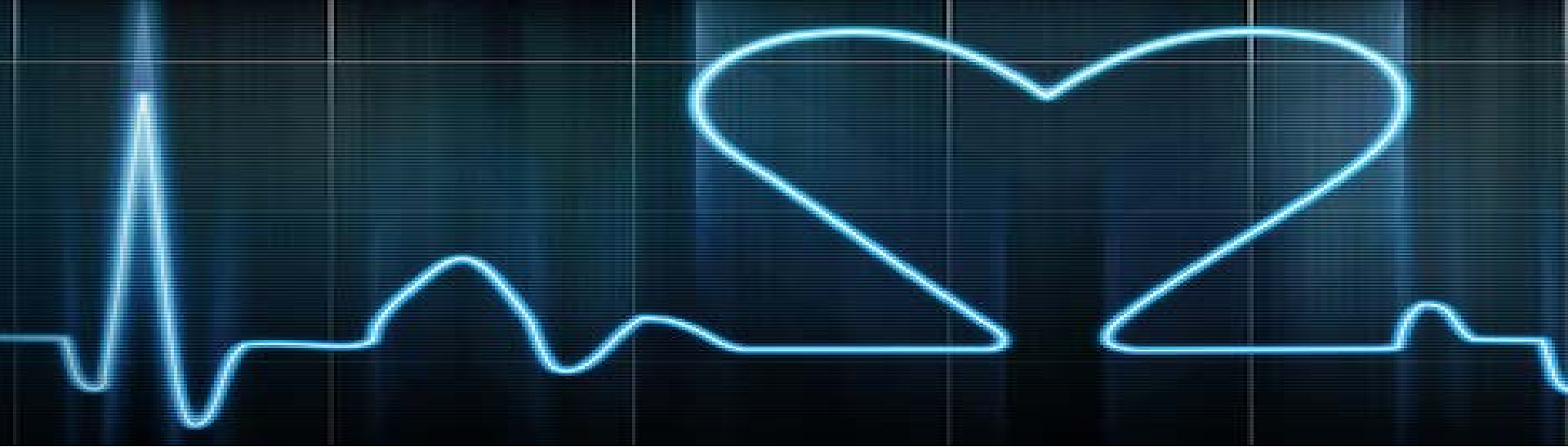
- Initial resistance gave marketing a late start ; however, recognition that qualified applications of marketing can make a significant impact.
- Need to meet challenges associated with demands for improved service delivery with budgetary constraints



- Marketing presents a comprehensive, integrated and innovative approach in transforming an organization.
- Improve levels of customer satisfaction
- Assist in attraction of resources



- Help an organization define its distinctive competencies.
- Offers an organization a framework from which to work.
- Strategic marketing, segmentation and other concepts can be applied to improve the impact of programs, products and services



- Marketing techniques can be used to help make better resource trade-off decisions
- For fee-based products and services, product/service marketing can be used to improve uptake
- Social marketing can help to change attitudes, values and behaviour for collective well-being



