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Increasing Civic Participation Through Market Segmentation

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Abstract
Most societies depend on the willingness of community members to donate their time for the provision of essential services, such as delivering meals to homes of people with mobility issues, distributing food to the homeless, and protecting people's homes and lives in cases of natural disasters. However, somewhat alarmingly, recent figures indicate that after 15 years of consistent increases in the number of adults demonstrating civic participation through volunteering, rates fell from a high of 36% in 2010 down five percentage points to 31% in 2014. As a consequence, many organisations that rely on volunteers for the provision of a range of services are under substantial pressure to retain current, and recruit more, volunteers.

This chapter discusses the potential benefits of marketing techniques for organisations that depend on individuals donating their time to help a social cause; elaborates on why market segmentation is a suitable approach to encourage civic participation and why it is likely to outperform mass marketing; and offers practical examples of how market segmentation has been applied to (1) increase the participation of community members from distinctly different cultural backgrounds in environmental volunteering, (2) identify different patterns of volunteering motivations which can be targeted with marketing messages to increase recruitment, and (3) determine which sections of the general population represent promising targets for foster carer recruitment. The key message of this chapter is that organisations with noble missions would benefit from overcoming the perception that marketing is not noble enough for them to engage in. Instead, they should embrace marketing in general, and market segmentation specifically, as effective tools which will help them achieve their goals.

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1 Introduction

Civic participation “refers to the ways in which citizens participate in the life of a community in order to improve conditions for others or to help shape the community’s future” (Adler & Goggin, 2005, p. 236). The term includes a wide range of activities citizens can engage in, including community service, collective action and political involvement. This chapter focuses on one specific aspect of civic participation, that of community service and uses the following definition: “an individual’s duty to embrace the responsibilities of citizenship with the obligation to actively participate, alone or in concert with others, in volunteer service activities that strengthen the local community” (Diller, 2001, p. 21).

Such civic participation is critical to the functioning of society as we know it. Australia has more than half a million non-profit organisations. Only about 60,000 of these non-profits pay staff to work (Commonwealth of Australia, 2011). In addition, many organisations not classified as non-profits, such as schools, local governments and organisations within the arts sector benefit significantly from residents donating their time to help them achieve their mission.

According to recent Australian Government figures, 5.8 million Australian residents aged 15 and over donate about 743 million hours every year (on average 128 hours per volunteer) to contribute to the improvement of their communities (Australian Bureau of Statistics, 2015). Estimates of the monetary value of these volunteering hours range from $25 billion (Volunteering Australia, 2015) to $200 billion (O’Dwyer, 2013). The kinds of activities such volunteers engage in include high profile roles such as saving people’s lives and property in the case of natural disasters, but also lending a helping hand in ways rarely visible to society, such as driving elderly people to the shops, meeting a person with a disability for a chat or offering an extra pair of hands to a family in outback Australia.

However, of some concern are recent Australian Bureau of Statistics figures which show that, while the percentage of the adult population volunteering rose consistently between 1995 and 2010, this trend has reversed with the volunteering rate dropping five percentage points from a high of 36% in 2010 to 31% in 2014 (Australian Bureau of Statistics, 2015). The reasons for this decline are still unclear, however scholars have hypothesised that it could be due to a number of reasons including that modern day life simply makes people too busy to volunteer, that younger generations may have more negative perceptions of volunteering and therefore less interested in participating, or that the shrinking and ageing population has reduced the supply of volunteers (Oppenheimer, Haski-Leventhal, Holmes, Lockstone-Binney, & Meijs, 2015). In order to ensure that all of the critical community services provided by volunteers can be maintained, it is therefore essential to either increase the pool of individuals who engage in community service work, increase the number of hours each individual volunteer donates or increase retention rates such that rates of volunteering don’t decline even further.

Although the non-profit and community services sectors have traditionally been reluctant to utilise marketing tools to achieve their mission (Dolnicar & Lazarevski, 2009), it is marketing tools that are most likely to assist them with this challenge. Market segmentation, one of the key strategic marketing tools, has particular advantages as it encourages organisations to gain insights into the people whose behaviour they wish to modify, and develop customised products and communication messages for similar groups of people (Dolnicar, Freitag, & Randle, 2005). As will be discussed in detail later, this approach has advantages over the mass marketing approach because it taps into the particular issues or concerns that are particularly important to that specific group within the population.

