



PLEASE STAND BY

Stakeholder Marketing for Nonprofits

Jason Karpf

Introducing Your Speaker: Jason Karpf

- Donor Relations Director, Salvation Army Northern Division
- Former Fundraising Director, The American Red Cross, Central California Region
- College Instructor—Marketing, Communication, Fundraising
- Four-Time Jeopardy Champ



Today's Presentation

- Definitions
- Examples from The American Red Cross
- Stakeholder Marketing Process
- Worksheets—Apply to Your Own Organization
- Participant Examples and Discussion

Stakeholder

Those persons and organizations that have an interest in the strategy of the organization. Stakeholders normally include shareholders, customers, staff and the local community.

- They are affected by, and feel they have a right to benefit or be pleased by, what you do.

—The Chartered Institute of Marketing (CIM)



Marketing

...the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

—American Marketing Association (AMA)



Nonprofit

Nonprofits are voluntary organizations. They are an expression of our voluntary will, of the communities we want to see, of the change we want to be able to deliver...It's the people's sector...

—Shena Ashley, VP, Nonprofits and Philanthropy, Urban Institute



Stakeholder Marketing for Nonprofits

Exchange between people of consequence
in the people's sector.

Begin at the Beginning

American Red Cross Mission Statement

The American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors.



Stakeholder Identification

Target Public

- A collective of individuals who have an interest in or concern about an organization, product, or social cause

Client Publics

- Direct consumers of a product of a nonprofit organization

General Publics

- Indirect consumers of a product of a nonprofit organization



Nonprofit Marketing Objectives

Desired Response from Public

- Change values
- Financial contribution
- Time contribution
- Services alignment
- Use of products/services



Nonprofit Marketing Objectives

Shaped by nature of exchange

- Inputs from target publics
- Outputs to client publics
- Awareness, positive sentiment among general public



Target Public: Volunteers

- 90% of Red Cross personnel
- Large number of specialties supporting service lines
 - Mass care
 - Disaster Assistance Team (DAT)
 - Health and Safety trainers
 - Service to Armed Forces
 - Biomed
 - Communications
 - Logistics
 - Administrative



Target Public: Partners

- Public agencies
 - Fire departments supporting Sound the Alarm, DAT
- Other nonprofits
 - Joint participation in programs
- Businesses
 - Organizing employees for volunteering; blood/financial donations
 - Sponsoring Red Cross programs and events



Target Public: Blood Donors

- Red Cross provides approx. 40% of nation's blood supply
 - Red cells
 - Plasma
 - Platelets
- 80% of donations collected at mobile blood drives
 - Community organizations
 - Company sites
 - Schools
- You get cookies.



Target Public: Financial Donors

- Individuals
- Corporations
- Foundations
- Governments—local, state federal



Client Publics

- People affected by disasters in America
- Members of the military and their families
- Hospitals treating blood recipients (end users)
- Enrollees in health and safety education and training
- People receiving international relief and development



