



The Fundraising Series

# Marketing Strategy

for effective fundraising

Peter Maple

SECOND EDITION

DSC

The Fundraising Series

# Marketing Strategy

for effective fundraising

Peter Maple

DIRECTORY OF SOCIAL CHANGE

Published by the Directory of Social Change (registered Charity no. 80051)

Head office: 24 Stephenson Way, London NW1 2DP

Northern office: Federation House, Hope Street, Liverpool L1 9BW

Tel: 08450 77 77 07

Visit [www.dsc.org.uk](http://www.dsc.org.uk) to find out more about our books, subscription funding websites and training events. You can also sign up for e-newsletters so that you're always the first to hear about what's new.

The publisher welcomes suggestions and comments that will help to inform and improve future versions of this and all of our titles. Please give us your feedback by emailing [publications@dsc.org.uk](mailto:publications@dsc.org.uk).

It should be understood that this publication is intended for guidance only and is not a substitute for professional or legal advice. No responsibility for loss occasioned as a result of any person acting or refraining from acting can be accepted by the authors or publisher.

First published 2003

Second edition 2013

Copyright © Directory of Social Change 2003, 2013

All rights reserved. **No part of this book may be stored in a retrieval system or reproduced in any form whatsoever without prior permission in writing from the publisher.** This book is sold subject to the condition that it shall not, by way of trade or otherwise, be lent, re-sold, hired out or otherwise circulated without the publisher's prior permission in any form of binding or cover other than that in which it is published, and without a similar condition including this condition being imposed on the subsequent purchaser.

The publisher and author have made every effort to contact copyright holders. If anyone believes that their copyright material has not been correctly acknowledged, please contact the publisher **who will be pleased to rectify the omission.**

The moral right of the author has been asserted in accordance with the Copyrights, Designs and Patents Act 1988.

ISBN 978 1 906294 59 5

### **British Library Cataloguing in Publication Data**

A catalogue record for this book is available from the British Library

Cover design by Kate Bass

Original text design by Eugenie Dodd Typographics

Typeset by Marlinzo Services, Frome

Printed and bound by Page Bros, Norwich



I would like to dedicate this edition to two remarkable men who, in very different ways, changed the face of fundraising.

They both, with their unique styles, had a profound effect upon me when I entered the voluntary sector in 1990 and, I believe, made me a far better and more thoughtful fundraiser as a result. Luke FitzHerbert and Redmond Mullin left their mark on the sector and I pay tribute to their contributions.

# Contents

	The Fundraising Series	v
	About the Directory of Social Change	vi
	About the author	vii
	Acknowledgements	viii
	Foreword	ix
	Preface	x
CHAPTER ONE	Why charities need marketing and marketing needs charities	1
CHAPTER TWO	A brief history of marketing	17
CHAPTER THREE	Preparing a marketing strategy	25
CHAPTER FOUR	The charity as a brand	55
CHAPTER FIVE	Shareholder versus stakeholder	73
CHAPTER SIX	Volunteers – the unique benefit proposition	86
CHAPTER SEVEN	Marketing communications – media or message?	97
CHAPTER EIGHT	Reaching your audiences	115
CHAPTER NINE	Individuals and organisations	131
CHAPTER TEN	The future of social marketing	142
	References	164
	Further reading	173
	Index	174

# The Fundraising Series

The trouble with change is that it never stands still! And that is no less true for fundraising than any other professional discipline. The economy, political landscape and the ways people exchange information and communicate with each other all impact on the way in which charities ask for, and raise money. That is what makes fundraising such a challenging and dynamic profession. I am not sure I will be popular for comparing fundraising to dabbling in stock market futures, but successful fundraisers are often those who can predict and be responsive to social change and be able to adapt their fundraising strategies accordingly – to be effective it is vital to stay ahead of the game.

The Directory of Social Change's Fundraising Series seeks to address the full range of fundraising activity and techniques in one series. Each successive volume seeks to address one key element in the spectrum of fundraising techniques. As fundraising techniques evolve and develop, new titles in the series are added to and old ones revised.

The titles are intended as texts that encourage and debate fundraising within a professional framework – written and used by academics and practitioners alike. Each title seeks to explore a fundraising activity within its historical, ethical and theoretical context, relate it to current fundraising practice and guide future strategy.

We thank all those who have contributed and continue to contribute to the most comprehensive fundraising series available today.

**Debra Allcock Tyler**  
Chief Executive, Directory of Social Change

# About the Directory of Social Change

DSC has a vision of an independent voluntary sector at the heart of social change. The activities of independent charities, voluntary organisations and community groups are fundamental to achieve social change. We exist to help these organisations and the people who support them to achieve their goals.

We do this by:

- providing practical tools that organisations and activists need, including online and printed publications, training courses, and conferences on a huge range of topics;
- acting as a ‘concerned citizen’ in public policy debates, often on behalf of smaller charities, voluntary organisations and community groups;
- leading campaigns and stimulating debate on key policy issues that affect those groups;
- carrying out research and providing information to influence policymakers.

