

Marketing for Non-Profits



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2008

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Overview

This thesis begins to look at the non-profit sector and its marketing strategies and operations. There are many differences between the for-profit and non-profit sectors. The goals of for-profit and non-profit organizations are different but their marketing strategies are the same. A specific example where these sectors differ is in their marketing strategies. The goal of the private sector is to market their products to entice new consumers to buy their product or loyal customers to increase their purchases. The purpose of the non-profit sector is not to sell their product or service but instead to get people to donate for their cause. Non-profit organizations (NPOs) operate in more of a monopolistic situation in regards to their intended beneficiaries because the demand for their services often exceeds their supply (Macedo).

“During recent decades, the non-profit sector has seen rapid growth in both scope and scale showing evidence of its increasing importance in society” (Macedo). The majority of marketing research that has been done focuses on the for-profit sector, not the non-profit sector. As a result of this lack of information as well as funds, many non-profits do not place a significant emphasis on marketing research and implementation. It was only until the 1990s that cases of positioning by charitable organizations started being discussed in non-profit marketing literature (Chew). Marketing guru Philip Kotler says that, “marketing is the analysis, planning, implementation, and control of the organization's service programs to suit the needs of its constituents well enough that two types of *exchanges* take place: (1) the maximum *use* of the services and (2) financial support to the organization” (Direct). Within the last decade, a decline in financial resources has caused NPOs to embrace new skills to improve their fundraising ability while at the time same serving their constituents more efficiently (Hoffmann).

This study hopes to further analyze marketing in the non-profit sector. After analyzing the marketing element of non-profits there will be a case scenario to show how to implement these marketing strategies. The development and analysis of a public service announcement (PSA), website and email newsletter for a local non-profit will take the secondary information, target market analysis and primary research all into consideration. Finally there will be a proposed positioning strategy for World Care to take into consideration as a whole that will help the organization achieve their mission by influencing donors to give, volunteers to come forward and clients to seek help (Macedo). Developing an adaptive marketing strategy can help ensure that organizations receive the necessary resources to fulfill their mission and daily activities (Macedo).

World Care Company Background

A non-profit organization is defined as a body of individuals that associate for any of the three purposes:

- (1) To perform state- delegated public tasks
- (2) To perform in-demand public tasks which neither the state nor for-profit organizations are willing to fulfill
- (3) To influence the policy direction in the state, the for-profit sector or other NPOs

(Pinho)



World Care is an independent, secular, 501(c)3 organization dedicated to raising consciousness in the local international arenas of education, health, environment, and community service (World Care1). World Care strives to create opportunities for those who are less fortunate by providing them with the necessary supplies required for self-sustainability. By converting surplus and supply into valuable resources, World Care utilizes all received donations to their maximum humanitarian relief potential. In doing so, World Care also has a large environmental impact, successfully diverting those supplies from premature and unnecessary disposal at area landfills (History).

World Care recognizes the strong potential of an engaged and enlightened civic society. As a civilian-based relief organization, World Care believes in empowering the public and provides an avenue for which people can volunteer and donate their time or other resources in an effective and efficient manner. In the same way, World Care collaborates with other non-profits to help them achieve their goals of servicing those in need and partners with other organizations and institutions in the areas of humanitarian research (History).

Mission Statement

World Care is an independent non-profit organization that is dedicated to raise consciousness in education, health, environmental and community service arenas both locally and internationally. We are Recycler's of Earth Resources to support Humanitarian and Animalitarian™ Relief. We strive to create opportunities for those who are less fortunate by providing necessary supplies.
(History)



SWOTT Analysis

“An attempt to determine the strengths and weaknesses of the organization in the mind of the constituent(s) may uncover a false impression, or an unmet need” (Nonprofit).



Strengths

World Care has many strengths as a non-profit organization. Since World Care was launched in 1996, they have built a strong presence in the Tucson area. The greatest reason for their success is correctly evaluating their demand. Their founder, Lisa Hopper, realized early on that the real need was not for complex medical technology, but for the very basic life nurturing necessities such as food, shelter and most importantly – education (Hopper).

A second strength of the organization is that they are able to quickly respond to natural disasters. This quick response is due to their innovative and structured process of storing and shipping. Another reason why they are able to send resources so quickly is because they have a continuous



collection process. World Care does not wait till after a natural disaster strikes to collect the resources and materials needed, but instead collects the basic materials year round and packages and stores them. By doing this they are able to respond immediately to a natural disaster. This is one of the main reasons why World Care was one of the top donors during the Hurricane Katrina disaster (Hopper).

World Care is fortunate to have a large donor and volunteer base. Many of their donors have been donating since the beginning of World Care's founding. World Care would not be the successful organization that it is today without its generous individual donors, volunteers and board members.

An important attribute that has led to World Care's success is their building facility. The 17,000 square foot warehouse enables an organized and efficient acquisition and distribution process. In addition to the size and layout of the facility, the warehouse is in a good location. The facility is located just south of the central part of the city making it easy for donors and volunteers alike to access the location.

For a company that has only been around for 12 years, they have established a respectable domestic as well as international presence. They are trusted and relied upon by many foreign countries.

One of World Care's greatest assets is their clearly defined organizational goals and associated programs. World Care's mission statement is achieved by the implementation of its four well-organized programs. Each of these programs has its own separate objectives along with a detailed analysis of what each program entails.

Last but not least World Care takes pride in the fact that 97% of the money that they receive is used for their programs and only 2% goes to administrative expenses. In addition to being efficient with their finances they also have a strong commitment to financial transparency. The CEO believes that one of the biggest ethical concerns for non-profits is making their financial activities accessible in order to gain the public's trust (Hopper).

Weaknesses

The greatest and most obvious weakness of World Care is that they are a non-profit company and thus have to create their own financial base. This puts an increasing pressure on the organization to maintain donors and to invest in successful fundraising.

A second very important impact on the dollar amount of donations is the state of the economy. Right now, for example, many donors are less apt to donate their disposable income and more inclined to use that money for other expenses. Along the lines of finances, budgeting can be a very difficult issue to determine. Funding can often times be irregular, unpredictable and seasonal. Many donors can invest in World Care one year and another organization the next.

In addition to the financial weaknesses there are the negative associations that certain consumers have in regards to non-profits. Certain non-profits have been shown in the media as being nontransparent and participating in unethical practices. The unethical behavior of other non-profits can be associated as being a standard characteristic for the non-profit sector as a whole.



Therefore World Care has to go above and beyond to differentiate themselves from the unethical practices of other NPOs. These negative association have led to an overall decrease in donor confidence.

Another weakness is a lack of marketing expertise. A majority of the marketing related work done for the organization is handled on a case-by-case basis. World Care does not have one clear organized marketing strategy that it pushes through each of its marketing outlets. The organization also lacks a clear cut analysis of their target markets and does not have any clearly organized customer loyalty or retention programs in place.

A final weakness is that they offer a service that many other non-profits do as well and it may be difficult to differentiate themselves when competing for material and monetary donations. An exception to the necessity to compete for donations is when a natural disaster occurs because every organization's materials are needed. In day-to-day processes World Care can find themselves in direct competition with many non-profits not only in Tucson but in all of Arizona and the whole country itself for resources.

Opportunities

One of World Care's biggest opportunities as an organization is that at this time period there will always be natural disasters where their resources are needed. In addition there are various opportunities within each of the organization's programs. For example, in Arizona especially, there is a dire need for more school materials. This gap in supply and demand guarantees a steady amount of non-profit work for World Care's Tools for Schools program. The same concept can be applied for the rest of their programs; Tools for the Environment, Tools for Emergency Relief, and Tools for Health.

There is a considerable opportunity to make more of a substantial impact combating poverty, illiteracy, famine, disease and waste because of a growing interest in the non-profit sector and governmental support. World Care has the potential to take these positive trends occurring in the non-profit sector and use them to better serve their constituents.

The internet is another important opportunity for World Care to expand its reach and impact on the world. The internet enables an organization to connect and network with other non-profits they would not have been able to otherwise. An internet network where organizations can communicate and effectively create a more efficient contribution and shipping process can have together a much larger impact on society. World Care has already begun to take advantage of this opportunity by creating WCRRegistry.org™, a full search engine that connects the public to 1.3 million non-profits nationwide (About).

A final important opportunity that World Care has only begun to touch upon is partnering with other non-profits not only to work together in times of national disasters but also in fundraising year-round. Partnering up with other publicly recognized organizations for donations can prove to be very financially significant. This can be especially true by partnering with organizations which have a different set of donors. Pulling resources together gives partnering organizations the possibility to raise more donations (material or monetary) together than they would separately.



Threats

A common misconception for those that forget the true mission of NPOs, is that other organizations providing similar services are a threat to each other. However the true mission of non-profit organizations is to “perform in demand public tasks” that are not already being fulfilled. Therefore, if someone else whether it is from within the non-profit sector, the for-profit sector or the government can fulfill and complete World Care’s mission that is not a threat but a sign that their job is finished or they should redo their organization’s goals. Another organization in direct competition could in fact decrease World Care’s donations, volunteers, and overall efficiency which would be a threat to the organization’s existence. However, as long as the intended constituents are being served there is no real threat. A non-profit could also surpass World Care by increasing their marketing efforts or by making the organization more productive by superior distribution processes or reinvestment. All these possibilities are still seen as an improvement to how the market is being served and would still not be considered an actual threat. An example of a possible threat are the organizations that were not traditionally seen as charities, like Universities and schools, who have repositioned themselves to be seen as “needy” to justify corporate and individual monetary support (Polonsky). This is seen as a potential threat because monetary donations that once could have been going to World Care would be going to another sector that is not serving their constituents.

A second potential threat for World Care as a non-profit is the role government takes in regards to rules, regulations and funding. An example of a potential threat could be if the government decreased financial support given to World Care in the form of grants. A second example would be if the government made stricter regulations making less donations to non-profits tax-deductible because this could lead to a significant decrease in their quantity of donations received. The creation of stricter rules that non-profit organizations have to follow could negatively affect World Care by decreasing the efficiency of their operations.

A third threat could be from not just a similar non-profit organization or the government but from a private sector business as well. There is an increasing trend in the for-profit sector to adopt a corporate social responsibility (CSR) program. This *can* be a great opportunity for World Care if they can capitalize on this trend and partner with these corporations. However the problems and threats can occur with those Corporations who choose to develop there own separate program and not work with World Care. To clarify, there is no threat if a firm’s CSR program is more efficient and can replace World Care’s activities by serving a greater number of people at a lower cost; this is the goal. However, if corporations publicize exaggerated improvements their CSR programs are making in regards to similar organizational goals as World Care this can be a threat. If the public believes that the organization is truly taking care of a community issue then there is a possibility that World Care’s donors being part of the public will decrease or stop their contributions to the organization feeling that they are no longer needed. This can be a serious problem if the CSR program is not having as large of an impact as World Care could or was.

A major threat today and most likely in the future is the economy in America. A decline in the economy, specifically a recession, can have a direct negative correlation with the quantity of dollars donated. In a weak economy, consumers will tend to spend less, save more and thus



donate less. Without all of World Care's donations the operations of the organization would be almost impossible. The donors of World Care are the backbone of their organization.

Trends

Many non-profits are suffering from a decline in federally supplied products and a rise in the efficiency within the for-profit sector (and thus declining excess of products) (Byrnes). NPOs are faced with pressures to become more competitive in securing their resources (Pinho). "Funders and clients, alike, are beginning to demand more accountability; sole-sourced nonprofits are finding that their very success is encouraging others to enter the field and compete for grants; and grant money and contributions are getting harder to come by, even as need and demand increase." This last trend requires today's nonprofits to rethink how they do business, to compete where appropriate, to avoid duplicating existing comparable services, and to increase collaboration, when possible (Polonsky).

An increasing number of charities that are entering the voluntary sector combined with a blurring of the boundaries between voluntary, public and private sectors area all likely to heighten competition for resources further (Chew). Each of these charities vying for a slower-growing pot of voluntary income in the marketplace has made raising and maintaining income more difficult, and achieving long-term financial stability much harder (Chew).

"Youth volunteerism is soaring as high school and college students use the Internet to mobilize quickly and nationally" (Koch). The activism of college students especially, is at a higher level than it has been in the last 10 to 20 years (Koch). The characteristics of today's new "student activists" are "more sophisticated" and rely more on lobbying and volunteering than the American pastime of street protests (Koch).

In the spectrum of recycling a rising trend that the industry will need to find a solution for is the increasing number of televisions that people are throwing out as a result of the advancements in technology and compatibility (Hopper). This will lead to new possible partnerships in Mexico as well.

