


Utilization of Strategic Marketing in Nonprofit Sector - Evidence from Turkish Nonprofit Organizations

Nesrin ADA¹ , Hüseyin Ozan ALTIN² , İge PIRNAR³ 

ABSTRACT

Marketing has always been an important research topic for researchers and practitioners where it often focuses on the private sector and commercial businesses, marketing of non-profit organizations is gaining more importance recently. The reason is non-profit organizations are competing with each other in order to attract new volunteers, allure financial donors and build up their reputation. To achieve these aforementioned objectives, strategic marketing is an invaluable concept that can be utilized by non-profit organizations to differentiate themselves from their competitors. Within this context, aim of this paper is analyze how non-profit organizations in Aegean Region in Turkey incorporate strategic marketing aspects into their organization's marketing plans. To achieve this aim, semi-structured in-depth interviews were conducted with the chair boards, managers and marketing managers of non-profit organizations located in Aegean Region in Turkey. Overall, 6 in-depth interviews were conducted. Result of the study revealed that non-profit organizations in this study are aware of the strategic marketing concept and utilize some of its aspects in their marketing activities albeit not deliberately. Findings also indicate that internal situational analyses are widely used while planning marketing activities, but not external ones. Numerous suggestions and managerial implications are provided for better utilizations of strategic marketing concept. Limitations and future recommendations are mentioned.

Keywords: Strategic Marketing, Strategic Marketing Management, Non-Profit Organization, Turkish Non-profit Organizations.

JEL Classification Codes: M31

INTRODUCTION

Marketing has always been an intriguing field for both researchers and practitioners alike. First effective, operational marketing campaigns were developed by practitioners and commercial advertisement consultants (Sargeant et. al, 2002). Being a vast field consists of many sub-topics, marketing has attracted interest of many sectors, primarily the private sector such as commercial businesses or corporates. Thus, most of the literature and relevant research on the marketing field is conducted towards the for-profit organizations and enterprises. There are however, other sectors whose actors play equally important roles: public and non-profit sector. Public sector consists of the administrative bodies, municipalities, governmental institutions, ministries and other public institutional bodies whose main goal is to serve their country and nation. Although public sector is an important part of an economic environment in their countries, Throughout the 20th century, marketing of the public sector has always been left in the shadows in the literature by private sector. Similar to public sector, marketing activities of non-profit sector are also widely overlooked in the literature.

Often abbreviated as NPO's, non-profit organizations are complex and hierarchical organizations whose main goal is to distribute services. These provided services can be given to both members of the organizations or society in general. Most NPO's are not striving for the monetary rewards except for the required financial capital for conducting their activities. In other words, non-governmental organizations are not aiming for profits. (MacMillan, 2021).

As more and more non-governmental organizations established on all around the world, differentiation between NGO's has started to be equally important. Since 2010, intense competition between non-profit organizations sprung up. Main reason of competition between NGO's is to attract better funds, grab bigger market shares and allure already-small volunteer base. This forced NGO's to specialize their activities and employ "specific techniques". Among many other, strategic marketing is one of the best comprehensive tools that non-profit organizations can utilize to survive in a competitive environment.

¹ Prof. Dr., Uşak University, Faculty of Applied Sciences, nesrin.ada@usak.edu.tr

² Yaşar University, Faculty of Business İzmir, Turkey, ozan.altin@yasar.edu.tr

³ Prof. Dr., Yaşar University, Faculty of Business İzmir, Turkey, ige.pirnar@yasar.edu.tr

Since the beginning of 21st century, executives at non-profit organizations have started to realize the importance of strategic marketing for their organizations. Most non-governmental organizations do not produce any tangible outcome or product; rather, main asset of an NPO (non-profit organization) is its vision, provided services and presented programs. Therefore, marketing a non-profit organization is wildly different than marketing a commercial organization. Thus, analyzing how NPO's utilize strategic marketing may provide valuable information.

Purpose

As it was stated previously, concept of marketing and strategic marketing in non-profit organizations is quite different than their commercial counterparts. Moreover, as Dolnicar and Lazarevski (2009) point out, concept of strategic marketing is barely acknowledged by non-profit organizations. Although commercial strategic marketing topic is saturated thoroughly in the literature, strategic marketing applications in non-profit organizations can still be considered as a niche area.