DSC is the leading provider of information and training for the voluntary sector and publishes an extensive range of guides and handbooks covering subjects such as fundraising, management, communication, finance and law. We have a range of subscription-based websites containing a wealth of information on funding from trusts, companies and government sources. We run more than 300 training courses each year, including bespoke in-house training provided at the client’s location. DSC conferences, many of which run on an annual basis, include the Charity Management Conference, the Charity Accountants’ Conference and the Charity Law Conference. DSC’s major annual event is Charityfair, which provides low-cost training on a wide variety of subjects.

For details of all our activities, and to order publications and book courses, go to [www.dsc.org.uk](http://www.dsc.org.uk), call 08450 777707 or email [publications@dsc.org.uk](mailto:publications@dsc.org.uk)

# About the author

Peter Maple is Course Director at London South Bank University, developing and delivering fundraising and strategic marketing for its highly successful MSc Management in Civil Society programme. He supervises research concerning charity fundraising and is a coach, mentor and strategic consultant. He is also undertaking a PhD examining the nature of philanthropy.

He is the author of a number of successful published papers and books. Unique among fundraising academics, Peter has been a successful fundraising practitioner and director of fundraising for more than 20 years. Senior posts held at major charities include the YMCA, Arthritis Care, Leonard Cheshire Disability, The Brooke Hospital for Animals and Crisis UK. He is both an effective practitioner and respected academic.



# Acknowledgements

Firstly I would like to acknowledge what has, for me, been most important of all in writing this second edition, and that is the wholehearted support of my partner Norma who is not only a consummate psychotherapist but who gave me vital reality checks on the text at key moments. Her proof reading of six drafts and helpful (though sometimes resented) feedback ensured that the text is, I believe, very accessible.

Furthermore, without the insights of the many named and anonymous contributors whom I interviewed this would be a very dry theoretical tome. To everyone, but especially my colleagues, Alex Murdock, Nigel Scott and Bruce Lloyd at London South Bank University, who have helped and encouraged me in the production of this new edition and ensured that it is well-grounded, thank you.

Those who kindly provided insights for either this edition or the first edition, and some for both, include Marion Allford, Steve Andrews, Simon Armson, Mark Astarita, Judy Beard, Margaret Bennett, Simon Burne, Simon Collings, Tony Cram, Sue Daniels, Ceri Edwards, Tony Elischer, Peter Flory, Richard Gutch, Verity Haines, Christine Holland, Andrew Hope, Jeremy Hughes, Howard Lake, Richard Lee, Bruce Lloyd, Tony Manwaring, Redmond Mullin, Kate Nash, Phil Nunn, Giles Pegram, Cathy Pharoah, Stephen Pidgeon, Jeremy Prescott, Judith Rich, Kim Roberts, David Saint, Joe Saxton, George Smith, Peter Sweatman, David Tootill, Ian Ventham, Peter Vickery-Smith, Mike Wade, and Jackie White.

I would also like to thank the following organisations for allowing me to reproduce text, images, charts, advertisements and for providing information for case studies: Amnesty International Aotearoa New Zealand, Arthritis Care, Barnardo's, British Diabetic Association, British Red Cross, The Brooke (Brooke Hospital for Animals), Cancer Research UK, Cards for Good Causes, Colenso BBDO, Crisis UK, Crossbow Research, Kilmartin Baker, Leonard Cheshire Disability, Macmillan Cancer Support, NDCS, NSPCC, Oxfam, Remember A Charity, RNLI, SouthBank Mosaics, and, lastly, my band, The Touch.

Finally a mention for all my postgraduate fundraising students at London South Bank University, past and present (and, I hope, future). They, more than most, inspire me to go on researching philanthropy and teaching fundraising. They listen attentively and challenge anything that is not evidenced well. Their shared experiences are invaluable in keeping me up to date, with my nose on the ball, and I thank them for allowing me to continue mixing my metaphors!

# Foreword

It was particularly gratifying to be asked to write the foreword to this text. Peter Maple's text is just one of three books currently addressing what is an increasingly significant topic and its progression to a second edition is timely. We live in an age when the UK government is increasingly extolling the virtues of the 'Big Society' as a way of tackling society's ills, yet seems unwilling to make the necessary investment of resources that would equip the sector to deliver the desired impact. Demands on the sector are rising as a consequence and organisations are expected to generate their own resources to make this provision a reality. It is now more important than ever, therefore, that nonprofits learn how to understand the needs of their stakeholders, design programmes and services to meet the needs of these audiences and deliver them in a way that delivers genuine value for society.

Maple's text offers genuine insight into how this might best be accomplished. The author draws on learning taken from both the commercial and nonprofit domains to demonstrate how our nonprofit community can satisfactorily achieve these goals. The author has a wealth of practical experience gained at a senior level that allows him to paint a rich picture of how the tools and techniques of marketing can be used to good effect.

