

Sowier-Kasprzyk Izabella,*PhD, Associate Professor of Institute of Marketing, Faculty of Management,
Czestochowa University of Technology (Czestochowa, Poland)***PROMOTION STRATEGY FOR NON-PROFIT ORGANIZATION ON THE
EXAMPLE OF THE EASTERN EUROPEAN ARTS THERAPY ASSOCIATION**

Eastern European Art Therapy Association (EEATA) engaged in teaching art therapy techniques which are used by doctors for the treatment of patients. Promotion plays a crucial role in the dissemination of this useful activity. The paper presents a project which includes such issues as the concept of promoting, encouraging and promoting the role of tools and their use in promoting of EEATA.

Keywords: marketing, promotion, non-profit organization, promotion strategy, public relations.

Setting the task in general form. Still there is a misconception about the inability of marketing in non-profit organizations. It is believed that non-profit organizations usually do not sell anything and do not have a competition or have its sparse. It is also claimed that the introduction of a marketing orientation would not only be difficult, but also pointless. Non-profit organizations do not operate for profit but create products that the members of their boards deem appropriate and relevant to your target audience. However, such decisions often turn out to be wrong, as they are taken in isolation from the correct diagnosis of the environment, especially the closer, and above all, without consideration the real needs of customers. Non-profit organizations offer their products under specific services (and sometimes price is equal to zero). The increasing of competition in this market will simply need to search for new, effective ways to maintain and differentiate themselves. This creates a field for wide use marketing tools. At the same time, due to the predominance of service as an offer, marketing, non-profit organization has many common points in common with marketing of services [5, p. 35].

Analysis of recent researches and publications. Until recently, the subject of promotion in non-profit organizations was not often raised in theoretical considerations. Currently, there are more publications about marketing in not-for-profit organizations.

Problems of promotion in general and in non-profit organizations are showed in the works of such scientists, as: P. Kotler [1; 2], A. Pabian [3], T. Sztucki [4], M. Broniewska [5], E. Mohammednour, A. Abdelgadir [6]. Especially the use of internet resources in marketing activities were investigated in the writings of C. Goi [12], C. Roberts [14], A. Sargeant, D. Catherwood, R. Van Kirck, P. Kotler [9], J. Stoner, R. Freedman, D. Gilbert, A. Koźmiński [8], A. Gawrysiak [10]. They examined and revealed the essence of non-profit organizations and promotion.

The aim of the article is to draw attention to the benefits of applying promotional activities in non-profit organizations. The article gives proposal for organization of promotional activities in the Eastern European Art Therapy Association (EEATA).

Main material. Non-profit organizations play an increasingly important role in various fields of life. They help in the sphere of health care, education, protection and the improvement of social life. Their activity represents a departure from historical perception as a two-sector economy in favor of the separation of the public sector, market, and non-governmental, i.e. third sector in which they operate non-profit organizations. The variety of terms used to describe these organizations is mainly a result of various translations English phrase NGOs (Non Governmental Organization) or non-profit organization. The broadest

definition of non-governmental organizations is the name of the third sector, which is a synonymous with the social sector of the economy. Definition Non For Profit Organization is also often used. Another term is civic organization. It highlights non-state nature of the organization. It is associated with the notion of civil society [5, p. 36].

Non-profit organization obtains the necessary financial resources from various public budgets: national, regional and local. All funds of non-profit organizations are dedicated to achieving the objectives of set statutes. These organizations can conduct business, but their income is used to finance business, and they cannot be distributed among people working in these organizations [8].

Current non-profit organizations which are operating in the market are not economic. Their mission is to strengthen bonds and initiating interaction between three sectors of economics (business, public and non-governmental). To achieve these goals you need to include marketing knowledge [5, p. 39].

Public non-profit organizations usually use media advertising, sales promotion, or any direct incentive to provide their services among target customers. Public relations and direct marketing play a special role in the activities of charitable organizations. We will discuss them in detail.