**Why do new products and services developed in Public Sector and Non Profits fail?**



**Idea pushed with  
lack of supporting  
evidence**

Poor organizational  
systems for  
evaluating and  
implementing ideas

Poor market size  
measurement,  
forecasting, and  
market research

Poor planning,  
positioning,  
segmentation and  
budgeting



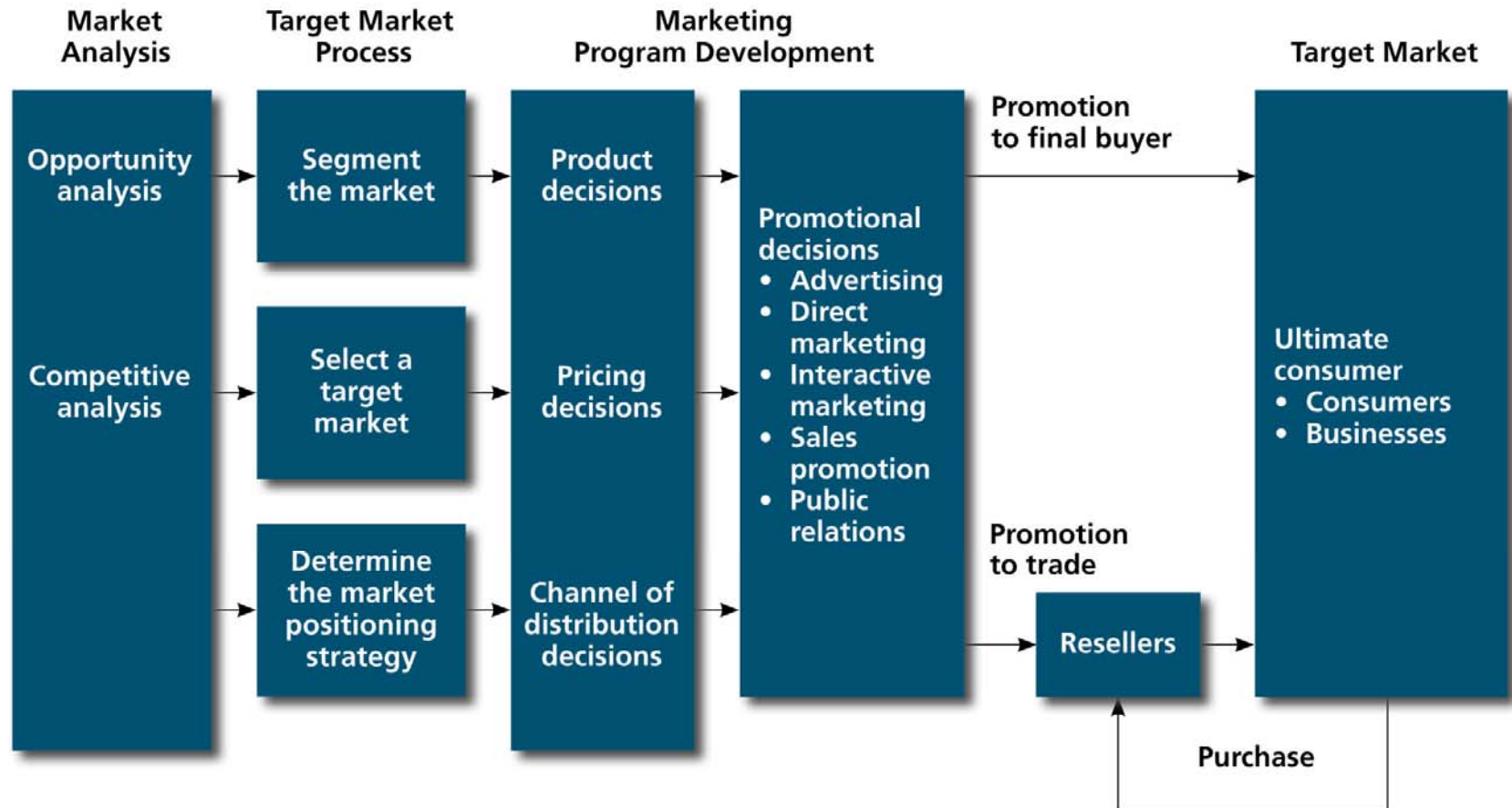
“Tactics without strategy is the noise before the defeat.”

Sun Tzu 6th century BC Chinese General

# Marketing Plan Puzzle



# Marketing Process



## A Marketing Plan should answer the following questions:

1. What are the target market(s)?
2. What are the key segments within these markets?
3. What are the needs of each market segment?
4. Who are the key clients, stakeholders, competitors and potential partners?
5. What is the organizations mission?
6. What “business” do stakeholders/clients think the organization is in?
7. How much interest or awareness does the organization activities generate?
8. How satisfied are the current clients and stakeholders with the organizations output?