Marketing for For-Profits vs. Non-Profits

Applying the marketing principles of the for-profit sector to the non-profit sector happened in around 1975 when business marketing genius, Philip Kotler, wrote *Maarketing for Nonprofits* (Nonprofit). There is a clear difference between the marketing message and objective that is employed by for-profit and non-profit organizations. Social cause advertising commonly used by non-profits differs from profit oriented advertising in that the main purpose of the latter is economic gain realized from these efforts (Sciulli 8). Marketing for non-profits as opposed to for-profit industry is a much more challenging task because NPOs perform a large number of functions, assume an extraordinary variety of organizational forms and embrace a diverse range of industries (Macedo). "Corporations have a single bottom line - shareholder value, which is driven by profits." In the case of non-profits working for the public good, there is a "triple bottom Line" which consists of social change, stakeholder value and revenue generation (Andresen).



“Social cause advertisements evoked more fear, anger, sadness, disgust, interest, and surprise. Profit oriented advertisements were deemed more pleasant and happier” (Sciulli). “Social cause advertisements may contain less information cues and elicit more emotions due to individuals, decision-making processes, and desired outcomes” (Sciulli). “Profit oriented advertisements delivered more information cues than social cause advertisements” (Sciulli). “Performance, contents, availability cues were employed most frequently for both advertisement types” (Sciulli). Safety, independent research and nutrition cues were revealed more often with social cause advertisements (Sciulli). Overall the conclusion is that social issue advertisements trying to evoke a desired action were more emotion seeking than profit oriented advertisements (Sciulli). However on the other hand profit oriented advertisements were deemed more pleasant and happier whereas social cause advertisements showed more fear, anger, sadness, and disgust, interest and surprise from many (Sciulli).

Non-profit organizations have been slow to integrate the Internet and are perceived as being up to five years behind the for-profit sector (Pinho). However, “as suggested by some authors, the heterogeneous and intangible character of the services provided by non-profit organizations (i.e., ideas and information, attitudes and awareness) makes the Internet more appealing to this kind of organization than to for-profit firms” (Pinho).

“During the last few decades, the lines dividing for-profit and not-for-profit organizations have become increasingly blurred” (Pinho). There is a current trend of the joining of corporations and non-profit organizations to enhance social causes which is being labeled as “cause marketing alliances” (Sciulli). Non-profit organizations are appreciative of the added support and exposure that corporations can provide (Sciulli). Non-profit organizations are more aware of the role of values, stressing the organizations’ social missions than for-profit institutions are (Pinho). Until recently most studies of market orientation focused on for profit organizations however, relevant literature holds that here are many advantages of NPOs adopting a marketing orientation (Macedo). In conclusion both sectors can learn from each other. This idea is being realized in today’s market where for profit organizations are becoming increasingly aware of the role of customer values and NPOs are becoming more financially concerned with attracting revenues (Macedo).

Case Studies on Non-Profit Marketing

Involvement & Motivation

The involvement level of a targeted potential donor is an important variable in social issue marketing today (Griffin). Issue involvement can be defined by the extent an individual focuses their thoughts on how the issue will affect them personally (Griffin). Individuals who have low issue involvement tend to process advertisements with little detail and do not bring in their own relevant personal information to form an attitude towards the marketed social issue (Griffin). In addition, “donor groups have different motivations to provide assistance, as well as behaviors and expectations” (Polonsky). A non-profit organization must understand the specific interests of donors because of its ability to shape those expectations (Polonsky).



Attitudes

“The literature on giving and donation behavior generally fails to examine the overall donor experience” (Polonsky). Studies have found that the attitudes formed through an individual’s personal experiences are more likely to predict their behavior than then the attitudes formed through indirect marketing communication (Griffin). Therefore, individuals who have more experience with the object shown in marketing ads are more likely to infer their attitudes from their behaviors, rather than outside sources (Griffin).

Emotional Appeals

“Emotional appeals are instrumental in providing the creative punch to enhance persuasion” (Sciulli). An important and recurring theme in research is that if social marketing is to be effective, it must be perceived as a distinct and viable change facilitator from other commercial efforts (Sciulli). One study showed that clearly defined social marketing messages were one of the primary contributors to the achievements of a promotional material (Sciulli). Marketers today in the for-profit industry are already putting a greater emphasis on appealing to consumers on an emotional level by portraying a support for the same causes as their consumers (Howard).

Social Cause Message Effectiveness

For a social cause message to be effective, it must be perceived as different from other advertising messages (Sciulli). This idea is discussed often in social market research, specifically attributing this need for differentiation as result of an increase in marketing messages. This saturation of marketing materials makes it necessary for advertisers to develop techniques of distinguishing their cause-related objective from others in their industry and in the profit seeking world as well (Sciulli). A main objective of social cause messages should be to stimulate the behavior of their target audience for the betterment of society (Sciulli). “If the advancement of a society is an intended objective, then not only is it important what is communicated in an advertisement but the manner in which it is said” (Sciulli).

Positioning Strategies

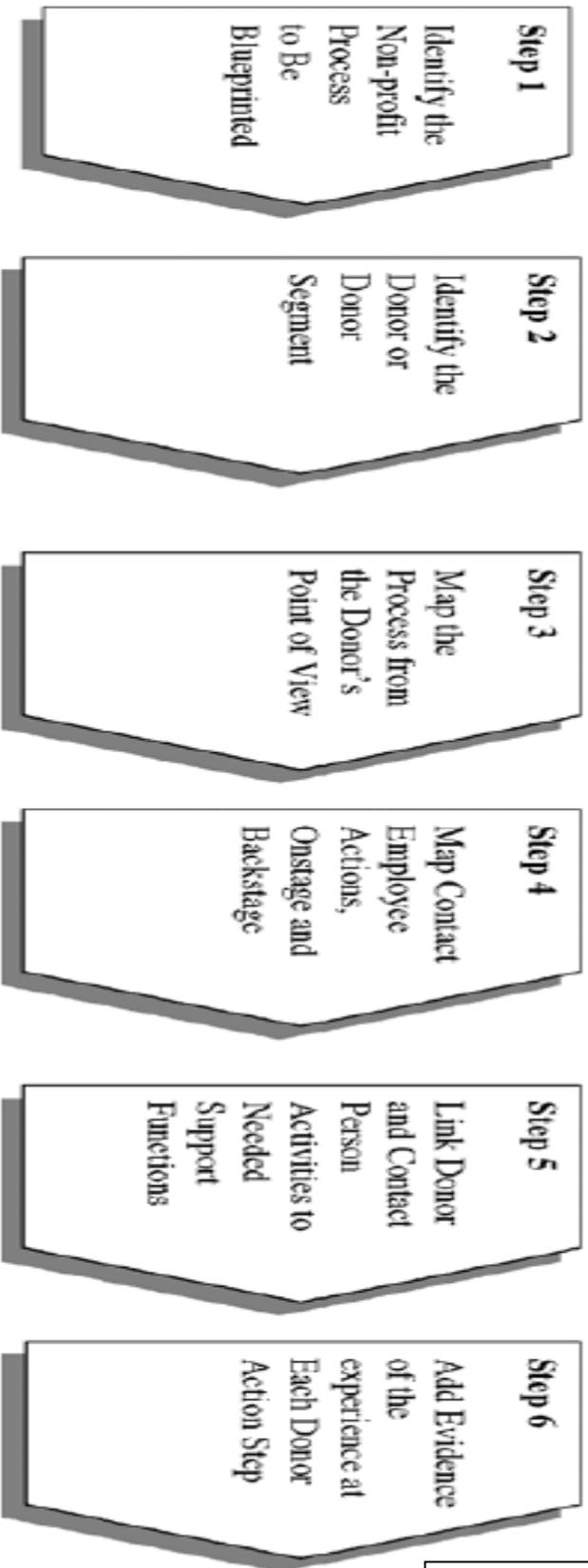
“Contemporary non-profit strategic management/marketing literature suggests that non-profit organizations adopt positioning strategies to differentiate themselves in increasingly competitive operating environments” (Chew). One study found that in these competitive fundraising environments, the most strategically effective way for NPOs to position themselves is around their mission rather than emphasizing their cost-efficient operations (Chew). All fundraising flows from strategic planning and all strategic planning should be done with a marketing orientation (Direct)



Blueprinting Services

A better understanding of actual and perceived processes would minimize an organization's gaps in performance and lead to a maintained flow of cash donations, volunteers, and in-kind support (Polonsky). This concept is known as blueprinting, a image of this six step concept is shown on the following page. The first step of the "blueprinting" process is identifying the specific service exchanges to be blueprinted which can be done for organization-customer service exchange as well as the donation service exchange (Polonsky). The second step involves indentifying the specific segment experiencing the service (Polonsky). The third step involves analyzing and depicting the process from the customer point of view (Polonsky). The fourth step of blueprinting involves outlining activities to identify the points of interaction and visibility from the customer's perspective (Polonsky). The fifth step combines all customers and contacts persons from all organizational activities and inserts support and managerial functions (Polonsky). The last step is the analysis of the physical evidence that the customer comes into contact with during the service experience (Polonsky).





(Polonsky)

Adapted from Zeithaml and Bitner (2000 p.212)



Studies on Advertising

Advertising is often chosen as the primary tool for communicating cause-related initiatives (Sciulli). A new way of approaching social cause advertising is viewing the competition or challenge as the individual, group, or society whom the marketer desires to influence (Sciulli). “Most organizations with limited resources in the non-profit sector cannot afford to make inexpensive mistakes without gaining immediate benefits” (Pinho). This is why analyzing all details of proposed advertisements is crucial. In addition an organization needs to have effective managerial and support systems to support the exchange with the consumer with certain advertising items such as mailing newsletters and sending receipts (Polonsky). Non-profit organizations should use tangible advertising materials to convey the organization’s professionalism and to build their brand. However, they need to be careful and not make advertising materials that donors could perceive as overly extravagant for a non-profit organization. Donors would translate overly extravagant physical marketing materials as dollar donations wasted on items ranging from glossy paper used in newsletters to television advertising that could be used for helping those in need (Polonsky). Another finding to consider is that people tend to do things that are fun, easy and popular and marketing outlets should cater to that tendency (Andresen). Campaigns with a funny and low-key approach have proven to be very effective in contributing to vital social change (Andresen).

Print Media

Andy Goodman, consultant to nonprofits and author of the monthly newsletter *free-range thinking*TM, wrote in his book *Why Bad Ads Happen to Good Causes* that public interest ads need to “capture the reader’s attention like a stop sign and direct it like a road map” (Marketing). Headlines of print media articles should “offer a reason to read more” (Marketing). An example of a print ad that succeeded in the study by Goodman is shown in exhibit 11. This ad was effective because it makes “an emotional connection before attempting to convey information” which is one of Goodman’s basic principles for an effective print advertisement. The print media shown in the exhibit is also a success because of its strong emotional content, implicit storytelling, simple design, and good flows (Marketing).

Goodman’s 7 Print Ad Principles Outlined & Suggestions for World Care

1. “Capture the reader’s attention like a stop sign and direct it like a road map.”
 - a. Catch the reader’s attention but make sure to maintain it.
2. “Make an emotional connection before attempting to convey information.”
 - a. Do not go right in to asking for donations but try to connect to the reader on a more personal level.
3. “Write headlines that offer a reason to read more.”
 - a. Have a title for the print media and make it enticing.
4. “Use pictures to attract and convince.”
 - a. Have a visual aid that is attracting and relevant.
5. “If you want people to read your text, make it readable.”
 - a. Make sure to use complete and easy-to-read sentences.



6. “Test before, measure after.”
 - a. Make sure to do focus groups on possible ad outlines to see if add is effective before putting it into print and be sure to analyze the effectiveness of that ad after it has been given to the public.
7. “When everyone zigs, it’s time to zag.”
 - a. If everyone is doing one time of print media advertising do not confirm but try something different.

(Goodman)

The Importance of Two Simple Words – “Thank you”

“Time and time again nonprofits make [the] mistake of not bothering to thank someone for a gift by sending a hand written thank [you] note [in addition to] a receipt for any gift given” (Direct). Executive directors and staff should not take for granted regular donors that have “always been there” by making the incorrect assumption that they no longer need the praise (Direct). The main point that the NonProfitExpert.com makes is that regardless of the social class of the person making the monetary donation and no matter how many times that person has given to that organization, every single gift should be praised and treated with respect (Direct).

Website

Top characteristics of effective nonprofit websites are hip, user-centric, highly tangible, and action-oriented (Andresen). An example of effectively giving a website a make-over is shown in exhibit 7. They created clear concise points of focus and used the word “you” to get consumers involved. Global Giving changed their homepage from being an “about us” section to being an “about the donor” page. The ‘before’ website had an unclear call to action but with the big buttons in the ‘after’ web page the call to action was made clearer. Lastly one of the biggest and most influential changes made to the website was the addition of a section that shows exactly what dollar amount accomplishes what action or donation. This aspect gives donors a more a hands-on feeling and lets them know exactly what their donation can do.