Within this context, main aim of this study is to analyze how NPO's in Aegean Region in Turkey incorporate strategic marketing aspects into their organization's marketing plans. Considering that Aegean Region is one of the richest areas of Turkey regarding the active number of NPO's within it, understanding to what extent they utilize strategic marketing in their overall marketing practices and promotional activities holds significant importance which may help understand the overall framework of NPO marketing.

Literature Review

Usually abbreviated as NPO's, non-profit organizations are defined as the entities established by various individuals with an aim of providing various services to its members and others. As stated by Golensky and Hager (2020), definition of nonprofit organizations varies quite a lot. Non-profit organizations are not operating for profits and largely independent of governments as their name suggests (MacMillan, no date). Being one of the most important aspect of our contemporary society, non-governmental organizations may direct their efforts towards various issues such as awareness, human rights, sustainable development goals, smoking-free life, basic availabilities. Within this context, Parthasarathy (2013) remarks that non-profit organizations in Western countries are more mature than their counterparts in Asia and Africa, therefore they engage in usually larger issues such as environmental sustainability, global warming, awareness of cancer, development goals, humans rights issues whereas non-governmental organizations in developing or under-developed countries are still

struggling with basic issues such as availability of clean water and food for everyone, accessible education, awareness of AIDS and population planning.

Research on the various aspects of non-governmental organizations can be found dotted around the literature. As stated by Ayyıldız & Akmermer (2017), "sectors" in the developed countries can be divided into three groups: private sector, public sector and non-governmental/nonprofit sector. Especially after the 2004-2005 aid campaigns in Indonesia and Sri Lanka, NGO's fostered and strengthened their position among other sectors (Lewis, 2010). Although the standpoint is balanced on these three dimensions, there are significantly fewer research on the topic of non-governmental organizations.

Although the literature clearly separates the for-profit organizations and non-profit organizations, establishing, running and expanding an NPO is quite similar to its for-profit counterparts (Pope et al., 2009; Yoga & Bumi, 2020). Furthermore, one would assume that because non-governmental organizations are not striving for profits; competitiveness in the environmental will not be a problem. However, as Blery et al. (2010) suggests, non-governmental organizations still compete with each other in an overly-saturated environment. Competition between non-governmental organizations is usually based on the limited financing options, investments and small volunteer pool. To strive in this saturated, competitive environment, NGO's rely on marketing concepts and campaigns (Pope et al. 2009; Yoga & Bumi, 2020).

First examples of marketing campaigns for non-profit organizations has been experienced in 1960's and 1970's (Kotler & Andreasen, 1991). As the time goes by, marketing approach of non-governmental organizations has changed fundamentally. First and foremost, NPO's do not usually produce products and only provide services with no expectation to get anything back. Therefore, some researchers falsely assume that marketing of NGO's are an impossible endeavor (Yoga & Bumi, 2020). However, this is not completely true. Credit should be given when its due; yes, non-governmental organizations cannot be marketed with conventional methods due to lack of tangible products; nevertheless, one should not forget that most non-governmental organization actually sell their mission and vision (Yoga and Bumi, 2020). Within this context, it can be stated that marketing concept for non-governmental organizations differ significantly than other two sectors. Fundraising activities, communications, volunteer attraction, goal reaching, consistent target messaging are some of the functions of marketing for non-governmental organizations (Nicolau, 2016; Nageswarakurukkal et al., 2020).