## A Marketing Plan should answer the following questions:

9. What are the major strengths or weaknesses that could either limit or enable expansion?
10. Where are the opportunities to excel?
11. What opportunities are presented that will enable an expanded resource base?
12. What specific steps must be taken to capitalize the opportunities?
13. What benefits does the organization have that will allow a different position from others in the field?
14. Are there segments “open” from competition that would allow the organization to excel\*?

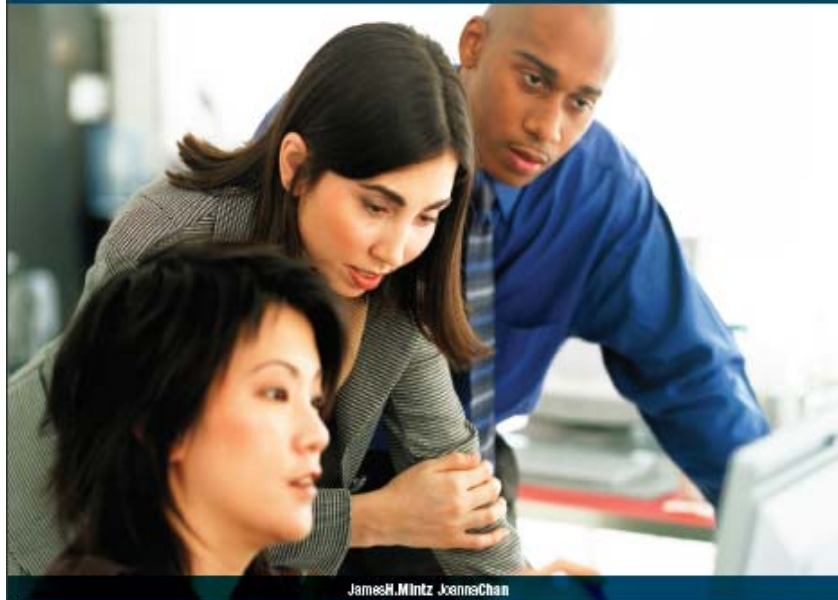


\* Source: Successful Marketing Strategies for Nonprofit Organizations, Barry J. McLeish



APRIL 2009

## GUIDE TO BRANDING IN THE PUBLIC AND NOT-FOR-PROFIT SECTORS



James R. Mintz Joanne Chan



CENTRE OF  
EXCELLENCE FOR  
PUBLIC SECTOR  
MARKETING

[http://www.mikekujawski.ca/ftp/cepsm\\_branding\\_ebook.pdf](http://www.mikekujawski.ca/ftp/cepsm_branding_ebook.pdf)



# Integrated Marketing Communications











***Harnessing the Mobile Revolution***



# Social Marketing



# Social Marketing



# Social Marketing





# Social Marketing



# Social Marketing

**What are the Benefits  
of Adopting a Social  
Marketing Approach?**

# Benefits of Social Marketing



- Comprehensive integrated innovative strategic approach
- Integrate and coordinate other components
- Make better resource decisions
- Assist in attraction of resources

# Benefits of Social Marketing



- Executing integrated campaigns
- Building your reputation with stakeholders
- Providing a performance measurement framework



# Social Marketing



Social Marketing is a Way of Thinking



# Our world is changing rapidly...

**Technology**

**Health**

**Demographics**

**Social Values**

**Economics**

**Environment**





Social Marketing provides a strategic approach for dealing with these changes...

# Social Marketing

**Who is doing Social Marketing to  
change peoples attitudes and  
encourage behaviour change?**



A person is climbing a steep, textured rock face. The climber is silhouetted against a bright, orange-hued sky at sunset or sunrise. The rock face is on the left side of the image, and the climber is positioned in the upper middle section. The background shows a vast, hazy landscape with distant mountains under the glowing sky.