Organisations relying most on community members donating their time, however, face a number of challenges in the implementation of market segmentation. As mentioned above, they can be reluctant to use any marketing at all because of a perception that it does not align with their ideology, viewing marketing simply as an act of manipulation. But in addition to this attitudinal barrier to uptake, volunteer organisations also typically face a number of structural barriers preventing them from effectively harvesting marketing techniques to their benefit. First, they are usually struggling to deliver their core services, leaving little time for additional tasks such a market research and marketing. Second, they often lack the funding to effectively conduct the require research to inform
and implement a marketing plan. Third, they do not typically have staff with high levels of experience in marketing because their primary focus is on recruiting people with expertise in the specific operational field of their social service delivery.

An empirical study of marketing in non-profit organisations in the UK, the USA and Australia (Dolnicar & Lazarevski, 2009) concluded that “non-profit organisations are far from having reached the full potential through marketing” and offered two key reasons for this: First, the perception of non-profits that not all of the marketing mix is under their control, as is the case with consumer goods – they typically feel they have limited ability to modify the product, the price or choose a distribution channel. Second, the perception of marketing as deceitful and evil and therefore contrary to their organisational mission which is honourable and good. A degree of cognitive dissonance can result from using tools perceive to be inherently bad for the purposes of social marketing which aims to achieve social good.

Yet, if the barriers to embracing marketing generally, and strategic marketing specifically, can be overcome, the reward for non-profits in terms of achievement of the organisation’s mission is likely to be substantial.

2 Why market segmentation is better than mass marketing

In the social marketing literature questions have been raised regarding the extent to which strategic marketing concepts such as segmentation and targeting are appropriate in the context of social behaviour change (as discussed by Hoek & Jones, 2011). This argument, more commonly found in the context of public health, is based on the notion that small behavioural change in large populations often constitutes a greater aggregate shift than large changes in smaller target groups.

This argument reflects a misunderstanding of the concept of market segmentation because it assumes that marketing action is limited to a subsection of the market. This is not necessarily the case. The original definition of market segmentation specifies that it “consists of viewing a heterogeneous market (one characterised by divergent demand) as a number of smaller homogeneous markets” (Smith, 1956, p. 6). How many of those smaller, homogeneous submarkets are targeted is entirely up to the organisation. An organisation could choose to target only one specific market segment, some of them or all of them.

Irrespective of the number of market segments targeted, adopting a segmentation approach has a number of benefits (Dolnicar, 2008). First, both the offer (in this case engaging in civic participation) and the communication of the offer can be customised to the target group, thus increasing the likelihood of uptake on the short-term. For example, communicating the employment benefits of environmental volunteering to people who are currently studying environmental science is likely to immediately increase environmental volunteering by this segment. In the long-term the customisation is likely to lead to a clearer positioning or a distinct image of the organisation, which offers a competitive advantage over alternatives when people choose who to donate their time to. For example, an environmental volunteering organisation may – over time – develop a reputation to be an excellent training ground for students and write reference letters which help people find paid employment. Such a reputation can translate into long-term competitive advantage over other environmental volunteering organisations. Second, if only a subset of possible market segments is targeted an additional benefit is that the cost of marketing initiatives is reduced because communication channels are selected to reach the target market of interest rather than being wasted on the entire population. For example, instead of paying mass media to advertise for environmental volunteers, a small organisation could target the local university instead, at much lower cost and, potentially, with a far greater chance of successfully recruiting new volunteers. The cost is lower because advertising time in mass media is extremely expensive both in absolute terms and in relative terms (per successful recruitment).

