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"Marketing and promotion of NGOs: the case of Médecins Sans Frontières (MSF)"

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ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΕΙΡΑΙΩΣ

ΤΜΗΜΑ ΟΙΚΟΝΟΜΙΚΗΣ ΕΠΙΣΤΗΜΗΣ

ΠΡΟΓΡΑΜΜΑ ΜΕΤΑΠΤΥΧΙΑΚΩΝ ΣΠΟΥΔΩΝ

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Marketing και προώθηση Μη Κυβερνητικών Οργανώσεων: η περίπτωση των «Γιατρών Χωρίς Σύνορα/MSF»

Λίλια Ριντλόβσκι, Α.Μ.: ΟΔΥ/1836

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“Marketing and promotion of NGOs: the case of Médecins Sans Frontières (MSF)”

Key Words: Marketing, Marketing strategy, Marketing mix, Advertisement, Non-governmental organization (NGO), MSF

Abstract

This research paper presents the marketing implementation and strategy of the nonprofit sector as an important factor for the sustainability of Non-Governmental Organizations (NGOs)[2] by analyzing the humanitarian organization Médecins Sans Frontières (MSF), also known as Doctors without borders, who – form the basis of the thesis’ case study. MSF is a humanitarian, independent, medical organization. According to MSF International it “provides medical assistance to people affected by conflict, epidemics, disasters, or exclusion from healthcare. MSF teams are made up of tens of thousands of health professionals, logistic and administrative staff - most of them hired locally. MSF actions are guided by medical ethics and the principles of impartiality, independence and neutrality” (Webpage: www.msf.org, viewed 26 June 2020).

The paper consists of 7 chapters. The theoretical background is included in chapters 1-4. Chapters 5 and 6 are dedicated to data analysis. Chapter 7 presents the conclusion.

The first chapter includes the marketing and advertising strategies and it consists of the definitions of marketing and advertising, the marketing mix, principles and objectives of marketing, and the strategic planning.

The second chapter concerns the NGOs. In particular, definitions and evolution of NGOs are included. Moreover, characteristics, categories and funding patterns of NGOs are depicted.

The third chapter is about marketing and promotion of NGOs. This chapter includes the creation of marketing strategies for the nonprofit sector, the social marketing in the 21st century and its ways of applying, goals of NGO marketing etc.

The fourth chapter is presents the case study analysis - Médecins Sans Frontières (MSF) – Doctors Without Borders. This chapter is the most fundamental included in the theoretical research, as it “prepares the ground” for the data analysis following in chapters five and six, which will be the research about MSF. Chapter four consists of mission, vision, objectives of MSF, its’ structure, public visibility, ways of promotion and advertising. Last, it includes its’ funding resources and how these resources are used.

Chapter five presents the key elements that make up the methodology of this thesis conducted for the NGO “MSF”.

Chapter six presents the results of this research.

Finally, this paper ends with chapter seven, where the general conclusions are listed, after a thorough analysis of both theoretical and empirical aspects of the subject.

This study will outline the importance for an NGO of conveying a correct and unique message to the society, securing in this way its’ sustainability, alleviating the pain and ensuring a better life for people in need.

Marketing και προώθηση Μη Κυβερνητικών Οργανώσεων: η περίπτωση των «Γιατρών Χωρίς Σύνορα/MSF»

Σημαντικοί όροι: Marketing, Marketing strategy, Marketing mix, Advertisement, Non-governmental organization (NGO), MSF

Περίληψη

Η παρούσα διπλωματική εργασία παρουσιάζει την εφαρμογή και τη στρατηγική marketing του μη κερδοσκοπικού τομέα ως σημαντικού παράγοντα για τη βιωσιμότητα των ΜΚΟ, αναλύοντας την ανθρωπιστική οργάνωση «Médecins Sans Frontières (MSF) - Γιατροί χωρίς σύνορα», η οποία αποτελεί και μελέτη περίπτωσης της διπλωματικής εργασίας. Οι ΓΧΣ είναι ένας ανθρωπιστικός, ανεξάρτητος, ιατρικός οργανισμός. Σύμφωνα με τους MSF International, ο οργανισμός αυτός «παρέχει ιατρική βοήθεια σε άτομα που πλήττονται από συγκρούσεις, επιδημίες, καταστροφές ή αποκλεισμούς από την υγειονομική περίθαλψη. Οι ομάδες των ΓΧΣ αποτελούνται από δεκάδες χιλιάδες επαγγελματίες υγείας, υλικοτεχνικό και διοικητικό προσωπικό - οι περισσότεροι από αυτούς προσλήφθηκαν τοπικά. Οι δράσεις των ΓΧΣ καθοδηγούνται από την ιατρική ηθική και τις αρχές της αμεροληψίας, της ανεξαρτησίας και της ουδετερότητας »(Ιστοσελίδα: www.msf.org, προβλήθηκε στις 26 Ιουνίου 2020).

Το άρθρο αποτελείται από 7 κεφάλαια. Το βιβλιογραφική ανασκόπηση περιλαμβάνεται στα κεφάλαια 1-4. Τα κεφάλαια 5 και 6 είναι αφιερωμένα στην ανάλυση δεδομένων. Το κεφάλαιο 7 περιλαμβάνει τα συμπεράσματα.

Το πρώτο κεφάλαιο περιλαμβάνει τις στρατηγικές marketing και διαφήμισης. Αποτελείται από τους ορισμούς του marketing και της διαφήμισης, του “marketing mix”, των αρχών και των στόχων του marketing και του στρατηγικού σχεδιασμού.

Το δεύτερο κεφάλαιο αφορά μη κυβερνητικές οργανώσεις. Συγκεκριμένα, περιλαμβάνονται οι ορισμοί και η εξέλιξη των ΜΚΟ. Επιπλέον, απεικονίζονται χαρακτηριστικά, κατηγορίες και τρόποι χρηματοδότησης των ΜΚΟ.

Το τρίτο κεφάλαιο αφορά το marketing και την προώθηση των ΜΚΟ. Το κεφάλαιο αυτό περιλαμβάνει τη δημιουργία στρατηγικών marketing για τον μη κερδοσκοπικό τομέα, το κοινωνικό marketing τον 21ο αιώνα και τους τρόπους εφαρμογής του, τους στόχους του ΜΚΟ marketing κ.λπ.

Το τέταρτο κεφάλαιο είναι στην ουσία η ανάλυση μελέτης περίπτωσης - Γιατροί Χωρίς Σύνορα (ΓΧΣ). Αυτό το κεφάλαιο είναι το πιο θεμελιώδες που περιλαμβάνεται στη θεωρητική έρευνα, καθώς «προετοιμάζει το έδαφος» για την ανάλυση δεδομένων που ακολουθεί στα κεφάλαια πέντε και έξι, τα οποία θα είναι η έρευνα σχετικά με τους ΓΧΣ. Το κεφάλαιο 4 αποτελείται από την αποστολή, το όραμα, τους στόχους των ΓΧΣ, τη δομή του οργανισμού, την προβολή του κοινού, τους τρόπους προώθησης και διαφήμισης. Τέλος, περιλαμβάνει τους πόρους χρηματοδότησής του και τον τρόπο χρήσης αυτών των πόρων.

Το κεφάλαιο 5 παρουσιάζει τα βασικά στοιχεία που αποτελούν τη μεθοδολογία αυτής της διπλωματικής εργασίας που διεξήχθη για τη μη κυβερνητική οργάνωση «ΓΧΣ».

Το κεφάλαιο έξι παρουσιάζει τα αποτελέσματα αυτής της έρευνας.

Τέλος, αυτό το άρθρο τελειώνει με το κεφάλαιο επτά, όπου παρατίθενται τα γενικά συμπεράσματα, μετά από ενδελεχή ανάλυση τόσο των θεωρητικών όσο και των εμπειρικών

πτυχών του θέματος. Η παρούσα μελέτη θα αποδείξει τη σημασία μιας ΜΚΟ να μεταφέρει ένα σωστό και μοναδικό μήνυμα στην κοινωνία, διασφαλίζοντας έτσι τη βιωσιμότητά της, ανακουφίζοντας τον πόνο των ανθρώπων και διασφαλίζοντας μια καλύτερη ζωή για τα άτομα που έχουν το ανάγκη.

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Introduction

Even though NGOs are engines that guarantee common society improvement and financial advancement, in view of their solid connections with network, organizations and administrations (Drucker P., 2005), they still find it hard to have all the needed recourses to carry out their humanitarian purpose. Apart from that, the changes in the modern world leaded to changes as well in the way how NGOs are addressing community needs (Sargeant, 1999) but also in the way how NGOs compete for resources (Kotler and Murray (1975). Taking this fact into consideration, Kotler and Levy (1969) were first to announce that marketing goes beyond than just "satisfying customer needs profitably". What basically Kotler and Levy (1969) implied by stating this was that the nonprofit sector is applying and should apply marketing as well. These days, marketing is portrayed as a procedure through which people and groups fulfill their necessities through making, offering and openly trading services of significant worth with others (Kotler and Keller, 2006, p6).

The NGO analyzed in this thesis is MSF, which is a humanitarian, independent, medical organization. According to MSF International it "provides medical assistance to people affected by conflict, epidemics, disasters, or exclusion from healthcare. MSF teams are made up of tens of thousands of health professionals, logistic and administrative staff - most of them hired locally. MSF actions are guided by medical ethics and the principles of impartiality, independence and neutrality" (Webpage: www.msf.org, viewed 26 June 2020).

This works' goal is to observe the behavior of citizens towards this organization by studying the factors that influence might have impacts on intentions to donate money and to donate time. By using as research tool a questionnaire, the research results verified that the variables used have a significant effect on both the intention to donate money and time. In addition, the research results revealed that analysis a person's intention to donate time is affected by the typicality of an NGO (the more typical an NGO is, the less donations it attracts)

CHAPTER 1

MARKETING AND ADVERTISING STRATEGIES

1.1 Defining marketing and advertising

The academic discipline of marketing has two main schools of thought. In the first schools of thought, the concept of "marketing" is considered a philosophy, whereas the second one considers it a function. In literature greater emphasis has been put on marketing as a philosophy or concept rather than a function. While the practice of marketing is as old as human being itself, the modern concept of marketing as a professional business thinking emerged in the 1850s. Since then, businesses have adopted production philosophy (Ferrell, 2008); product philosophy (Fullerton, 1988); selling philosophy (Kotler and Armstrong, 2008), marketing philosophy (Day and Wensley, 1983; McGee and Shapiro, 1988); societal marketing philosophy (Kotler and Armstrong, 2008); and the holistic marketing philosophy (Kotler and Keller, 2009).

Along the years, the focal point of marketing moved from the item (farms, items, merchandise and enterprises); to the institution (producer, wholesaler); to a practical center (purchasing, selling, advancing circulating, valuing, transporting); to an administrative center (planning, arranging, sorting out, organizing); than at long last to a social center (social effect, item quality, advertise proficiency) (Kotler, 1972).

Like many other concepts in social science, the term "Marketing" has been defined in a variety of ways and there are no single universally accepted definition. For example, the UK-based Chartered Institute of Marketing (CIM) defined 'marketing' as "a management process responsible for identifying, anticipating and satisfying customer requirements profitably." Similarly, the American Marketing Association defined 'marketing' as "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large" (Available at: https://www.ama.org, Accessed 2nd January 2019).

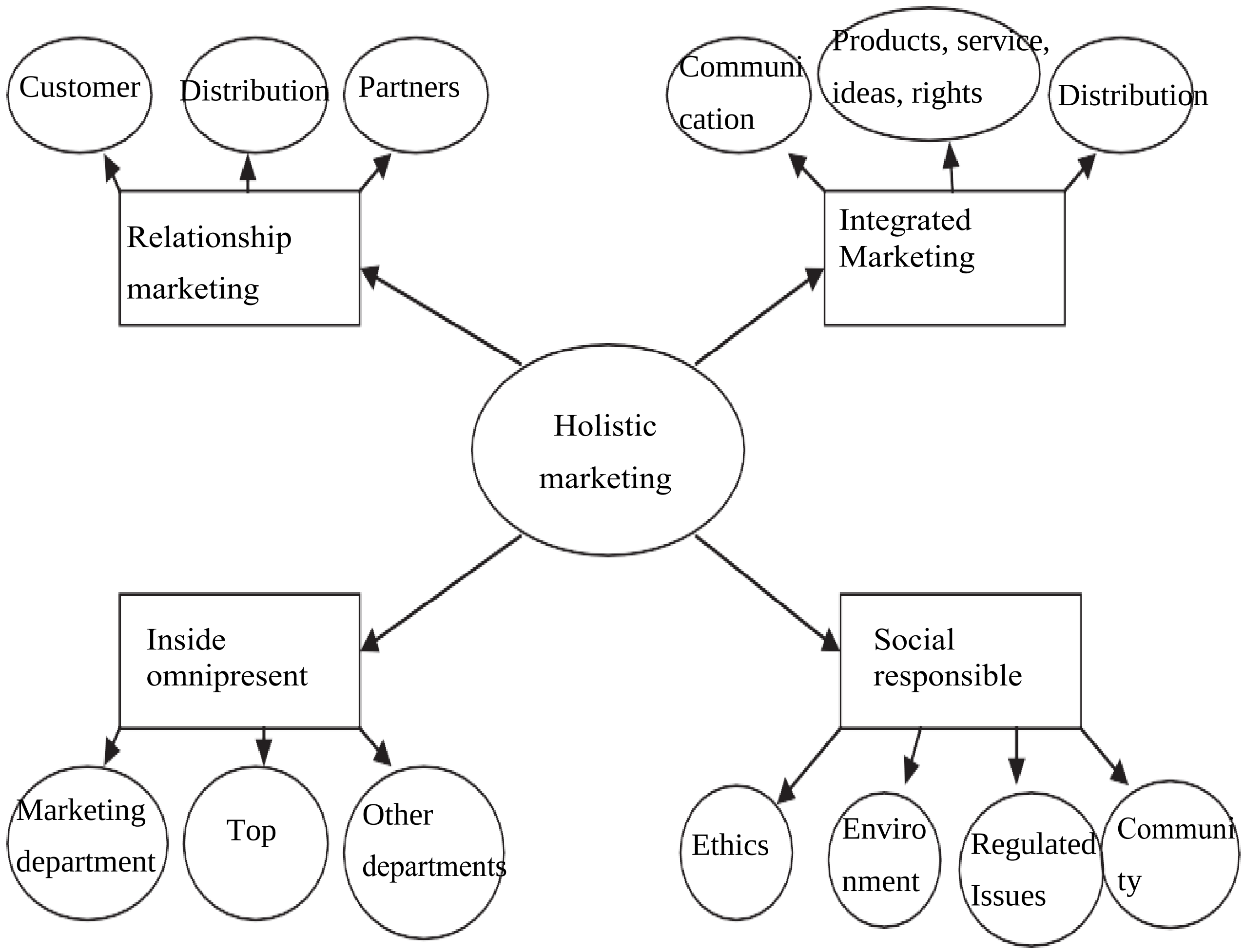
On the other hand, Philip Kotler, the father of Modern Marketing, in his book "Marketing Management" defined 'marketing' as "an administrative and social process through which individuals and groups obtain what they need and desire by the generation, offering and exchange of valuable products with their equals".

In general, the term "marketing" can be described as a management process through which products and services move from concept to the customer. These include identification of a product, determining demand, deciding on its price, selecting distribution channels and promotional strategy. (Available at: https://marketbusinessnews.com, Accessed 2nd January 2019).

In order to succeed in the competitive market, organizations need to consider the holistic marketing approach which consists of the following four marketing components (Kotler and Keller, 2006, p.18):

- ❖ Relationship marketing: the focus is to develop deep, enduring relationships with all stakeholders that affect the success of the firm's marketing activities. The goal of relationship marketing is to build mutually satisfying long-term relationship with customers, employees, partners (channels, suppliers, distributors, dealers, agencies), and members of the financial community (shareholders, investors, analysts). The result of a correctly applied relationship marketing is a strong marketing network.

- Social responsible marketing: the main aim is to create and deliver value to customers without endangering social wellness (Kotler and Keller, 2006). All marketing decisions and activities should be guided by laws, business ethics, society, respect to the environment and all marketing activities that may be harmful to the society should be avoided.
- Integrated marketing: integrated marketing consists of building a consistent and smooth customer experience across all the touch points where customers interact with the brand. It ensures the delivery of effective messages to potential customers.
- Internal marketing: internal marketing is focus on company’s employees and requires that the organization’s employees be treated as internal customers who need to be convinced of the organization’s vision and mission. Internal marketing includes two levels: the functional level where production, customer service, sales force work together; and the managerial level when management should have “customer center approach” (Kotler and Keller, 2006, p.20; Sargeant, 1999)



Source: adapted after Kotler, Ph., Koller, K.L., Marketing Management, 12th Edition, Pearson Education, Upper Saddle River, New Jersey, 2008, p.61.

The holistic marketing finds its fundaments in the Marketing Mix, which will be analyzed in Chapter 1.3.

Advertising is important concept in the study of marketing. While people often use marketing and advertising interchangeably, the two concepts differ in a number of features.

Advertising is only one component of marketing that assume a form of communication that operates with objectives and strategies to affect consumer's thoughts, actions and feelings in the direction that the sponsor desires. If someone was asked to describe it simply, she/he could answer that advertising is about creating a message and sending it to targeted audience, hoping they will respond in a particular way.

There is a great deal of controversy when it comes to the question whether advertising has positive or negative influence on potential consumers. This is because advertising may affect consumer behavior, leading people to buy things or services they do not really need. On the other hand, advertising may serve as means of entertainment. Undeniably, advertisement and society are in a constant interaction – advertisement affects society and vice versa (Moriarty et al.,2015)

Kotler (2000) defines advertising as any paid form of non-personal presentation and promotion of ideas, services, or goods by an identified sponsor. In practice, it is difficult to define because it encompasses a broad range of philosophies and viewpoints. The revised Code of Ethics adopted and enforced by the Australian Association of National Advertisers (AANA) in April 2016 states that:

"Advertising of Marketing Communications means any material which is published or broadcast using any Medium or any activity which is undertaken by, or on behalf of an advertiser or marketer, and over which the advertiser or marketer has a reasonable degree of control, and that draws the attention of the public in a manner calculated to promote or oppose directly or indirectly a product, service, person, organization or line of conduct".

The above definition also includes "any activity which is undertaken by or on behalf of an advertiser or marketer for payment or other valuable consideration". The Code of Ethics, embraces direct-to-consumer new and emerging technologies, reflecting the fact that the "consumer does not recognize the subtle differences between advertising, sponsorship, direct mail, sales promotion, events or trade fairs" (Australian Association of National Advertisers (AANA), "AANA Code of Ethics", Available at http://www.aana.com.au/advertiser_ethics_code.html, accessed 27 December 2019).