How to Analyze Website Effectiveness

1. How clearly stated are the mission and objectives of the organization? (Nonprofit).
2. Does the organization make it easy to make a donation immediately (by providing a highly visible link for donations and providing a means to give money via the Web)? (Nonprofit).
3. Can you allocate your donation to a specific cause or program? Some people are more likely to give when they can focus their donation on what they care about most. (Nonprofit)
4. Do you know specifically how your donations will be spent? This is an advantage for many donors who feel more comfortable in knowing where their money goes. (Nonprofit)
5. Is the Web site appealing for visitors? Among the factors that make a site attractive: it looks good (graphics, colors, layout, etc.), easy to navigate and useful or interesting information is provided. (Nonprofit)



Past Marketing for World Care

The greater the market orientation of an organization is towards donors, the lower the market orientation towards users/beneficiaries (Macedo). This is an important concept to consider when deciding exactly how much of an emphasis the NPO wants to place on advertising towards donors.

Target Market Analysis for World Care Public Service Announcement

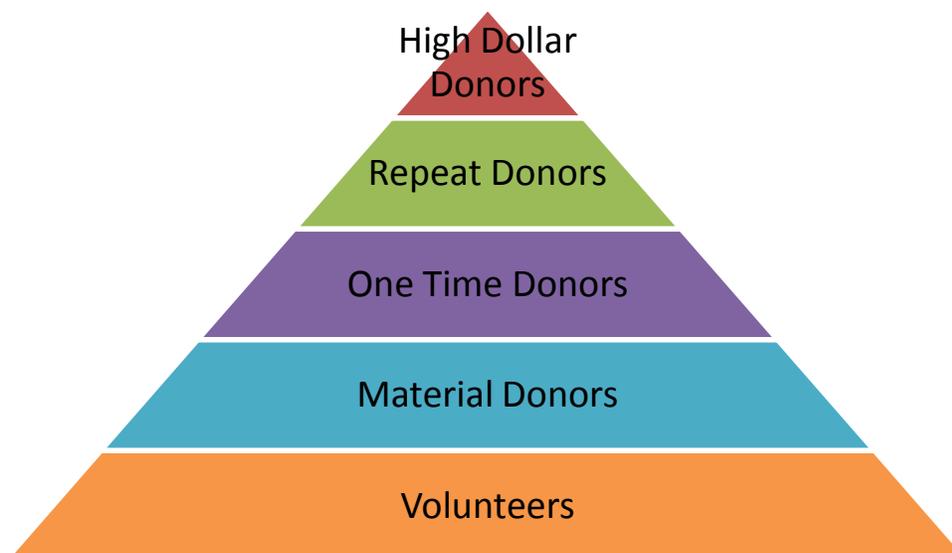
One of the most important roles of marketing is the process of acquiring and understanding target audiences to maintain a relationship with them (Marketing). “Social cause advertising has its intended recipients the person, a group, or the betterment of society” (Sciulli 14).

NonProfitExpert.com states that “if you can understand people and their habits and their likes and dislikes then maybe you can get a better understanding of their individual passion and what motivates someone to give” (Direct).

Monetary Donors Fall Into the Following Categories:

1. Those that give because they want others to know of their generosity
2. Those that give and honestly want no one to know of their giving because then they will be asked to donate more and will be consequently sorting through requests for funds
3. Those that simply want to give but are humble and do not necessitate praise
4. Those that give out of guilt
5. Those that give seeking a sense of belonging or being needed

(Direct)



High Dollar Donors

The donors in this grouping are foundations, corporations and high donor individuals. The majority of these donors give once a year or at certain fundraising events such as galas. The characteristics of these individual donors can be classified as follows:

- Lives in the foothills area
- Upper class with high amounts of discretionary income



- Frequently attends high dollar fundraising events & galas
- Can be reached by PSAs and print media
- Most likely supports numerous nonprofit organizations

Repeat Donors

These donors usually make donations monthly or bi-annually. The donations are not as large as the High Dollar Donors but are more frequent. These individuals tend to be more involved in the organization and its activities. Their characteristics are as follows:

- Middle Class
- Centrally Located
- Most likely volunteers for organization and donates materials in addition to monetary donations
- World Care may be only 1 of a couple nonprofits that they support

One Time Donors

These donors found about World Care from an advertisement or fundraising event that they decided to go to and donated that one time but did not repeat their donation afterward for one reason or another. Their characteristics are as follows:

- Middle Class
- Frequents fundraising events
- Does not have loyalty to specific nonprofit organizations
- Only donated once because of either a lack of funds, customer dissatisfaction, lack of organizational information, or relocating

Material Donors

These are donors who donate materials ranging from school books to computers. This group consists of frequent donors as well emergency relief donors. Their characteristics are as follows:

- All ages
- All social classes
- Frequent donors to nonprofits
- Seasonal and non-seasonal donors

Volunteers

The world volunteer, which includes 500 plus individuals, covers a very large quantity of job titles including: working in the thrift store, college interns, sorting donations, technology repair, and desk assistants just to name a few. These volunteers can range from full time to volunteering only a couple times out of the year. The general characteristics of this group are:

- Those who are not in the working world (i.e. college students and seniors) who have more time to commit to volunteering
- Usually have an overall feeling to want to do good
- Like to have a hands-on approach with the organization to see how they are helping



- Some prefer to volunteer with spouse, friend or family member
- Started volunteering because of a personal contact with the organization

Primary Research on World Care

Target Market Analysis, PSA Effectiveness & Website Design

(See exhibit 5 for Website & 9 for PSA)

In-Depth Interviews

First Interview

- Bryan Rogers
- 21 year old male
- Student – Political Science Major
- Volunteer for 501.c.3 Cambodia's Hope

This interview provided an interesting insight into how students feel about the nonprofit industry and why they choose to volunteer and for which organizations. His overall feelings toward the nonprofit industry is that he believes that the nonprofit industry does “an excellent job of raising awareness and presenting ideals for social change, but feels that many nonprofits usually over extend themselves to the actually capability of their goals.” He believes that this overextension can lead nonprofits to be inefficient. The main reason he chooses to volunteer and donate to nonprofits is influenced by a personal connection with a certain organization because of how he can relate that activity to his own life. He believes that people in his demographic is more apt to donate time volunteering because of a lack of income and because they are able to complete more physical activities. He believes that his demographic is often “passed over” by nonprofit marketing efforts because his age group is in a “transition period”. His suggestion is that nonprofits target his age group more and that doing it in a direct matter showing crucial facts of the organization would be most effective.

A positive experience with nonprofits that sticks out in his mind was with Habitat for Humanity. He has volunteered with that organization on several occasions as a volunteer and as an assistance site coordinator. He participated in this organization with a service fraternity on campus. He personally chose to participate in this organization out of the nonprofits his club associates with because it was a trusted name that he was familiar with, he has a background in construction and he liked the idea of being able to see immediate results of what he was doing.

The nonprofit organizations that he chooses to donate to are Cambodia's Hope and the Susan G. Komen for the Cure. He chose to volunteer and donate money to Cambodia's Hope after visiting the country firsthand and realizing the problems the children face there. He donates to Susan G. Komen for the Cure because he has a family member who had breast cancer.

In regards to the PSA before advertisement in exhibit 8 he felt that the PSA “lacks a unique nature” and to him would not differentiate the organization from other nonprofit pleas for materials and funding. He thinks that this add would “assimilate with the rest of the adds” out



there nonprofit and for profit alike because of not only its commonality but because of the oversaturation of television marketing adds in the media today.

In regards to World Care's website he mentioned various problems are areas for improvement. See exhibit 5 for World Care website layout. The first problem Rogers encountered when viewing the website on his laptop screen was that he was unable to see the "Donate to World Care" button without scrolling down. Secondly he does not like the fact that World Care has a long essay on the first page and that he had to scroll down to view the mission. He thought that overall it seemed pretty generic and the layout was not well organized. He also felt that there was a lot of extra space that could be used and that the website should be centered on the screen instead of aligned to the left

Second Interview

- Dave Blackwell
- 53 year old male
- Middle Class
- Tennis Pro

Blackwell's most memorable experience with a non-profit was with Big Brothers Big Sisters. He chose to volunteer the organization because a friend of his worked for the organization and convinced him to get involved. He enjoyed volunteering for the organization because as a big brother he really felt like he was making a difference. He likes participating in non-profit organizations where he can see the results. The non-profit organizations he chooses to be a part of are usually as a result of brand familiarity and personal connection. He only wants to give monetary donations to organizations that are "helping out right here in America not abroad". He thought that World Care's PSA sample advertisement shown in exhibit 8 was well written and grabbed his attention. In non-profit advertisements he likes to see what they are doing to help out. He also believes that in regards to PSA media advertisements he is more apt to pay attention to them than other advertisements done by for-profit corporations.

Third Interview

- Deborah Houk
- 51 year old female
- Homemaker
- Upper Middle Class

Deborah Houk has been a volunteer and donor all her life, volunteering for and donating to over 20 different non-profit organizations in the last 10 years allone. Out of all the non-profits she has been involved with, she prefers non-profit organizations that have "more of a direct impact" on those they are intended to help. In deciding which organizations to donate time and money to, she looks at those that spend less money on administrative and overhead costs. Houk stated that she thinks the most effective way to reach her age group is through television advertising and print media. She associates with advertising that depicts people of her age group helping out with the organization.



Houk said the biggest reason that people decide to volunteer or donate is because they hear about an organization or fundraising event by word-of-mouth. She believes that people in her demographic are more inclined to donate money to organizations that show the donor exactly where the money is going and give exact examples of how their money benefits others. Out of volunteering, donating materials and donating money, Houk believes that her age group is more likely to volunteer because their children are now older leaving them with more free time.

In contrast to the interview with Rogers, Houk thought that the website was “informative and well organized.” According to her, the mission was clearly explained and liked being provided with information about the charity navigator which made her feel “more secure” about World Care. Houk’s evaluation of the website was most likely less severe because her generation is not as technologically savvy as Rogers’ generation.

Fourth Interview

- Betty Bentley
- 78 year old female
- Business Owner
- Middle Class

Betty Bentley is an active 78 year-old business owner who has donated time, money and materials to non-profits. One of the non-profits that stands out most in her mind helped with disabled children. She chose this organization not only because she believed she could make a difference but also because she “liked the people [she] volunteered with.” Bentley believes that the best way for non-profit organizations to get her age group to volunteer is by making the activity a social situation where they “can connect with other people.” For this reason, she believes her age group is prone to volunteering because they prefer the social interaction in contrast to simply donating money. To get her age group to give monetary donations, she thinks that the most important thing to advertise is examples of how their money will be used wisely.

When Betty was asked what her feelings were about World Care’s website she stated that it was okay but that she does not use the computer very often and that it is difficult for her to view information in that manner. When asked what would be the best methods to reach out to her age demographic to get them involved, Bentley suggested advertising on a more personal level by speaking directly to various senior social groups. She also commented that advertising in the newspaper about volunteer functions designed especially for seniors would also be attractive. Lastly, Bentley wants to help people near where she lives and give back to her community as opposed to a more international focus.

In Class Discussion of Non-Profit Ethics

Asking groups of constituents regularly to review programs and react to them is the charitable nonprofit world’s version of market testing and is crucial the success of future marketing efforts (Nonprofit).

Background

- ~150 students with ~30 actively participating
- Males and Females



- Ages 17-50
- Part-time & Full-time students
- Part-time & Full-time Employment and Unemployed
- Middle Class
- Active Lifestyles
- Business and Public Administration Students

On May 6th, 2008 the CEO of the Phoenix charter of Make-A-Wish Foundation came to lead a discussion with a Business Ethics class taught by Professor Paul Melendez at the University of Arizona. The CEO, David Williams, led discussions with students regarding the ethical issues surrounding non-profit organizations in regards to finances, public relations and internal integrity. Williams provided the students with real-life decision scenarios and asked the students what actions they would choose and why.

Williams believes from his personal experiences with non-profits such as a Texas Food Bank, Habitat for Humanity and the Make-A-Wish foundation that the most important part of non-profit ethical issues is financial. He stated that for-profit organizations can still continue and make profits if they have committed an unethical behavior. However he stated that for the non-profit sector recovering from a financial related unethical mistake is much more challenging. He believes that for non-profits their image in the public eye is the most important aspect in how successful the organization is at receiving donations.