There are limited recent examples of sophisticated market segmentation studies conducted with the ultimate aim of increasing levels of civic participation. For the most part, segmentation studies are
conducted *a priori* (Mazanec, 2000), a method also known as *commonsense* segmentation (Dolnicar, 2004), using socio-demographic criteria or volunteering intention/behaviour as the segmentation base. For example, Wymer (2011) segmented volunteers according using sex as the segmentation base to investigate differences in preferences for volunteer organisations, types of roles and supervision arrangements. An online survey of 742 adults (including volunteers and non-volunteers) revealed numerous differences between males and females, including that females prefer volunteering for serving roles in organisations which help the needy, and also roles that involve working closely with children or young people. They also prefer organisations with a community focus and supervisors that seek input and ideas from volunteers. Males, on the other hand, are more likely to prefer roles that involve dangerous situations or risk taking and also those that come with a degree of authority. They are also more prepared than females to volunteer for roles that might involve confrontation or conflict.

More recently, Randle and Dolnicar (2015) used *commonsense* segmentation to examine whether individuals who would consider volunteering for an environmental cause in future (‘potential environmental volunteers’) differed from individuals who would not consider it. Using data collected through an online survey of 1,318 adults a number of significant differences were found between the groups. These included that ‘potential environmental volunteers’ had stronger pro-environmental attitudes, different personal values and different motivations for volunteering. Findings can be used by environmental volunteering organisations to design marketing strategies that include messages which are likely to resonate with ‘potential environmental volunteers’ and prompt action which turns them into actual environmental volunteers.

There are also examples of more sophisticated analytical techniques being used to segment the market *a posteriori* (Mazanec, 2000), also known as *data driven* segmentation (Dolnicar, 2004), in an effort to increase civic participation. In their Canadian study of MS fundraisers, Wood, Snellgrove and Danylchuk (2010) performed hierarchical cluster analysis using four identity measures – self-identity fundraising, social identity fundraising, self-identity cycling, and social identity cycling – as the segmentation base. Four segments were identified, labelled event enthusiasts, cause fundraisers, road warriors and non-identifiers, which differed in terms of their length of involvement with the event and the quantity of funds raised. The authors use results to recommend target segments (event enthusiasts and cause fundraisers) and also provide practical recommendations for appropriate marketing strategies, for example in relation to event design and promotions.

Another example of *data driven* segmentation was conducted by Randle, Leisch and Dolnicar (2013) who examined whether a strategy of competition or collaboration was more appropriate for volunteering organisations for attracting volunteers. Using data from an online study of 1,415 Australian adults they investigated whether brand images of volunteer organisations are perceived by volunteers as being complimentary or in competition with each other. Findings reveal that volunteers consider some organisations in isolation, but others are considered in combination with specific other non-profit brands. Findings can be used by non-profit organisations to develop marketing strategies which are most appropriate for their particular brand, which may or may not include collaborative marketing efforts with other volunteer organisations.

However despite the growing number of segmentation studies being conducted by academic researchers, community service providers and small non-profits rarely engage in systematic market segmentation. This is despite the fact that (1) national volunteering strategies explicitly point to different approaches being required for different sections of the population. For example, the National Volunteering Strategy (Commonwealth of Australia, 2011) points to a number of clear target segments in which growth is desired, including young Australians which can be accessed through schools and universities, older Australians and jobseekers. Also (2), non-profits are very clear about the benefits they communicate to the population in advertisements posted on the Volunteering Australia website (for example, “Do you have good handwriting and enjoy writing Christmas cards?”, “Get industry experience, learn new skills and meet interesting people …”). Yet, in order to be exposed to those targeted messages, a potential volunteer must have already been proactive at searching out volunteering opportunities, whereas pursuing a market segmentation strategy would involve identifying people with those skills and needs and directing them to the possibility of volunteering.
Three examples of how market segmentation can be used to encourage civic participation are provided below. All three are the result of many years of research collaboration with small non-profits which have enabled the authors to gain insight into the challenges, but also the rewards of using market segmentation to increase civic participation. The examples have been chosen to illustrate alternative ways segmentation can be used according to the range of different challenges faced by non-profit organisations. These include the challenges associated with operating in communities that are particularly diverse in terms of socio-cultural composition, wanting to attract volunteers with a particular mindset or motivation for becoming involved, and needing to find volunteers for roles that are highly involved and require considerable investment and/or sacrifice on the part of the volunteer. The examples chosen also use different data collection methods and analysis techniques, but all provide market insights that can be used to target specific segments of the population with customised marketing strategies. Of course many other examples could have been chosen, however the ones included here offer quite different examples that may prompt practitioners to broaden their thinking in terms of the different ways market segmentation could be used within their organisation to solve the particular challenges they face.