Many studies can be found dotted around the literature which explores the marketing activities of various NGO's. In their study, Blery et. al. (2010) examined the marketing practices of WWF in Greece. Findings of their study revealed that World Wide Fund for Nature, which aims to protect near-extinction animal, effectively promote its message on various different channels such as newspaper, internet and even direct mails. Similarly, Yoga and Bumi (2020) analyzed the marketing activities of the Bali WISE program, which empowers local communities and females through educational programs. Focusing mostly on the content shared on the social media of the aforementioned program, authors mention that number of posts shared on the social media platform is crucial for the success of the marketing endeavor. In other words, for marketing campaign to be successful, sufficient number of posts should be shared. In another study, Kwak (2015) examines the 4C aspect that can be applied to non-profit organizations. Findings of her study mention that communication with different recipients holds crucial importance for non-governmental organizations. Moreover, study proposes a 4C formula for non-governmental organizations: customer value, cost to the customer, convenience, communication. These elements make up the marketing mix of non-governmental organizations. In their study, Wenham, Stephens and Hardy (2003) analyzed websites of 32 different NGO's. Authors mention that web use between for-profit and NGO's differ quite a lot, but web use practices in different types of NGO's require further research. Authors compare the marketing practices of these NGO's with a "best practice". This best practice involves six key elements dubbed as 6C: capture, content, community, commerce, customer orientation and credibility. Results showed that most environmental NGO's in United Kingdom lack the previously mentioned six elements. However, findings reveal that most websites are easy to use; contain simple texts but no personalized content or multimedia. Credibility-wise most NGO's are in a good position but lack various content that is important for online marketing. Use of online marketing by NPO's are widely studied in the literature. Nageswarakurukkal et al. (2020) remarks that up until 1990's, televised advertisements or telemarketing practice are the main communication channel for non-profit organizations. Nowadays websites, e-mails and even texts are utilized.

At this point, it is prudent to delineate strategic marketing. As it was stated by Meydan (1999), strategic marketing can be considered as a guideline which determines the organizations direction in customer relations. Moreover, strategic marketing aspects in an organization may also include the potential suggestions for dealing with competitors. Overall, as Chernev and

Kotler (2012) remarks that strategic marketing provides a thoroughgoing framework for the strategic planning of marketing activities in an organization. Strategic marketing plan helps companies generate a structured game plan for analyzing, identifying and solving various different marketing problems. Within this context, Meydan (1999) mentions that strategic marketing generated by organizations must be in accordance with customer's perception, attitude, needs, wants and beliefs.

For the non-profit organizations, marketing has only just started to be important. Marketing campaign and promotional activities are utilized by non-profit organizations to entice new volunteers or attract new funding options. Although traditional marketing activities prove useful to the non-profit organizations, a more comprehensive, all-inclusive endeavor is employed by many non-profit organizations, otherwise known as strategic marketing. Even though some studies shine light on the topic, field is still in its infancy stage. In one of those studies, Čačija (2013) examines the fundraising activities within the context of non-profit strategic marketing. Study revealed that long term relationships are crucial and effective marketing practices can help with the awareness problems of NPO's.

Within the context of strategic marketing utilization in non-profit organizations, Kotler and Andreasen (2003) put together a formulation for strategic marketing for non-profit organizations. As Dolnicar and Lazarevski (2009) points out successfully, these specific guidelines provided by Kotler and Andreasen puts conventional and traditional marketing activities on its foundation. Rather than providing new and unique marketing options, pathways suggested in the study are meant to be utilized in new and challenging scenarios. In their study, Andreasen and Kotler (2003) highlight that for non-profit organizations to successfully adapt strategic marketing in their operations, it is imperative to adopt a customer-centered perception, rather than organization-centered mindset. Customer-centered approach entails focusing on the perceptions, attitudes, needs and wants of customers in oppose to organization centered approach. Within this context, importance of market research is also mentioned. In another study which examines the Kotler's previously mentioned guidelines in the context of strategic marketing aspects throughout non-profit organizations, Dolnicar and Lazarevski (2009) remark that importance and effectiveness of marketing are not yet acknowledged by non-governmental organizations. Thus, proving the point that most non-profit organizations still have organization-centered approach.

RESEARCH METHOD

Research Settings

As it was stated previously, main goal of the study is to understand how nonprofit organizations located in Aegean Region of Turkey employ and embrace strategic marketing practices throughout their marketing practices. To achieve the objective of this study, qualitative research methods are utilized. Qualitative research methods are deemed to be the most appropriate for this research setting due to the fact that literature hold virtually no information regarding the strategic marketing practices of nonprofit organizations located in Western Turkey. Although comprehensive theoretical studies exist in the field, few studies which focuses on the Turkish NGO's are few and quite scattered. Within this context, lack of the studies with previously mentioned features on the topic and the lack of researches with concrete and uniform findings effectively justify the use of qualitative research methods.