Thus, we might conclude that "advertising is paid, mediated form of communication from an identifiable source, designed to persuade the receiver to take some action, now or in the future (Richards J., Curran C., Journal of Advertising, 2002, Vol. 31, No 2, pp. 63-77). In general, advertising involve the following six basic features (Moriarty S., Mitchell N., Wells W., p.5, 2014):

1. A paid form of communication and can be either direct or indirect.
2. It has designated sponsor, but it may not be obvious to the reader or viewer.
3. Comprise objectives which make up a strategy. A minimum desirable result of advertising is to create awareness of a product, idea or company. If the latter is achieved, the next step consists of positioning a product, service, idea or organization so that a brand relationship is built.
4. The goal advertising is to reach the largest audience with the lowest possible cost.
5. Reach target audience at the most appropriate time or place.
6. The message can be transmitted through many kinds of communication channels, both direct and indirect.

In summary, advertising is any form of communication in the most cost-efficient way which aims to achieve the marketer's objectives. Media or any form of activity can be used to reach audiences (chapter 1.6).

1.2 Marketing implementation

Marketing rotates around fulfilling customer's needs. Business movement depends on the guideline of completely fulfilling client needs through items or administrations as opposed to on the sole objective of selling items and administrations, which centers only around the fulfillment of the business/organization needs. At the end of the day, the essential goal of any organization should comprise of the total fulfillment of the customer's needs.

Marketing techniques are urgent determinants for an accomplishment of an offered organization to accomplish its target. Picking the correct advertising systems that fit the organization item or administration plays foremost significance for the achievement or disappointment of an organization. There are many promoting typologies extending from conventional showcasing, to advanced advertising that was conceived during the 1990s. The typologies vary depending on scope, and marketing implementation. However, the most common types of marketing that are relevant for this research include:

- Business Marketing (B2B): products and services are not sold to the general public but to other businesses.
- Consumer Marketing (B2C): selling products and services to individual buyers.
- Brand Marketing: products have to build their own "brand" and thus, become more attractive and successful.
- Public Relations Marketing: involves a variety of programs designed to maintain or enhance a company's image and the products and services it offers (Berry and Wilson, 2000).
- Guerilla Marketing: an unconventional form of marketing in order to promote a product or service.
- Digital Marketing: marketing of products or services using any digital technology (social media, e-mail, mobile apps).
- Social Marketing: social marketing is the explicit use of marketing skills to help translate present social action efforts into more effectively designed and communicated programs that elicit desired audience response (Kotler and Zaltman, 1971, Vol.35, p.5). Due to the fact that NGOs marketing is based on Social Marketing, special attention should be given to the latter (it will be further analyzed in Chapter 3).

1.3 Marketing mix – The 4 Ps

The concept of the marketing mix, originated from the single 'P' (price) of microeconomic theory (Chong, 2003), was first introduced around the 1950's by Neil Borden. It is a set of marketing tools that the firm uses to pursue its marketing objectives in the target market (Kotler, Ang, Leong and Tan, 1999). In 1964 American Professor of Marketing Jerome McCarthy developed the "marketing mix", often referred to as the "4Ps". Organizational goals of each company can be achieved by the right blending of the 4 Ps.

These four elements are: (McCarthy, 1964)

i. *Product*: regarded as a system of tangible and intangible assets, through which consumer satisfaction and business profits are increased. As "product" can be as well considered an idea, a good, a service or a combination of them. In addition, when a consumer purchases a product or service, he also buys the utility. That means, at the same time, he also buys the benefit that the product provides. In other words, each product has technical and symbolic features. It can indicate any of the following: quality, form, design, features, packaging, size, warranties, brand name of the product etc. (Sargeant, 1999; Kotler and Keller, 2006)

ii. *Price*: price is demonstrating the cost of the item and organizations benefit (Sargeant, 1999). Price is an important factor that influences a customer's decision to repurchase, recommend and create loyalty to a given business (Kandampully J., Suhartanto D., 2003). It affects both the image and the brand name of a business.

iii. *Place*: it is demonstrating the area where the item will be put and channels through which the product or service will be transported or conveyed (Sargeant, 1999). Organizations need to settle on the spot of where and how to disseminate the item to the client, which are fulfilled if items are accessible at whatever point they need them and in the adequate amount.

iv. *Promotion*: promotion incorporates deals promotion, promoting, deal specialists, open relations, coordinate promoting (Sargeant, 1999; Kotler and Keller, 2006; Waterschoot and Bulte, 1992) and any other means that can be used to inform the customer about product or service existence. Usually promotion has a positive effect on base sales. Thus, each seller must tailor product promotion to suit the product and the market segment (Dekimpe M. G., Hanssens D. M., 1999)

Marketing mix became a universally accepted marketing model, yet it was often criticized for being product oriented or excluding services (Grönroos,1994). Thus, it does not fit to every market situation.

As a response to this criticism, Booms and Bitner (1981) further extended McCarthy traditional marketing mix by introducing 3 additional Ps: physical evidence, process and people. The Booms and Bitner's Service Marketing Mix is also called the 7P model or the 7 Ps. The *physical evidence* alludes to the earth where administrations are given. It really lies in the association among representatives and clients, typically accompanied by a substantial product. For the most part, the physical evidence “speaks” to an assistance by making business cards, handouts, site, reports and so on. Physical evidence assumes an essential job in the plan of a positive client experience. Since administrations are immaterial merchandise, clients will in general quest for evident pieces of information to assist them with understanding the sort or nature of the organization that is giving services. Moreover, fulfilled clients lead to the "verbal" promoting. In the event that current clients are fulfills with the administrations given by a specific organization, they will recommend it to the likely clients. In this case, social promoting, despite being not unmistakable, turns into a valuable device.

The *process* is attached to exercises and techniques where client inclusion for administration conveyance is necessary. It is a basic component inside the whole marketing mix strategy as it includes all exercises and administrations where individuals included play a significant role. Because of the way that includes a chain of exercises, it is significant that the holding up period between the exercises be considered. This is actually the motivation behind why it is essential to live up to clients' desires in regards to conveyance times.

Another basic characteristic of a process in relation to a service is the evidence to be provided to the customer which often makes up a customized approach based on the customer's expectations and needs. Two other important factors are the delivery system and the flexibility of the employees. behaviour (Van Vliet, V., 2011)

The last “P’ is *“people”*, which refers to who are in contact (direct) with the customers. An organization's prosperity depends for the most part on its representatives and on their responsibility. This is a motivation behind why the fixing "people" is imperative. The last "P" is "people", which alludes to workers who are both straightforwardly and by implication occupied with the conveyance or exchange of the administration. For the most part, these are fundamentally people of the organization that convert quality into assistance (client contact representatives, staff and management). It is significant that administration organizations deal with the efficacy that the client contacts workers. This will help screen the nature of the administration regarding behaviour and attitudes (Van Vliet, V., 2011).

1.4 Advertising strategies

When it comes to promoting a product or service, advertising is considered as one of the most popular forms of communication. Advertisement is targets both current and potential buyers. Every business must take the following 5 steps before moving on to a promotion:

- ❖ Determine communication target: potential interchanges destinations incorporate creating awareness, anticipating a picture, shaping perspectives, invigorating a desire and influencing a deal. In contrast with sales promotion, which is momentary affectations to purchase, correspondence objectives are considered fruitful when you persuade clients through predictable support that your image has precisely what they are searching for.
- ❖ Pick the advertising message: it must be deliberately focused to affect the target audience. A portion of the qualities that a fruitful commercial ought to have are the following: be authentic, significant and particular.
- ❖ Discover an advertising media or media mix it will use to promote its item or service. It is significant that any business examine which media channels will probably arrive at the intended interest group.
- ❖ Determine the target audience: one of the most significant purposes of any promoting effort is to contact the correct crowd.
- ❖ Analyze whether the advertisement will be viable. Probably the most fundamental ingredients that can make an ad effective are to keep them pertinent, to portray what makes your item stick out, to utilize "clients' language" and to incorporate a call to action.

1.5 Principles and objectives of advertising

Advertising began as an approach to recognize the creators of products, and this proceeds continues today. To increase a superior comprehension of how advertising functions, it is indispensable to make reference to the four roles that it plays in both business and society (Moriarty S., Mitchell N., Wells W., 2014 p.5).

- *Marketing role*: it is certain that advertising is one of the most significant instruments of marketing promotion. Nevertheless, it concerns just a small part of activities and duties expected of an advertiser.
- *Communication role*: there are two procedures that are utilized to accomplish communication. The first is called hard-sell approach and it is executed by utilizing

arguments to persuade buyers. The subsequent method is called delicate sell approach. In this methodology the point is to contact buyers' feelings and to assemble a positive picture for your item. At this point, the goal of the correspondence job of advertising incorporates the formation of a brand picture and the update of customers or possible buyers. Taking into consideration the two strategies, it may be referenced that the focal point of the correspondence job comprises of reliability and client assistance (Moriarty S., Mitchell N., Wells W, 2014., p.6).

- *Economic role:* advertising has the way to make financial effect. From one viewpoint, advertisement can incorporate items that give a levelheaded parity of value and cost. Then again, promotion can concentrate on some other positive angles as opposed to the cost and in this way lead the buyer to settle on a choice dependent on brand image or feelings (Moriarty S., Mitchell N., Wells W., 2014 p.6-7)
- *Sociocultural role:* advertising adds value to our experiences of products and to our perceptions from multiple points of view. To be exact, it makes us think about items simpler, it improves our stylish sense by setting up good examples that we can relate to, it causes us communicate as characters, it stays up with the latest with patterns and developments. Advertising utilizes components, trademarks and thoughts from various sources (e.g. literature, art) in a way that will attract consumers build a brand and inspire dedication (Moriarty S., Mitchell N., Wells W., , 2014 p.7).

When developing an advertising program, successful companies commence by identifying the target market and buyer motives. Then they can move on to the five critical 'Ms'of decisions. The first decision is the *Mission* which defines the advertising objectives? Then, the budget is analyzed – *Money*. The third M is the *Message* to be disseminated. The fourth 'M' stands for and deals about the *media* channels to be used. Lastly, *Measurement* should be taken into consideration (evaluation of the results).

There are numerous advertising objectives, including creating awareness and interest, boosting sales, establishing and sustaining a product, and informing and maintaining the group in target. One way of categorizing advertising objectives is to look at the purpose or aim is the advertisement trying to persuade, to inform or to remind?

Informative advertising is closely tied to the creation of primary demand. The next stage, called "competitive stage" is the persuasive advertising. At this point, primary demand is no longer the main goal. What matters most is the selective demand for a specific brand.

To summarize, Reminder advertising requests for the most part to mature products. Precisely, any promoting goal ought to be founded on the investigation of the current marketing situation. For instance, if an item is developed, the organization is the market head, and brand use is low, the correct target ought to be to invigorate more usage. If the product class in new, the organization isn't the market leader, however the brand is better than the leader, at that point the best possible goal is to persuade the market of the brand's prevalence. (Available at: http://intranet.tdmu.edu.ua, Marketing policy of communications. Advertising in the system of pharmaceutical marketing, , Accessed 3 January 2020).

1.6 Strategic planning and decision-making process

The concept of “strategic planning” has been widely studied subject in of business. Strategic planning has been widely utilized not only in the private but also in the public sectors (Garcia-Falcon & Medina-Munoz, 1999). The 1970s and 1980s were considered as “the years of strategic planning”, in the sense that major emphasis was placed on specifying the overall direction and the centralized control of planning activities. During this period, , most of the focus was to understand the business environment. Managers were concerned to predict events via a detailed analysis of cause-and-effect relationships. While promoting more awareness of strategic issues in terms of the external environment, the process still tended to focus on the preparation of corporate-wide plans.

Several authors (Krallinger & Hellebust, 1993; Charney, 1995; McClamroch *et al.*, 2001) define strategic planning as the formulation of long-term organizational goals and objectives, including the selection of the appropriate strategies to achieve these goals and objectives. In addition, it is considered very important in the area of local development and community economy, since public–private partnerships are based on the representation of common interests in order to define the development goals and motives, which in most cases have different characters (Bennett & Krebs, 1991, p. 53; Syrett, 1994; Williams, 2002; Markey, 2005).

After a thorough literature review, it can be concluded that the general model of a strategic management process includes eight phases (normative model): defining the mission, setting objectives, analysis of the external environment (environmental analysis), analysis of the internal environment, development of strategic alternatives, strategy selection, implementation of the strategy, and control of the strategy.

The first step, as mentioned above, is the establishment of the mission. A mission determines the general direction and purpose of a business. After completing the first step, one should move on to setting targets (step 2) (Available at: https://onlinelibrary.wiley.com/doi/epdf/10.1111/j.1467-6486.1985.tb00013.x., Accessed 6 January 2020)

Once the mission is clarified and the objectives set, it is vital to continue with the analysis of the external environment. Firstly, resource availability and possible actions of competitors must be analyzed. Then, opportunities and threats can be identified. In “opportunities” we can include all the activities in which a business has a competitive advantage. “Threats” are defined as changes or developments in the environment that may threaten or harm a business.

Environmental analysis is known as well under the name of “SWOT” analysis (Strengths, Weaknesses, Opportunities, Threats). Stacey (1993) describes SWOT analysis as:

“A list of an organization's strengths and weaknesses as indicated by an analysis of its resources and capabilities, plus a list of the threats and opportunities that an analysis of its environment identifies. Strategic logic obviously requires that the future pattern of actions to be taken should match strengths with opportunities, ward off threats, and seek to overcome weaknesses.”

Analysis of internal environment commences with the analysis of company’s resources (physical, human, financial, organizational and intangible). It is however emphasized that each business must combine its resources in such a way as to lead to new opportunities. Furthermore, internal analysis includes the identification of company’s strengths and weaknesses. This is accomplished in the so-called “VRIO” framework. The VRIO-framework is a systematic approach to analyzing resources and capabilities through a series of four questions about the resources or capabilities of a firm (Barney, 2007). The question of *Value* (‘Do a firm’s resources and capabilities enable the firm to respond to environmental threats or opportunities?’), the question of *Rarity* (‘Is a resource currently controlled by only a small number of competing companies?'), the question of *Inimitability* ('Do companies without a resource face a cost disadvantage in obtaining or developing it?'), and the question of *Organization* ('Are a firm's other policies and procedures organized to support the exploitation of its valuable, rare, and costly-to-imitate resources?'). Based on the results of such analyses, a decision maker should be able to determine the competitive potential of the considered resources and capabilities and classify them as strengths or weaknesses. More specifically, resources and capabilities are classified as representing a competitive disadvantage, competitive parity, a temporary competitive advantage or a sustained competitive advantage. Arguably, resources and capabilities falling into the category of sustained competitive advantage are likely to simplify superior performance for a big period of time.

CHAPTER 2

NON-GOVERNMENTAL ORGANIZATIONS (NGOs)

Nowadays, non-governmental organizations (NGOs) contribute significantly to the global economic, political, business and social environment. Numerous NGOs function with the scope of providing services and goods in order to alleviate social and environmental issues. Specifically, many NGOs through their commitment and engagement manage to help societies in need by fighting hunger, improving health care, etc. However, since the end of Cold War, the most important activities of NGOs focused on the following areas: environment, human rights and humanitarian affairs. In addition, NGOs positive impact and focus on arms control and disarmament is worth mentioning.

2.1 Defining NGOs

The term "non-governmental organization" dates from 1945, when the United Nations invented the expression. NGOs are conceptualized differently from country to country. Existing literature characterizes NGOs as organizations that are enrolled, or as bunches of people who are accumulated on intentional bases; or as a gathering of private people who work freely from the state with a reason of ameliorating community life without any commercial advantage (KCSF, 2005). However, there is no generally accepted definition of an NGO, the UN defines NGO as:

"Any non-profit, voluntary citizens' group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of services and humanitarian functions, bring citizens' concerns to Governments, monitor policies and encourage political participation at the community level. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements. Some are organized around specific issues, such as human rights, the environment or health". (United Nations, Arrangements and Practices for the Interaction of Non-Governmental Organizations in All Activities of the United Nations System, (New York: Report of the Secretary-General, United Nations, 1998), para. 1)

On the other hand, the World Bank defines NGOs as "private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services or undertake community development."

Despite the variations in defining NGOs, there are some basic features that most NGOs share. Firstly, an NGO must be independent from the direct control of government. In other words, an NGO will not be constituted as a political party; it will not be seeking profit and it will not participate in violent activities. These characteristics apply in general usage, because they match the conditions for recognition by the United Nations. However, not all NGOs fulfill the characteristics specified by the United Nations. In practice, some NGOs closely identified with a political party or generate income from commercial activities, and a small number of NGOs may be even associated with violent political protests (Willetts, P., 2001)

Moreover, non-profit sector sometimes referred to as a third sector: neither governmental, nor business, but characterized by its orientation toward social responsiveness. (Keller and Murray, 1975).

The term "Non-governmental organization" is also known by different expressions, including NFPs (Non-For-Profits), NGOs (Non-Governmental Organizations), NPO (Nonprofit Organizations), CSO (Civil Society Organization), NFGOs (Non-For-Gain Organizations), the voluntary sector, charitable sector, independent sector, third sector, tax-exempt etc. (Sargeant, 1999; Salamon and Anheier, 1997).

To sum up, a non-governmental organization is an organization that aims to ameliorate social life without seeking profit for its shareholders. NGOs are created with the main goal of improving society and addressing serious humanitarian and environmental problems.

2.1 History and evolution of NGOs

Helping the ones in need in different ways was a feeling always present in societies since long time mostly due to religious views. Charity, voluntary work and philanthropy are present in every culture or religion.

Though the origins and concept of NGOs are found in the 19th century, it was only after the formation of United Nations that the term "Non-governmental organization" was introduced (1945). However, a more detailed description of NGOs appearance and evolution should be presented in this chapter in order to fully understand the way they appeared and grew in number throughout the decades.

The establishment of the British Foreign Anti-Slavery Society in 1838 is the appearance of the first NGO. This was followed by the International Labor Organization, due to the labor movement. The establishment of the International Aid Committee (1863), renamed in 1876 as the International Committee of the Red Cross represents the first organized NGO with corresponding branches in other countries. The first established NGOs used to deal with labor, international legality, transport, communications and health. These issues were of particular interest to the United Nations. At the San Francisco conference in 1945, many representatives of non-governmental organizations were involved in the weaving of the United Nations Charter on Human Rights, but the polarization of superpowers in the 1950s and 1960s marginalized NGOs.