### 3 Attracting environmental volunteers from a specific cultural group

In modern western societies many communities, particularly in large cities, are characterised by high levels of multiculturalism. This presents challenges for marketers because different marketing messages can be interpreted and processed differently depending on the background of the individual exposed to it. It is recognised that different cultures can consume the same products or perform the same behaviour for different reasons. Mass marketing strategies are often ineffective because they do not target any group effectively and appeal to no-one in particular. Therefore, in order to effectively appeal to any one cultural group, strategies are required which overcome the specific barriers faced by that group and provide the particular experience desired.

This example includes a qualitative comparative study of three different cultural groupings: (1) Australian, (2) Anglo-Celtic (English, Irish and Scottish) and (3) Southern European (Greek, Italian, Macedonian, Serbian) (see Randle & Dolnicar, 2009a for methodological details). The behaviour of interest was volunteering for a local environmental volunteering program, Bushcare. This program involves groups of volunteers regularly meeting at the same Council-designated location and working together to restore and regenerate the natural environment. The Theory of Planned Behaviour served as the theoretical framework for the research, which focused on understanding differences between cultural groups in terms of (1) their beliefs about volunteering for an environmental program, (2) how others within their social circle feel about their environmental volunteering, and (3) the factors that make it easier or harder for individuals to volunteer.

A number of differences were identified across the three groups. In terms of attitude, the Australian and Anglo-Celtic groups had positive attitudes towards volunteering, while the attitude of the Southern European group was more heterogeneous (i.e. evidence of both positive and negative attitudes). The Southern European group was more likely to consider the views of important others in their decision to volunteer, Australians gave them moderate consideration and the Anglo-Celtic group gave them the least consideration. In terms of perceived behavioural control – or the ability to volunteer – the Australian group expressed a high level of control, the Anglo-Celtic group moderate control and the Southern European group the lowest control (for more detail see Randle & Dolnicar, 2009a, summary p. 235).

Taking the Southern European group as an example, findings from this segmentation study are helpful in enabling Bushcare to develop customised marketing strategies should it wish to target this group. In terms of motivation, it was important to Southern Europeans that any volunteering efforts benefitted members of their own communities. While this benefit was not immediately obvious in the case of environmental volunteering, the introduction of volunteer groups which include other members of the Southern European community would provide socialisation and support for others within the community. There was some concern expressed about the possibility of volunteer labour being
exploited by government. For this reason it may be optimal to avoid use of the term “volunteering” and instead describe potential involvement in terms of activities and behaviours. It was also evident that, generally speaking, gardening and working outside was considered a role more suitable for males rather than females within this particular segment of potential volunteers. Therefore targeting groups of men from this group and emphasising the socialising and supportive aspects of group volunteering is likely to be an effective marketing strategy for Bushcare.

The study also revealed that Southern Europeans were the group most influenced by important others in their decision to volunteer. The challenge for marketers, therefore, is not only to target promotions at individuals but also to build a positive brand image within the community as a whole, particularly among community leaders. Importantly, the Southern European group experienced the most barriers to volunteering when compared to the other groups. Barriers include language, transport and family commitments. Changes to Bushcare’s offering could possibly overcome some of these barriers. For example, volunteer groups from the same cultural background could be scheduled to help overcome language issues, community transport to Bushcare worksites could be offered to overcome transport issues, and active engagement of children in volunteering groups could help overcome the perceived barrier of family commitments standing in the way of volunteering engagement.