Throughout this research, non-profit organizations located in the Aegean Region of Turkey are chosen as the main research population. As of 2021, there are almost 16000 active nonprofit organizations and association located in Aegean Region (Ministry of Interior, 2021) and data shows that this number is increasing at a drastic rate.

As for the data collection, semi-structured in-depth interviews were chosen as the primary data collection method. Semi-structured interviews thought to be more suitable since it also allows to divert into other valuable topics without losing the focus too much. Overall, 6 interviews were conducted with the managers, board of chairs and marketing directors of various nonprofit organizations. Participants are chosen from 5 nonprofit organizations located in İzmir, Aydın, Kütahya, Manisa and Denizli. These nonprofit organizations are chosen based on their primary working fields. These fields include include but not limited to: climate change, life with disabilities, sustainable development goals, humanitarian aid and providing education to disadvantaged segments of Turkish society. By choosing such a diverse sample of non-profit organizations, authors aimed to explore different segments of nonprofit organization environment.

Semi-Structured In-Depth Interviews

Interviews were held with 6 individuals who hold various positions in 5 different nonprofit organizations. These positions include board of chairs, marketing managers and people who are responsible in charge of marketing. Each of the interviews took between 45

minutes to 1 hour. Questions of the interview generated based on the previous works in the literature and based on the initiative of the author. Questions are designed to be semi-open-ended so that interviewers had the flexibility to follow-up any question they deemed important. Interviews started with warm-up questions. Before asking essential questions, throwaway questions are also asked.

Prior to interviews, an interview guide is created to follow a line of questioning without losing focus. After the first interview, interview guide is renewed and updated. Throughout the in-depth interviews, 10 to 12 questions are asked, excluding the probe questions. Throughout the interviews, probe questions were utilized liberally. Before asking the questions about the use of strategic marketing, questions about the overall marketing practices of organizations were asked to understand to what extent do the organization engage in marketing activities.

All the interviews were recorded with audio tape, with the permission of participants. Participants were ensured that no personal information or organizational information will be revealed in the study except for the city names. To ensure the privacy of the participants, they are named as Respondent 1 to 6. In order to maintain anonymity, no organizational information is given whatsoever. Recorded interviews then transcribed and those transcriptions are analyzed. Data analysis of the interviews is initiated by the analysis of each interview transcription. Through an iterative process, common answers are gathered and important points are recorded. Analysis process was iterative and exhaustive as to not left any important aspect of the interview.

FINDINGS

As the result of the interviews, many insightful points were revealed about the marketing practices of nonprofit organizations and the incorporation of strategic marketing aspects in their operations. During the initial questions of interviews, marketing activities of respondent's organizations were asked. Their answers revealed that all of the organizations in this study engage in various different marketing practices. When asked about the marketing practices of their organizations and main communication channels that they utilize, respondents answered as such:

"Marketing is considered one of the most important departments in our organization. (...) A special team consisting of executive board members and volunteers who has a knack for marketing is running our department. For the last 4 years, our marketing activities are being conducted online, mainly social media."

Respondent 1

"... we try to market our organization on social media as much as possible. (...) However, in some cases, especially when dealing with financial donors, face-to-face marketing is required. We also make ourselves known to society by partaking in expositions and events relevant to our organizational mission."

Respondent 2

"Our marketing often relies on the social media usage. We have different accounts on most of the social media platforms. Our sharing and posts mostly consist of the activities we conduct and projects we realize, but due to our primary working field (climate change) we also share some informational posts on important dates and events."

Respondent 5

While talking about the overall marketing activities and efforts of the organizations, it has been revealed that social media is the main communication channel that organizations in this study make use of. Even though initial questions did not include any "strategic marketing" concept, responses of the participants divulged that some semblance of strategic marketing can be found in their marketing activities, which can be found in the respondent 2's and 5's answers above.

Participants are also asked about their expectations from engaging in marketing activities. Question of "Why do you engage in marketing activities in your organization? What are your main expectations?" is asked to shine light on the topic. Responses are generally found to be in line with the literature:

"... volunteers were always hard to come by for our organization and other associations in our city as far as I know. We usually depend on the word-of-mouth to entice new volunteers to our organizations (...) but we realized that online marketing is more effective to attract new volunteers."

Respondent 2

"... to attract new volunteers of course. (...) However, to gain to attention of public administrations such as municipalities and other institutions that can provide funding for us, marketing is also useful."