Since the 1960s, important NGOs have been established that have played a vital role in the international community. The founding of Amnesty International in 1961 laid the fundament for the creation of independent NGOs. Amnesty International has taken on human rights defenses and has not been afraid to confront states that violated the latter. WWF, also established in 1961, aims to protect the environment and wildlife. These organizations are still distinguished today not only for their humanitarian values but also for their ability to mobilize large sections of the public on international level, mostly through their branches in various countries. By the end of 20th century many other important organizations emerged as well, such as Human Rights Watch, Save the Children International, Women's Environment and Development Organizations, etc. (United Nations Development Program, Human Development Report 2002 p.5.)

The following decades, 1980s and 1990s, were marked by an explosion in the number of NGOs. Precisely, the number of NGOs counted in the OECD countries of the industrialized north increased from 1,600 in 1980 to 2,970 in 1993 (Spiro P., 1995, New Global Communities: *Non Governmental Organizations in International Decision making Institutions, Parameters*, Vol. 1, No.3, p.47). During the same period, the total NGO spending rose from $ 2.8 billion to $ 5.7 billion, while in 1992 NGOs provided $ 8.3 billion aid to developing countries, representing 13% of global external assistance (Smillie., L., Helmich., H., 1993).

The 176 NGOs counted in 1909 had grown to 28,900 by 1993, with the biggest increase in the number of NGOs appearing in developing countries. This was attributed to the impressive development of some NGOs that covered health and education in thousands of communities, especially in the Southern Hemisphere (*Commission on Global Governance, Our Common Neighborhood: The Report of the Commission On Global Governance*, 1995).

Since then, the role of NGOs as well as their presence has been continuously increasing. NGOs have now managed to penetrate the decision-making centers, while NGO representatives are included in the national delegations of the countries.

After the thorough description of the appearance and increase of NGOs mentioned above, it is of important academic interest the "go back in time" and mention Korten's "generation" theory of NGOs. According to David Lewis and Nazneen Kanji (2009), most NGOs emerge from relatively small-scale origins and grow over time into larger and more complex organizations (Lewis D., Kanji N., *Non Governmental Organizations and development*, p.13). Korten (1990) carried out a study in which he explained the evolutionary process of NGOs based on 4 "generations" (add table). In the first generation, called "Relief and welfare", an NGO provides aid for those in urgent need (for example, provide health facility or food). In the second generation (Community Development), NGOs focus on objectives of building small-scale, self-reliant local development initiatives as they acquire more experience and build better knowledge, and may become more influenced by other agencies, such as donors. A stronger focus on sustainability emerges with the third generation (Sustainable Systems Development), and a stronger interest in influencing the wider institutional and policy context through advocacy. In the fourth generation (People's Movement), NGOs become more closely linked to wider social movements and combine local action with activities at a national or global level, aimed at long-term structural change. Korten's (1990) generation model is useful because it explores the way that some NGOs change, influenced by both external pressures and internal processes." (Lewis D., Kanji N., *Non Governmental Organizations and development*, p.13-15).

	FIRST Relief and Welfare	SECOND Community Development	THIRD Sustainable Systems Development	FOURTH People's Movements
Problem/Definition	Shortage	Local Inertia	Institutional and Policy Constraints	Inadequate Mobilizing vision
Time Frame	Immediate	Project Life	Ten to Twenty Years	Indefinite future
Scope:	Individual or Family	Neighbourhood or Village	Region or Nation	National or Global
Chief Actors	NGO	NGO plus community	All Relevant Public and Private Institutions	Loosely Defined Networks of People and Organizations
NGO Role	Doer	Mobiliser	Catalyst	Activist/Educator
Management Orientation	Logistics Management	Project Management	Strategic Management/Management	Coalescing and Energising Self-managing networks
Development Education	Starving children	Community self-help	Constraining Policies and Institutions	Spaceship Earth

Source: Korten D.C., (1990): Getting the 21st Century Voluntary Action: Global Agenda

There is no doubt that NGOs find their roots in the relief of human sufferings in any form it may exist. However, some of them may appear to have developmental roles as well. In this way, Korten's framework is effective because the manner in which NGOs transformed throughout time becomes clearer.

2.3 Objectives, types and characteristics of NGOs

The presence of NGOs is vibrant. It seems that NGOs will remain global policy players for many of the coming decades. They have been created in almost every area: from religion to transportation and from art to science. Nowadays, as it is known, NGOs do not operate in a strict frame; they do not keep distance from governments or intergovernmental organizations. Particularly after the end of Cold War, NGOs have played a prominent role in interacting with governments and with the United Nations. Most of all, they interact among them as part and parcel of transnational action networks that deal with a variety of issues. As already mentioned in the beginning of this chapter, since the end of Cold War, the most important activities and objections of NGOs had focused on the environment, humanitarian affairs, human rights, activity on arms control and disarmament.

The fact that NGOs play wide role in many sectors has been recognized. Education, monitoring, information, public opinion mobilization, service delivery, networking, agenda preparation, have all been identified as NGOs' goals and / or functions. Weiss and Gordenker have indicated that these roles and functions can be classified into broad categories such as *business*, *education* and *support*. The cases that NGOs take over operational roles are tied to situations that are actively involved in the delivery of services. This includes as well informing their members (LeRoy Bennett, A., Oliver, J., 2006, p.354).

In particular, *business* NGOs are associated with providing human resources for humanitarian relief required after natural or other disasters, migration or refugee waves. As business NGOs can also be considered the ones that make a specific and unspecified development offer in resources, such as financial or technical assistance.

Both *educational* and *support* roles are more abstract and are addressed to national or international communities that create policy and are empowered and responsible to act. *Support* NGOs generally have some particular political conclusions or lists of topics that they want to highlight, or situations they want to change. Their main objective is to reflect their positions in international governance. Some main elements of this form of support is the provision of information and assistance to policymakers to better understand the technical language of conventions and the mobilization of public support for particular actions. *Support* NGOs may also prevent governments from applying something or make them consider an issue that was previously neglected.

Educational NGOs address both to their members and to the general public aiming to mobilize public opinion and to trigger interest. (LeRoy Bennett, A., Oliver, J., 2006, p.355).

There are different roles and forms of intervention that NGOs apply. Usually, humanitarian aid and development assistance activities are undertaken in case of a serious crisis. When the humanitarian crisis comes from a pestilence (e.g. Ethiopia), war (e.g. Kosovo), a natural disaster, a bankrupt state, or a hurricane, "NGOs that provide assistance in these situations often specialize in one or more of the five activities that are included in the concept of "aid": food distribution, housing, water, hygiene, and medical care. " (Natsios., A., 1995, p.69). World Vision, Oxfam/UK, Catholic Relief Services (CARE), Save the Children and Médecins Sans Frontières (the organization of which the case study of this thesis constitutes) are the most important NGOs that are specialized in managing those resources.

The traditional way of providing help before the mid of 1980's consisted of distribution of goods and support in organizational terms. However, with the first outbreak of pestilence in Ethiopia in 1985, NGOs and United Nations started developing programs for post-pestilence. Nowadays, aid planning includes many sectors, such as health care, planning and development of agriculture, reforestation etc (LeRoy Bennett, A., Oliver, J., 2006, p.356).

NGOs activity usually evolves with the support both of the national government and of one of the aid institutions in the United Nations system: the World Food Programme, the United Nations High Commissioner for Refugees, and UNICEF. The interaction between the UNHCR and NGOs is worth noting, as well as the one of UNICEF, focusing on the needs of children and women. In addition, even though under the management of the Food and Agriculture Organization of the United Nations, the World Food Programme is cooperating with large NGOs for providing food aid.

As mentioned above, in addition to the role of NGOs in development assistance, they are also present in the promotion of humanitarian rights. Since the design of the UN Charter, NGOs human rights support was substantial and effective. In particular, NGOs had a great impact on the creation of mechanisms in the UN that would monitor whether the human rights were respected. For this reason, Human Rights Committee was created and later, the United Nations High Commissioner for Human Rights. More important, however, is that human rights NGOs have become the primary source of information on which the mechanism operates. In particular, during the UN Vienna Conference on human rights, NGOs positions and initiatives were recognized and supported from the Conference. A second substantive effect of the Conference was the institutionalization of the High Commissioner for Human Rights. (LeRoy Bennett, A., Oliver, J., 2006, p.362).

Following the objections analysis of NGOs and their impact on promotion of human rights, their typology will be presented. In general terms, organizations can be divided into three categories (Blau, P., Scott, R., 1962):

Membership organizations (members are the prime beneficiary). These organizations include religious organizations, labor unions, professional associations and cooperatives.

- Non-membership organizations: philanthropic institutions, NGOs, service clubs, non-profit companies.
- Organizations that aim to provide services and goods specific target groups, such as business organized NGOs, donor-organized NGOs and Government-organized NGOs (Blau, P., Scott, R., 1962).

Through this general organizations categorization one can see the NGOs categorization as well (second and third bullets).

The third part of the current sub-chapter constitutes of NGOs characteristics. Overall, the main characteristics of a Non-governmental organization are the following: firstly, it should not seek profit for any private organization or for its members. Secondly, it should not depend on political activities. Thirdly, it is vital that the government restrains from the establishment and functioning of the NGO. In addition, NGOs should base their functioning and administration on the UN Charter. Moreover, the participation in these organizations has to be voluntary and they should be a collective property of those who support it financially and those who receive their services. Finally, NGOs need to be autonomous in their operations and financing.

2.4 Funding sources and strategies

The funding of NGOs is both important and controversial at the same time since it may have an impact on their functioning. There is no doubt that the autonomy of NGOs' is guaranteed by their financial independence. The less NGOs are financially dependent on public administration or the private sector, the easier it is to freely express the views of the groups they represent.

This fact leads to the financial sources being directly linked to the organizational level of NGOs; on one hand, organizations with wider scope provide resources for their operation and develop new activities by gradually adopting a form of professionalism. On the other hand, organizations that are not coherent face enormous funding problems, which may lead to their ineffectiveness.

NGOs projects funding may rely on either internal or external sources. Undeniably, NGOs tend to depend on donations as well.

1. Internal sources

- Membership fees: the most common source of funding. Membership fees are actually annual fees charged for becoming a member of the organization.
- Individual donations: any person that is a member of the NGO may donate to the latter.
- Subscription: as subscription is considered the fee charged for subscription to any publication.
- Sales of products: as internal funding sources may be considered the sale of items such as food, handmade items etc.
- Interests/dividends: interest/dividend is received during an investment of NGO.
- Rent: rent may be considered as internal funding if the organization leases out its property like office.

2. External sources

- Public donations: donations with the purpose of charity are included in this category.
- Government: Many NGOs rely heavily on government funding to work on their projects, despite their independence from it.
- Funding agencies
- Corporations

However, if we were asked whether NGOs are influenced by their sponsors, emphasis would had been placed firstly on their independence, and secondly, whether the over-reliance on sponsors affects the way they operate.

It is commonly agreed that donors' incentives are not just expressions of humanitarian interest. Neither are they the promotion of democracy and pluralism in the context of 'civil society'. It would be fair to admit that through financing, individual funders try to serve their own interests as well as influence financial, political or social situations. Nonetheless, the funding they provide has the form of contracts and relates to specific goals and programs, according to their needs and priorities.

When considering sponsoring an NGO, first action states take is to send observers-evaluators of the situation in the field and then request NGO offers. However, it should be noted that the nature of the NGOs themselves has changed with their agenda being politicized. They are no longer solely humanitarian organizations. Instead, they use terms such as, “transparency”, “participation”, “responsibility”, etc. Every crisis today is a political crisis with humanitarian consequences. Even though actions such as sending medicines, food or tents are enough to soothe the affected groups in the short term, they are insufficient to radically resolve problems in the long term.

Since aid is a political act as well, NGOs seeking to minimize negative side effects must think politically. This is the crucial point between NGOs and states’ relationship. There are cases where large NGOs failed to comply with state requirements or developed significant initiatives that forced states to launch actions that they might not otherwise had undertaken. In a free economy all of the above is legitimate. Burdens might appear when the interests of funders don’t intersect with NGOs goals, causing NGOs to even contradict their work, at the expense of common good.

The problem of dependency is more acute in smaller NGOs, where the need for funding leads them to agree with the conditions of the funding bodies. As mentioned above, this might affect the degree of independence of their action.

To sum up, NGOs financial autonomy can only be guaranteed by independent funding (e.g. volunteering, donations) as they will only be able to play their role if they are truly independent from public authorities. However, a financial support based only on citizens is not an easy task as people have lost trust in NGOs due to rumors that some NGOs provide protection and service to their not-so-innocent sponsors (Pimplis, M., 2006). That is why NGOs should focus on regaining confidence in order to become at least to some extent independent from states’ funding and to be able to freely serve their primary objectives.

2.5 Patterns of NGO funding

There are thousands of NGOs today operating either internationally or limited in specific countries. The 1995 United Nations report on governance estimated the number of international NGOs at 29, 000. In addition to this, there are thousands of other NGOs operating domestically and raise funds only in the country where they have been established. NGOs rely on money from a variety of sources, including individual donors, foundations, corporations, and governments and for the dramatic proliferation of NGOs around the world means a strong competition for funding. While NGOs are an important part of the global civil society and play a significant role in world affairs, not all NGOs are created equal. Eight international NGOs (World Vision International, Oxfam International, Save the Children International, Plan International, Médecins Sans Frontières, CARE International, CARITAS International and ActionAid International) had combined revenue of more than US$11.7 billion in 2011, greater than the total GDP of many developing countries (Morton., B., 2013)

CHAPTER 3

MARKETING AND PROMOTION OF NGOs

As Non-governmental organizations found themselves under pressure common for for-profit organizations (e.g. competition for sponsorship), they needed to apply business-like techniques (Andreasen and Kotler, 2003; Alexander and Weiner, 1998; Dolnicar et al., 2008). These techniques and approaches have been recognized as important to non-profits by the academic field (Gonzalez et al., 2002); with the marketing concept being the most important in this case as it requires an understanding of the customer (Day, 1994).

Kotler and Levy (1969) believe that marketing's role is very important for NGOs. They claimed that all organizations engage in marketing. Thus, they must have a deep understanding of how the latter works. Moreover, the non-profit sector has characteristics of marketplace issues where enrollments decrease, costs take off and strong competition is present. Due to the characteristics mentioned, it was supported that marketing had an extraordinary deal to offer the non profit sector in order to "survive, grow, and strengthen their contributions to the general welfare" (Kotler, 1979, p. 44).

The emphasis on applying marketing to non-profits has been shaped not only by the work of Kotler and Levy (1969), but also by the work Kotler and Zaltman (1971) and Shapiro (1974). Their support of the application of marketing strategies to the non-profit environment has created a change in the mentality from realizing the profit in applying marketing concepts and tools in the non-profit field to the emphasis of a more procise approach through the help of strategic planning (Dolnicar, S., Lazarevski, K. 2009, p.6).

3.1 Effective marketing strategies of NGOs

Is it widely known that the adoption of a market oriented perspective is important for non-profit organizations (Andreasen and Kotler, 2003; Gonzalez et al., 2002; Kara et al., 2004; Macedo and Pinho, 2006; Padanyi and Gainer, 2004; Sargeant et al., 2002). However, unlike for for-profit organizations, market orientation might not apply to non-profit organizations due to the fact that their mission is defined in advance and cannot be altered adapted to the updated market needs. Nonetheless, according to Sargeant (1999), there are three categories of marketing strategies that apply to non-profit organizations: Overall Marketing Direction, Segmentation Strategy, and Positioning Strategy.

The first marketing strategy for NGOs – Overall Marketing Direction is divided in 4 basic "sub-strategies":

- ❖ *Market Penetration* strategy considers the plausibility of extending its showcase share at the existing markets with existing items, by cost reduction, strong marketing presence, and innovative distribution channels (Marketing Teacher, 2000).
- ❖ *Product/Service Development* strategy considers bringing a new innovation to consumers from concept to testing through distribution. This technique is considered hazardous, (Westwood, 1997, p29) since modern benefit confront vulnerability of being acknowledged by existing markets.
- ❖ *Market Development* strategy points to extend its advertise share by advertising the existing administrations to potential clients.

- *Diversification* strategy is put into use when the business fills current markets with an existing item. This technique considers creating new service for new market. Nonetheless, diversification strategy represents high risk. The degree of the latter depends on whether the diversification is related (the organization offers new services to new markets but in same sector where the organization has experience) or unrelated (expansion of service provisioning beyond organizations experience to new target markets) (Mullatahiri., V., 2010, p.37)

The second strategy is the Segmentation Strategy, which is followed if the organization decides to apply market development or diversification strategy. In this case, it is fundamental to follow segmentation strategy as well by settling the targeted market segments.

The third strategy, as mentioned above is the Positioning Strategy, which aims to build or improve organization's image. Kotler and Keller (2006, p310) define "positioning" as *"the act of designing the company's offering and image to occupy a distinctive place in the mind of the target market"*.

3.2 Social marketing in 21st century

In spite of the fact that social marketing roots date back to 1960, its' term was officially presented in 1970 when the popular marketing researcher Philip Kotler and sociologist Gerald Zaltman realized that the same marketing standards that were utilized to offer items to buyers may be utilized to "sell" thoughts, attitudes and behaviors (Weinreich, 2006). This means social-change management technology entailing design, implementation and control of programs aimed at increasing the acceptability of a social idea or practice to a target adopter response (Kotler 1989). It had been in constant development for the next decades and in 1990 it blossomed mostly due to the fact that it concentrated even more than before on the behaviour. Even today, social marketing is basically about influencing the behaviour of target audiences. It aims to highlight the vital role that various social issues play in human life. There is a wide range of these issues, starting from more simple, such as tackling alcoholism, banning smoking in public places, and finishing with more serious issues, such as preventing the spread of AIDS in developing countries and the protection of the environment. In other words, social marketing is a distinct marketing discipline, trying to put the issues mentioned above at the center of public attention and thus, influencing public behavior.

Though several definitions have been given for the term "social marketing" throughout times, the most widely known are the following:

"Social marketing is a process that applies marketing principles and techniques to create, communicate, and deliver value in order to influence target audience behavior that benefit society (public health, safety, the environment, and communities) as well as target audience". (Kotler P., Lee N., Rothschild M., 2006).

Alan Andearsen in 1995, defines social marketing as "the application of commercial marketing technologies to the analysis, planning, execution, and evaluation of programs designed to influence the voluntary behavior of target audiences in order to improve personal welfare and that of their society."