In order to induce positive attitude among target audience non-profit organization can use the following tools of public relations:

- publications or any kind of brochures, leaflets, magazines, annual reports and newsletters volunteers;
- organizing of such events as celebrations, auctions, charity evenings, dinners, etc.;
- elements that define the identity of the organization – letterhead brochures, notices and ID cards;
- publicity which is spread by media to do publicity of the organization. This works as a so-called “free advertising”;
- advocates, experts and other – people with particular skills who work at non-profit organizations and speak out in media on various issues;
- telephone “hot lines” – providing support and guidance [9].

Direct marketing is widely used by charitable organizations. The most popular forms of direct marketing among non-profit organizations are:

- mail order – addressing packages to the specific audience;
 - telemarketing – the most common form in the non-profit organization is receiving signals from customers, as donors and recipients, using free hotline;
 - acquiring of funds through acquisition and sale especially among local organizations.
- It is also an effective way to create awareness of the existence and activities of organization and recruitment of future volunteers [9].

Promotion is used primarily to inform potential customers about the existence of products and the associated benefits that the customer gains when buying. These products are presented to show the available benefits and to meet customer needs. There is also reminiscent of the existence of promotion of products and the benefits that the customer gains by buying these products. Promotion is also intended to differentiate the product of the other products on the market.

Marketing strategy is based on the marketing mix, which consists of several elements. The typical structure of the marketing mix consists of four components: product, price, place (distribution) and promotion. In services this mix consists of five, seven or eight elements. Marketing mix consisting of seven elements: product, price, distribution, promotion, people, processes and customer service [3, p. 20]. All these elements are equally important and influence on attracting sponsors, media partners and potential customers.

First there is the need to create a right product, then to expose it, to fix its price, to create distribution, as well as to inform potential customers about the existence of the product, or carry out a promotional campaign [1, p. 87].

Promotion is a form of social communication which is used to meet the needs of material and intellectual products of human ingenuity, enterprise, activity and effectiveness. It is the way to communicate with potential buyers of goods and services to influence their attitudes and behavior in the market [4, p. 17].

Promotion is the part of the Enterprise Communication market. "Communication in marketing requires a few necessary elements. The first is the source, next is the message. Each message can be transferred in many ways; the structure has a great influence on how it is received. Message must be transmitted by media. Then one or more recipients interpret the message, examining it through the prism of their own experiences. The final element of the communication act is a feedback loop that must go back to the source. This process comes down to two models of communication: SMR (source – message – receiver) and SEMDR (source – encoding – decoding – message – receiver)" [3, p. 27-28].

Designing the promotional campaign it is important to follow the following steps [6, p. 53]: setting the goals of promotion; identifying of target audience; determining the content of the promotional message and time for the promotional campaign; determining of promotional mix elements; determining the size of promotional spending; evaluation of the effectiveness of the promotional campaign.

1. *Definition of marketing objectives.* It is important to articulate goals, determine their time horizons, so that in the future it easier to assess the effectiveness of promotional activities.

2. *Selection of the recipient of marketing promotion* requires determination of the customers characteristics. The company must decide whether the promotional campaign will be directed to women or men, at what age and what level of education and whether they are residents of cities or villages. Selection of the recipient marketing promotion may involve a need to determine target market.

3. *Content of the media* should be created once the destination and the target market, because it determines the encoding of communication so that the decoding by the receiver was in line with the intentions of the sender. Content of the message tends to be associated with the promise of benefit to the recipient.

4. *Choice of forms and promotional communications channels* is to determine the optimal combination of the main elements of the promotion mix in the assumed duration of the campaign. The main elements of the promotion mix discussed above: advertising, sales promotion, Public Relations and personal selling. Therefore, the company must decide what proportion is to be created between personal and no personal channels of communication, and whether to promote in a narrow or wide way. Forms of communication should be consistent with and complement one another so that the duration of the campaign has been optimally utilized.