Williams discussed specific cases of non-profit organizations using donations for purposes other than those that were intended. The class responded with comments that the non-profit organization should be open about exactly where the donations will go and that they should follow their claim accordingly. Not one student responded saying that they did not see using funds for other areas of the organization as a problem. In regards to the unethical issue of a Make-A-Wish CEO using donations for personal use, the majority of students' comments believed that the CEO should be prosecuted publically in order to be transparent regarding the organization's standards for unethical behavior.

Overall the students who voiced their thoughts and opinions wanted the non-profit organizations to be honest, open and truthful about their operations internally and externally. Although the class believed the significant role of the non-profit sector they also believed that there was an importance in having government and private-funded programs as well.

(Williams)

Blogs & Online Reviews

“ I want more charities to make me believe that my actions will make a difference. I want less gloom and doom and more inspiration. I want to hear less about need and more about impact.”

- Katya Andresen
(Network for Good1)



“[World Care] – A place where you can feel great about what you’re doing! World Care was quite different from what I expected, in the greatest of ways. You walk into the warehouse, which I love because it isn’t anything fancy. The wonderful part about [all the tasks you can be involved with] is that you can really see how it’s helping others.”
(World Care 4)

“[World Care] stated on the news they needed more boxes – so at checkout yesterday at Costco, I took some with tops. I am taking World Care a truckload today along with shoes I never wear. Yesterday I gathered items I had such as small soaps, toothpaste, toothbrushes and floss, Q-tips, shampoos and lotions. World Care is doing a very nice job and many Tucson folks are helping considerably. Everyone should try to read their website for more info on what’s needed.”

(B., Honey L.)

Other Marketing Promotions for World Care

The Internet

“The Internet has been widely acknowledged as an important tool for educating, exchanging ideas, raising awareness, promoting various causes and delivering services” (Pinho). The Internet can play a key role in gaining more visibility and in diversifying the fundraising strategies for non-profits (Pinho). “The Internet impacts on virtually every non-profit activity. These activities include, but are not restricted to using the Internet as a tool for raising awareness and influence, as a means for creating an information resources and as a venue for fundraising and mobilizing people for specific causes and programs of action” (Pinho). “Internet-based networking provides an immense opportunity for enhancing the way in which non-profit organizations fulfill the needs of their beneficiaries and the manner in which they share information with their stakeholders” (Pinho). “The network of obtainable opportunities through the use of the Internet enables NPOs not only to promote their social goals and gain wider visibility and public image, but also to disseminate their services and programs in attracting and diversifying funding sources” (Pinho).

“Statistical analysis indicated that the existence of a favorable attitude towards the Internet was positively correlated with the perception of Internet benefit dimensions” (Pinho).

“Obstacles associated with the use of the Internet in NPOs include the cost of hardware, software and network connections; lack of computer literacy; lack of appropriate and continuing technical support; reluctance of staff and volunteers to support technology; and high staff and volunteer turn-over rates” (Pinho).

Print Advertising

Print advertising is the most common advertising method that World Care uses. Specifically, newspapers have been the most effective method for creating a call-to-action for the public to volunteer and donate. World Care has been fortunate enough to develop personal relationships with local Tucson newspapers and in turn has a free media outlet. A main benefit of this type of advertising is that World Care is able to have greater control over their message content. However, there are still three main flaws to this media outlet. One main drawback is that print



media such as a newspaper article can be easily overlooked. Secondly with newspaper advertising it is difficult to reach a specific intended target market. Lastly, there is an uncertainty in regards to the frequency, length and audience of article publications.

Direct-Mail

“Direct mail marketing remains one of the most powerful and economic ways to reach a target audience” (Direct). For this reason, many non-profit organizations participate in direct-mailing as a lower budget method of penetrating their existing donor base. However this is not the case for World Care. In general, World Care does not participate in direct mail advertising. The organization chooses to opt out of direct mailing not because of its associated costs but because it conflicts with its organization’s mission statement. For an organization, that prides itself on recycling, to waste critical financial and material resources on direct mailing would be inconsistent. In addition to the wasted environmental resources a direct mailing program would use up, World Care’s CEO Lisa Hopper does not believe that direct mailing is an effective tool for increasing material and monetary donations.

Charity Galas

Many NPOs as well as World Care are starting to concentrate on activities in which funding is easily obtainable although not corresponding to the core purpose for which the organization was created (Macedo). An example of one of these activities is charity galas. Although certain charity galas may not have any direct resemblance of the organization’s specific mission, World Care has partnered with other non-profits in sponsoring these events. These galas are not only used as a fundraising tool but can also be a great advertising opportunity to gain recognition among new demographics. However a careful analysis of potential gains and losses should be considered before initiating any proposed charity gala.

Interview with World Care Founder/President

Her Advice for the Non-profit Sector

World Care’s Niche

According to Lisa Hopper, CEO and Founder of World Care, “non-profit marketing is a unique concept and in order to maintain consistent exposure [an organization] needs to have fall into certain categories.” She believes that the most important aspects to portray to the public are transparency, a differentiated mission statement, and a dedication to community involvement. Hopper believes that the key to marketing for nonprofits is perseverance and creating a “learning curve” for how the organization should function. In first 2-3 years in operation her key to marketing decisions was keeping a detailed journal of her efforts and what was and was not working and why she believed that was the case. Recording and analyzing her efforts enabled Hopper to take what she was learning and adapt it to each subsequent marketing material.

What attracts the media to World Care specifically is that it is first and foremost a nonprofit which is not religious or politically affiliated. In regards to World Care’s operations the media is drawn to its Tools for Schools and disaster relief programs and the organization’s honesty and openness on all aspects. Media outlets such as the Arizona Daily Store and KGUN 9 like the idea



of doing print articles as well as showing visuals of the organization because of World Care's community involvement and success.

Hopper believes that her organization has a "good reputation" and that is one of the biggest keys to their success. Her donors and volunteers know and trust that World Care will make efficient use of the material and monetary donations that they receive. She mentions that the next most significant reason for their success is World Care's creativity in inventing alternative solutions to raising money.

Challenges to Overcome

When Hopper started world care in 1996 she encountered many challenges in making her vision a reality. One of the biggest mistakes she made was in thinking that marketing would be easy. She learned however that there is a real "need to have a plan in place" and that there were in fact many dimensions to nonprofit marketing that she was not aware of. A majority of her challenges came from the fact she was starting a brand new organization with unique programs in addition to an overall new way of doing things in the nonprofit sector.

Hopper found that giving countless amounts of detailed knowledge about the organization to the public yields very few results but was the only way to get her organization's name out into the public. Many of her initial difficulties decreased after getting the organization approved as a 501.c.3 organization. Soon after World Care's approval it became increasingly easier to obtain media coverage. After getting a potential opportunity the next step is creating a marketing orientation which differentiates itself from the other 1.3 million nonprofits throughout the U.S. When developing a specific marketing strategy the decision of placing emphasis on either the organization's name or their specific program being advertised is always a difficult conclusion to come to. After deciding on emphasis the next challenge is packaging together the specific program and the organization's name and mission statement. The last challenge is specifically adapting the intended marketing message to the varying media outlets.

The founder addressed that a crucial challenge for World Care as well as for similar nonprofit organizations is making people feel secure about their organization. Hopper found that her target market wants to be associated with things that are good and organizations with consistency and longevity. World Care's method for creating donor security is by getting their message out all the time in an indirect way. Their indirect method is letting the public know the services that World Care provides on a repetitive basis with the hope that when there is a call-of-action, people will already be familiar with the organization and therefore be more prone to help out.

Marketing Techniques World Care Uses

Hopper addressed the issue that traditionally, there has been the common belief that nonprofits cannot raise money through media techniques, but that thus far this belief has not been the case for her organization. With World Care's various marketing techniques she believes it is important to keep the message and content "fresh". The CEO believes that the success of an organization's funding programs is realized by getting people involved by informing them of the impact they will have by donating to their organization. She also believes it is crucial to show donors exactly what they can do to help and get them to feel personally effected by their efforts.



Hopper believes that marketing is a crucial component of the success of a nonprofit organization and believes that many nonprofits do not put enough emphasis on creating a marketing plan. When asked about how much of an emphasis her organization is placing on marketing she responded that this was the “year of marketing” for World Care. Hopper believes that displaying the organization’s clear mission of “Recycling for Humanity First” throughout the different marketing outlets helps consumers understand and recognize what World Care is and does. The three media outlets that World Care places the greatest emphasis on are PSAs, print media and radio.



World Care’s Competition

When creating a marketing outlet regardless of the type of advertisement material, it is necessary to understand the non-profit organizations that World Care is competing with. In total there are an estimated 3,000 non-profits in Tucson but this is not World Care’s only competition (Hopper). For each of World Care’s programs there is a different set of organizations that World Care is competing with for finances, volunteers and materials.



Tools for Schools <ul style="list-style-type: none"> • Libraries • TUSD • City of Tucson • Big Brothers Big Sisters 	Emergency Relief <ul style="list-style-type: none"> • City of Tucson • Churches • Red Cross
Tools for Health <ul style="list-style-type: none"> • City of Tucson • Churches • Humane Society • The Brewster Center 	Tools for the Environment <ul style="list-style-type: none"> • Recycling Companies • City of Tucson • Habitat for Humanity
Book & Thrift Store <ul style="list-style-type: none"> • Casa de los Niños • Goodwill • Buffalo Exchange • Savers • The Salvation Army • Twice as Nice Clothing Exchange • Used Book & CD Stores 	

Organizational Goals

Lisa Hopper's future goal for her organization is that she wants World Care to grow and have a greater quantity of people grasp onto the concept of their strategies. Her true interest is having people take and use her ideas in their own organization's operations. She is currently in the process of writing a book to not only get her organization's name out into the public eye but also to share her ideas and concepts for the non-profit world in hopes to increase the efficiency of the non-profit sector.

In regards to the facility that World Care is currently leasing for the Tucson Unified School District (TUSD), the lease is up for renegotiation in November of 2011. Hopper's plan is to incorporate other non-profits into the same facility and possible bring together enough funds to purchase the property. By making the facility an all-inclusive non-profit center she hopes to increase the traffic of donations and people which she believes will only strengthen World Care as an organization.

International Focus

"Internationally there are reductions in governmental support of non-profits" (Polonsky). Therefore, the reduction in governmental spending with non-profits is not only a local issue but an international issue. This reduction in funding leads to increased competition among non-profits not only locally but internationally in the global market that exists today. According to the *World Factbook* in 2003, the U.S. nonprofit economy was the sixth largest in the world – surpassing those of Brazil, Russia, Canada, Mexico, and South Korea (Number).



“In Australia there was extensive donor backlash in regards to an appeal designed to raise money to assist the victims of the Bali terrorist attack. Many donors believed that the monies were going to assist Australians who were affected, yet the organization’s communication identified that they had defined those in need much more broadly, resulting in some donors feeling that they had been misled.” The organization involved responded to this concern by extensive publicity as well as undertaking an external review of activities related to the appeal (Red Cross 2003). This not only affected these donors, but also others as it generated extensive negative publicity, including an external audit of the charities actions (Polonsky). This shows that negative actions internationally, especially involving a United States based non-profit, can hurt how non-profits are viewed in the public. With the increase in globalization, the knowledge of the non-profit industry is increasing and with that increase there is great potential for risks and rewards.

When hurricane Katrina hit the United States in 2005 the quantity donated to World Care for the cause was three times what was donated to them for the Asian Tsunami in 2004 (Hopper). This can be explained by the related findings from the interviews, people prefer to donate if the impact is more localized. Donors are more inclined to help when they have more of a personal connection to the cause, “donors felt more connected to the events of Hurricane Katrina than they did for the Tsunami” (Hopper).

Mexico

Background of Non-Profits & Mexico

In Mexico 20-25% of the total population is poor. The culture of Mexico’s indigenous people is traditionally one of altruism with a desire to assist one another in a “communal sense of solidarity for one another’s well being (Stein). For this reason volunteering is considered more of a natural activity in some lower income communities (Stein). “To this day, members of a community may take on relatively important responsibilities like caring for elderly people and young children more in an ambiance of reciprocity than as a charity activity” (Stein). Volunteerism in Mexico is not as well-developed as in the United States and there are very few statistics on the number of volunteers or types of volunteer work being done (Stein).

Non-profit organizations in Mexico are more commonly referred to as Civil Society Organizations (CSOs). From 1989 to 2000 citizen groups sought governmental recognition and moved to establish concrete plans in economic, ecological, and social development (Stein).

The Current Status of Philanthropic Culture in Mexico

1. Voluntary service is still very related to a religious and moral sense of responsibility and “charity work”.
2. There is no tradition of philanthropy in Mexico. Volunteerism has not developed as a value in society. The concept of volunteering is still not well-established – as a contribution of one’s time, work, effort to the benefit of others outside of oneself and family.
3. Educational programs for children to learn how to volunteer are not well-developed.