"Social marketing is a process for creating, communicating and delivering benefits that a target audience(s) wants in exchange for audience behavior that benefits society without financial profit to the marketer". (Smith B., 2006)

The last definition of social marketing included is the one given by Jeff French and Clive Blair-Stevens in 2005: "Social marketing is the systematic application of marketing concepts and techniques to achieve specific behavioral goals relevant to a social good".

Same as for the "4 Ps" of general marketing, Hoffman and Jeffery (2006) mention the "8 Ps" of social marketing, by stating additional four Ps:

i. Product

ii. Price

iii. Place

iv. Promotion: in terms of social marketing, the use of sales promotion techniques, advertising and public relations lead to an increase of awareness.

v. Publics: when talking about "publics", in the social marketing mix we are actually referring to the external and internal stakeholders which are engaged in a campaign. In a social marketing campaign, external stakeholders might be policy makers, beneficiaries of the program, governments or the funders. The responsibility of the fulfillment of the social campaign lies on the internal stakeholders.

vi. Partnership: the "partnership" ingredient plays a vital role in making a social change. In order to reach the desired impact, organizations sometimes need to collaborate and partner with other organizations that have similar or identical objectives.

vii. Policy: social marketers might need to adapt to the policy environment that appears each time, or alter their policies. This will lead to success or their social marketing programs not only in the foreseeable future, but in the long term as well.

viii. Purse: the term "purse" is tied to the fund raising strategies, as the funds play an important role in the success of any marketing program. For bringing about a social marketing campaign, the availability of funds as well as their continuity should be taken into consideration.

In contrast to commercial marketing, social marketing often deals with highly sensitive social issues, which might offend cultural sensitivities. This is the reason why the success of social marketing is tied to deep understanding of cultural norms. In addition, social marketing does not bring about changes on the spot, but after a longer period of time and it doesn't always lead to direct benefits.

3.3 Ways of applying Social Marketing

In general terms, social marketing follows the existing strategies of marketing. However, the procedure might be different. Social marketing strategy usually includes the following five steps: identify the problem, carry out foundation research, plan a solution that will reach a bunch of individuals who are contrarily influenced by the issue, actualize the solution by raising mindfulness and making request, and assess the result of the project (Gwynne, 2003). In the paragraphs that follow, each of these steps will be shortly analyzed.

- Identifying the Problem

The first step consists of the description of the addressed social problem and the creation of a compelling basis for conveying it. Moreover, SWOT analysis is valuable at this point because it will distinguish the weaknesses, targets, objectives etc. This will lead to the creation of a strategic group (Turning Point, 2009).

- Background Research

A thorough research and a deep understanding and observation of all the factors are important ingredients that lead to a successful social marketing campaign. This research may include informant interviews, documentary research, focus groups, surveys, and participant observation using innovative and unique techniques (Brown, 1997).

- Designing a Solution

Following the first two steps, social marketers need to use the existing information and data to design to the issue, which within the anthropological viewpoint should fit the society as well (Tyan., G., Borges., L., 2012, pp.103-108).

In some cases, the solution is a concrete item to be used by the primary target audience for their benefit, for example, a water purification tablet for safe water (USAID, 2007). While designing a solution, it is important to ensure its efficacy mostly for avoiding mistakes that might turn out being costly (International Journal of Business Anthropology vol. 3(1), 2012). For this reason, pilot projects are sometimes used as tests, mostly because they are limited in scope and consumption of resources. Furthermore, pilot projects diagnoses the weaknesses and determines the strengths of the project design at correct time in order to make any changes in case it is needed (Brown, 1997).

When the goal of a social marketing campaign consists leading people to use a specific item, a vital part of the effort is to create a product that is appealing, name it and invent a "packaging" that will be attractive to the target group. This is an important point for anthropologists, mostly when it comes to the cultural meaning. Taking the cultural side into account, the solution may well be a social benefit, such as early child education, from which individuals of the primary target group would take advantage in case they are be convinced to profit themselves of it (Gwynne, 2003, p.237). When designing solutions, social marketers turn to behavioral psychology and commercial advertising by using their principles and thus, establishing stable fundaments. It can be argues that the decision making is a quiet complex process, not just a short event. When choosing to buy something or acknowledge a modern thought, somebody goes through a set of steps called a hierarchy of effects (HOE) (Dudley, 1993). The sequence changes depending on the choice to be made, and indeed the steps themselves shift. Lavidge and Steiner (1961) propose the following seven steps: unawareness, awareness, knowledge attitude from who likes the product, preference, conviction, and actual purchase. McGuire (1968) as noted in Smith, Chen and Yang (2008) created a HOE model with six data handling steps: presentation, attention, comprehension, yielding, retention, and behavior. Other authors simplify these steps to four: Attention, Interest, Desire, and Action. (Tyan., G., Borges., L., 2012, pp.103-108)

- Implementing the Solution

After completing the solution design, social marketers are responsible for the solutions' implementation which includes two independent steps. The first one consists sensitizing of the target group not only about the problem but also about the proposed resolution. The second step involves leading the target group to take up the solution. For bringing about these steps, it is necessary to identify the suitable media strategy that will be adopted, in other words, what will be the channel that will transmit the necessary information to the target group.

Decisions and choices depend upon social suggestions and represent a bog part of the social marketing work done by anthropologists. The request for the solution will be expanded in the event that both the message and the channel are engaging and socially suitable (Gwynne, 2003, pp. 238-239). However, when it comes to advertising and promotion, a clear image regarding channels used for social marketing is not certain and clear. Throughout times, various ways of advertising have appeared, such as the radio, TV shows, brochures, booklets etc. Nonetheless, as for every marketing campaign, a deep analysis and understanding of the local society is needed in order to succeed and reach the desired outcome.

- Evaluation

In general terms, "evaluation" is an appraisal of something to determine its worth or fitness. In terms of social marketing campaigns, evaluation is defined as an estimation of whether or not an issue is being properly addressed or has been solved competently. Taking into account that social marketing is actually a social change strategy, it is efficacious when combined with a commercial marketing campaign that can moreover lead to a advantageous social alter. This makes commercial marketers want social marketing as a substitute procedure for promoting their items and administrations, making more channels for anthropologists to create their commitments to marketing within the future.

The following example of Krishnaswamy, K. (2008) will easily and briefly outline how the ways of applying social marketing that have been described in this chapter are actually carried out. Krishnaswamy, K. (2008) depicts the evolution and application of dietary rules in India. He determines that both nutrition and health care must be aimed to health promotion and disease prevention. Taking into account all the background related to food, he studies that it has ethnic, cultural, and social measurements that are profoundly established and hard to modify. Following this, he builds up dietary objectives: "keep a state of positive wellbeing and ideal execution in populations at large, guarantee satisfactory nutritional status for pregnant and lactating mothers, progress birth weights and advance the development of newborn children, children and teenagers to attain their maximum hereditary potential, accomplish adequacy in all supplements and anticipate insufficiency maladies, avoid persistent disorders ties to diets, and keep up the health of the elderly and increase life expectancy" (p. 67). Finally, he notes the necessity of political and bureaucratic commitment. Consequently, the first step was to raise mindfulness of people in the administration involved in food production, distribution, and nutrition or health programs, by carrying out education events about the complex nature of the dietary instructions.

3.4 Goals of NGO marketing

Marketing objectives function as barometers for observing, assessing and measuring the results of the Non-governmental organization. For the case of commercial sector, Drucker (1990, cited by Sargeant, 1999) mentioned that if the latter does not achieve its objectives, it waists its own money. On contrary, if NGOs fail to do so they will not waist their own money, but donors' money. Objectives keep managers focused and provide the route towards success without wasting valuable resources (Sargeant, 1999).

When creating goals for nonprofits two issues should be taken into consideration. First, defining the services to be delivered as well as who will be the receiver of these services. Second, the level of resources aiming to attract to offer the service should be as well specified.

A common technique for setting up the correct goals is the SMART technique. A SMART objective is:

Specific, related with a particular aspect of marketing activity (Sargeant, 1999); every requirement should state exactly what is required. By saying that, it is implied that the requirement must be clear, simple, not too much detailed and consistent.

Measurable, to be able to quantify or measure results (Sargeant, 1999);

Attainable, but also achievable so that all the personnel, donors and volunteers stay motivated.

Realizable: the determination of whether a requirement/objective is realizable or not is the hardest part of the SMART technique.

Time bounded – objectives should have a specific time-frame to be realized.

3.5 Target audience of the promotion

Defining the target audience is an important step which will contribute to promotions' success of any organization in general, and of a non-profit organization in particular. The first term that should be analyzed is the "Marketing Orientation". Secondly, "Marketing Segmentation" will be described in this chapter.

According to existing literature, Marketing Orientation is often defined as organization's attention on its customers or potential customers. Being market oriented suggests understanding the needs/requirements of the individuals who choose to buy the product/service and saturating the same approach in all offices (Shapiro,1988). According to Kohli and Jaworski (1990, cited in Sargeant, 1999) marketing introduction is: "the era of suitable advertise insights relating to current and future customers' needs and the relative capacities of competitive substances to fulfill these needs; the integration and dispersal of such insights over offices; the facilitated plan and execution of the organization's key reaction to marketing opportunities".

In other words, Nartel and Slater decoded the definition of marketing orientation stated above (1990, cited in Sargeant, 1999) as working with three levels of orientations: *Customer orientation*; *Competition orientation* and *Inter-functional co-ordination*.

According to Sargeant (1999) Customer orientation, involves two simultaneous actions: understanding the demands of the target market and bring off customer value through high quality of provided products and customer experience. In nonprofit organizations, the "customers" category consists of the donors, the volunteers, the employees, and the recipients. Donors are those who provide funding, volunteers and employees supply time. Recipients are those who demand both funding and time.

Sargeant (1999) defines Competition orientation as the organizations' capabilities to analyze and understand strengths and/or weaknesses of the current and potential competitors; create competitive advantage to overcome the competition; and optimize resource utilization to the benefit of the society.

The third level of Marketing orientation is the Inter-functional orientation, which supports the theory of including both the market information sharing and market functions in all the departments of an existing organization.

Kotler and Keller (2006), Dolincar and Randle (200, and Sargeant (1999) integrate employees and volunteers in the internal market. Accordingly, marketing tools and any technique applied should be used with volunteers and employees to have successful interfunctional orientation (Sargeant, 1999).

After completing the Marketing Orientation, the process of Market Segmentation needs to take place. As satisfying fully the communities' needs is not applicable, NGOs are considering the market segment. The latter consists of a group of customers who share a similar set of needs and wants (Kotler and Keller, 2006, p240).

Considering the fact that NGOs have customers that have different or, sometimes even controversial needs, it is hard for them to maximize the advantages for mass markets. Thus, it is vital to settle on whether there exists a distinct pattern of customer needs (identifying segments), then tailor unique marketing mix for each segment (Sargeant, 1999).

However, there are some basic criteria for market segmentation. Conforming to existing literature, those criteria are categorized as followed: Geographic, Demographic, Psychographic and Behavioral (Sargeant, 1999; Kotler and Keller 2006). According to the Geographic segmentation the market is divided depending on geographical units (countries, nations, states, cities, regions) (Sargeant, 1999; Kotler and Keller 2006). As for the Demographic segmentation, it is a market segmentation based on gender, family size, income, ethnicity, education. It is a basic criterion that helps organization achieve its goal of targeting its consumers accurately.

The third criterion listed is the Psychographic segmentation. It actually includes any psychological aspects that influence consumer behavior such as lifestyle, opinions, hobbies, social status etc. The American nonprofit scientific research institute and organization, SRI International (SRI), in its cooperation and, after consulting Business Intelligences, introduced the term VALS (Value and Lifestyle Segmentation) attempting to measure and segment customers based on their motivations, goals and values (Sargeant, 1999; Kotler and Keller 2006).

The last criterion of the classic segmentation criteria in marketing is the Behavioral segmentation, which is completed on basis of customers' buying behavior. According to Kotler and Keller (2006), the following behavioral variables are employed: occasions (how often the customer buys the product); benefits (what customers seek); user-status and usage rate (how frequently the product is used); loyalty status (how loyal customers are); buyer readiness stage (awareness of customers about the product), and attitude (how customers feel for the product) (Kotler and Keller, 2006, p.247-257). However, even though those variables are helpful in conventional marketing, not all of them can be applied in the nonprofit sector (Sargeant, 1999). Consequently, the "a priori" segmentation is more suitable for NGOs. It is necessary that beneficiaries, volunteers and donors be defined beforehand. Following this, demographic, geographic, behavioral, and psychographic segmentation can be carried out. When identifying market segment in the nonprofit sector, it is vital to analyze each segment based on the following 7 criteria (Sargeant, 1999; Kotler and Keller, 2006, p262): *Measurable* – the information about the market segment should be easily obtainable and cost effective; *Accessible* – it should be possible to design a specific marketing mix to target the segment effectively; *Substantial* – the segment should be large enough in terms of service provisioning (or sales volume), because the segment should justify the expenses occurred during product/service development; *Stable* – segment is a precondition to ensure future developments of a marketing mix or planning process; *Appropriate* – the segment should fit to the organization's mission and objectives; *Unique (Differentiable)* – the segment should distinguish from other segments in terms of response and to increase donors' interest; *Sustainable* – segment refers to the extent that customers' categories can be sustained by the organization (Sargeant, 1999; Kotler and Keller, 2006, p262).

3.6 The NGOs marketing mix

Apart from the 4 Ps of the Marketing Mix, The Marketing Mix of NGOs includes 3 additional Ps. In total, these 7 Ps lead to a successful marketing campaign. The NGOs Marketing Mix consists of the following: Product, Price, Place, Promotion, Physical Evidence, Process, and People.

Product: The product is considered as a fundamental element of any marketing mix and it can be either in physical form, either in form of ideas. In general terms, "product" can refer to a physical product or a service that the beneficiary is ready to pay for (Singh, 2012) (Cirikovic, 2014).

As for the NGOs marketing mix, the product that a non-profit organization provides consists of its service. In particular, the product is actually the integrated support programs that are offered to people in need.

However, some NGOs offer, apart from services, material products that aim to financially support the organization. The recipients of these materials are volunteers and donors, who participate and contribute financially to the organization.

Price: The most important element of the marketing mix may differ from one NGO to another. However, "Price" is the value that's being placed upon the merchandise or service that's being provided to the beneficiary (Lamb et al., 2011). Price plays a significant role within the marketing mix because the beneficiary's behavior depends on it. It can affect the beneficiary's decision whether to repurchase the merchandise or not. In addition, price is the main factor behind achieving the beneficiary's satisfaction with the merchandise, because the beneficiary is searching for getting the best possible amount of benefit for a lower cost (Peter and Donnely, 2016). The studies of Kamau, 2015 and Markgraf, 2015 have confirmed that price should be compatible with the merchandise. The foremost important factor when making the merchandise pricing decision is represented in estimating the value of the merchandise and marketing strategy, and therefore the expenses that are associated with the distribution and advertising expenses. (Singh, 2012).

Place: A non-profit organization provides its services in a specific place, which does not coincide with the definition of "geographical coverage". For example, the facilities of an NGO in Latin America provide humanitarian assistance to any person with a problem.

In the NGOs marketing mix, "place" is related to defining the channels through which the organization will provide a service and carry out some of its activities. There are both direct and indirect channels that non-profit organization can use: in direct channels the non-profit organization carries out its activities directly to the recipient. On the contrary, in the indirect channels there is an intermediate body between the organization and the recipient. In fact, the "place" for a non-profit organization is the way it distributes its services. The choice of its activity is related to the existence of social issues that this organization wants to cope with.

Promotion: Non-profit organizations can use various methods of advertising and raising public awareness. Precisely, they can use the internet by running social media campaigns or by publishing information on their websites and/or similar websites (Beckwith, S.L., 2006). In addition, direct marketing can be used. The public can be informed in person about the organization and its activities. There is no doubt that public relations lay the foundation for publicity. The latter can be achieved through press releases, interviews, articles etc.

However, it is important for an NGO to use various communication techniques to promote its goals. There are some particular steps that the public should go through, while the NGO will be applying its communication program. *In the beginning, the public* needs to get in touch with the NGO and to get to know its existence. As soon as the first stage is completed, the target group should be aware of what the NGO has to offer, of its programs and services. Next, and here comes one of the most crucial stages, the public must be convinced of the NGOs efficiency and credibility. Finally, having gone through the stages mentioned above, the public can strengthen the NGO by getting involved in its activities through financial support or even voluntary work/help (Bucklin S. & Associates, 2002).

Physical evidence: Physical evidence is the material part of the NGO, which choose their place of activity based on the social problems they are trying to address. Furthermore, it also includes the customer experience. In fact, physical evidence is everything the public sees when interacting with the organization. Usually, the public is not familiar when they first engage with an NGO. In this case, it needs to provide the customers with physical evidence which will inspire their confidence. There are many examples of physical evidence, including buildings, reports, brochures, website, etc.

Process: Muala and Qurneh (2012) stated that process is usually defined as the implementation of action and functions that increase value for products with low cost and high advantage to customer and is more important for service than for goods. Customers' satisfaction is based on the process along with the skills of the service providers. Therefore, the way process is carried out reflects the non-profit organizations' standards of environmental and social performance, transparency, accountability etc. In addition, the design and the implementation of product elements are crucial to the creation and delivering of products or services. Due to the synchronization of consumption and production of the process management, balancing services demand with service supply becomes a difficult procedure. (International Journal of Information, Business and Management, 2014).

People: Non-profit organizations are mostly people-oriented organizations. Hence, people make up an important part of NGOs because they add value to the service that the latter provides. Founders and employees of an NGO, but mostly the volunteers are considered the most important people engaged in the functions of the organization.

The importance of volunteering lies in the fact that a country's social, economic and environmental problems can be addressed by the non-profit contribution of volunteers. Even when the country does not have institutions and infrastructure, it is the volunteers who make the difference by supporting the organization in any way they can.

CHAPTER 4

CASE STUDY ANALYSIS: “DOCTORS WITHOUT BORDERS - MEDECINS SANS FRONTIERES (MSF)”

Médecins Sans Frontières (MSF) is an international, independent, medical humanitarian organization which was founded by a small group of French journalists and doctors in 1971, headed by Bernard Kouchner. These people volunteered in Biafra during the civil war in Nigeria (6 July 1967 – 16 January 1970) by providing medical relief work. Their experience in Biafra, combined with the effects of some World War II events, leaded to the creation of MSF. Thus, the origin of this organization finds its roots in contemporary French history, culture and society. (Fox R., 1995).