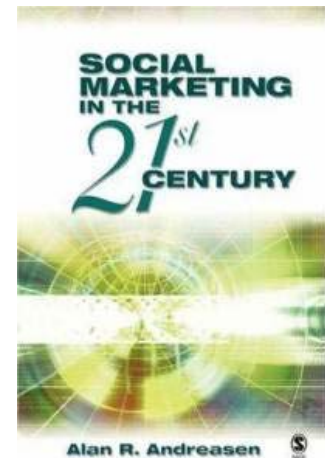
# **Challenges of Introducing Social Marketing into a Public Sector/ Non- Profit Organization**

- Barrier of introducing "performance based culture"
- Conflict with core values
- Requires significant management support and time

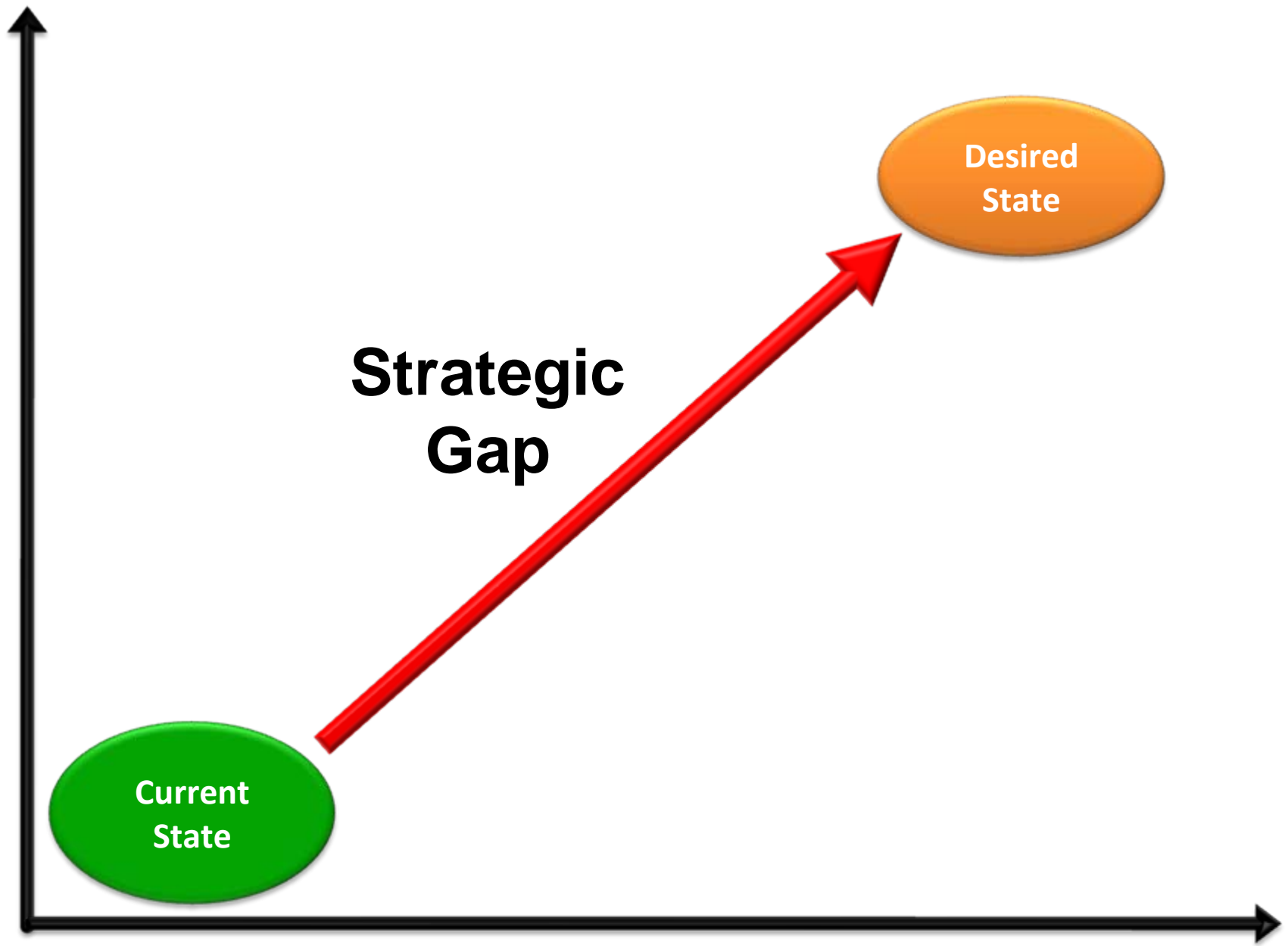


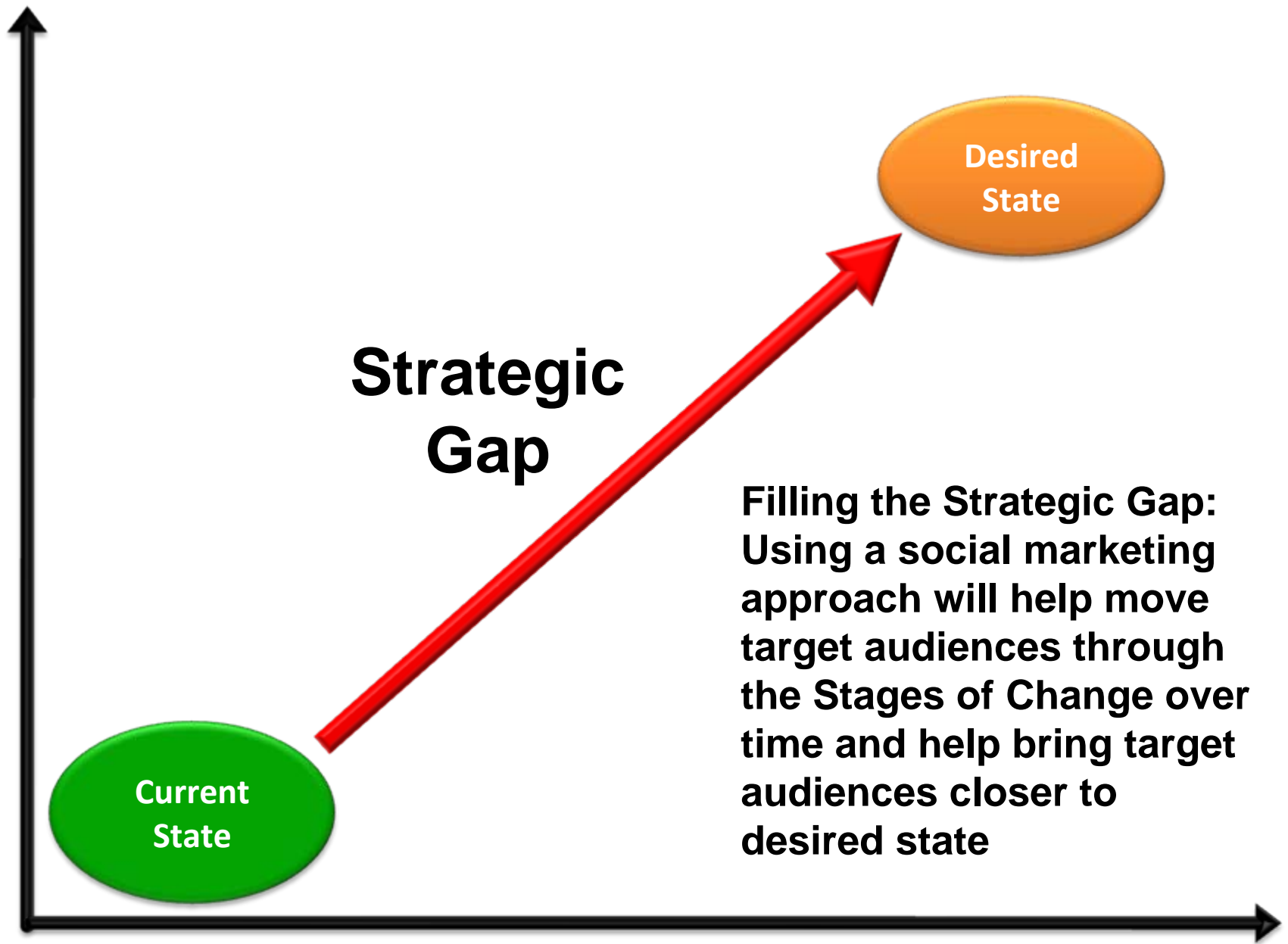
# Social Marketing Issues

- Public scrutiny
- Extravagant expectations
- Non-existent or negative demand
- Non-literate target audiences
- Highly sensitive issues
- Behaviors with invisible benefits