4. In rural areas, where there is a lot of migration northwards to the U.S. border, the age-old communitarian traditions and solidarity among villages to aid one another persist.
5. There are barriers to voluntary participation: setting up a nonprofit organization (Asociación Civil) in Mexico is a very complicated and lengthy legal procedure. The law and public access to information on volunteering are insufficiently developed.
6. Private and public institutions do not promote volunteerism because there are lesser financial resources available and a certain pressure from the workforce is evident that counters volunteering.
7. Large companies in Mexico do not have an established tradition of supporting volunteering. Even foreign companies operating in Mexico do not participate as much in Mexico as in other countries where they operate due to low expectations of it. Employee donations – financial or of time – are not sought.

(Stein)

However, as a result of globalization non-profit activity has flourished in the past 10 years (Stein) Most people who work for philanthropies in Mexico are unpaid as opposed to the United States where 7.8% of the labor market works for non-profit organizations (Stein). According to CEMEFI there are an estimated 10,000 philanthropies in Mexico today and of those about 2,500 are involved in health and education (Stein). Another difference between Mexico and the United States is that non-profits in Mexico do not gain anything from the government as they do in the U.S.

In Mexico, the Social Security Institute (IMSS) has developed two sets of volunteer programs. The first is a charity-based hospital-work program where an estimate 2,500 people volunteer. The second program operates among rural indigenous communities. Both programs have proven to be successful (Stein). Mexico's volunteer function will continue to grow because it is in the country's best interest where it can aid in the delivery of vital education and services to the poor sectors of society (Stein). Another reason for the continued growth is that legislation continues to facilitate the establishment of non-profits (Stein)

A non-profit related organization in Mexico is the the US-Mexico Border Philanthropy Partnership (BPP). The organization was launched in 2002 and, “improves quality of life for low-income border families and communities by strengthening community foundations and promoting philanthropy in the region” (Comunidad). The partnership “consists of 22 border community foundations; 12 regional, national, and international funders; and Synergos as managing partner” (Comunidad). The organizations involved are primarily foundations and corporations not non-profit organizations. This partnership could be a potential resource or networking opportunity for World Care.

Interview with Pam Boyer-Pfersdorf (ex-officio) World Care

The Non-Profit's Operations in Mexico

Out of the foreign countries that World Care works with, they have the most significant operations with Mexico. The majority of the involvement in Mexico is shipping resource materials all over the country especially to those cities and states that are closest to Tucson. For example in the state of Sonora they send resources such as educational tools, emergency relief,



clothing, household items, and medical supplies. This is the case for many areas in Mexico. Specific cities in Sonora the organization focuses on providing donations to are Magdalena, Hermosillo, Nogales, Puerto Peñasco, Cananea, and Agua Prieta to name a few. A majority of their donations and time goes to Hermosillo the capital of Sonora.

Looking at exhibit 14, there was a total of 440,255 dollars worth of materials donated to Mexico from January to December of 2007. World Care works with both Mexican and American organizations to distribute these donations. Below is a sample of the organizations that World Care frequently works with & donates to in Mexico:

American Organizations	Mexican Organizations/Programs
Portable Practical Eduational Preparation Inc. (Incorporated in Tucson)	Local Churches
Bridges Across Borders (International)	Music Across Borders
Habitat for Humanity	Desarrollo Integral de la Familia (DIF)
Manos de Ayuda (Arizona-based non-profit)	Sarita Castro IAP
Samaritans	Fundación Paso a Paso
	Colegio Cristobal
	Cruz Roja Mexicana
	Orphanages

The challenges World Care faces on a daily basis by donating materials to Mexico are issues regarding shipping, customs and misuse of donations. The cost of shipping donated materials on a frequent basis is an important financial aspect that has to be considered when budgeting and forecasting the organizational impact that World Care can have in Mexico. The second challenge is customs regulations and the paper work involved with transferring material donations across the border. The customs process can be time consuming and at times inefficient, especially in cases of natural disasters. For example, going through the steps of customs approval of donations was time wasted when there were materials that needed to be transported for emergency relief for Hurricane Felix in Mexico. The customs paperwork is necessary in order to claim the materials being transported as not-for-profit donations so that World Care does not have to pay any extra customs fees associated with transporting goods across the border.

The last potential problem and challenge would be the misuse of donations. Thus far World Care has not dealt with any significant problems regarding the misuse of donations they have sent to Mexico. This is however a potential threat with higher value donations such as televisions, computers and costly medical equipment. It is necessary to take the extra step in analyzing the organizations that World Care is working with by looking at what type of organization they are, references, employees, and exactly who the donated materials are going to. Taking the extra step to only work with trusted organizations helps avoid potential problems in the future. One of the most considerations when working internationally is minimizing as much risk as possible.

World Care plans to continue and increase their efforts in Mexico. Member of the board of directors, Pam Boyer-Pfersdorf, believes that their involvement with Mexico is especially important in a time when poverty rates are high in Mexico but also because of the immigration issues with the United States and Mexico. She believes that by improving conditions in Mexico



this will entice citizens to stay in their birthplace as opposed to immigrating illegally into the United States. This a greater picture that the organization recognizes, but World Care plans to stick towards their main issues that they were founded on in regards to operations in Mexico. They plan to continue and expand their four basic programs: Tools for School, Emergency Relief, Tools for Health and Tools for the Environment in Mexico.

Proposed Improvements for World Care

Website

1. Website should be an electronic brochure that speaks to the user's values, interests and desires. It should be about them.
2. Need to inspire donors and volunteers to act immediately even if there is no urgent crisis to address. A sense of urgency can be instilled by creating a campaign with a goal and deadline or an appeal for specific items or programs that are highly intangible.
3. Add a section that shows for what dollar donation you make what will be done. An example of this is shown in the after part of exhibit 8. Important aspects that should be shown are where the money will go, what its impact will be, what lives will be saved, and what credible goal will be achieved.
4. Add a link so that users can join the email newsletter list or a similar method for capturing the email addresses of website visitors. Creating a more compelling way reason for visitors to give their addresses more than just a newsletter is ideal.
5. Make the website fun and interactive. Start out with a low key advertisement and then lead them in to donating. For a good example go to <http://www.networkforgood.org/Smiling/>.

(Andresen)

Taking the above suggestions for the website and comments from interviews the old website shown in exhibit 5 was altered and is shown in exhibit 6. The new website layout has 6 important changes to it. There is a link added at the top of the website so users can sign-up for the newsletter this idea was copied from the website of American Red Cross shown in exhibit 1. A second change is in the order of the options listed on the left putting a higher important on the "you" subject by the supporter and volunteer tags up higher. The layout of the main part of the page was altered so the average website viewer can see the entire graphic and shortened mission statement without having to scroll down. A shortened mission statement gives the reader an easier way to quickly find out what the organization is about without losing their interest. Now guaranteed to be seen without scrolling down are clickable links to lead the viewer to donate or volunteer. The links are on the left because the viewer looks at the website from left to right. The website is now center in the viewer similar to all those pictured in the exhibits as opposed to be aligned to the left.

Further suggestions for the website in the future would be to add a section below the Mission Statement or instead of the mission statement where you can select a dollar donation and the website will display what that money would go towards (see exhibit 8). The website could also change by seasons or holidays (see exhibit 8). I also think that additional pictures should be added giving viewers a visual understanding of what the organization does (see exhibit 2). Research shows that the more simple and visual appealing the layout the more enticing it is for



viewers (see exhibit 3 & 4). World Care’s website should also incorporate many of the aspects that are shown on their WCRRegistry.org™ website.

Internet

At the Council of Community Services of New York State Conference in 2007 one of the technological topics discussed was the importance of an organization being on Wikipedia, the free online encyclopedia (Andresen). World Care does not currently have a page listed on Wikipedia and should create one. Having the organization listed on Wikipedia is a form of free advertising to outlets of donors that the organization may not have originally reached. Also having World Care on the website enables it to have a more national as well as international focus instead of only being listed on more local and state focused websites. In addition having the organization listed on as many of the websites as possible whose sole purposes are connecting potential donors and volunteers to non-profit organizations can also prove beneficial.

PSAs

A Public Service Announcement (PSA) is an effective method of advertising for non-profits if used appropriately. Many items have to be taken into consideration when designing a PSA such as: length, intended audience and purpose. A sample of a future PSA that World Care plans to use is shown in the before section of exhibit 9. Reviewing case studies of the non-profit industry and personal interviews, the information showed that there needed to be changes to this original outline. A chief complaint from the interviews was that there was no clear connection between the first and second sentences. Those interviewed felt that to the public the problem and solution would be difficult to put together. Case studies stressed the importance of portraying a clear problem, solution and call-to-action. Placing emphasis on the reader and less on the organization is also an important tactic (Andresen). The after section of exhibit 9 takes those aspects into consideration.

The edited PSA in exhibit 9 would be classified as a generic advertising tool that could be used over for many target audiences and at any time in the year. The following chart shows the different categories the PSA could be targeted towards:

Age	Season	Call-to-Action	Inform	Differentiate
High School Students	Back-to-School	Donate Money	What is World Care	Unique
College Students	Summer	Donate Materials	Explain Programs	Non-Profit
Adults	Winter	Volunteer	In the News	Local
Seniors	Natural Disaster	Fundraise	Upcoming Events	Efficiency



Each one of the above categories of age, season, call-to-action, inform, and differentiate all can have their own separate marketing message. Below are broad examples of how a PSA can be altered for each category:

Age	(1) Show person of their peer group in advertisement (2) Alter vocabulary & Context
Season	Each season has its own demands, target audience and call-to-action to consider
Call-to-Action	Each call-to-action has a method that is more effective than others in encouraging its audience to take the desired action
Inform	Specific methods need to be in place for an advertisement that is strictly intended to educate as opposed to one encouraging a specific action
Differentiate	An organization wishing to set itself apart from its competition will need an advertisement that stands out

Email Newsletter

A significant addition to World Care's marketing plan should be an email newsletter sent out to interested and existing volunteers and donors. This is a low cost tool that can increase customer loyalty as well as increase dollar and material donations. In order to have an effective newsletter there are certain guidelines that every non-profit should follow:

1. *Get permission*
 - a. Make sure to only send emails to those World Care has gotten permission from. To avoid sending an email newsletter those who do not want one make sure to get explicit permission and even offer a double opt-in by sending a confirmation email to their mailbox. (Tschabitscher)
2. *Get the timing right*
 - a. Do not send out a newsletter more than once a week. Having frequent emailed newsletters could lead donors and volunteers to unsubscribe themselves (Andresen)
 - b. Do not send email newsletters during holidays. Avoid major email marketing campaigns during December, January, July, and August (Tschabitscher).
 - c. If the email message will usually be read while the subscriber is of "vocational" interest and read at work send it on a Wednesday or a Thursday if it is primarily read at home and focuses on spare-time activities send it on Sunday (Tschabitscher)
 - d. Reply to email newsletter responses within 24 hours.
3. *Try to keep it new and exciting*
 - a. Tapping into consumers emotions is crucial (Andresen). Mix it up with having newsletters about upcoming events, new projects, personal stories of the organization's impacts, and news stories about the community just to mention a few. (Andresen)
 - b. Add fun video clips. (Andresen)
4. *Make it easy to get involved*



- a. Have a direct visible link in the email newsletter for the intended audience to take action whether it is a button to click to donate or a link for volunteering, make it easy for the audience to get involved.
5. *Know the organization's subscribers as individuals*
 - a. Messages should be tailored to their individual needs and interests, what actions they took in the past (donating money, materials or time), other opportunities they might want to take advantage of, and their budget. (Tschabitscher)
 - b. Greet recipients of email newsletter by name to avoid blending in with junk mail
6. *Use subject and sender wisely*
 - a. For the sender include a real name along with the typical "mailer@mail.copycorp.com"
 - b. Subject lines should be catered towards benefits, forming the subject line into a question can also be effective – make sure it does not look similar to typical spam emails (Tschabitscher)
7. *Create a clear call to action*
 - a. "Recipients need to know exactly what they should do and what they can expect in return" (Tschabitscher)
8. *Learn from example*
 - a. Looking at exhibit 12 of the appendix, there is a copy of the American Red Cross April 2008 email newsletter. Looking at #1, American Red Cross decided to put there organization's name rather than an individual. Not shown here but necessary to mention is this newsletter was sent at 8am on Wednesday April 23rd. The subject (see #2) shows the theme of their newsletter "One Minute Update" trying to sell the idea that the newsletter will only take you one minute to read. Title displayed clearly with relevant image at beginning of email (see #3). Newsletter is mailed monthly this one was April see #4. They personalized the letter to the subscriber's first name (see #5). This newsletter is sponsored (see #6), this is an additional method to receive funding for non-profits. The email newsletter does not show how to help out until the second half of the newsletter but does have clickable links to take action (see #7). They offer the option of rating the newsletter (see #8). They highlight a "Red Cross Heroe," an important volunteer (see #9). The email highlights what new developments there are (see #10). Lastly the bottom of the email offers various for help and additional information (see #11).