Today, MSF is the most supported organization in France and represents a worldwide movement of more than 67,000 people. Since its’ founding, it has become an international organization, holding branches in different countries and “missions” on every continent. MSF provides medical humanitarian assistance to save lives and ease the suffering of people in crisis situations in more than 70 countries (Available at: www.msf.org, Accessed 20 June 2020)

4.1. Mission, vision and objectives of Médecins Sans Frontières (MSF) – Doctors Without Borders

MSF is a self-governed, non-profit and member-based organization. MSF provides medical assistance to people affected by conflict, epidemics, disasters, or exclusion from healthcare.

MSF vision of medicine does not recognize borders and is clearly universalistic. Its’ representatives claim that injury and illness «do not respect borders» and, according to it, that exactly is the reason why medical care should not look for borders as well. On the contrary, everyone should have access to medical care, regardless of their race, social backgrounds, life experiences or political views, which is actually the mission of MSF. As an organization, MSF has a strong belief that providing medical service, care and relief is a human form of moral action, with the capacity to bind up wounds that are not just physical, but also moral (Rufin J. C., 1986, p.66).

Bernard Kouchner was the first to express the main concept and mission of MSF human rights and medical action, which lied in the “right to interfere”. However, throughout years, it has evolved in the “duty to interfere”. “Duty to interfere” lies in the concept of an “ardent obligation to act” to alleviate suffering of people urgently in need of medical care and succor, wherever on the face of the earth that suffering exists, particularly when it is a consequence of violence, torture, persecution, warfare, abandonment, oppression, or exile (Fox R., 1995).

MSF calls for immediate and highly-committed medical actions wherever a disaster or human catastrophe occurs. Basically, primary principle of MSF is to neutrality. This organization is determined to not bear public witness whenever human rights violations occur. Other main principles of MSF are: impartiality, independence, neutrality, bearing witness, and transparency (Available at: www.msf.org, Accessed 20 June 2020)

Having described MSF mission, vision and principles, it could be argued that its' objectives don't differ much from the latter, being the following: provide medical care to any person in need, follow the oath of doctor and be indiscriminate about giving medical care.

4.2. Management and organizational structure of MSF

MSF is an organization that is run by associations. Today, MSF consists of 25 associations around the world (Australia, Austria, Belgium, Brazil, Canada, Denmark, East Africa, France, Germany, Greece, Holland, Hong Kong, Japan, Italy, Latin America, Luxembourg, Norway, South Asia regional association, Southern Africa, Spain, Sweden, Switzerland, United Kingdom, USA, and West and Central Africa regional association), whose members are mostly either current or former field staff. Associations contribute to the guidance of MSF social mission through uniting members and making their opinions heard.

The MSF associations are linked to five Operational Centres (OC) who directly manage our humanitarian action in the field and decide when, where, and what medical care is needed.

Each of the existing associations is an independent legal entity in the country where they operate and they elect their own board of directors and president during their International General Assembly (IGA). The IGA consists of representatives of each association as well as of individual membership, and the International President. Each representative, including the International President, has one independent vote on issues that arise during the IGA. The IGA plays an important role in following MSF's mission. Moreover, it provides strategic orientation to all MSF entities and delegates duties to the International Board.

MSF has various sections (offices) whose main tasks consist of recruiting staff, fundraising, organizational issues, and raising awareness on the humanitarian crises. Today, there are 21 offices and 17 branch offices around the world.

Some additional sections exist as well, engaged into logistics, epidemiology and supply.

Having described the general structure about Associations, the IGA, and the sections, some information has to be mentioned about the International president of the organization. The International President of MSF chairs the International Board and the International General Assembly, and represents MSF International externally.

The International President is elected by the International General Assembly. There are three main requirements that need to be fulfilled regarding the position of the International President: he or she must have a medical background and can serve a maximum of two three-year terms. Moreover, he or she cannot hold an executive position or sit on the board of another MSF association. Dr Christos Christou was elected as the new International President of MSF in 2019.

The last part of the organizational structure to be described is the International Board (IB), which is the board of MSF International. It acts on behalf of and is accountable to the International General Assembly (IGA). As the highest associative governance body of MSF, the IGA delegates duties to the Board, as defined in the Statutes of the association. (Available at: www.msf.org, Accessed 20 June 2020)

The International Board (IB) is intended to have mainly a guiding role, ensuring accountability and facilitating agreement within the MSF movement in a timely manner.

The IB is composed of: the International President; one representative for each operational centres (five people); six additional people elected by the IGA. Two-thirds of IB members must have a medical background. Additional non-voting members, such as a treasurer, can be co-opted by the IB depending on its needs. (Available at: www.msf.org, Accessed 20 June 2020)

4.3. Public visibility of MSF

Visibility is crucial for a non-governmental organization because the support that this organization will receive from people depends on whether they are aware of the good work it accomplishes. Same applies to the NGO analyzed in this chapter. In order to persuade the public that its intentions are honest, MSF must work carefully and enthusiastically. As a neutral organization, it must keep a politically independent approach while stimulaneously ensuring its economic growth. However, many NGOs claim to have same goals and humanitarian approach as MSF, leading the latter to have strong competition from those organizations. For this reason, MSF's announcements of its goals and cause should be far reaching. Having to accomplish this task, MSF must apply and profit from the channels of mass media. At this point, MSF has two challenges: to attract attention of the public to its events and to secure its visibility as a principal player universally. Humanitarian organizations, such as MSF, promote humanitarian crises. At the same time, these crises become popularized by massive media coverage. MSF's rhetorical production relies on particular words for its authority and is partly responsible for the creation of heroes, antiheroes, and victims. MSF's integrity as a humanitarian agency depends to a certain extent on its ability to transmit to the public the idea of its volunteers being courageous seviors, the voice of the voiceless and the morally committed agents of change.

4.4. Theory and practice of promotion in MSF

MSF's basic way to ensure donations is to be present. To achieve a successful promotion, their presence should be strong not only by applying the traditional marketing, but also the social media marketing. Through its marketing campaigns it aims to «make people feel something », to make them realize how severe is the situation on a certain field, and most of all, how precious is their support.

There is doubt that MSF is using traditional marketing techniques, such as television spots by calling action to donate, newspaper advertisements, small billboards that can often be found in underground stations, creating events and last, creating pencils, pens, sticky notes etc with the MSF logo. All these conventional marketing techniques contribute to the overall attempt of the organization to attract donations.

The second way used for promotion, considered to be successful, is through creation of documentaries and short films. As MSF works at the front lines of some of humanity's most profound dramas, including war-torn regions, natural disasters, and other major emergencies. For this reason, people of the frontline have always interesting and touching stories to tell. In 2015, an interactive documentary was released, « Exodus » telling a global story of refugees escaping violence. In 2014, the number of displaced persons surpassed 50 million, a milestone that hasn't been hit since World War II. The documentary, follows three groups fleeing from, or to, distant regions: Mexico, South Sudan, and Syria. (Hertig A., 2015, Available at : https://contently.com/, Accessed 23 June 2020)

Source: https://contently.com/2015/01/23/for-doctors-without-borders-content-marketing-is-a-matter-of-life-or-death/

The documentary website consisted in the beginning of three portals, one for each group. Each lead to an article that described the crisis, how refugees left their homes and and how they survived the journey. Each story was brought to life by exposure of beautiful photographs, infographics, and short Vine-style videos that were interlacing the text. (Hertig A., 2015, Available at : https://contently.com/, Accessed 23 June 2020)

In the Syrian section many challenges and cruel experiences of being a refugee are depicted through the story of Ahmed Beidun, who lost his foot in an airstrike during the Syrian Civil War. A picture of Beidun holding his son is presented, accompanied by the following words: « Before I used to play with my son. Now I can't. I can't work either. I just want my foot back». (Hertig A., 2015, Available at : https://contently.com/, Accessed 23 June 2020)

Another story the Syrian piece features are some Syrian refugees arrested at the Greek border, after having attempted to enter the country. This is how Doctors Without Borders' content often works: They explain a problem, and try to provide a solution while encouraging viewers to contribute to the cause.

At this point, it would be important to mention that MSF is applying more and more the social media marketing campaigns. Its' page on Pinterest is quite rich, while at the same showing it's activity on Twitter, using hash tags and calls to action.

Moreover, MSF is using Facebook, Facebook messenger, and Instagram ads. Particularly, an example of a successful Facebook campaign carried out in 2019 was the #GivingTuesday campaign. Combining Facebook ads and Page fundraiser, the organization reached USD 110,000 donations on Giving Tuesday. Following the best practices laid out in Facebook's GivingTuesday Toolkit, MSF began the campaign a week before Giving Tuesday to build anticipation and momentum. They ran both a paid awareness Facebook ads campaign and a direct-to-donate campaign in order to reach additional supporters and share more about the work that the organisation does around the world. (Available at : https://socialgood.fb.com/success-stories/doctors-without-borders-combines-facebook-ads-and-page-fundraiser-to-drive-110000-in-donations-on-givingtuesday/en-GB/, Accessed 23 June 2020)

The main concept of the content that MSF shared on its Page fundraiser and in the Facebook ads was that people can have impact on and make a meaningful difference in the lives of people who suffer. The tone of the posts included direct, supporter-focused language to engage and empower supporters to act now.

The words expressed by Amanda White – Social Media Manager at MSF regarding the GivingTuesday campaign are the following:

"We found success in hopeful and direct language, which resonated with our supporters to inspire them to donate to us when there were so many other wonderful organizations to choose from. The Page fundraiser focused on our most active Facebook followers, to give them a chance to make an impact beyond engagement."

Source: https://socialgood.fb.com/success-stories/doctors-without-borders-combines-facebook-ads-and-page-fundraiser-to-drive-110000-in-donations-on-givingtuesday/en-GB/

4.5. Comparing MSF's funding sources

As an independent and neutral NGO, MSF's funding relies strongly on donations To maintain its operational independence and flexibility, MSF relies on the general public donations for nearly 89 percent of its operating funds. The remaining 11 percent of funds come from international agencies and governments.

When the organization works in places where there are many parties to a conflict and humanitarian assistance is not always clearly defined, it ensures its independence by relying solely on private financial donations to fund its activities.

As an individuall,there are different ways to donate. Some people may donate just once (one time donation), other can donate monthly. In addition, there is the option of using an e-card or tribute donation. Moreover, someone can plan a fundraiser or make a major giving of 5,000 or more. On the official website of MSF the donation procedure is described and can be carried out easily. One can donate by visiting their website Donation page (Available at : https://www.doctorswithoutborders.org/donate, accessed 23 June 2020)

According to from MSF webpage information, when it comes to how the funds are spent, it seems that field programs absorb the biggest part of the raised funds, approximately 85%, fundraising is responsible for a percentage of 14% from the funds, and just the small amout of 1% goes to expences tied to management and administration.

MSF goal is to maintain transparency, thus the presence of financial control within the organization is strong. The use of MSF funds is thoroughly controlled and each national office publishes its audited financial reports. The accounts clearly determine the various categories of income and consumption and presents clearly the way funds are raised and spent. The MSF International Financial Report is a way to maintain transparency and accountability that provides an image of MSF's work worldwide. For example, in 2019, more than 6.5 million individual donors and private institutions (private companies and foundations) provided 96.2 per cent of the €1.63 billion raised.

MSF hold reserves of three to twelve months of total expenditure. By doing this, it responds shortly to a crisis, including these that might be overlooked or not reported properly by the media, without having to wait for further funds to be raised.

4.6. Challenges and opportunities of MSF funding

During its years of existence, MSF has taken numerous times decisions to suspend funds it might have been receiving from the European Union for the development of its humanitarian work, doing justice to the values that guide the organisation: independence, medical ethics, neutrality and impartiality. However, this kind of denials for economic support is a critical position in the face of the migratory policies adopted by the European Union. These policies might have bad consequences on thousands of defenseless and exposed to danger people, the ones who make up the centre of attention of MSF's humanitarian work.

However, apart from the case described in the previous paragraph, even though WHO might be lacking the funds and authority to address pressing global health needs during some crises (eg. Ebola outbreak), there is room for humanitarian organizations, including MSF, to take a greater role in both persistent and severe medical crises, as well as in examination that strengthens alertness for those critical situations.

Joanne Liu was the president of MSF during the Ebola outbreak in 2014 and it was MSF the organization that alerted the world to the scale of the Ebola epidemic. Its quick response has both reinforced its role as the world's caregiver in health crises and catapulted it to new prominence in the international health community. During years 2011-2013, Liu had addressed the UN General Assembly and met with world leaders. (Hayden E., C., 2015). Donations to MSF rose to €1.14 billion (US$1.24 billion in 2014; in the United States, donations climbed by 50% from 2013. (Hayden E., C., 2015). "It's a defining moment," Liu told during an interview at MSF's headquarters in Geneva. "We have a voice that we have never had before; we need to use that very smartly."

CHAPTER 5
RESEARCH METHODOLOGY

5.1 Objective of the study – Research questions

This chapter describes the key elements that make up the methodology followed in this thesis. In particular, the research objective and the research questions, the research tool, i.e. the questionnaire used, the research sample, the statistical analysis methodology and the reliability data of the scales used are described. As far as the research goal is concerned, this work aims to study the behavior of citizens towards a Non-Governmental Organization and in particular to study the factors that influence the intention to donate money and the intention to donate/dedicate time. That is, to the "donate time" and "donate money" factors. In particular, this research objective is analyzed with two research questions. The first research question investigates whether a specific model of describing the factors that influence the intention to donate time and money is verified, and precisely, based on the model described by Michel and Rieunier (2012). The second research goal or second research question concerns the mapping of these perceptions of the sample for a particular Non-Governmental Organization, Doctors Without Borders (MSF).

5.2 Research tool

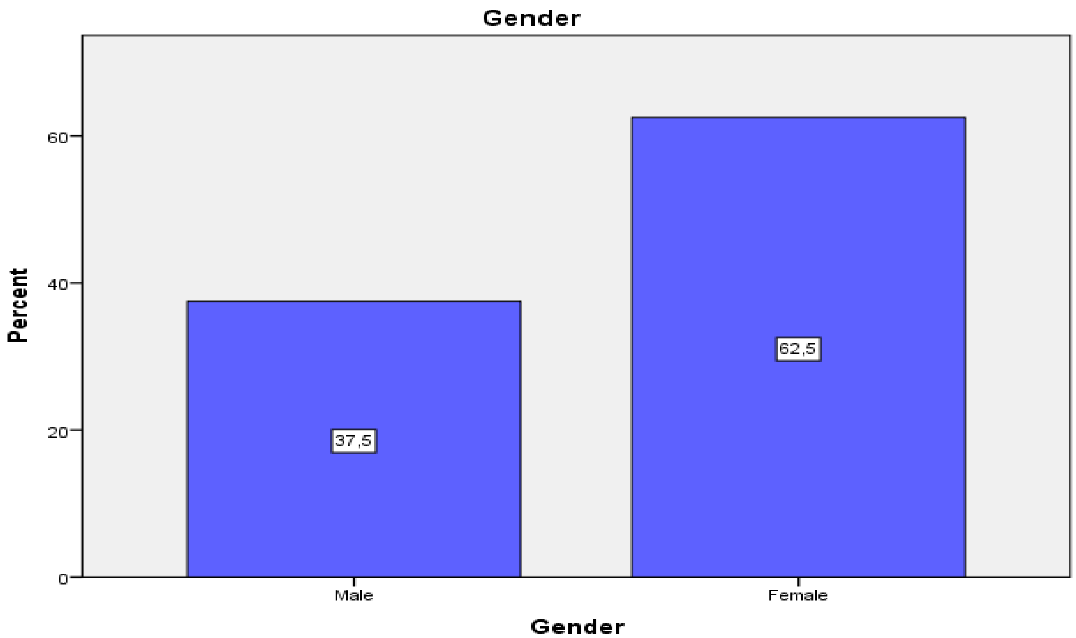
In order to answer the research questions, a properly structured questionnaire was used and distributed to a sample. The questionnaire used consisted of the following sections. The first section is the section that provides information on the purpose of the survey, the type of questions that will follow, the time it takes to complete it, as well as the policy of keeping anonymous the data collected by the questionnaire. The second part collects some personal information of the respondents such as gender, age group, country of birth and country of residence and whether they have previously worked for or donated to an NGO. They are also asked if they are aware of the NGO "Doctors Without Borders – MSF". The third part of the paper contains questions about the scales used to test the Michel et al 2012 model. The scales used are the following: usefulness, efficiency, effect, dynamism and typicality. The questionnaire was implemented digitally with the help of the Google Forms tool and distributed on websites and social media, in order to complete the minimum required number of questionnaires, which was set at 100. Finally, 112 questionnaires were answered and collected.

5.3 Research sample

As for the research sample, it consists of 112 questionnaires of which 42 (37.5%) are men and 70 (62.5%) are women.

Gender

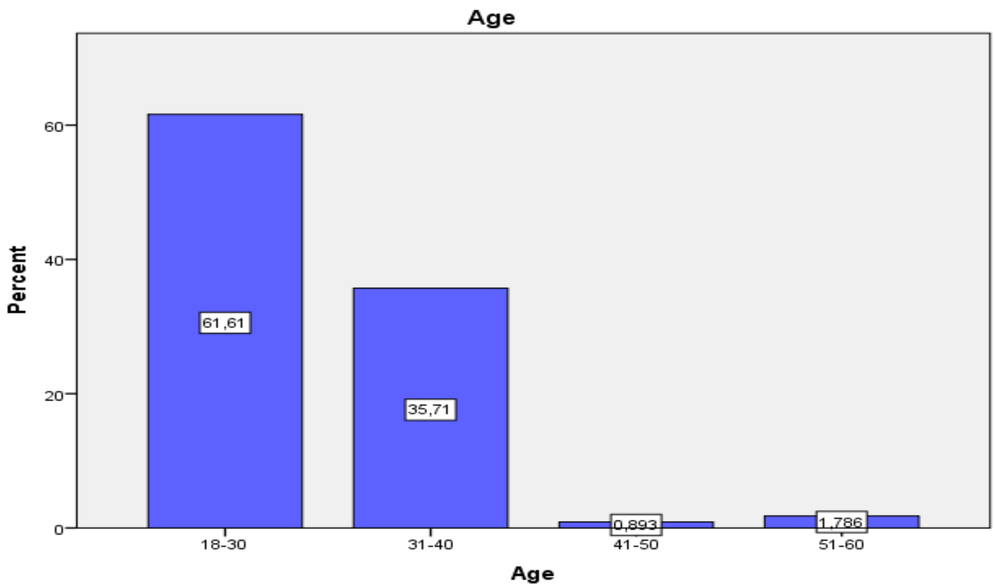
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	42	37,5	37,5	37,5
	Female	70	62,5	62,5	100,0
	Total	112	100,0	100,0	



Regarding the age of the sample, 69 people (61.6%) belong to the age of 18 to 30 years, 40 people (35.7%) belong to the age of 31 to 40 years, 1 person (0.9%) belongs to the age 41 to 50 years and two people (1.8%) belong to the age of 51 to 60 years.