# Meaningful Impact Takes Time

- Only long-term efforts (3 to 5 years) produce measurable changes
- Sufficient investment, measurable goals, differentiation from other initiatives, strategic and creative approach, continuity in message
- Phased approach





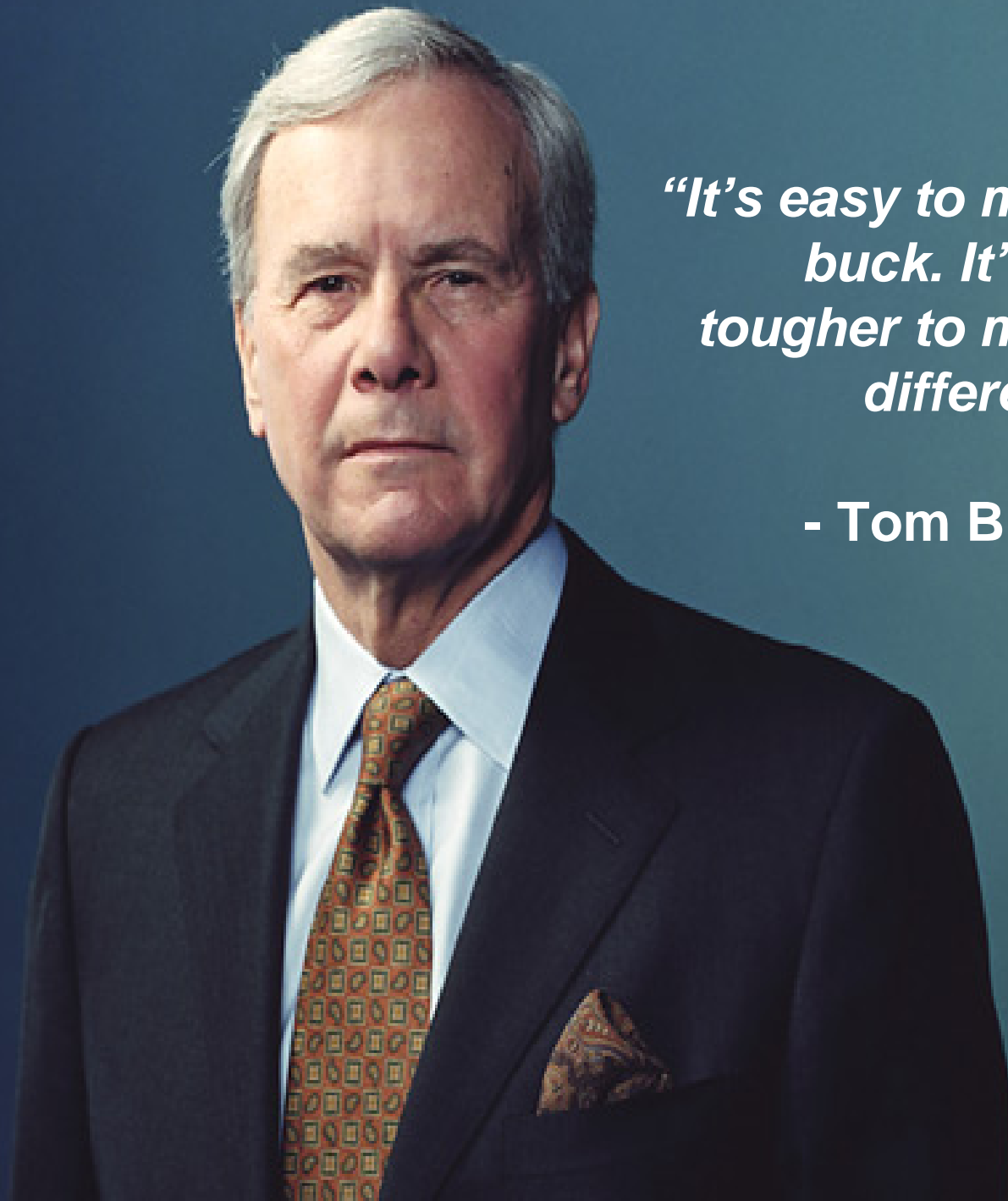
## Introduction to **Social Marketing Planning**