Exhibit 13 is a potential layout for a World Care email newsletter. The layout takes into consideration the secondary information mentioned above. The newsletter is simple not confusing, emphasizes the reader and provides new and relevant information. Each one of the lines under 'What's New With World Care' and 'Ways YOU Can Help' will be a clickable link that will take the reader to further information. In the future there can be more detailed added to the newsletter but this would be a good beginning in establish a email newsletter. When the number of newsletter subscribers is substantial, World Care can then send out more personalized and targeted emails.



Conclusion

This thesis comes to various conclusions regarding marketing in the non-profit sector and its application to the World Care organization. In the beginning a SWOTT analysis was conducted which gave insight into how the organization's strengths, weaknesses, opportunities, threats, and trends could be improved through marketing strategy. Research was conducted based on research studies regarding what made marketing in the non-profit sector unique and which specific actions needed to be taken to inspire a call-to-action. Primary and secondary research both showed that personal connections with a certain non-profit organization can be a leading factor for receiving monetary donations. An analysis was then conducted regarding World Care's already existing marketing outlets. Improvements and new suggestions were then added to their marketing plan based on other non-profit strategies and World Care's target market. Suggestions were made for World Care's website, print advertisements, PSA, and email newsletter based on all the research conducted in this study. To conclude the research there was an international analysis with a specific insight into non-profit operations in Mexico. The Mexico analysis described World Care's involvement there, their challenges and their plans for the future. In conclusion, this thesis touches only the surface of marketing research that can be done for the non-profit sector. Further research could include more specific studies on why donors give certain amounts or why different genders tend to give more as well. Much appreciation goes to World Care for allowing this full marketing analysis of their organization and hopefully they will find the suggestions and conclusions helpful in expanding their humanitarian efforts.



Appendix

Exhibit 1

The screenshot shows the American Red Cross website homepage. At the top, there is a navigation bar with links for HOME, NEWS, STORE, PRESS, GOVERNANCE, JOBS, PUBLICATIONS, and MUSEUM. A search bar and a 'SUBSCRIBE' button are also present. The main content area is divided into several sections:

- Left Sidebar:** A vertical menu with icons and text for: Donate, Give Blood, Advocate, Volunteer, Get Trained, Disaster Services, Preparedness, Blood Services, Military Members and Families, Health and Safety Services, International Services, Volunteer Services, Youth Services, Nursing, Our Supporters, Diversity, Government Relations, and Report Fraud, Waste or Abuse.
- Top Left:** American Red Cross logo.
- Top Center:** A banner for 'Safe and Well List' with a photo of a woman and a child.
- Top Right:** A quote: "Sometimes our greatest contributions are the ones we leave behind" with a photo of a woman.
- Find the Red Cross Nearest You:** A section with a search box for 'Enter Current ZIP Code:' and a 'FIND' button. Below it, a link to 'Browse Through a List of Chapters with Websites'.
- LATEST NEWS:** A section dated 'Friday, May 2' with an 'XML' icon. The main article is titled 'A Time to Recognize and Energize' and discusses National Volunteer Week. It includes a photo of three people. Below the article are several bullet points: 'Every Red Cross volunteer is a star. Some are also celebrities', 'Raised to Do Right', 'Blood Donor Gets A+ for Effort', and 'Riding to the Rescue'. Other news items include 'Tornado Damage Comes to Light' and 'One Voice, One Red Cross'.
- VIEW PHOTO ESSAYS:** A section with three small images.
- FIND IT FAST:** A blue box with a list of links: 'PREPARE for a Tornado', 'Register as SAFE AND WELL', 'Latest INFORMATION for Donors', 'DOWNLOAD Media and Video Assets', 'Access HURRICANE ASSISTANCE', and 'Access SOCIAL MEDIA sites'.
- SHOP REDCROSS.ORG STORE:** A section with a photo of a car trunk filled with supplies and a list of items: 'Shop to Support' and 'Visit Retailers Near You'.

<http://redcross.org>



Exhibit 2



**THE HUMANE SOCIETY
OF THE UNITED STATES**

The Big Picture

Wayne Pacelle speaks out on animal protection, policy at the Woodrow Wilson Int'l Center for Scholars >>>



search
Pets
Wildlife
Farm Animals
Animals in Research
Horses

About Us >>

Donate

Campaigns & Programs >>

Legislation >>

Legal Action >>

Emergency Services >>

International

Wayne's Blog

Press Room

Animal Channel

Events

Gifts & Books >>

Gear Up to Protect Seals!



Celebrating Animals | Confronting Cruelty





The Verdict is In

A landmark Pew Commission study released today condemns the intensive confinement of animals on factory farms, pointing the way forward in Calif. and nationwide. [More >>](#)

The California initiative >>

The Power of One

For the past seven years, Osceola, Missouri's lone full-time animal control officer has turned hopeless situations into happy endings for hundreds of dogs. [More >>](#)

News

Safe At Last



A federal court in San Francisco halted the planned killing of up to 85 sea lions at Bonneville Dam this month. [More >>](#)

A Bill to Can Canned Hunts



The Sportsmanship in Hunting Act would limit the practice of shooting tame, exotic animals trapped behind fences. [More >>](#)

No More Fuzzy Labels

More than 20 companies potentially face civil and criminal penalties for false advertising and mislabeling of fur garments. [More >>](#)

Taking Off the Blinders

A new documentary exposing the cruelty behind New York City's horse-drawn carriages opens in Dallas this weekend. [More >>](#)

Fortunate Developments

The HSUS board of directors elects Anita W. Coupe, Esq., and Jennifer Leaning, M.D., S.M.H., to serve as chair and vice-chair, respectively—the first time two women have led the board. [More >>](#)

Blog

WAYNE PACELLE
A HUMANE NATION

More to the Story

Newsweek has an online story about the supposed divide between animal groups over the issue of euthanasia. It's an overly simplified and somewhat inaccurate story, and it bears some comment... [More >>](#)

April 29, 2008, 4:00 pm

Common Denominators

There is no question in my mind that the respectful treatment of animals is intertwined with some of the most urgent problems of human welfare, planetary health, and global survival... [More >>](#)

April 29, 2008, 1:00 pm

Keep It Civil

We will raise our voice against political corruption, collusion, secrecy, and the erosion of voting rights. I hope you, too, pay attention to these issues... [More >>](#)

April 28, 2008, 2:30 pm

Take Action



Keep bears safe from poachers. [Take action >>](#)



Take the pledge to stop puppy mills. [Take action >>](#)

Pet Tip



Find a Friend

If you want to adopt a companion animal, your first stop should be your local animal shelter. [More >>](#)

Adopt a Pet

Looking to adopt a pet? Search for adoptable pets and more at [Pets911.com](#).

Find local pet services reviewed by pet lovers at [ZooToo.com](#).

Teens and Kids



Action central for teens, kids and educators. [Teens >>](#) | [Kids >>](#)

Ways to Give

- One Time
- Membership
- Monthly
- Gift Donation
- Memorial (For pets and people)
- Philanthropy
- More Ways to Give

Organic Bouquet & HSUS

Mother's Day Rose Bouquet

BUY NOW FREE VASE >>



The Humane Society of the United States

2100 L Street, NW
Washington, DC 20037
202-452-1100

See us on TV?

Click here to see our commercial.



Animal Channel



 [Click to Play](#)

Copyright © 2008 The Humane Society of the United States. All rights reserved. | [Privacy Policy](#) | [Contact Us](#)



Exhibit 3

MAKE-A-WISH 163,771 wishes granted, a wish every 40 minutes

NEWSLETTERS | E-CARDS | SEARCH | CONTACT US | [DONATE](#)

FIND YOUR LOCAL CHAPTER
browse map or enter zip code: [GO](#)

[About Us](#) [Wish Stories](#) [Supporters](#) [News & Events](#) [Refer a Child](#) [Ways to Help](#) [Receive a Chain Letter?](#)

the LATEST...

Macy's Generates \$5.8 Million to Grant Wishes
Thanks to Macy's and its customers, the Thanks For Sharing program will help us grant more than 800 wishes to courageous kids nationwide. Read more about this program and little Alyson's wish to go on a shopping spree.

Jeff Gordon Zooms Past 200 Wishes
The Make-A-Wish Foundation is honoring NASCAR champion Jeff Gordon for granting more than 200 wishes. Find out how you can help recognize Jeff's amazing commitment to wish kids.

Wish Kids Thrilled by WrestleMania® XXIV
50 wish kids enjoyed spectacular wrestling weekend in Orlando with Make-A-Wish Foundation and WWE.

Share the joy of monthly giving
when you enroll online or by mail.

Share the Power of a Wish
[DONATE NOW](#)

Donate your frequent flier miles and
Give Wings to a Wish.

Matching Gifts
A matching gift program at your workplace can make your donations help even more seriously ill kids.

Adopt-A-Wish®
Make a brave child's wish come true.

E-Cards
Don't forget...
Wish Cards
For ANY Occasion

*We grant the wishes of children with life-threatening medical conditions to enrich the human experience with **hope, strength and joy.***

[ABOUT US](#) [WISH STORIES](#) [SUPPORTERS](#) [NEWS & EVENTS](#) [REFER A CHILD](#) [WAYS TO HELP](#) [EN ESPAÑOL](#)

© 2008 Make-A-Wish Foundation[®] of America

<http://www.wish.org>



Exhibit 4

{GIVE} SPONSORED BY Ad Council

GET INVOLVED ||| WATCH THE ADS ||| ABOUT US ||| EXPLORE RESOURCES ||| SHARE YOUR STORIES

Ready to Give?
Select a cause below to find out how you can help.

- EDUCATION
- HEALTH
- SAFETY
- HUNGER/HOMELESSNESS
- COMMUNITY
- DISASTER RELIEF
- ENVIRONMENT
- CHILDREN
- SENIORS
- ANIMALS

FEED

{ACTS OF KINDNESS} #56 Keep an eye out when you see lost pet signs, and help in the search if you can.

©2007 The Advertising Council. All Rights Reserved | Privacy Policy | Terms and Conditions | Site Map National Site

<http://www.dontalmostgive.org>



Exhibit 5

Welcome to World Care®



World Care®

a resource and volunteer management organization

Recycling for Humanity First



- Home
- Partner Programs
- About World Care
- CERVCorps
- Our Programs
- WCRegistry
- Board of Directors
- Finances
- News
- Contact Us
- Supporters
- Volunteer

World Care - Recycling for Humanity First



Invest in an organization you can trust. Check out our Four Star Charity Navigator Rating... the highest you can receive!



Hop on and search over 1.3 million non-profits to find or donate resources.

WCRegistry.org

DONATE TO WORLD CARE

engineered by
Blis On The Wire, Inc.

The World Care Mission

World Care is an independent, secular, 501(c)3 organization dedicated to raising consciousness in the local and international arenas of education, health, environment, and community service. World Care strives to create opportunities for those who are less fortunate by providing them the necessary supplies required for self-sustainability. By innovatively converting surplus and supply into valuable resources, World Care utilizes all received donations - both monetary and in-kind - to their maximum humanitarian relief potential. In doing so, World Care also has a large environmental impact, successfully diverting those supplies from premature and unnecessary disposal at area landfills.

World Care reaches out to the local, national and international communities in a variety of ways and provides an array of services. With the generous support of World Care volunteers and donors, the World Care "Tools Programs"- Tools for Earth, Tools for Emergency Relief, Tools for Health, and Tools for Schools- help thousands of individuals locally and around the globe.

World Care recognizes the strong potential of an engaged and enlightened civic society. As a civilian-based relief organization, World Care believes in empowering the public and provides an avenue for which people can volunteer and donate their time or other resources in an effective and efficient manner. In the same way, World Care works collaboratively with other non-profits to help them achieve their goals of servicing those in need and partners with other organizations and institutions in the areas of humanitarian research.