Supply Chain/Marketing Channel



Supply Chain



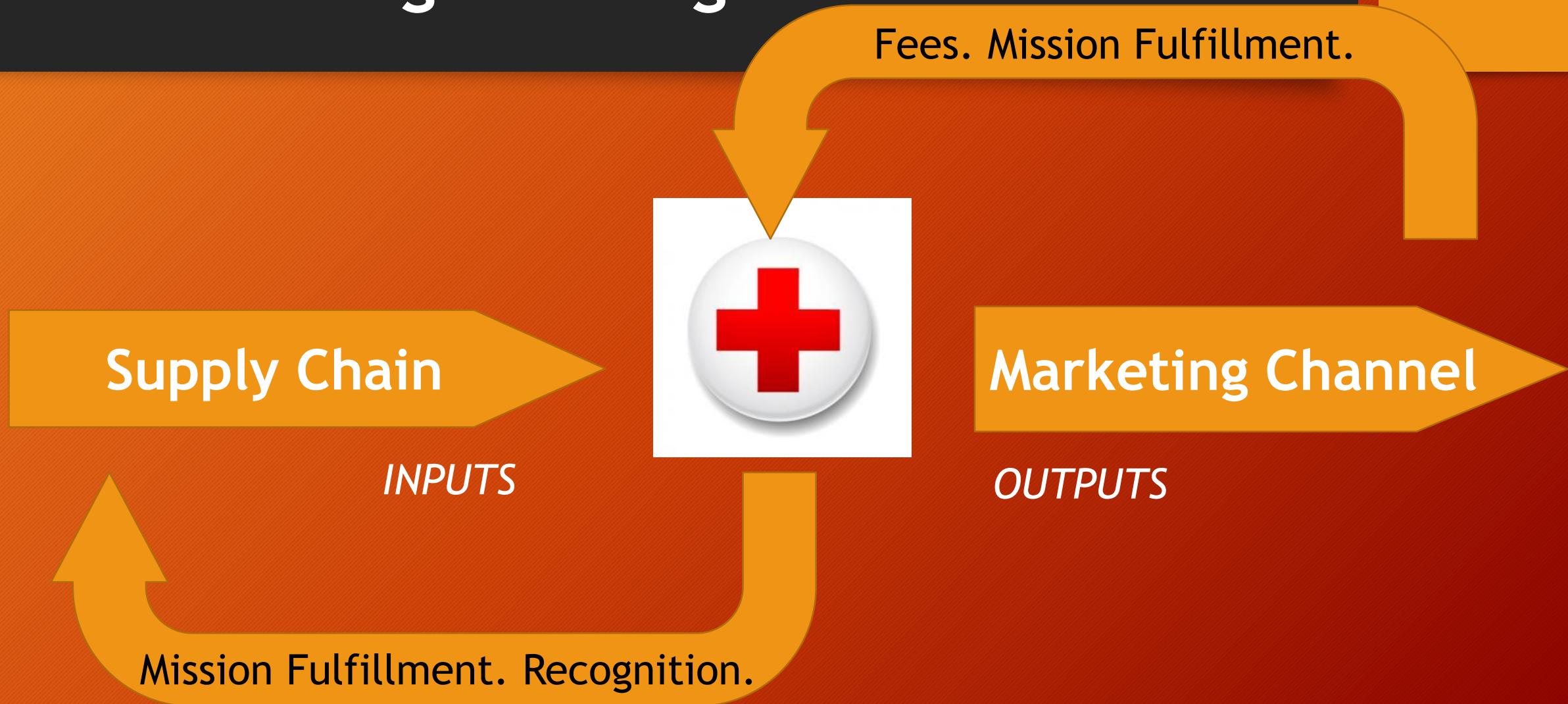
Marketing Channel



Producer



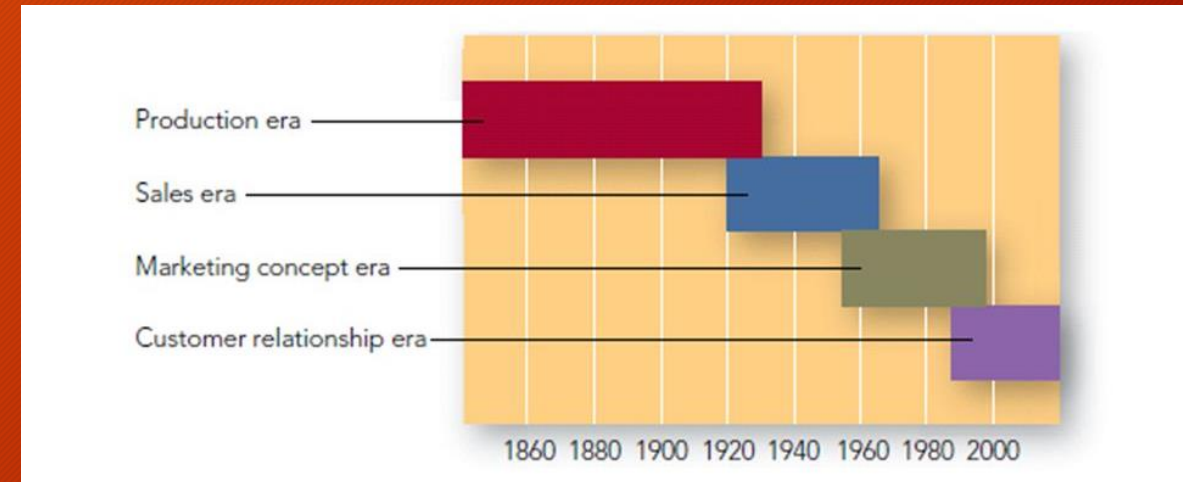
The Marketing Exchange



Stakeholder Marketing Process

Embrace the Current State of Marketing:

- Relationship Marketing
 - Latest era, marketing evolution emphasizing long-term connection and mutuality
 - Opposite of transactional marketing
- Value-Based Marketing
 - Focus on customer's determination of exchange worth
 - Value = benefits — costs



Stakeholder Marketing Process

Begin at the Beginning:

- Mission Statement
 - Dissect for stakeholder and marketing clues
- Vision Statements
 - “Path to the Promised Land”
 - Dissect for stakeholder and marketing clues



Stakeholder Marketing Process

Stakeholder Audit:

- List every stakeholder group
 - Assign: Target, Client, General Publics
 - Subdivide publics as needed (donor types)
- Identify possible “pressure groups”
 - Turn opponents into stakeholders



Stakeholder Marketing Process

Map the Exchanges:

- List every stakeholder's expectation from nonprofit
- List nonprofit's expectation from every stakeholder
- Determine means of delivering value to every stakeholder
- Identify opportunities for additional and/or heightened exchanges



Stakeholder Marketing Process

Build Marketing Plan Around Exchanges:

- Determine strategy to realize exchanges
- Formulate objectives: measurable with timeframe
- Develop core messages; modify for each stakeholder as needed
- Develop marketing mix; modify for each stakeholder as needed



Ready 365 Program

Ready 365 Partnership Program						
365 days of the year- the Red Cross is ready to help!	\$2,500+	\$5,000+	\$10,000+	\$25,000+	\$50,000+	\$100,000+