Age

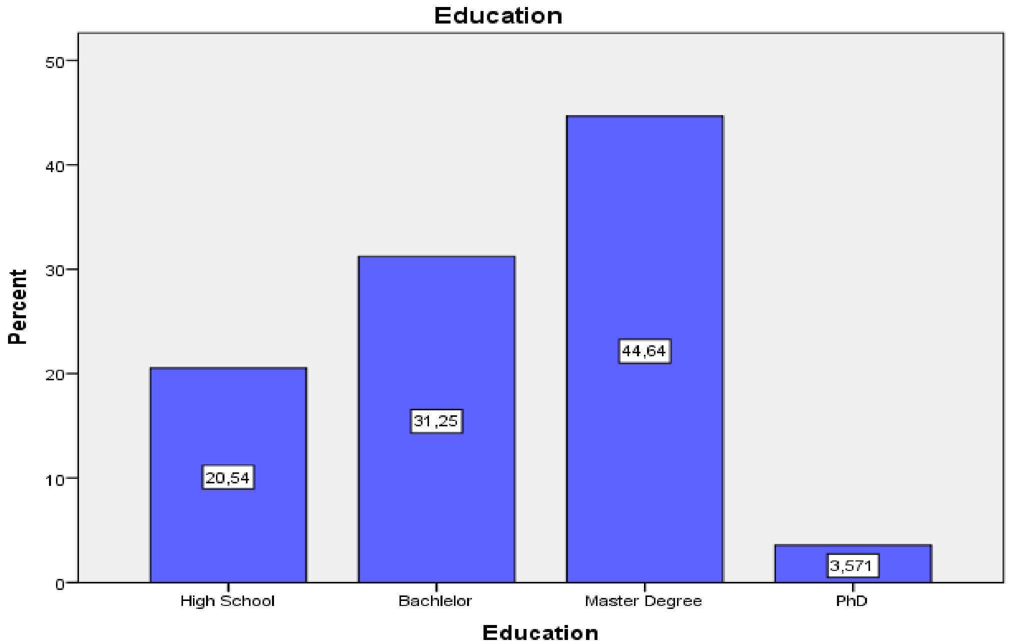
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	69	61,6	61,6	61,6
	31-40	40	35,7	35,7	97,3
	41-50	1	,9	,9	98,2
	51-60	2	1,8	1,8	100,0
	Total	112	100,0	100,0	



Regarding the education of the sample, 23 people (20.5%) have finished high school, 35 people (31.3%) have graduated from a university, 50 people (44.6%) have a master's degree, four people (3, 6%) have a doctoral degree.

Education

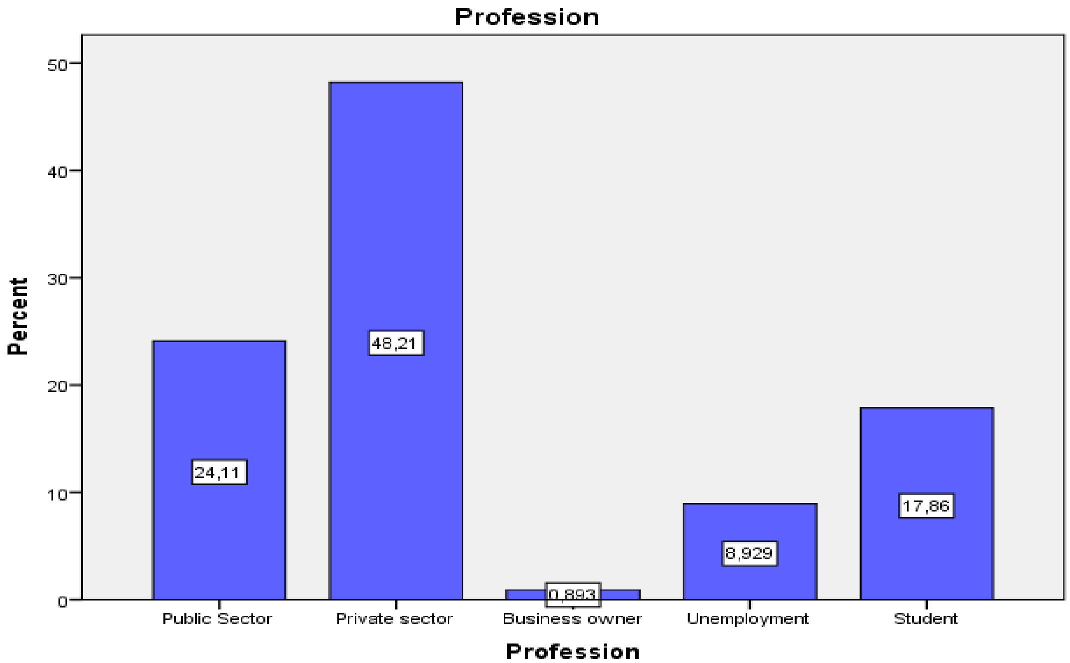
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	23	20,5	20,5	20,5
	Bachlelor	35	31,3	31,3	51,8
	Master Degree	50	44,6	44,6	96,4
	PhD	4	3,6	3,6	100,0
	Total	112	100,0	100,0	



As for the profession practiced by the sample, 27 people (24.1%) work in public sector, 54 people (48.2%) work in a private organization, one person (0.9%) is a business owner, 10 people (8.9%) are unemployed and 20 people (17.9%) are students.

Profession

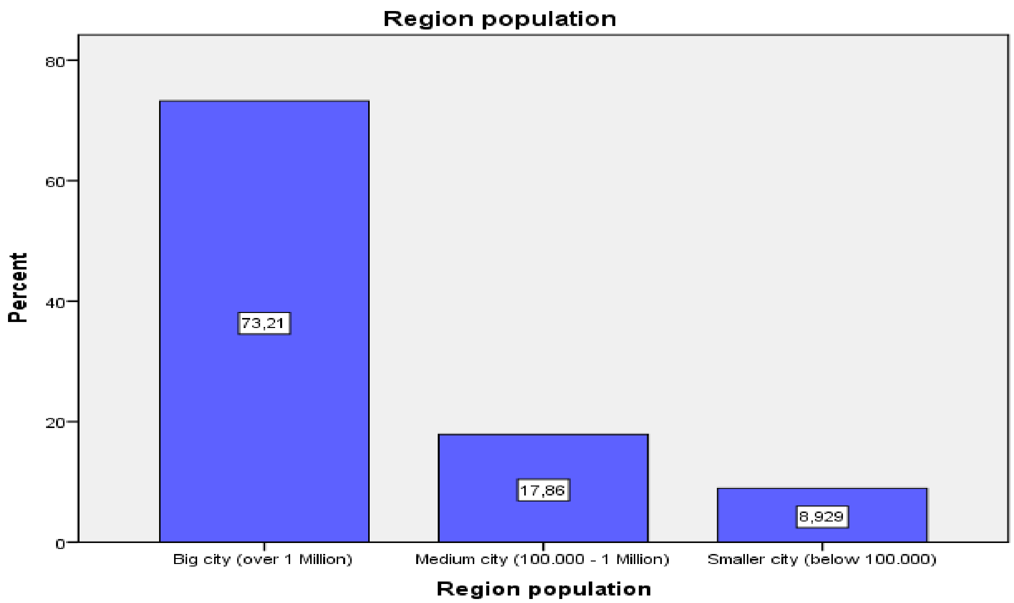
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public Sector	27	24,1	24,1	24,1
	Private sector	54	48,2	48,2	72,3
	Business owner	1	,9	,9	73,2
	Unemployment	10	8,9	8,9	82,1
	Student	20	17,9	17,9	100,0
	Total	112	100,0	100,0	



Regarding the size of the residential area, 82 people (73.2%) said they live in a large city with a population of over one million, 20 people (17.9%) said they live in an medium-sized city with a population of 100,000 to one million, while ten people (8.9%) said they live in a city with a population of less than 100,000.

Region population

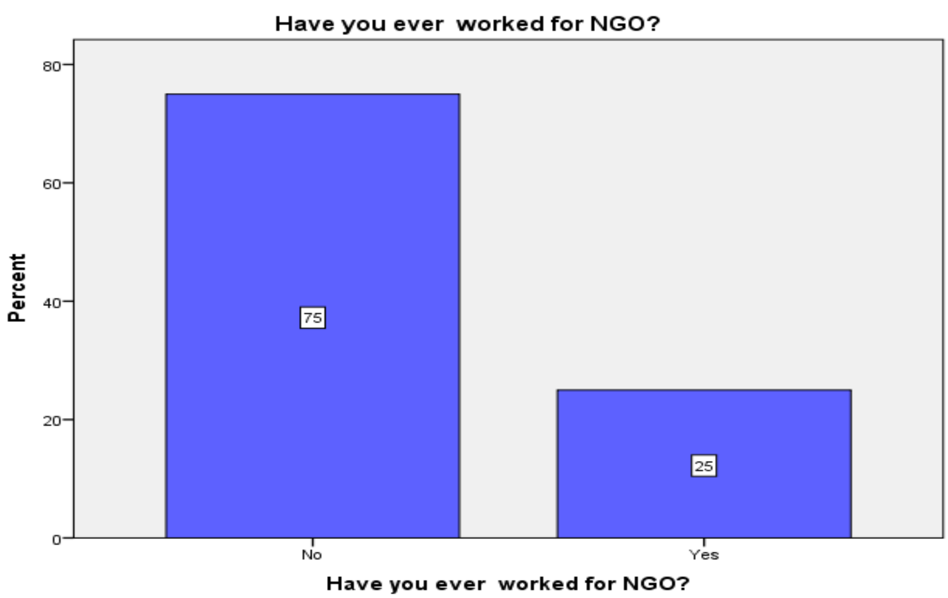
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Big city (over Million)	182	73,2	73,2	73,2
	Medium city (100.000 - 1 Million)	20	17,9	17,9	91,1
	Smaller city (below 100.000)	10	8,9	8,9	100,0
	Total	112	100,0	100,0	



When asked if they have ever worked for a non-governmental organization, 84 people (75%) said "no", while 28 people (25%) said "yes".

Have you ever worked for NGO?

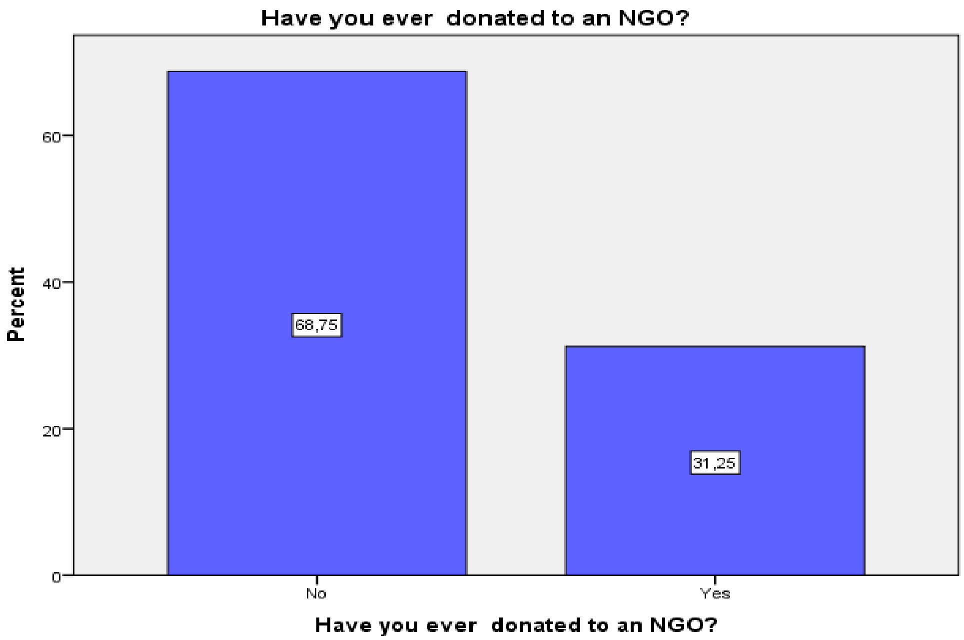
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	84	75,0	75,0	75,0
	Yes	28	25,0	25,0	100,0
	Total	112	100,0	100,0	



Asked if they had ever donated to a non-governmental organization, 77 people (68.8%) said "no", while 35 people (31.3%) said "yes".

Have you ever donated to an NGO?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	77	68,8	68,8	68,8
	Yes	35	31,3	31,3	100,0
	Total	112	100,0	100,0	



5.4 Statistic analysis methodology

Regarding the methodology of statistical analysis, the techniques of inductive and descriptive statistics were used. Data analysis was performed with the SPSS Version 20.0 statistical package. In particular, the data, immediately after completing the minimum required number of the sample, were obtained from the Google Forms digital platform on which the questionnaire was implemented and after being properly coded, they were entered into the SPSS statistical package for processing. Initially, the basic statistical descriptive measures for demographic variables were calculated, such as the relative and absolute frequencies, the mean values and the standard deviations. Then the Cronbach A reliability factor was calculated for the question scales. Then, for those scales that scored a satisfactory reliability value, the variables depicting the scales were also calculated. Subsequently, depending on the research question, the average values and standard deviations of the scales were calculated, the multiple linear regression analysis was performed with a dependent variable, the intention to donate time and the intention to donate money and independent variables to the scales efficiency, effect, dynamism and typicality. To validate and verify the structural validity of the questionnaire (scales structure), factor analysis was used with a free number of factors and with the Varimax method.

5.5 Research scales reliability

In terms of reliability of research scales, reliability was assessed using the Cronbach a factor. Acceptable values of the coefficient are those that mark reliability values greater than 0.6 and, as can be seen from the table below where the reliability values are given, all variables have values above 0.6, while most of the scales note reliability values above 0.8. This means that all the scales used have the necessary reliability as measuring instruments and while they advocate the technical validity of the research in terms of its reliability.

Table 1: Reliability analysis for the scales of the research via Cronbach's alpha coefficient

Scale	Number of Items	Cronbach's alpha
Usefullness	3	0.881
Efficiency	5	0.865
Affect	4	0.921
Dynamism	2	0.873
Typicality	3	0.661

CHAPTER 6

RESEARCH RESULTS

This chapter presents the analysis and comments made in order to answer the two research questions.

6.1 Research question 1: Research model verification of Michel & Rieunier

6.1.1 Regression Analysis:

The first research question concerns the verification of the Michel and Rieunier model. The following images give a brief overview of this model, which will be verified in terms of methodology and analysis. This model examines the effect that the variables usefulness, efficiency, effect, dynamicism and typicality have on the intention to donate money and time. The images show the values of the good regression coefficients of the regressions as well as the beta coefficients, i.e. the correlation coefficients that result from the linear regression.

Table 6

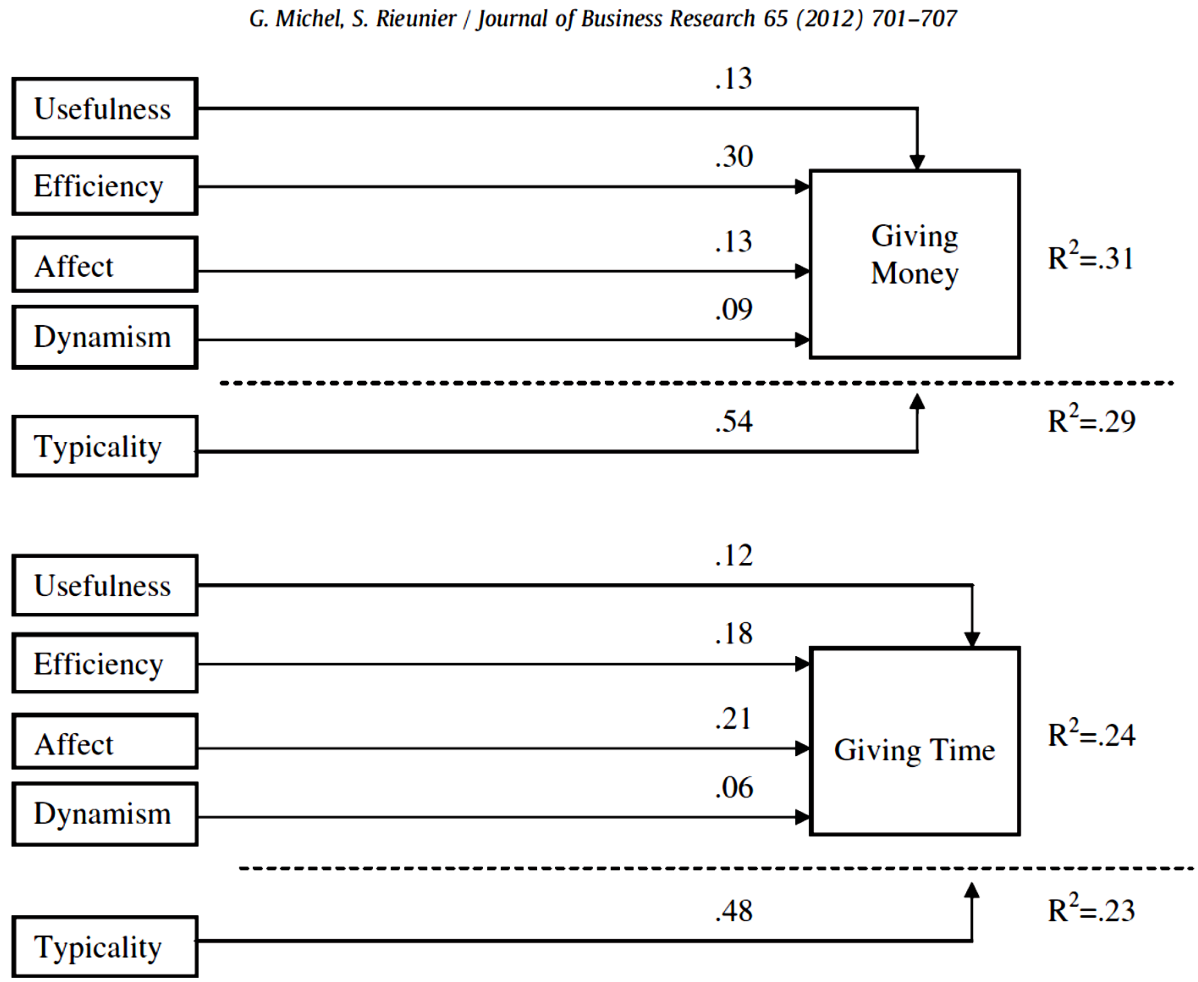
Multiple Regression: brand image, typicality and charitable giving.