It is interesting to note that it has now been more than 40 years since Kotler and Levy first dared to suggest that marketing tools and ideas might have relevance outside of the business domain. It seems hard to believe now that their ideas were hotly contested at the time and it is now widely acknowledged that nonprofits can benefit at least as much from the practice of marketing as their commercial counterparts. They too, need to understand critical concepts such as segmentation, targeting and positioning, the key elements of a marketing mix and the latest thinking in consumer and donor behaviour that can inform the design of communications.

The past 30 years have seen a succession of important milestones in the creation of the new field of nonprofit marketing, including the publication of three dedicated academic journals, the appearance of numerous special interest groups in marketing professional bodies around the world and the creation of master's degrees specifically focused on individuals wishing to practice in this context. While nonprofit marketing will always be firmly grounded in practice it is increasingly recognised as an important avenue for academic study and research in its own right. Such scholarly

thinking and research is now aiding a wide variety of organisations, from soup kitchens to hospitals, to do a better job of both promoting their services to clients and generating the income necessary to sustain the services they provide.

Maple's text provides a window on this thinking and is one of the few that will be of interest to both an academic and a professional audience. The text that follows is written to offer practical value to those working in the field, but also to support those studying the topic of nonprofit marketing at a college or University. Whatever your primary purpose, you will find value in this text and I commend it to you.

**Adrian Sargeant**

**Robert F. Hartsook Professor of Fundraising, Indiana University**

## **Preface**

The first edition of *Marketing Strategy for Effective Fundraising* was very well received by practitioners and academics alike when it was published by the Directory of Social Change in 2003. It filled an important gap between the well-grounded 'how to' guides and the more academically inclined textbooks on marketing and fundraising management.

This second edition has been extensively updated with new case studies, and the latest research and practitioner thinking. Included for the first time are some original ideas about important concepts, including that of developing the right case for support. The book aims to answer the three questions that anyone thinking about giving will ask. *What* do you do? *Why* do *you* do it? And, most importantly, *why* should *I* support you?

My hope, therefore, is that this new edition will appeal even more to fundraisers and marketers who are seeking to become better practitioners, managers and directors. And, finally, since good marketing depends so much on useful feedback, I encourage any readers' comments or advice on the text.

## CHAPTER ONE

# Why charities need marketing and marketing needs charities

*Marketing is philosophically and practically well suited to the voluntary and public sectors.*

Ian Bruce

*There's always a better deal to be had.*

Chester Karass

This chapter examines the context in which civil society organisations (CSOs) operate today, contrasting for-profit and not-for-profit marketing practices and considering the benefits of each sector learning from the other. Importantly, this chapter aims to show that while charities have a great need to adopt effective integrated commercial marketing practices, for-profit organisations ignore the best of what social marketing offers at their peril.

## Perspectives

The advent of active fundraising in the UK can be dated back at least to the eleventh century. Marketing is a rather younger concept for both commercial and voluntary organisations but its importance to fundraising in the not-for-profit sector, including all but the smallest of charities, has perhaps never been as great.

There is no single reason for this. Marketing has not been imposed out of the blue on an unsuspecting industry, but as the not-for-profit sector has developed it has become aware of the benefits that a marketing strategy, plans and initiatives can bring in meeting the challenges faced by CSOs today.

While the language of marketing may not always come easily to many people operating in the sector, the strategy and practices that it imposes are crucial to the success of CSOs. If the word 'brand' grates then, as Joe Saxton (2002) who is the 'driver of ideas' for nfpSynergy suggests, 'each time you read the word "brand" mentally replace it with the word "image" or "reputation"'. This advice, if followed, could help many trustees and volunteers begin to understand just how much value is locked-up within the name and reputation of a well-known national organisation.

Sector terminology

The concept of Civil Society is very hard to pin down. The Macmillan online dictionary simply says that it is ‘the part of society that consists of organisations that help and look after people, their health, and their rights. It does not include the government or the family’, and so it is already defined by what it is not! In this book, ‘not-for-profit sector’ relates to CSOs – comprising charities, cooperatives, mutuals, community groups, community interest companies and social enterprises – while ‘voluntary sector’ relates more specifically to charities and community organisations which depend, so crucially, upon volunteers. ‘For-profit organisation’ refers to the complete gamut from global corporations to sole traders. In the UK context, however, this is more generally the range of public limited companies (plcs) and private limited companies that make up the ‘commercial sector’ (see figure 1.1).

Chapter 4 will look in depth at brand issues, particularly as they relate to CSOs.

Some definitions

As figure 1.1 shows, public, private and not-for-profit sectors can be thought of in a number of ways and there is considerable overlap in their spheres of operation. Community interest companies (CICs) and social enterprises can be considered as hybrids between private and public sectors, or not-for-profit and private sectors; in this way, they can be thought of as the overlapping area in the middle. This area is capable of very significant growth and Chapter 7 offers further comment on this subject (see page 110).

FIGURE 1.1 INTERLOCKING CIRCLES OF PUBLIC, PRIVATE AND NOT-FOR-PROFIT ORGANISATIONAL ACTIVITY