Respondent 6

Almost all the respondents mentioned that attracting new volunteers is quite hard to achieve and marketing is a valuable tool for them to allure new people into their organization. Some respondents also mentioned that in order to make themselves known to financial donors

and public institutions, they use different marketing techniques. Interestingly, one respondent remarked that main reason of utilizing marketing in their organizations is to build reputation on the eyes of public:

"There are of course other organizations in our environment. (...) We compete with each other, not openly but clandestinely. In our field, we compete with other organizations who are working in similar areas to us (SDG's). Thus, building up our reputation in our society is important to us."

Respondent 4

When asked about the utilization of strategic marketing concept in their organization with the question of "Does your organization utilize strategic marketing?", it has been revealed that all of the respondents know of strategic marketing concept and 5 of the respondents mentioned that they utilize in their day-to-day operations. However, it was obvious that they engage in strategic marketing without even knowing that they are embracing strategic marketing concept. Furthermore, while probing the question to get a bit more detail on the topic, it has been revealed that there is no written guidelines or already-established instructions for directing the marketing efforts of respondent's organizations.

In order to gain better insight about the strategic marketing process of organizations, question of "How did your organization develop its strategic marketing framework?" is asked to the respondents. While some participants did not know the answer clearly, responses to the question ranged from utilizing knowledgeable volunteers to outsourcing.

"Some of our volunteers were aware of the strategic marketing concept from their courses in university. We had to come up with many things (...) such as our mission and vision; things we didn't need before. We already knew our target segment (students) but many other things were decided on the spot. Finalized marketing plan was a bit crude but it helped immensely"

Respondent 3

"We realized that however much we spend on the ads, it wasn't tangibly contributing our organization. (...) Then, we turned to outsourcing option."

Respondent 6

As stated in the literature by Andreasen and Kotler (2003), strategic marketing consists of different practices and steps which, comprehensively guides the marketing activities of organizations. Thus, in order to understand the incorporation process of strategic marketing principles into their day to day operations and main

strategic marketing principles that they use, questions of “Which aspects of strategic marketing do you mostly use?” and “How do you implement strategic marketing aspects in your day to day marketing activities?” are asked to the participants.

“We worked things out by trial and error. (...) After realizing that Google ads were not providing sufficient visibility, we devoted our efforts to creating customized ads on social media by targeting specific groups of people that may show interest in our organization and out projects ...”

Respondent 1

“We generate our message based on our strong points such as the projects we undertake and our mission, which is to protect the environment. Thus, we realized that if we reach out to people who share a similar mindset to us, our chances to allure them is higher. Implementation process is mostly happened on social media; we shared paid ads to specific groups of people who might be interested in our organization.”

Respondent 5

“Analyzing ourselves and our competitors may have given us an edge (...). For example, after realizing that volunteer exchange programs and Erasmus + projects are quite popular in our environment, we have started to include more and more of these projects in our posts on social media.”

Respondent 2

“Throughout our first years, after establishing the organization, we promoted ourselves as a fun, entertaining organization which also tinker with serious projects. (...) By doing this, we hoped to attract young volunteers whose main expectation is entertainment and friendship from organizations such as ourselves. (...) However, after realizing that by positioning our organization as such, we were constantly turned away by serious financial donors. So, we changed our image and repositioned ourselves”

Respondent 3

Responses provided quite invaluable insights about the use of strategic marketing, whether intentionally or unintentionally. First and foremost, respondents revealed that the use of “customized messages” are quite common especially on social media. Different strategies are undertaken by organizations, some utilize Google ads or make use of specialized advertisement options whereas others utilize search engine optimization feature. These customized messages are targeted towards the groups of people that are deemed important to the

organization, such as the students, financially wealthy people or youth.

Moreover, it is apparent that organizations in this study engage in situational analyses. Internal and external analyses are conducted by organizations to assess their strengths, their value propositions and services as well as the competitors’ strengths and weaknesses. Competitive analysis is also utilized, albeit not thoroughly.