Global sample	Giving money		Giving time	
	Beta	t	Beta	t
Usefulness	.13	4.78*	.12	4.18*
Efficiency	.30	9.84*	.18	5.74*
Affect	.13	4.66*	.21	6.89*
Dynamism	.09	3.68*	.06	2.58*
R^2	.31		.24	
Typicality	.54	26.67*	.48	22.78*
R^2	.29		.23	

* p<.01, for Multiple Regressions Procedure Forward.

Table 2: Multiple regression results obtained from Michel and Rieunieur (2012).

Table 3: Graphic representation (in terms of a simple conceptual model) of Multiple regression results obtained from Michel and Rieunier (2012).



Donate Money:

For this purpose, the methodology of multiple linear regression with a dependent variable was implemented, for once the intention to donate time and the second time the intention to donate money. The tables given and followed show the results of the two linear regressions in which they were estimated. In the first table that shows the results of linear regression for the intention to donate time, it appears that the value of the R Square index is 0.892, which is noted to be extremely good and even better than the value of the Rieunier 2012 article. The regression results in the criterion F = 149,602, P-Value less than 0.001. In this way it shows that the model has interpretive potential different from the zero hypothesis. From the regression analysis table of the regression, the criterion obtained is F = 149,602, P-Value less than 0.001. In this way it shows that the model has interpretive potential different from the null hypothesis. The table of factors shows that the variable effectiveness and the variable typicality have a statistically significant effect on the intention to donate money. However, the beta prices given in the regression table are at least the level of importance given to those described in Michel 2012 paper. So, in this respect the model is verified. The point at which the model is not verified concerns the negative correlation coefficients of the variable “typicality”. In other words, it seems that variable “typicality” is negatively linked to the intention to donate money, and that the more formal a non-governmental organization is, the less likely it is to receive a donation from an individual.

Table 4: Results of the multiple regression procedure with dependent variable the donation in money

Model Summary

Model	R	R Square[b]	Adjusted R Square	Std. Error of the Estimate
1	,944[a]	,892	,886	1,074

ANOVA[a,b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	863,010	5	172,602	149,602	,000[c]
	Residual	104,990	91	1,154		
	Total	968,000[d]	96			

Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Usefullness	,247	,162	,325	1,527	,130
	Efficiency	,861	,233	,975	3,687	,000
	Affect	,177	,229	,203	,772	,442
	Dynamism	-,005	,188	-,006	-,027	,978
	Typicality	-,506	,195	-,559	-2,592	,011

a. Dependent Variable: What is the amount that you would intend to donate to MSF?

a. Predictors: Typicality, Usefulness, Dynamism, Affect, Efficiency

a. Dependent Variable: What is the amount that you would intend to donate to MSF?

b. Linear Regression through the Origin

c. Predictors: Typicality, Usefulness, Dynamism, Affect, Efficiency

d. This total sum of squares is not corrected for the constant because the constant is zero for regression through the origin.

Donate Time:

The results of the multiple regression analysis for the “donate time” scale are then given. As for the R Square Goodness-Of-Fit test, it has a price of 0.728 which is an extremely good price. The statistics of the variation analysis table have the following values f = 48.59, P-Value less than 0.001. In this way, it is demonstrated that the model has a statistically significant interpretive ability. Examining the table of regression rates, it appears that the variable efficiency has a statistically significant effect on the intention to donate time, just as in the case of the intention to donate money.

In other words, it seems that the effectiveness of an NGO is the characteristic that has a significant effect on giving time or money. In this way, the time or money that someone gives are essentially transformed into an immediate result through the effectiveness of the NGO. In addition, the beta rates of regression are about the order of magnitude given in the Michel 2012 article, with the exception of the negative effect of the typicality scale which has a negative coefficient of -0.158, thus showing just as in the case of variable donate money that the more typical, that is, the more common a non-governmental organization becomes, the smaller the person's intention to donate time.

Table 5: Results of the multiple regression procedure with dependent variable the donation in time

Model Summary

Model	R	R Square[b]	Adjusted R Square	Std. Error of the Estimate
1	,853[a]	,728	,713	1,743

ANOVA[a,b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	738,436	5	147,687	48,595	,000[c]
	Residual	276,564	91	3,039		
	Total	1015,000[d]	96			

Coefficients[a,b]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	Usefullness	,098	,263	,126	,373	,710
	Efficiency	,954	,379	1,055	2,517	,014
	Affect	-,287	,372	-,320	-,770	,443
	Dynamism	,134	,306	,147	,438	,662
	Typicality	-,147	,317	-,158	-,463	,645

a. Dependent Variable: What is the time that you would intend to donate to MSF during a certain period?

a. Dependent Variable: What is the time that you would intend to donate to MSF during a certain period?

b. For regression through the origin (the no-intercept model), R Square measures the proportion of the variability in the dependent variable about the origin explained by regression. This CANNOT be compared to R Square for models which include an intercept.

b. Linear Regression through the Origin

c. Predictors: Typicality, Usefulness, Dynamism, Affect, Efficiency

d. This total sum of squares is not corrected for the constant because the constant is zero for regression through the origin.

6.1.2 Factor analysis

The process of validating the structure of the scales just as they are given as structured scales in the Michel 2012 article is given by the factor analysis process as a second validation process. The following figure shows the results of the factor analysis as contained in the Michel 2012 article.

Table 4
Confirmatory Factor Analysis: reliability and standardized factor loadings.

	Usefulness		Efficiency		Affect		Dynamism	
Factor loadings (α)	Face to face	Internet	Face to face	Internet	Face to face	Internet	Face to face	Internet
	.79	.80	.83	.87	.81	.83	.76	.81
Item loadings								
Indispensable	.76	.76						
Useful	.78	.81						
Civic-minded	.72	.72						
Efficient			.73	.74				
Serious			.69	.70				
Well-managed			.74	.72				
Provides an excellent service to beneficiaries			.71	.73				
Uses assets wisely			.70	.75				
Friendly					.69	.73		
Generous					.68	.72		
Warm					.76	.77		
Engaging					.75	.73		
Modern							.83	.87
Innovative							.73	.78
Variance extrated	57%	59%	63%	55%	61%	54%	62%	69%
Measurement model Fit	Face to face		Internet					
$\chi 2$ (df)	276.0 (70)		1057.7 (71)					
p-value	p<.01		p<.01					
CFI	.94		.94					
RMSEA	.07		.07					

The questionnaire evaluates each brand image item using Likert-type scale (1 = strongly disagree and 5 = strongly agree).

Figure 1: Picture: results of the factor analysis method gathered from Michael and Rienieur (2012).

The following are the results of the factor analysis which was implemented with the principal component analysis method and with the method of turning to the Varimax technique. The first table shows the results of the Kaiser Meyer Olkin and Bartlett's test indicators. The value of the KMO index appears to be equal to 0.882, indicating high levels of data adequacy in order to reveal the scale structure. The price of 0.882 is a very satisfactory price. As for the Bartlett's test of sphericity, it has a statistical significance value of 0.001, indicating that the data have the minimum required sphericity.

Table 6: Goodness of fit results (KMO and Barlett's test) of Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,882
Bartlett's Test of Sphericity	Approx. Chi-Square	942,055
	df	91
	Sig.	,000

This is followed by Total Variance Explained, which seems to fully validate the structure proposed by Michel 2012 in terms of the number of factors, because here as well, four statistically significant factors appear. It is noted at this point that the variability of typicality has been excluded because the Michel 2012 analysis does not contain the variability of typicality and this is a variable that we introduced in our research with three questions we created, tried and succeeded in terms of their reliability as appeared in the previous paragraph.

Table 7: Total Variance Explained resulting from Factor Analysis

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7,223	51,591	51,591	7,223	51,591	51,591	3,159	22,562	22,562
2	1,537	10,980	62,571	1,537	10,980	62,571	2,941	21,007	43,569
3	1,235	8,820	71,391	1,235	8,820	71,391	2,928	20,915	64,484
4	1,012	7,228	78,619	1,012	7,228	78,619	1,979	14,135	78,619
5	,626	4,474	83,093						
6	,510	3,644	86,737						
7	,346	2,468	89,205						
8	,314	2,246	91,451						
9	,264	1,884	93,335						
10	,244	1,739	95,074						
11	,193	1,378	96,452						
12	,181	1,293	97,745						
13	,166	1,188	98,933						
14	,149	1,067	100,000						

Extraction Method: Principal Component Analysis.

Then, the turning table is given where the charges of the factors are shown, where it seems that to an almost absolute degree with the exception of one variable, the results of the varimax method confirm exactly the distribution of items in the components, just as Michel 2012 has given them. Concerning the structure of the scales from the results of the factor analysis performed, the factual analysis and the structure that it has given to Michel 2012 are almost completely confirmed.

Table 8: Rotated Component matrix resulted from Factor Analysis

Rotated Component Matrix[a]

	Component			
	1	2	3	4
MSF is necessary	,832			
MSF is Useful	,847			
MSF is showing interest for society (civil minded)	,789			
MSF is Efficient		,605		
MSF is Serious	,622			
MSF is Well managed		,797		
MSF provides an excellent service to beneficiaries		,811		
MSF uses assets wisely		,811		
MSF is Friendly			,712	
MSF is Generous			,765	
MSF is Warm			,829	
MSF is Engaging			,708	
MSF is Modern				,868
MSF is Innovative				,859

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

6.2 Research question 2: Research sample opinions about MSF

The second research question is a question of opportunity, meaning that it aims to record the views of the sample for the Non-governmental organization MSF on the occasion of the data collection opportunity.

The following are some basic descriptive statistics and indicators that reflect the views of those surveyed on this particular NGO. When asked if they know anything or have heard of the Non-Governmental Doctors MSF before, 16 people claimed they know nothing (14.3%), while 96 people said they have just a basic knowledge (85.7%).

Table 9: Frequencies(n) and percent(%) for the prior knowledge about the NGO MSF

I know in general terms about the NGO "Doctors Without Borders" (MSF)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	16	14,3	14,3	14,3
	Yes	96	85,7	85,7	100,0
	Total	112	100,0	100,0	

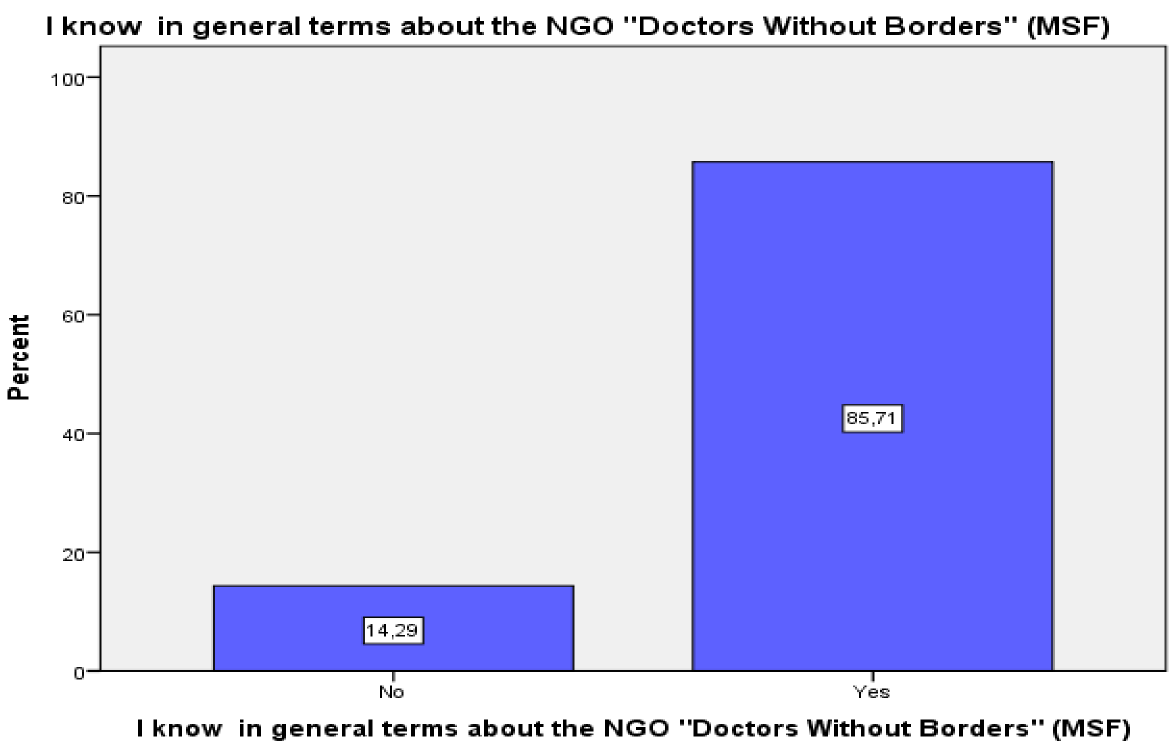


Figure 2: Bar chart of percent(%) for the prior knowledge about the NGO MSF

The following is a table with average values, standard deviations, intermediate values, minimum and maximum values for the 5 scales of the survey as calculated from the answers of the individuals who stated that they know the NGO. In other words, the opinion of those who have not heard anything about the specific NGO was excluded and the results follow only from those 96 people who stated that they have at least a little knowledge. So for the utility scale, the average value is 4.06, for the efficiency scale the average value is 3.54, for the influence scale the average value is 3.56, for the dynamics scale it is 3.49 and for formality scale is 3.43.

Table 10: Mean values, standard deviations, median, maximum and minimum values for the scales of the research

Statistics

	N		Mean	Median	Std. Deviation	Minimum	Maximum
	Valid	Missing					
Usefulness	96	0	4,0694	4,0000	,90601	1,00	5,00
Efficiency	96	0	3,5458	3,4000	,61455	2,20	5,00
Affect	96	0	3,5625	3,5000	,73538	1,00	5,00
Dynamism	96	0	3,4948	3,5000	,72000	1,00	5,00
Typicality	96	0	3,4306	3,3333	,73654	1,67	5,00

The following is the grouped case chart (boxplot) which shows the distributions of the five scales of research for the specific Non-Governmental Organization. So it seems that the highest and most intense feature according to the respondents of this NGO is the usefulness scale which with few exceptions has a price above 3, which is the neutral value of the scale and separates the positive from the negative areas of the scales. If usefulness scale be excluded, all other scales have approximately the same distributions in terms of the intermediate, with about 1/4 of the respondents being below the neutral value, i.e. 1/4 of the respondents have a negative view of the specific organization, while the largest distribution of responses is on the typicality scale, i.e. whether respondents consider this organization as typical example of the type and family of NGOs. According to this information, the strongest point of MSF is the usefulness and perhaps the weakest point is the typicality, meaning that it is not an ordinary NGO. However, this does not mean that it is a negative feature.

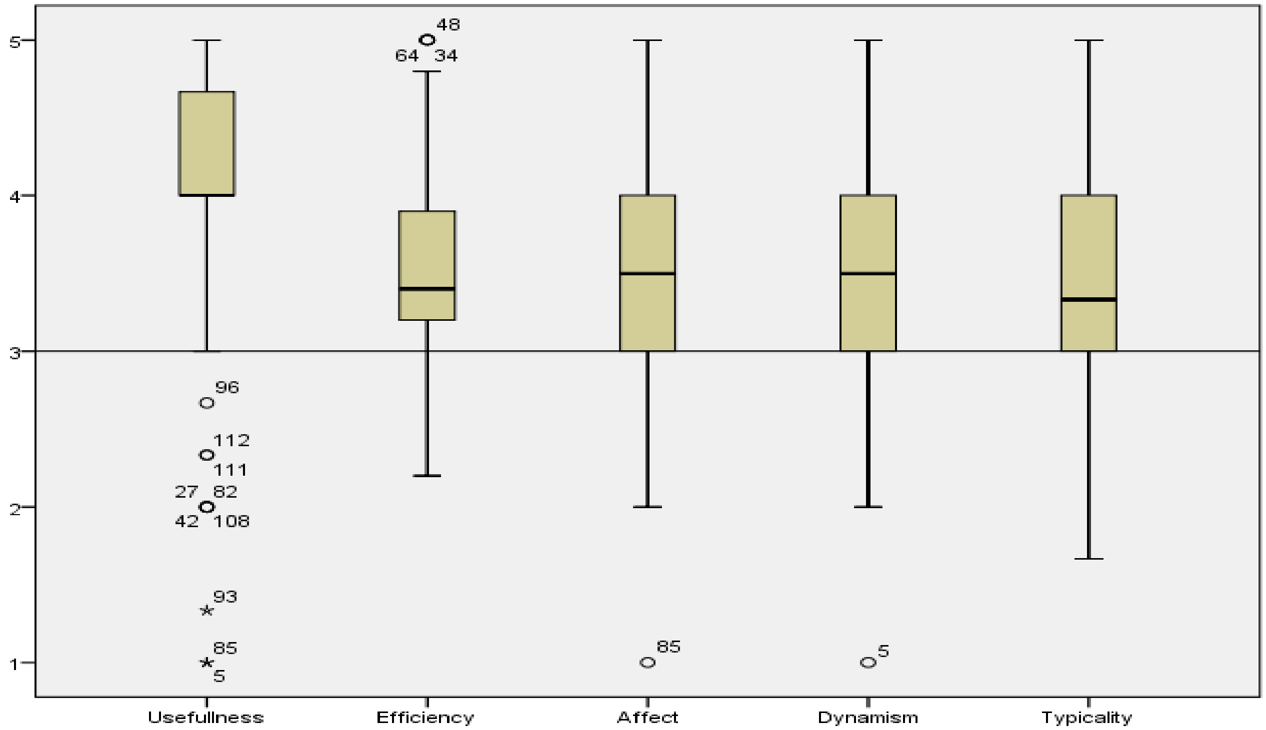


Figure 3: Multiple Boxplots for the scales of the study

With regard to the intention to donate money to MSF, all the categories that were asked are observed. In particular, 9 people (9.4%) would not donate at all money, 25 people (26%) would donate 1 to 10 euros, 27 people (28.1%) would donate 10 to 20 euros, 30 people (31, 3%) would donate 20 to 100 euros, 4 people (4.2%) would donate from 100 to 1000 euros and one person (1%) would donate an amount over a thousand euros.