Recognition on regional website			Name	Small Logo & Link	Medium Logo & Link	Large Logo & Link
Mention in local press release with quote from regional Red Cross executive acknowledging donor's support				X	X	X
Recognition on regional social media channels			X	X	X	X
Use of Red Cross regional logo and select photos/video footage for donor's promotion about its support for the Red Cross			X	X	X	X
Acknowledgement in regional newsletter		X	X	X	X	X
Mention on KCRA at regional Red Cross telethons				X	X	X
Onsite/podium recognition at all regional events				X	X	X
Local volunteer engagement opportunities for your employees and/or customers	X	X	X	X	X	X
Co-branded employee donation microsite	X	X	X	X	X	X
Recognition at regional annual meeting			X	X	X	X
Mention in Annual Partnership Report, including programmatic outcomes and service delivery stats			X	X	X	X
Invitation to join National Update Calls during significant Disaster Relief Operations			X	X	X	X
Kick-off meeting to determine year-round engagement plan and partnership promotional opportunities		X	X	X	X	X
Opportunity to visit a local Disaster Relief Operation and receive a personal update from regional leadership					X	X
Sound the Alarm specific benefits to be provided during the months of April and May (name on tee-shirt and small logo/name on STA event signage)			X	X	X	X
Private briefings, reviewing mission work including leadership disaster conference calls, national donor update calls, and the President's Annual Webinar						X
Exclusive membership in annual giving society/circle	Clara Barton Society	Clara Barton Society	Tiffany/ Humanitarian Circle	Leadership Society	Leadership Society	President's Council