World Care®

World Care® All rights reserved.
Questions or problems regarding the website should be directed to 520.514.1588

http://www.worldcare.org



Exhibit 6

Welcome to World Care®

Sign Up for News & Updates [Subscribe](#)



Recycling for Humanity First



- [Home](#)
- [About World Care](#)
- [Our Programs](#)
- [Supporters](#)
- [Volunteers](#)
- [Partner Programs](#)
- [CERVCorps](#)
- [WC Registry](#)
- [Board of Directors](#)
- [Finances](#)
- [In the News](#)
- [Contact Us](#)



Recycling for Humanity First

The World Care Mission

World Care is an independent, secular, 501(c)3 organization dedicated to raising consciousness in the local and international arenas of education, health, environment, and community service. World Care strives to create opportunities for those who are less fortunate by providing them with the necessary supplies required for self sustainability. By innovatively converting surplus and supply into valuable resources, World Care utilizes all received donations – both monetary and in-kind – to their maximum humanitarian relief potential.

Invest in an organization you can trust. Check out our Four Star Charity Navigator Rating... the highest you can receive!



Hop on and search over 1.3 million non-profits to find or donate resources.

WCRegistry.org



[DONATE TO WORLD CARE](#)

[Volunteer Opportunities](#)
Click Here



Exhibit 7
Before



After



(Andresen)



Exhibit 8

Catering to Seasons/Holidays

globalgiving [giving cart](#) | [create an account](#) | [login](#)

HOW IT WORKS | GIFTS | REGISTRIES | PARTNER RESOURCES | ABOUT US

find
a project

do
more

see
results

SEARCH

[search](#)

GIFTCARDS & CERTIFICATES
[redeem now](#)
[start gifting](#)

NEWSLETTER
Subscribe now

(email address)
[submit](#)

GLOBALGOODNESS: THE GLOBALGIVING BLOG
News, updates, and thoughts from GlobalGiving's blog [go](#)

HEAR FROM OTHER GLOBALGIVERS
I give to GlobalGiving because... [go](#)

THE Mother's Day Menu

Looking for a meaningful gift this Mother's Day?

GlobalGiving's Mother's Day Menu is a great way to give back to the women who give us so much. What better way to honor them than by educating women in India, rescuing girls from servitude in Nepal, or giving baby supplies to families in the Bronx?

[find a gift](#)

Find a project that you love, like these:



Uplifting Teen Mothers in Kenya



Tibetan Natural Birth and Health Training Center



Baby Supplies for 174 families in The Bronx Center

[more projects](#) [how it works](#)

Got **\$10** ?

Here's how project leaders can put your donation to work:



- "Protects 5 children from vitamin A-deficiency blindness." - Geoff Tabin, Nepal
- "Train one young man in boat and engine repair." - Winston De Silva, Sri Lanka
- "Buy two volleyball nets" - Gichuki Francis, Kenya

[learn more](#)

<http://www.globalgiving.com>



Exhibit 9

*Before***World Care****30 sec. PSA**

KGUN 9

Every Year thousands of families experience disasters, go hungry, lose their home or children are born into poverty.

Every year millions of pounds of unwanted supplies end up in our landfills, things that could be used to relieve the burden that poverty brings.

I'm Lisa Hopper CEO/founder of World Care.

You can change that by donating your unwanted things such as computers, books, furniture, wheelchairs and over 1000 different items to World Care where they will be put to good use for humanity.

Make a difference and Recycle for Humanity First because nothing should ever go to waste.

*After***World Care****30 sec. PSA**

KGUN 9

Every Year thousands of families experience disasters, go hungry, lose their home or are born into poverty.

The solution to this problem can come from the millions of unwanted supplies that end up in our landfills every year, these items could be used to relieve the burden of those 35.9 million Americans living in poverty today.

I'm Lisa Hopper CEO/founder of World Care.

YOU have the power to change these statistics today by donating any unwanted items to World Care where they will be redistributed to those in need.

Make a difference and Recycle for Humanity First because nothing should ever go to waste.



Exhibit 10

*Notes from Interview with Bryan Rogers***1. Background Info**

- a. Male 21, Student, Political Science Major, From Chicago, Working for “Friends of Cambodia Children” –
- b. Cambodia’s Hope 501c3
- c. Palm Tree Orphanage

2. What comes to mind when you hear the word nonprofit?

- a. Inefficient, overall feels that nonprofits do an excellent job of raising awareness and presenting ideas for social change etc. but feels that many non profits usually over extend themselves to the actual capability of their goals.

3. Do you have a positive or negative association with the word nonprofit?

- a. positive

4. How have you participated in nonprofit organizations?

- a. Habitat for Humanity (positive experience)
 - i. Volunteered several times, assistant site coordinator
 - ii. Strong background in related work
 - iii. Likes to participate in organization where he can see the results of what he is doing
 - iv. Service fraternity on campus
- b. (negative)
 - i. Problem with the simplicity of associating urself as a nonprofit thinks that process should be harder to get 501(c)3 saturates the name makes it less “special” overall effect of the title is less meaningful
- c. Dollar donation
 - i. Chambodia’s Hope
 1. Visit the location, saw firsthand the beauty of the country and realization of the problem that children face their and wanted to assistat
 - ii. Susan G. Komen
 1. Has a family member with breast cancer. Personal association

5. What do you think is the most effective way to get people to volunteer?

- a. To engage people, is to actually inform them of the situation that is occurring (education) his age group is often passed over by nonprofits because of being in transition period. Should focus on his age group in more direct manner of the facts.

6. Do you think that the state of the economy is having a negative effect on dollar donations?

- a. Yes he thinks that it will but only for the one-time donors not the frequent donors.
- b. Increase in volunteering because cannot donate money

7. What do you think are the plusses and minuses of the following PSA advertisement?

- a. Lacks a unique nature, wouldn’t differentiate from other organizational pleas, would not create a lasting effective, would assimilate with the rest of adds, because of oversaturation in marketing adds
- b. Block out all advertisements

8. What do you think are the plusses and minuses of World Care’s website?

- a. On his computer the donor button is not visible in the screen he has to scroll down.
- b. 5-6 seconds to find button
- c. Likes the integration of the green ribbon into recycling on the main screen causes you to draw attention to the middle of the page.
- d. Does not like the fact that World Care has a long essay on the first page and you have to scroll down to the mission.



- e. Generic
 - f. Layout design is bad
 - g. Lot of blank space on the web page
- 9. Do you think your associated demographic group is more apt to volunteer, donate materials or donate money? Why?**
- a. More apt to donate time volunteering for actual cost because of income and because we are more of a active age group because of physical abilities.
- 10. Which media outlets do you think are most effective in influencing your age group to get involved?**
- a. Internet overall most effective, causes on facebook saturation, no radio, newspaper effective but not for his age group
- 11. Comparison to global giving website**
- a. Colors, layout centered, differentiation due to colors
 - b. Likes that there is not very much reading in the beginning
- 12. Do you want the organizations that you donate to to only reinvest in the local community as opposed to nationally or internationally?**
- a. Indifferent to feelings on if organization is helping out locally, nationally or internationally

Exhibit 11

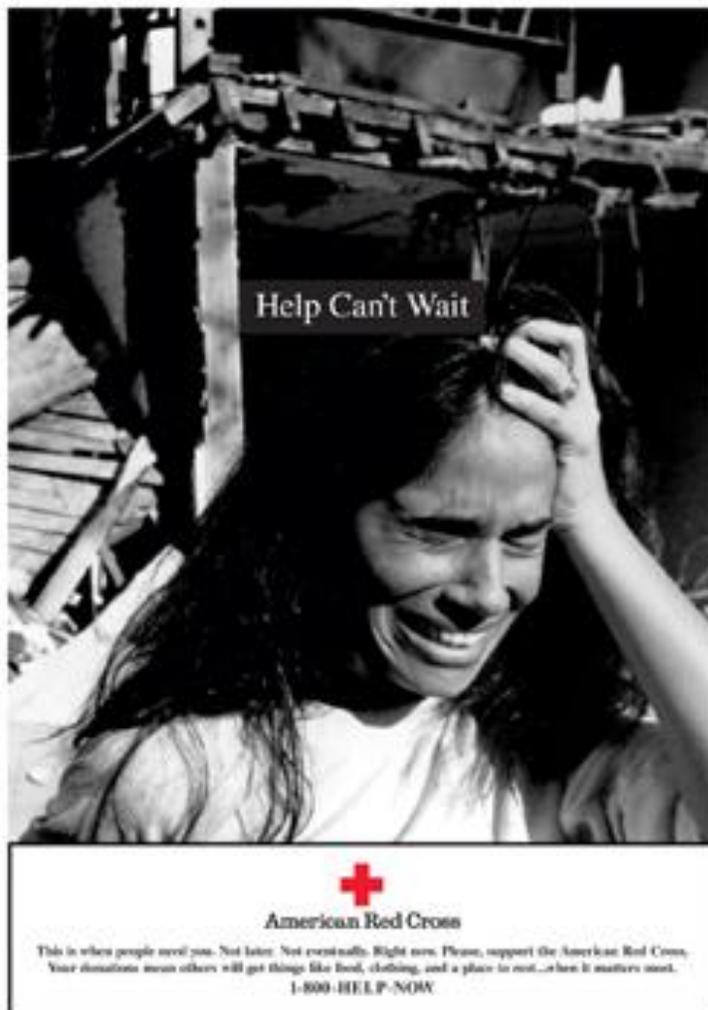


Exhibit 12

1

From: American Red Cross <redcross-email@usa.redcross.org>
To: mhouk4@email.arizona.edu
Subject: One Minute Update - April 2008
Readers: Show All Headers

2

Alternative parts for this section: ?
unnamed [text/plain] 6.11 KB
Click [HERE](#) to view HTML content in a separate window.

Having trouble viewing this message? [Click Here](#) to view through web browser.

3

 **American Red Cross**

 **1 Minute Update**

4

APRIL 2008

5

SPOTLIGHT NEWS

Dear Meghan,

 **Red Cross Names New President and CEO**

Gail J. McGovern, a successful business executive and nonprofit volunteer, is named President and CEO of the American Red Cross. [More...](#)

Spring is a time of new life and growth, but it also ushers in violent weather across many parts of the country. People across the nation are recovering from recent, deadly tornadoes, damaging storms and mass flooding. Some Arkansas residents were dealt a menacing combination—flooding in addition to a tornado. Our dedicated volunteers are mobilized across affected areas providing food, shelter and emergency assistance.

The best way to make you and your family safer is to be prepared before disaster strikes. Take 3 simple actions to become *Red Cross Ready*: [Get a Kit](#) - [Make a Plan](#) - [Be Informed](#). Following these steps will give you the confidence and peace of mind you deserve, protecting yourself and loved ones.

6

SPONSOR SPOTLIGHT

(Newsletter)



Exhibit 12 Contd.



\$100,000 donated through Microsoft's i'm™ Initiative! [Read More...](#)

As a Red Cross friend, I encourage you to join the ranks of other safety-minded people and get prepared. If you already have—congratulations, and would you mind telling 1 or 2 friends how easy it is to Be Red Cross Ready? It's the perfect addition to your spring cleaning list.

Warm Regards,

Bonnie McElveen-Hunter
Chairman of the Board, American Red Cross

P.S. Reminder: Mother's Day is around the corner! Look for our special email coming soon, complete with ideas for wowing Mom with meaningful gifts and ecards.

First Aid and CPR for Everyone

Learn the basics of first aid and compression-only CPR by watching and doing!

Click

Only at RedCross.org Store!

7

WAYS YOU CAN HELP

- Make a Financial Gift
- Donate Blood
- Volunteer
- [Learn More About Us](#)

GET PREPARED

Participate in CPR and AED Awareness Week Activities

Join Red Cross in Reaching 250,000 people with lifesaving information during National CPR and AED Awareness Week.

[More...](#)



9

Rate This Newsletter!

8

RED CROSS HEROES

Why I Help: In Their Own Words

Rick Helms, Red Cross Volunteer. Read why Rick volunteers at his local blood center and who he thinks of as super heroes.

[More...](#)



RED CROSS NEWS

- [Strong Waters, Stronger Friendships](#)
- [Rascal Flatts' Video Features Red Cross](#)
- [Pets on the Go - 5 Tips for Traveling With Your Pet](#)
- [American Red Cross 2007 Annual Report](#)

10

Please remember to add American Red Cross (redcross-email@usa.redcross.org) to your address book to continue receiving our updates in your mailbox!

[Email to your family or friends.](#) [Would you like to subscribe?](#) [Comments? Please let us know.](#)

11

To donate by phone:
1-800-HELPHOW
(1-800-435-7669)

To contact us by mail:
American Red Cross
P.O. Box 96456
Washington, D.C. 20090-6456
[Mail In Form](#)



You received this email because you supported the American Red Cross through an online donation and/or expressed interest in future email communications from us. We appreciate that you have chosen to receive email from us so we can keep you informed of events as they happen. If you received this email in error or do not wish to receive future email from the American Red Cross, click here to [unsubscribe](#).