One of the prominent steps of strategic marketing, positioning is also given importance as it can be seen from the quotes above. It is apparent that organizations in this study actively aim to position themselves on the eyes of the would-be volunteers and potential investment options based on their value propositions, mission and vision. Furthermore, as it can be seen on the Respondent 3’s answer above, even repositioning is experienced in some cases. Responses reveal that act of positioning is made in accordance with the medium and long term needs of the organization. Nevertheless, mission and vision of the organization also play an important role.

CONCLUSION

In their daily operations, marketing is given a secondary importance by nonprofit organizations most of the time. As Ayyıldız and Akmermer (2017) remarks, sectors in a country is divided into 3 sectors: private sector, public sector and nonprofit sector. Throughout the 20th century, marketing of the nonprofit sector has always been left in the shadows in the literature by private sector. However, since 1990’s, marketing applications of NPO’s are also started to be given importance. Moreover, as Lewis (2010) mentions, nonprofit sector started to gain recognition and given importance especially after the disasters that struck Indonesia and Sri Lanka in 2004, which indirectly fostered the number of marketing studies of NPO’s. However, literature still lacks marketing studies that focuses on various different dimensions of nonprofit organizations. One of these dimensions is the application of strategic marketing concept into NPO’s marketing practices.

Throughout this study, strategic marketing applications of nonprofit organizations located in Aegean Region of Turkey is analyzed. Their incorporation of strategic marketing concept into daily operations and day-to-day marketing activities are examined.

Results of the study showed that all of the nonprofit organizations in this study is aware of the strategic marketing concept, and some of them are deliberately utilizing in their operations. Findings showed that NPO’s actively market themselves to specific target segments that are deemed most appropriate considering their vision and mission. Results also remarks that customized

ads and customized messages are utilized to liberally to attract new volunteer or financial donors. This phenomenon is found to be in line with the previous works in the literature (Yoga and Bumi, 2020; Blery et al., 2010). All of the NPO's in the study have mission and vision statements, albeit not written.

Yet another strategic marketing step, situational analysis, is found to be used by NPO's in the study. Most organizations are aware of their strengths and weaknesses and generate their marketing messages accordingly. It is revealed that NPO's in this study know their strengths, opportunities, threats and weaknesses even though they do not call it a "situational analysis" or SWOT. However, only one respondent mentioned that they also conduct external analysis, which would yield invaluable knowledge in a competitive environment such as theirs.

While implementing their strategic marketing plan, organizations in this study utilized diverse range of tools. Communication channel is found to be similar across all organizations (Social Media), and customized messages, specialized advertisements, paid advertisements or promotional messages. Overall, it is safe to say that nonprofit organizations in this study which are located in Aegean Region in Turkey are utilizing some aspects of strategic marketing aspects in their day-to-day operations and marketing practices. However, it has been revealed that no organization is embracing strategic marketing completely. Moreover, it is found that organizations in the study do not have a rigid, written marketing plan which be used in different situations. In light of this information, some suggestions are provided for organizations that wish to incorporate strategic marketing concept in their operations:

Nonprofit organizations should analyze their environment by using different situational analysis tools such as SWOT, PESTLE and Porter's Five Forces framework. Although they are aware of their own strengths and weaknesses, external analysis aspects are lacking.

Although organizations are aware of the strategic marketing concept and utilize some of its aspects, they are found to be lacking a written, predetermined strategic marketing plan. Therefore, a comprehensive, overall marketing plan should be generated by organizations.

Knowledge-sharing or cooperation can be helpful especially when identifying different target segment. Within this context, concept of cooptation can be beneficial.

Most organizations utilize social media as their main communication channel. However, establishing networks by traditional, face-to-face marketing practices can be advantageous, especially when dealing with financial donors.

Getting feedback and monitoring is found to be lacking in all of the organizations. Thus, in their future endeavors, organizations should apply monitoring principles to understand which practices effectively contribute to their operations.

Study aimed to explore the incorporation of strategic marketing concept into the marketing practices of nonprofit organizations. There are however, some limitations that should be mentioned. First and foremost, due to time restrictions and lack of willing respondents, only 6 interviews were conducted. Moreover, only the nonprofit organizations located in Aegean Region of Turkey is taken into consideration. It was not easy to reach NPO's from other regions of Turkey. Thus, in future studies, researchers may integrate additional organizations from different regions of Turkey which can be helpful for developing a comprehensive framework. Furthermore, increasing the number of interviews may yield valuable insight in future studies.