5. *The level of expenditure and promotion budget* can be determined in several ways. The most commonly used are:

– *expenditures and budget at the level of competition* – based on data from market research which firmly determines its position in relation to competitors and determines the size of the expenditure in proportion to the direct costs of competitors. This level may be the same or higher, depending on the promotional strategy;

– *expenditures and budget "as much as we can afford"* – the principle that first determines the other expenses the company recognizing them as important and only what is left shall be devoted to promotion;

– *expenditures and budget task forces*, “as much as you need” (according to this , due to the promotional project) – this method is the most dynamic and correct. Expenditure shall be set differently than in other methods, only after other promotional activities. First, it should determine the purpose and subsequently forms of promotion, media promotion, the frequency of interaction, and then the amount of promotional spending;

– *expenses and the budget as a percentage of expected sales volume of the product or the entire company* – it is the oldest method, however, it is often used by a lot of companies. It determines a percentage of sales, for example, based on the level of sales in the past or during the sale, which is planned in promotional activities. The main disadvantage of this method is that no consideration of specific promotional needs are arising from the situation in the market. This method assumes the relationship investment in promotion of the value of sales and it should be the opposite of course you have to realize that the same level of spending on promotion is not yet on the effectiveness of its impact. An important factor is the creativity and originality in advertising and public relations and negotiation skills of salesmen as well.

6. *Measurement and evaluation of the promotional activities effectiveness* is an important part of a promotional program. This phase of the campaign should be carried out before, during and after the campaign.

Rating linkage between message and the response of the buyer's particularly difficult, but necessary in all types and forms of promotion. The difficulty of assessing results from the fact that it is difficult to determine what and how much it influences on obtaining the customers.

The analysis and evaluation is done for the following factors [10]: the costs associated with a specific type of promotion attributable to a thousand products; the percentage of consumers to be promoted, who have become regular buyers of the product; frequency of purchases made by regular users; extraordinary profit achieved by the use of the means of promoting; marginal income received after promotion.

A comprehensive process of communication with the environment is called the promotion mix and consists of the following elements: advertising, sales promotion, public relations, personal selling, direct marketing [1, p. 564-565]. Figure 1 shows the position of promotion mix among other marketing mix elements.

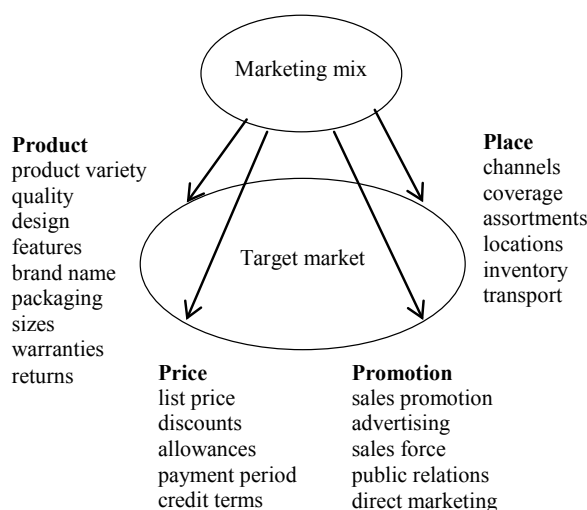


Figure 1 – Promotion mix and other marketing mix elements, (based on [12])

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Marketing communication mix consists of five major models of communication [1, p. 550]:

- *advertising*: any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor;
- *sales promotion*: a variety of short-term incentives to encourage trial or purchase of a product or service;
- *public relations and publicity*: a variety of programs designed to promote or protect a company’s image or its individual products;
- *personal selling*: face-to-face interaction with one or more prospective purchases for the purpose of making presentations, answering questions, and procuring orders;
- *direct marketing*: use of mail, telephone, fax, e-mail, or Internet to communicate directly with or solicit a direct response from specific customers and prospects.

Table 1 presents the elements of promotion mix.