Message Adaptation for Stakeholders

Master Key Messages	Target Stakeholder 1: Adoption Customers	Target Stakeholder 2: Staff	Target Stakeholder 3: Foundations and Grantmakers
Who <p>The Marin County Humane Society serves domestic pets in need, the people who love and care for them and the people who no longer can.</p>	<p>The Marin County Humane Society serves prospective pet parents with a lot of love to give and the pets who need a family to call home.</p>	<p>The Marin County Humane Society serves domestic pets in need, the people who love and care for them and the people who no longer can. As a result of that work, we serve our entire local community.</p>	<p>The Marin County Humane Society serves our entire community and all its people, beginning with domestic pets in need, the people who love and care for them and the people who no longer can. Each year, we help over 100,000 pets and 90,000 families.</p>
What <p>We transform lives through exceptional animal care, humane education, adoption services and advocacy. Every day, we inspire compassion and positive relationships between people and animals.</p>	<p>We transform the lives of pets and families like yours by facilitating the process of fostering and adoption and making a match that will result in a positive relationship.</p>	<p>We transform lives through exceptional animal care, humane education, adoption services and advocacy. Every day, we inspire compassion and positive relationships between people and animals. We are the main advocates for the animals in our care if or until they are adopted.</p>	<p>We transform lives and neighborhoods through exceptional animal care, humane education, adoption services and advocacy.</p>
Why <p>Because we believe every animal in Marin County deserves to live in a humane world, and every human deserves to experience the joy of animals.</p>	<p>Because we believe you deserve to experience the joy of a pet, and an animal in our shelter deserves to experience the love only you can give.</p>	<p>Because we know animals are essential to individual and community-wide health and happiness. We believe every animal in Marin County deserves to live in a humane world, and every human deserves to experience the joy of animals.</p>	<p>Because we know our community is stronger, happier and healthier when every animal within it lives a humane life and every human has the opportunity to experience the joy of animals.</p>
Where <p>We serve the entire Marin County area, as well as the southeast corner of Washburn County.</p>	<p>We have all kinds of critters at our main campus in Novato, cats available for adoption at Kitty Corner in San Anselmo, and trinkets and treasures to buy that will support our Spay/Neuter Clinic at our Thrift Shop in San Anselmo. We serve pets and families throughout Marin County and the southeast corner of Washburn County.</p>	<p>Because we believe every animal in Marin County deserves to live in a humane world, and every human deserves to experience the joy of animals. Each of our locations (Novato, San Anselmo and the Thrift Shop) play an essential role in our impact.</p>	<p>We serve the 48 communities and 312 neighborhoods in Marin County, as well as 12 communities and 47 neighborhoods in the Southeast region of Washburn County. Not a single neighborhood in this region has been left untouched by our work.</p>
To What End <p>The bond we foster between humans and animals doesn't just impact our homes and families; it makes our entire neighborhood and entire county happier and healthier.</p>	<p>The bond we foster between you and your future pet will positively impact not just your life and theirs, but also make your home, family, neighborhood and entire community happier and healthier</p>	<p>The bond we foster between humans and animals makes our entire neighborhood and entire county happier and healthier.</p>	<p>The bond we foster between humans and animals doesn't just impact our homes and families; it makes our entire neighborhood and entire county happier and healthier.</p>



Your Turn

Fill out worksheet

- Dissect your mission statement
 - Circle stakeholder “clues”
- Select three stakeholder groups
 - Identify each: target, client, general
- Map the exchanges
 - List each stakeholder’s expectation from nonprofit
 - List nonprofit’s expectation from each stakeholder
 - Determine means of delivering value to each stakeholder
 - Identify opportunities for additional and/or heightened exchanges

Discussion



Conclusion

- Stakeholders = People of Consequence
- Marketing required for EVERY stakeholder group
- Exchange is the heart
 - Valuable
 - Fair
 - Constant



**Thanks to you and
Minnesota Council of
Nonprofits**