REFERENCES

- Ayyıldız, H., Akmermer, B., & Akyüz, A. M. (2017). Marketing Approach for Non-Profit Organizations. In *Handbook of Research on Managerial Solutions in Non-Profit Organizations* (pp. 156-181).
- Blery, E. K., Katseli, E., & Tsara, N. (2010). Marketing for a non-profit organization. *International Review on Public and Nonprofit Marketing*, 7(1), 57-68.
- Čačija, L. (2013). Fundraising in the context of nonprofit strategic marketing: Toward a conceptual model. *Management: journal of contemporary management issues*, 18(1), 59-78.
- Chernev, A. and Kotler, P. (2012). *Strategic Marketing Management*. 7th Edition, Paperback
- Dolnicar, S. and Lazarevski, K. (2009), "Marketing in non-profit organizations: an international perspective", *International Marketing Review*, Vol. 26 No. 3, pp. 275-291. <https://doi.org/10.1108/02651330910960780>
- Golensky, M., & Hager, M. (2020). *Strategic leadership and management in nonprofit organizations: Theory and practice*. Oxford University Press.
- Kotler, P. and Andreasen, A. (1991) *Strategic Marketing for Nonprofit Organizations*, 4th ed. Englewood Cliffs, NJ: Prentice-Hall.
- Kwak, W. (2016). Business and Non-Profit Organizations Facing Increased Competition and Growing Customers' Demands. Proceedings of the 14th Conference: Muszyna, Poland pp. 81-97
- Lewis, D. (2010). Nongovernmental organizations, definition and history. *International encyclopedia of civil society*, 1056-1062.
- MacMillan Online Dictionary. (2021). NGO. In *MacMillan Online Dictionary*. Retrieved 23 April, 2021, from <https://www.macmillandictionary.com/dictionary/american/ngo>
- Ministry of Interior of Turkey. (2021). Sivil Toplumla İlişkiler Genel Müdürlüğü. Retrieved in June 8, 2021 Sivil Toplumla İlişkiler Genel Müdürlüğü Website: Retrieved from <https://www.siviltoplum.gov.tr/yillara-gore-faal-dernek-sayilari>.
- Nageswarakurukkal, K., Gonçalves, P., & Moshtari, M. (2020). Improving fundraising efficiency in small and medium sized non-profit organizations using online solutions. *Journal of Nonprofit & Public Sector Marketing*, 32(3), 286-311.
- Nicolau, I. (2016). Specializations of marketing in non-economic areas: social marketing and non-profit organizations marketing. *Knowledge Horizons. Economics*, 8(1), 157.
- Parthasarathy, V. (2013). *Social Marketing Strategies of Successful NGO's – A Strategic Perspective with Reference to Selected NGO's in the States of Karnataka & Tamil Nadu*. [Unpublished Doctoral Dissertation]. Manipal University
- Pope, J. A., Isely, E. S., & Asamoah-Tutu, F. (2019). Developing a marketing strategy for nonprofit organizations: An exploratory study. *Journal of Nonprofit & public sector marketing*, 21(2), 184-201.
- Sargeant, A., Foreman, S., & Liao, M. N. (2002). Operationalizing the marketing concept in the nonprofit sector. *Journal of Nonprofit & Public Sector Marketing*, 10(2), 41-65.
- Wenham, K., Stephens, D., & Hardy, R. (2003). The marketing effectiveness of UK environmental charity websites compared to best practice. *International Journal of Nonprofit and Voluntary Sector Marketing*, 8(3), 213-223.
- Yoga, I. M. S., & Bumi, H. R. (2020). Digital Marketing Communication for Non-Governmental Organization. *International Journal of Psychosocial Rehabilitation*, 24(05).

Appendix 1

Interview Questions

- 1) Can you explain your organization and your role within it?
- 2) To what extent does your organization carry out its marketing?
- 3) Can you explain the marketing practices of your organization?
- 4) What are the main communication channels you utilize?
- 5) Why does your organization engage in marketing?
- 6) What are your organizations' main expectation from marketing activities?
- 7) Is your organization aware of the strategic marketing concept?
- 8) How did your organization's strategic marketing framework was developed?
- 9) Which elements of strategic marketing do you mostly use?