Table 1 – Elements of promotion mix: characteristics and tools,
(developed by the author on the base of [1])

Element of promotion	Tools
Advertising	announcements in media (press, radio, television), packaging, inserts, packaging-outer, motion pictures, corporate magazines, brochures, newsletters, posters and leaflets, brochures, reprints of ads, signs, exhibitions, point-of-purchase displays, audiovisual materials, CDs and DVDs, symbols and logos, Internet advertising, cinema advertising
Sales promotion	contests, games, sweepstakes, lotteries, premiums and gifts, sampling, fairs and trade shows, exhibits, demonstrations, vouchers, coupons, rebates, low-interest financing, various forms of entertainment, trade-in allowances, continuity programs, tie-ins
Public Relations (PR)	press kits, speeches, seminars, annual reports, charitable donations, sponsorships, publications, community relations, lobbying, identity media, company magazines, events
Personal selling	sales presentations, sales meetings, incentive programs, samples, fairs and trade shows
Direct marketing	catalogs, mailings, telemarketing, electronic shopping, TV shopping, fax mail, e-mail, voice mail

Each promotional tool has its own unique characteristics and costs. It is also important to mention about limits of using promotional tools. Table 2 shows advantages and disadvantages in using promotional elements at non-profit organizations.

Characteristics of the researched organization EEATA. The EEATA was founded at the 1st International Arts Therapy conference which took place in August 2011 in Obzor, Bulgaria. The representatives of eight countries from Eastern Europe took part in it. For all of them methodology of arts therapy is considered to be an object of scientific research. As a result they came up to the conclusion of setting up East European Association of Arts Therapy. On September 15, 2011 EEATA was recorded in Sofia (Bulgaria). The aim of EEATA is to learn ways of influence of the process of creativity and pieces of art works on psychic and physical states of a person. Research of the effect of arts on a person is exercised according to five principal tendencies accepted in European countries:

- therapy with visual and plastic art means;
- dramatherapy;
- music therapy;
- dance and movement therapy;
- fairy tale therapy.

Table 2 – Elements of promotion mix in non-profit organizations: advantages and disadvantages, (developed by the author on the base of [13; 14])

Element of promotion	Advantages	Disadvantages
Advertising	<ul style="list-style-type: none"> – good for building awareness; – effective at reaching a wide audience; – repetition of product positioning helps build customer trust 	<ul style="list-style-type: none"> – impersonal; – not good at getting customers to make a final decision contact and get know some more information about an organization
Sales promotion	<ul style="list-style-type: none"> – stimulates quiet increases in potential customers interest in organization; – good and short term tactical tool 	<ul style="list-style-type: none"> – customers may get used to the effect if used long-term; – too much promotion may damage the image of the organization
Public Relations (PR)	<ul style="list-style-type: none"> – is seen as more “credible”; – cheap way of reaching potential interested in the organization people 	<ul style="list-style-type: none"> – risk of losing control (cannot always control other people write or say about the organization)
Personal selling	<ul style="list-style-type: none"> – highly interactive – good communication between organization and customer; – excellent for communicating information about organization; – relationship can be built up – important if closing the sale takes long time 	<ul style="list-style-type: none"> – costly (employing a sales force has many hidden costs in addition to wages); – not suitable if there are thousands of important buyers
Direct marketing	<ul style="list-style-type: none"> – request responses from potential customers, making the results trackable and allowing companies to quickly determine if the campaign is successful; – is beneficial to test consumer responses with a small campaign before scaling up and launching a full, expensive campaign. This method of marketing also builds brand loyalty as some customers enjoy receiving information on deals and discounts, and easily become repeat customers 	<ul style="list-style-type: none"> – consumers do not appreciate privacy intrusion or the sheer mass of communication, referred to as spam or junk mail, received on a daily basis; – generating the poor quality leads and failing to bring a high number of repeat customers

In fact, it was the first time within countries of Eastern Europe when in August 2012 the leading specialists of EEATA were able to work out and publish a tutorial on arts therapy called "Therapy by arts" in Sofia University. The goal of this book is to represent methodology of art therapeutic tendency, to describe author's models and techniques of therapy by arts. The publication was supported with Sofia University “St. Kl. Ohidski”, National Academy of Theater and Movie Art “Kr. Sarafova” (Sofia, Bulgaria); Psychological and Pedagogical Institute (Moscow, Russia); University of Szeged (Szeged, Hungary); Shaulyai University (Shaulyai, Lithuania); Crimea Humanitarian University (Yalta, Ukraine) [7].