We respect your desire for [privacy](#) and will not make your email address available to third parties.
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Exhibit 13

Example of Possible World Care Email Newsletter

Date: Wednesday
 From: Lisa Hopper <newsletter@worldcare.org>
 To: subscriber@email.com
 Subject: What's New with World Care : May 2008



Newsletter

May 2008

Meghan-

Thanks to you!

Without the generous support of corporate and individual sponsors and donors, World Care could not continue its humanitarian relief efforts. Corporate donors and foundations commit time and in-kind donations as well as financial support. Individuals also provide needed resources and loyal assistance. World Care is always grateful for each sponsor's dedication.

What's New with World Care

- ❖ Fundraising Gala with UA Presents coming up May 24th
- ❖ World Care donated \$250,000 in supplies
- ❖ World Care given 4-star rating from Charity Navigator
- ❖ World Care 2007 Annual Report
- ❖ We're up to 75,000 individual donors!

Ways YOU Can Help:

- ❖ Make a Financial Gift
- ❖ Donate Unwanted Items
 - Computers, TVs, clothes etc.
- ❖ Volunteer Opportunities
- ❖ Learn more about World Care

A yellow rectangular button with the text "DONATE TO WORLD CARE" in bold, black, uppercase letters.

Contact Us!

Hours of Operation: 9:00am-3:00pm Mon.-Sat.

Address:

3538 E Ellington Place

Tucson, AZ 85713

Phone: 520-514-1588

Fax: 520-514-1589

<http://www.worldccare.org>

Exhibit 14

12:32 PM

05/06/08

Accrual Basis

World Care
Custom Transaction Detail Report

January through December 2007

Type	Date	Num	Name	Memo	Account	Class	Clr	Split	Amount	Balance
Jan - Dec 07										
Check	1/18/2007	499	God's Havens fo...	med supplies, Refugios de Dios Para Nin...	8120	Donated	...	1092 TFF ...	1,162.50	1,162.50
Check	1/18/2007	660	God's Havens fo...	office furniture	8120	Donated	...	1093 TFE ...	488.00	1,650.50
Check	1/18/2007	1506	God's Havens fo...	hygiene, Refugios de Dios Para Ninos, N...	8120	Donated	...	1094 TFE ...	33.40	1,683.90
Check	1/30/2007	1516	Parroquia Sagri...	blankets	8120	Donated	...	1094 TFE ...	153.00	1,836.90
Check	2/1/2007	1585	Bridges Across ...	books, paper, projector	8120	Donated	...	1091 TFS ...	91.00	1,927.90
Check	2/13/2007	508	DIF	gurney, ampul	8120	Donated	...	1092 TFF ...	5,875.00	7,802.90
Check	2/13/2007	676	DIF	chairs, desks	8120	Donated	...	1093 TFE ...	200.00	8,002.90
Check	3/1/2007	1559	Habitat for Hum...	adult diapers	8120	Donated	...	1094 TFE ...	10.00	8,012.90
Check	3/7/2007	527	Starfish Differen...	electric wheelchair, Agua Prieta	8120	Donated	...	1092 TFF ...	3,375.00	11,387.90
Check	3/16/2007		DIF	computers	8120	Donated	...	1091 TFS ...	1,921.00	13,308.90
Check	3/16/2007		DIF	school desks	8120	Donated	...	1093 TFE ...	2,040.00	15,348.90
Check	3/23/2007	536	Habitat for Hum...	incontinence supplies	8120	Donated	...	1092 TFF ...	200.00	15,548.90
Check	4/20/2007	703	Manos de Ayuda	various TFE supply to Puerto Penasco	8120	Donated	...	1093 TFE ...	3,736.00	19,284.90
Check	4/20/2007	563	Manos de Ayuda	various med supply to Puerto Penasco	8120	Donated	...	1092 TFF ...	29,700.00	48,984.90
Check	4/23/2007	704	Manos de Ayuda	various TFE supply to Puerto Penasco	8120	Donated	...	1093 TFE ...	662.00	49,646.90
Check	5/15/2007	578	Agrupacion Geo...	exam tables, lamps, etc.	8120	Donated	...	1092 TFF ...	9,925.00	59,571.90
Check	5/15/2007	714	DIF	desks, chairs, etc	8120	Donated	...	1093 TFE ...	1,714.00	61,285.90
Check	5/18/2007	718	Patronato Penit...	miscellaneous houseware	8120	Donated	...	1093 TFE ...	2,830.00	64,115.90
Check	5/18/2007	583	Patronato Penit...	miscellaneous medical	8120	Donated	...	1092 TFF ...	89,042.50	153,158.40
Check	5/22/2007	1536	Habitat for Hum...	adult diapers	8120	Donated	...	1094 TFE ...	20.00	153,178.40
Check	5/23/2007	582	Manos de Ayuda	hospital beds & exam tables to Puerto Pe...	8120	Donated	...	1092 TFF ...	19,425.00	172,603.40
Check	5/23/2007	717	Manos de Ayuda	various TFE supply to Puerto Penasco	8120	Donated	...	1093 TFE ...	3,751.00	176,354.40
Check	6/29/2007	612	Samaritans	med supplies	8120	Donated	...	1092 TFF ...	5,065.00	181,419.40
Check	6/29/2007	730	Samaritans	toys	8120	Donated	...	1093 TFE ...	105.00	181,524.40
Check	6/29/2007	1731	Samaritans	computers, monitors	8120	Donated	...	1091 TFS ...	2,334.00	183,858.40
Check	7/11/2007	617	Sarita Castro IAP	medical supplies	8120	Donated	...	1092 TFF ...	2,412.50	186,270.90
Check	7/24/2007		Fundacion Paso...	supply to Cananea	8120	Donated	...	1094 TFE ...	4,796.00	191,066.90
Check	7/24/2007		Fundacion Paso...	supply to Cananea	8120	Donated	...	1091 TFS ...	2,405.00	193,471.90
Check	7/24/2007		Fundacion Paso...	supply to Cananea	8120	Donated	...	1093 TFE ...	641.00	194,112.90
Check	7/24/2007		Fundacion Celia...	supply to Cananea	8120	Donated	...	1092 TFF ...	57,222.50	251,335.40
Check	8/6/2007	1783	DIF	computers	8120	Donated	...	1091 TFS ...	1,012.00	252,347.40
Check	8/6/2007	736	DIF	desks	8120	Donated	...	1093 TFE ...	1,250.00	253,597.40
Check	8/7/2007	648	Individual Client	wheel chair parts to Mexico	8120	Donated	...	1092 TFF ...	1,500.00	255,097.40
Check	8/23/2007	1793	Community Foo...	school supplies to Chiapas	8120	Donated	...	1091 TFS ...	180.00	255,277.40
Check	8/30/2007	663	Rotary Club of ...	medical supplies	8120	Donated	...	1092 TFF ...	17,567.50	272,844.90
Check	8/30/2007	746	Rotary Club of ...	office equipment	8120	Donated	...	1093 TFE ...	237.00	273,081.90
Check	9/10/2007	1811	Instituto Cristob...	computers	8120	Donated	...	1091 TFS ...	720.00	273,801.90
Check	9/12/2007	1813	PPEP	Hurricane Felix, Mexico	8120	Donated	...	1091 TFS ...	365.00	274,166.90
Check	9/12/2007	677	PPEP	Hurricane Felix, Mexico	8120	Donated	...	1092 TFF ...	36,395.00	310,561.90
Check	9/12/2007	750	PPEP	Hurricane Felix, Mexico	8120	Donated	...	1093 TFE ...	5,025.00	315,586.90
Check	9/12/2007	1710	PPEP	Hurricane Felix, Mexico	8120	Donated	...	1094 TFE ...	5,942.00	321,528.90
Check	9/28/2007	1829	Colegio Cristob...	computers	8120	Donated	...	1091 TFS ...	347.00	321,875.90
Check	9/28/2007		PPEP	Hurricane Felix, Mexico	8120	Donated	...	1092 TFF ...	10,100.00	331,975.90
Check	9/28/2007		PPEP	Hurricane Felix	8120	Donated	...	1093 TFE ...	2,697.00	334,672.90
Check	9/28/2007		PPEP	Hurricane Felix, Mexico	8120	Donated	...	1094 TFE ...	2,336.00	337,008.90
Check	9/29/2007	1725	PPEP	Hurricane Felix, Mexico	8120	Donated	...	1094 TFE ...	1,722.00	338,730.90
Check	10/31/2007	1881	Colegio Cristob...	computers	8120	Donated	...	1091 TFS ...	900.00	339,630.90
Check	11/1/2007	711	PPEP	Hurricane Felix, Mexico	8120	Donated	...	1092 TFF ...	24,917.50	364,548.40
Check	11/1/2007	760	PPEP	Hurricane Felix, Mexico	8120	Donated	...	1093 TFE ...	1,233.00	365,781.40
Check	11/1/2007	1734	PPEP	Hurricane Felix, Mexico	8120	Donated	...	1094 TFE ...	1,056.00	366,837.40
Check	11/6/2007	715	Habitat for Hum...	med supplies	8120	Donated	...	1092 TFF ...	350.00	367,187.40
Check	11/7/2007	762	DIF	tables, cabinets, chairs, etc	8120	Donated	...	1093 TFE ...	1,913.00	369,100.40
Check	11/21/2007	734	Cruz Roja Mexic...	medical supplies, Santa Ana	8120	Donated	...	1092 TFF ...	18,915.00	388,015.40
Check	11/21/2007	1931	Cruz Roja Mexic...	computers	8120	Donated	...	1091 TFS ...	2,108.00	390,123.40
Check	11/21/2007	770	Cruz Roja Mexic...	furniture, paper	8120	Donated	...	1093 TFE ...	1,836.00	391,959.40
Check	11/23/2007	771	Individual Client	desks	8120	Donated	...	1093 TFE ...	600.00	392,559.40
Check	11/29/2007	772	DIF	desks	8120	Donated	...	1093 TFE ...	600.00	393,159.40
Check	11/29/2007	773	DIF	desks	8120	Donated	...	1093 TFE ...	460.00	393,619.40
Check	11/29/2007	738	DIF	walkers	8120	Donated	...	1092 TFF ...	1,200.00	394,819.40
Check	11/29/2007	774	DIF	desks	8120	Donated	...	1093 TFE ...	520.00	395,339.40
Check	11/29/2007	775	DIF	desks	8120	Donated	...	1093 TFE ...	85.00	395,424.40
Check	11/29/2007		DIF	desks	8120	Donated	...	1093 TFE ...	440.00	395,864.40
Check	11/29/2007	778	DIF	household	8120	Donated	...	1093 TFE ...	59.60	395,924.00
Check	11/29/2007	741	DIF	medical supply	8120	Donated	...	1092 TFF ...	6,345.00	402,269.00
Check	11/29/2007	1753	DIF	food	8120	Donated	...	1094 TFE ...	270.00	402,539.00
Check	11/30/2007	1754	DIF	food, clothing	8120	Donated	...	1094 TFE ...	1,942.00	404,481.00
Check	11/30/2007	1990	DIF	computers	8120	Donated	...	1091 TFS ...	519.00	405,000.00
Check	11/30/2007	1755	DIF	clothing	8120	Donated	...	1094 TFE ...	966.00	405,966.00
Check	12/4/2007	742	DIF	med equip	8120	Donated	...	1092 TFF ...	29,125.00	435,091.00
Check	12/4/2007	1992	DIF	monitors	8120	Donated	...	1091 TFS ...	264.00	435,355.00
Check	12/4/2007	779	DIF	paper towel	8120	Donated	...	1093 TFE ...	49.00	435,404.00
Check	12/4/2007	1756	DIF	clothing, blankets	8120	Donated	...	1094 TFE ...	2,244.00	437,648.00
Check	12/14/2007	2023	Tucson Area Ch...	books	8120	Donated	...	1091 TFS ...	185.00	437,833.00
Check	12/14/2007	784	Tucson Area Ch...	household, toys, etc	8120	Donated	...	1093 TFE ...	504.00	438,337.00
Check	12/14/2007	1763	Tucson Area Ch...	clothing, hygiene, food	8120	Donated	...	1094 TFE ...	1,918.00	440,255.00
Jan - Dec 07									440,255.00	440,255.00



Exhibit 15

12:31 PM
05/06/08
Accrual Basis

World Care
Statement of Functional Expenses (990)
January through December 2007

	<u>Jan - Dec 07</u>
Ordinary Income/Expense	
Expense	
8100 · Nonpersonnel Expense	
8120 · Donated Materials & Supplies	440,255.00
Total 8100 · Nonpersonnel Expense	<u>440,255.00</u>
Total Expense	<u>440,255.00</u>
Net Ordinary Income	<u>-440,255.00</u>
Net Income	<u><u>-440,255.00</u></u>



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