A proven planning process to developing  
a customized and structured social  
marketing plan for your organization

Session Leader:

**Jim Mintz,**  
Managing Partner, CEP SM





***“It’s easy to make a  
buck. It’s a lot  
tougher to make a  
difference”.***

**- Tom Brokaw**



**Name 3 specific actions you are going to take in the next 6 months to improve the marketing of your organization?**

## Resources

[ [Edit this page](#) ]



### CEPSM Guide to Branding in the Public & Non-Profit Sectors

An step-by-step guide to the strategic branding of public sector organizations based on best-practices around the globe.



### CEPSM Blogs

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### CEPSM Newsletter

Be sure to sign-up for the CEPSM Newsletter. Our newsletter is a free monthly opt-in email publication that will keep [...]



Open Data  
[www.data.gc.ca](http://www.data.gc.ca)

### GC Open Data Portal

The Open Data Pilot seeks to improve the ability of the public to find, download and use GoC data.



### Government 2.0 Wiki

Browse through this collaborative wiki archive of social media engagement examples provided by governments around the world.

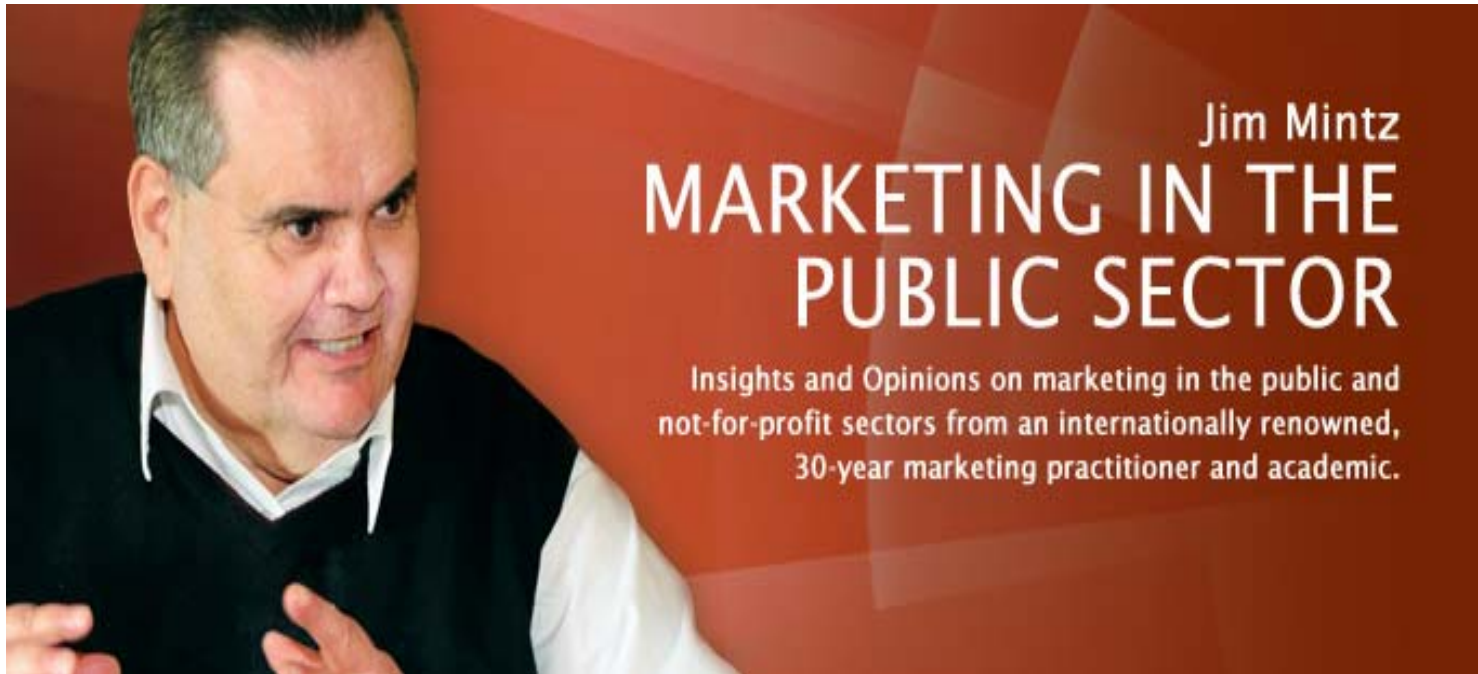


### Social Media Sub-Council Wiki

The Social Media Subcouncil is a group of U.S. government web managers at the federal, state, and local levels bringing [...]



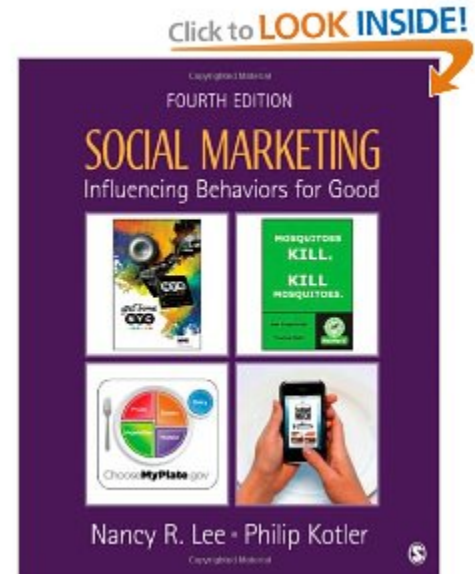
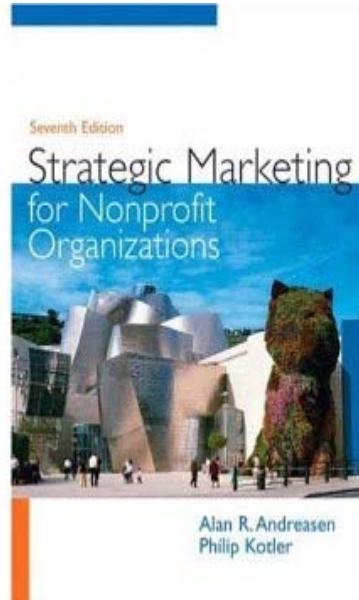
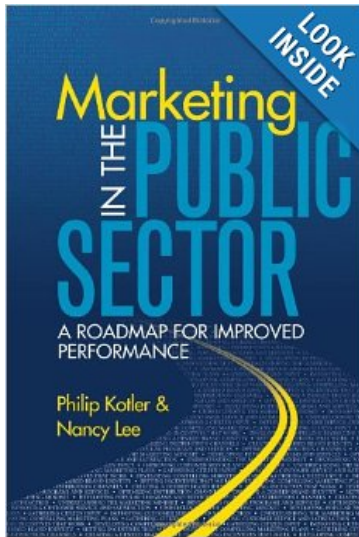
Subscribe to my Free blog [www.jimmintz.ca](http://www.jimmintz.ca)



My suggestions!



## Recommended Books





**“Marketing is not an event,  
but a process . . .  
It has a beginning, a middle, but never an end,  
for it is a process.  
You improve it, perfect it, change it, even pause it.  
But you never stop it completely.”**

**Jay Conrad Levinson**

# Questions?





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