Table 11: Frequencies(n) and percent(%) for the willingness to donate money

What is the amount that you would intend to donate to MSF?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 €	9	9,4	9,4	9,4
	1-10 €	25	26,0	26,0	35,4
	10-20 €	27	28,1	28,1	63,5
	20-100 €	30	31,3	31,3	94,8

	100-1000 €	4	4,2	4,2	99,0
	1000+ €	1	1,0	1,0	100,0
	Total	96	100,0	100,0	

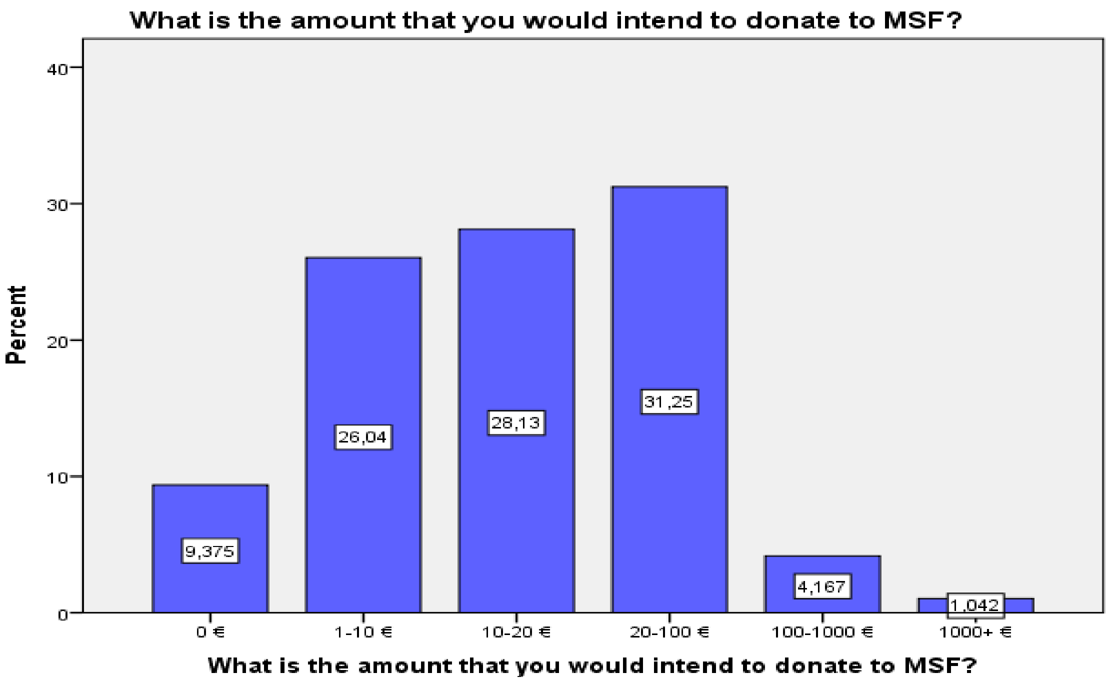


Figure 4: Bar chart of percent(%) for the willingness to donate money

Regarding the intention to donate or devote time to this Non-Governmental Organization, 11 people (11.5%) would not give any time, 51 people (53%) would give some hours occasionally and accidentally, 12 people (12.5%) would give one to four hours a week, 9 people (9.4%) would give about a day a week, one person (1%) would give two to four days a week, five people (5.2%) would give one to two weeks a month and seven people (7.3%) would intend to give even more time.

Table 12: Frequencies(n) and percent(%) for the willingness to donate time

What is the time that you would intend to donate to MSF during a certain period?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 time	11	11,5	11,5	11,5
	some hours randomly	51	53,1	53,1	64,6

1-4 hours per week	12	12,5	12,5	77,1
1 day per week	9	9,4	9,4	86,5
2-4 days per week	1	1,0	1,0	87,5
1-2 weeks	5	5,2	5,2	92,7
more...	7	7,3	7,3	100,0
Total	96	100,0	100,0	

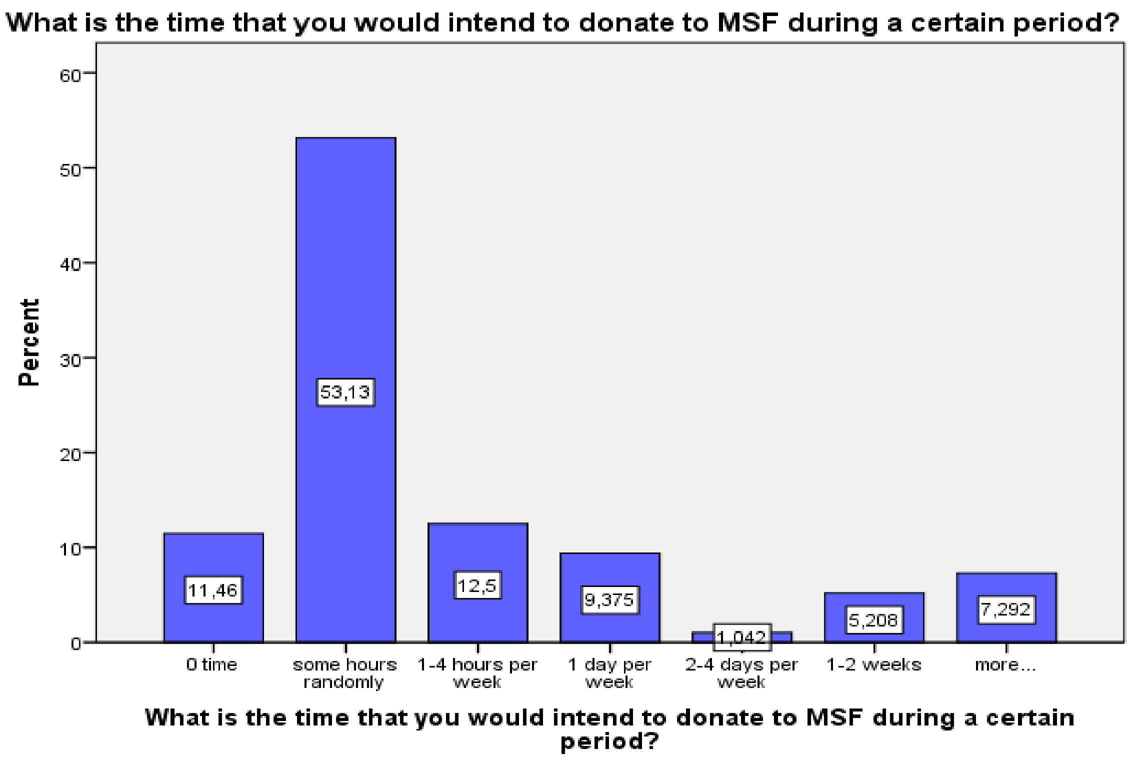


Figure 5: Bar chart of percent(%) for the willingness to donate time

The table given below includes the average values and the standard deviations for all those questions (items) which constitute the scales (in other words, the detailed results and the score for each question separately). The graphical representation of the table is given in the following graph where for each of these questions the mean value is represented by a range of a standard deviation. So it seems here that the highest performance of MSF is in the utility scale, while the lowest performance is in the typicality , innovation and management scales (well managing).

Table 13: Mean values, standard deviations and medians for the items of the scales

	Mean	Median	Std. Deviation

MSF is necessary	4,19	4,00	,977
MSF is Useful	4,11	4,00	1,132
MSF is showing interest for society (civil minded)	3,91	4,00	,895
MSF is Efficient	3,67	4,00	,842
MSF is Serious	3,83	4,00	,879
MSF is Well managed	3,30	3,00	,698
MSF provides an excellent service to beneficiaries	3,52	3,00	,767
MSF uses assets wisely	3,41	3,00	,674
MSF is Friendly	3,73	4,00	,827
MSF is Generous	3,51	3,00	,833
MSF is Warm	3,49	3,00	,808
MSF is Engaging	3,52	4,00	,846
MSF is Modern	3,51	3,00	,754
MSF is Innovative	3,48	3,00	,781
MSF is a typical NGO	3,19	3,00	,955
MSF is one of the examples that come to my mind when I talk about an NGO	3,68	4,00	1,201
All NGOs should function like MSF	3,43	3,00	,764

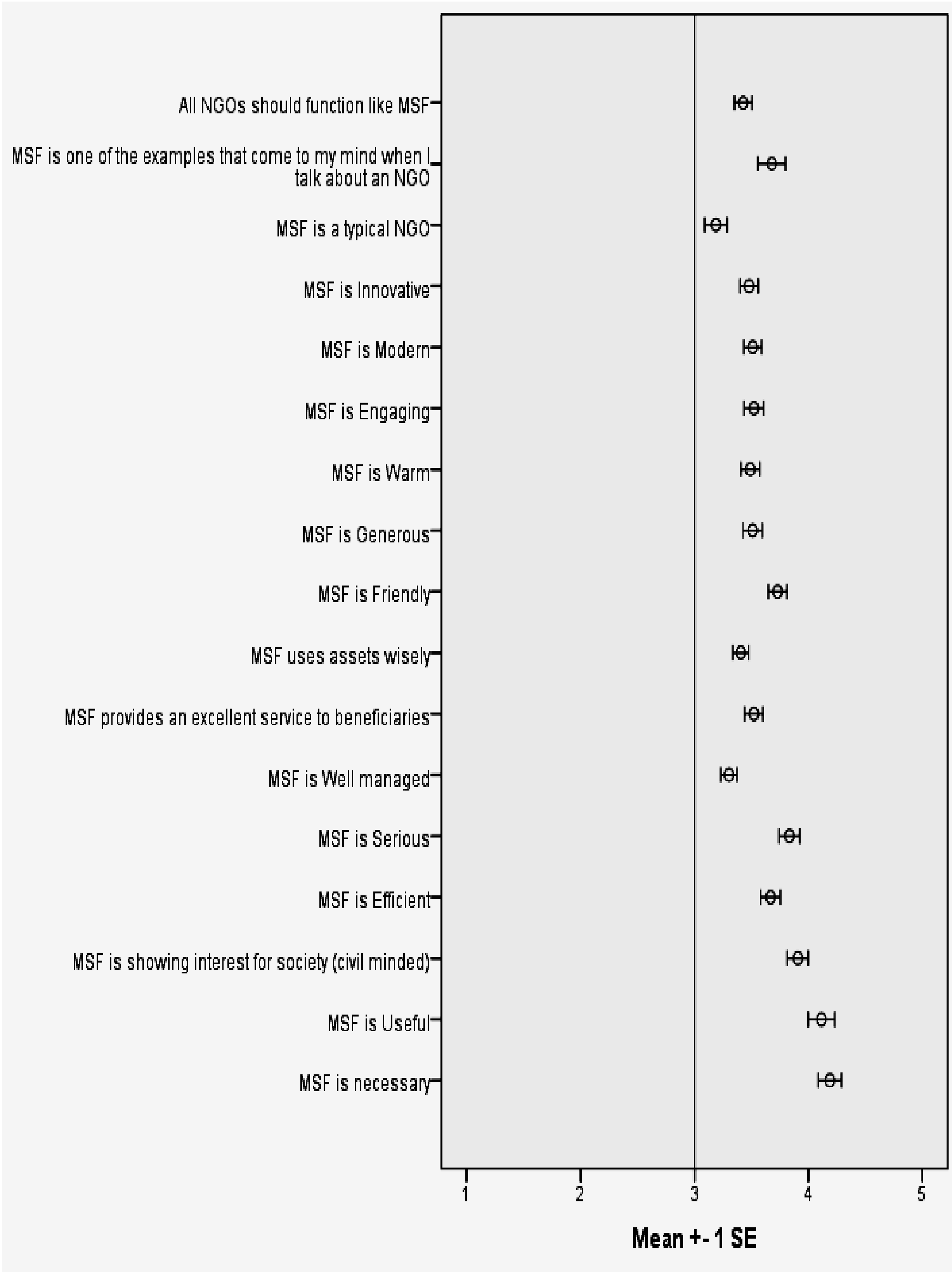


Figure 6: Mean values and standard deviations for the items of the scales

CHAPTER 7

CONCLUSION

To conclude, though Non-governmental organizations are engines that ensure civil society development and economic development (Drucker P., 2005), because of their strong links with community, businesses and the government, they still find it hard to have all the needed recourses to carry out their humanitarian purpose. Apart from that, the changes in the modern world leaded to changes as well in the way how NGOs are addressing community needs (Sargeant, 1999) but also in the way how NGOs compete for resources (Kotler and Murray (1975). Taking this fact into consideration, Kotler and Levy (1969) were first to announce that marketing goes beyond than just "satisfying customer needs profitably". What basically Kotler and Levy (1969) implied by stating this was that the nonprofit sector is applying and should apply marketing as well. Nowadays, marketing is described as a process through which individuals and groups satisfy their needs through 'creating, offering and freely exchanging services of value with others" (Kotler and Keller, 2006, p6).

Some basic definitions used in this thesis were the following:

Marketing can be described as a management process through which products and services move from concept to the customer. These include identification of a product, determining demand, deciding on its price, selecting distribution channels and promotional strategy. (Available at: https://marketbusinessnews.com, Accessed 2nd January 2019).

Advertising is defined by Kotler (2000) as any paid form of non-personal presentation and promotion of ideas, services, or goods by an identified sponsor.

Strategic planning is considered by several authors (Krallinger & Hellebust, 1993; Charney, 1995; McClamroch et al., 2001) as the formulation of long-term organizational goals and objectives, including the selection of the appropriate strategies to achieve these goals and objectives.

SWOT analysis is described by Stacey (1993) as: "A list of an organization's strengths and weaknesses as indicated by an analysis of its resources and capabilities, plus a list of the threats and opportunities that an analysis of its environment identifies. Strategic logic obviously requires that the future pattern of actions to be taken should match strengths with opportunities, ward off threats, and seek to overcome weaknesses."

NGO: UN defines NGO as: "Any non-profit, voluntary citizens' group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of services and humanitarian functions, bring citizens' concerns to Governments, monitor policies and encourage political participation at the community level. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements. Some are organized around specific issues, such as human rights, the environment or health". (United Nations, Arrangements and Practices for the Interaction of Non-Governmental Organizations in All Activities of the United Nations System, (New York: Report of the Secretary-General, United Nations, 1998), para. 1)

MSF is an independent, self-governed, non-profit organisation. It operates programmes in more than 70 countries worldwide. Its work is carried out by tens of thousands of health professionals, logistical and administrative staff, the vast majority of whom come from the countries where the organisation is providing medical assistance (source: https://msf-seasia.org/4818, Accessed at 26/06/2020)

Having mentioned the most fundamental definitions included in this thesis, we could move on to its' main aim, which is to analyze the Non-governmental organization MSF. In particular, this works' goal is to observe the behavior of citizens towards this organization by studying the factors that influence might have impacts on intentions to donate money and to donate time.

For achieving this research objective, two research questions are used based on the model described in Michel and Rieunier (2012). The first research question investigates whether a specific model of describing the factors that influence the intention to donate time and money is verified, and the second research question concerns the depiction of these perceptions of the sample MSF.

For answering the research questions above, a questionnaire was used and distributed to a sample of 112 people. The questionnaire used consisted of three parts, with the first providing information on the goal of the survey, the type of questions that it included etc. Afterwards, the second section was focused mostly on personal information of the respondents and whether they were aware of the NGO MSF. The last part included questions about the scales (usefulness, efficiency, effect, dynamicism, typicality) used to test the Michel et al 2012 model.

The research results verified the model used (Michel 2012) as it showed that the variable effectiveness and the variable typicality have a statistically significant effect on the intention to donate money. The sole point at which the model is not verified concerns the variable “typicality, as it seems that the more typical an NGO is, the less likely it is to attract donations.

As for the intention to donate time, same as for the intention to donate money, the variable efficiency has a statistically significant effect. Taking this into consideration, it is certain that the effectiveness of an NGO is the trait that has a vital effect on donation time or money. In this way, the time or money that someone gives are essentially transformed into an immediate result through the effectiveness of the NGO. Moreover, the analysis of our research showed that the more typical an NGO is, the smaller the person's intention to donate time.

APPENDIX: Research questionnaire

NGO Questionnaire

This questionnaire was developed for the needs of an academic survey related to citizens' opinions about NGOs.
Your contribution by submitting this questionnaire is very important in completing the survey. The questionnaire is anonymous and is completed by individuals over 18 years old. Your answers will be used as anonymous data and processed statistically. The results of the analysis will only be used for the purpose of the present investigation and subsequently destroyed. The time taken to complete the questionnaire is about ten minutes. Thank you very much for your participation!
Yours sincerely
Lilia Ridlovschi
(Ridlovschi.Lilia@gmail.com)

* Απαιτείται

Gender *

- ○ Male
- ○ Female

Age *

- ○ 18-30
- ○ 31-40
- ○ 41-50
- ○ 51-60
- ○ 61+

Education *

- ○ High School
- ○ Bachlelor
- ○ Master Degree
- ○ PhD
- ○ Post Doctoral
- ○ Άλλο:

Profession *

- Public Sector
- Private sector
- Business owner
- Unemployment
- Pension
- Student
- Άλλο:

Country of residence *

Η απάντησή σας

Region population *

- Big city (over 1 Million)
- Medium city (100.000 - 1 Million)
- Smaller city (below 100.000)

Have you ever worked for NGO? *

- Yes
- No

Have you ever donated to an NGO? *

- Yes
- No

I know in general terms about the NGO "Doctors Without Borders" (MSF) *

- Yes
- No

	I absolutely disagree	I disagree	Neither agree nor disagree	I agree	I absolutely agree
MSF is necessary	○	○	○	○	○
MSF is Useful	○	○	○	○	○
MSF is showing interest for society (civil minded)	○	○	○	○	○
MSF is Efficient	○	○	○	○	○
MSF is Serious	○	○	○	○	○
MSF is Well managed	○	○	○	○	○
MSF provides an excellent service to beneficiaries	○	○	○	○	○
MSF uses assets wisely	○	○	○	○	○
MSF is Friendly	○	○	○	○	○
MSF is Generous	○	○	○	○	○
MSF is Warm	○	○	○	○	○
MSF is Engaging	○	○	○	○	○
MSF is Modern	○	○	○	○	○
MSF is Innovative	○	○	○	○	○
MSF is a typical NGO	○	○	○	○	○
MSF is one of the examples that come to my mind when I talk about an NGO	○	○	○	○	○
All NGOs should function like MSF	○	○	○	○	○

What is the amount that you would intend to donate to MSF? *

- 0 €
- 1-10 €
- 10-20 €
- 20-100 €
- 100-1000 €
- 1000+ €

What is the time that you would intend to donate to MSF during a certain period? *

- 0 time
- some hours randomly
- 1-4 hours per week
- 1 day per week
- 2-4 days per week
- 1-2 weeks
- more...

Any comments...

Η απάντησή σας

Υποβολή

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