The purpose of promotion is to increase the participation of people interested in active participation in conferences organized by EEATA and to establish partnerships with institutions having to do with art therapy in selected Eastern European countries. This objective should be achieved by promotion within two years.

Recipients of promotion: all who are interested in art therapy, teachers of the senior classes, students of this course or related courses, as well as personnel of occupational therapy that use art therapy. It will be directed to the promotion of higher education and occupational therapy centers in selected Eastern European countries.

Realization of promotion

Creating EEATA as an organization educating towards art therapy and taking care of

mental health. Suggested campaign slogan: “EEATA – art therapy – health through art”.

The structure of promotional activities for EEATA

Information activities for higher education and occupational therapy centers, lecturing on art therapy. These activities are intended to inform the organization EEATA to provide the message to interested potential centers.

During the campaign it is suggested the following promotional activities for EEATA:

– *advertising*: information in magazines and newspapers, leaflets and posters advertising, business cards, advertising in the Internet, an extensive website, presence in social networks);

– *public relations* (publications or any kind of brochures, leaflets, magazines, annual reports and newsletters volunteers, organizing events for popularization: letterhead brochures, notices and identity cards of participants, publicity spread by media that the publicity of the organization, advocates, experts - people working in the non-profit organizations who speak out in the media on various issues;

– *direct marketing* (e- mail).

Advertising in magazines and newspapers

Advertisement will be colorful and also sponsored articles will be used. Ads will be presented with scenes from art therapy classes, in the picturesque coastal scenery (exteriors Bulgaria). Advertising size: ¼-½ newspaper / magazine will be posted on the right side of the page at the top of the page. Ads will be placed in magazines in Eastern Europe associated with art therapy, art, psychology, education, and also in local newspapers (on Fridays and Saturdays).

Leaflets and posters

Leaflets and posters will be distributed along with posters in colleges and universities, occupational therapy centers and other places. This will allow you to become familiar with the activities of EEATA. In addition, leaflets will be distributed at the conference organized by other institutions related to the subject of art therapy.

In the organization activities of the campaign EEATA will be involved but also other companies that specialize in printing posters, flyers or small gadgets such as ballpoint pens, pencils, etc.

After the promotional campaign it will be useful to prepare report about promotion and to measure the effects of the promotional campaign.

Conclusions and directions of further researches. In conclusion it should be noted that it is important to use promotion for not only in companies which are focused on gaining profits but also in non-profit organizations. Their main aim of existing in the market is not money but benefits to society. The research of applying promotion into the non-profit organization as the EEATA shows that there is a need to use promotional tools in achieving success in the market. The paper shows the advantages of applying the promotional tools. The perspectives for further research are to develop recommends to measuring of the effectiveness of promotional activities after promotional campaign.

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Стратегія просування для некомерційної організації на прикладі Східно-Європейської Асоціації арт-терапії

Східно-Європейська Асоціація арт-терапії (СЄААТ) є організацією, що займається дослідженням технологій арт-терапії, які використовуються лікарями в лікуванні пацієнтів. Стратегії просування відіграють важливу роль у популяризації цієї діяльності. У статті представлено проект просування, що включає концепцію просування та інструменти, які будуть застосовуватися. Також звернена увага на роль інструментів просування у зростанні кількості прихильників аналізованої організації.

Ключові слова: маркетинг, просування, некомерційна організація, стратегія просування, паблік релейшенз.

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Стратегия продвижения для некоммерческой организации на примере Восточно-Европейской Ассоциации арт-терапии

Восточно-Европейская Ассоциация арт-терапии (ВЕААТ) является организацией, которая занимается исследованием технологий арт-терапии, которые используются врачами в лечении пациентов. Стратегии продвижения играют важную роль в популяризации этой деятельности. В статье представлен проект продвижения, который включает концепцию продвижения, инструменты, которые будут использоваться. Также обращено внимание на роль инструментов продвижения в увеличении количества сторонников анализируемой организации.

Ключевые слова: маркетинг, продвижение, некоммерческая организация, стратегия продвижения, паблик релейшенз.

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