This example demonstrates how a simple commonsense segmentation study based on a qualitative research design requiring nothing more than a few thorough interviews with a number of representatives of market segments which are known in advance can be used to create a successful social marketing strategy to attract volunteers from a particular community. Having similar information to that above for each cultural group enabled Bushcare to determine which group to target, and then make the appropriate changes to its marketing strategy to attract them successfully. The volunteer manager later reported that target volunteer numbers had been achieved and consequently the organisation had been able to refocus resources towards retaining volunteers rather than attracting new ones.

4 Targeting volunteers with particular motivations

The notion of marketing centres on fully understanding customer needs such that an offering can be provided that meets these needs (Kotler & Armstrong, 2010). In the context of volunteering, this involves understanding what people want out of their volunteering experience and, as far as possible, providing this. It also involves communicating the offering in a way that emphasises the specific aspects of the experience that are most valued and of most benefit to that individual.

Numerous studies have found that for complex behaviours such as volunteering, which usually involves a reasonable commitment of time and effort by the individual, motivations for volunteering are rarely singular and almost always multifaceted (Hibbert, Piacentini, & Al Dajani, 2003; Kim, Zhang, & Connaughton, 2010; Randle & Dolnicar, 2009b). One of the most widely cited classifications of volunteer motivations is the Volunteer Functions Inventory (VFI, Clary, Snyder, & Ridge, 1992) which groups motivations according to the six functions they serve for the individual.

The functions are values (the volunteer can act on deeply held beliefs about the importance of helping others), career (the volunteer learns particular skills that will help with their career), understanding (the volunteer gains understanding of the people they are helping, the organisation they volunteer for or themselves), social (volunteering results from the influence of important others in their life), enhancement (the volunteer feels needed and important) and protective (the volunteer can escape from negative feelings about their own life). The proposed measurement tool includes five items for each function, and evidence has been produced for the reliability and validity of the VFI in measuring volunteer motivations (Clary & Snyder, 1999; Clary et al., 1992; Marta, Guglielmetti, & Pozzi, 2006). However, placing individuals into one of these segments would ignore the fact that their motivations are likely to cut across more than one function. It may be that they are motivated by one or more aspect of multiple functions, although the common combinations of motivations within the population are not observable and require investigation.
A posteriori (Mazanec, 2000), post hoc (Myers & Tauber, 1977) or data-driven (Dolnicar, 2004) segmentation techniques enable just this: to identify groups within the population who are similar to each other in aspects that may not be immediately obvious to others, as is the case with people from different cultural backgrounds. In terms of volunteering motivations, this means groups of people can be identified who share similar combinations of motivations, regardless of the overarching function each motivation might represent.

This example is based on a study of 4,267 Australian volunteers who were presented with a list of 12 different volunteering motivations and asked to indicate whether each applied to them (see Dolnicar & Randle, 2007 for methodological details). Data was analysed using topology representing networks (Martinetz & Schulten, 1994), a technique which looks at individual responses and groups participants together based on the similarity of their answers. The segmentation solution is chosen based on stability measures, and so the number of resulting segments is determined not by the researcher but largely by the analytical procedure.

In this analysis six segments were identified. “Classic volunteers” are motivated by doing something worthwhile, helping others and gaining a sense of personal satisfaction. “Dedicated volunteers” identify with all motivations more than average which suggests a specific, particularly dedicated and positive, volunteer. “Personally involved volunteers” participate for one primary reason: their personal involvement in the cause. “Personal satisfaction volunteers” donate their time because they want to gain a sense of personal satisfaction, but are less concerned with altruistic motivations such as helping others. “Niche volunteers” state to be motivated by a range of factors: they are more likely than average to feel obliged to volunteer, want to obtain work experience, volunteer because of their religious beliefs, and are also the segment most likely to have become involved in volunteering by accident. Finally, “Altruists” volunteer because they want to help others.

The segments which resulted from the segmentation analysis were then compared to identify significant differences in terms of personal characteristics, specifically their sociodemographic characteristics and their volunteering behaviour. This information is useful for the development of customised marketing strategies. For example, organisations whose volunteers require significant training (e.g. emergency services) may wish to target individuals who, once volunteering, give the highest number of hours and continue volunteering for a long time, which are the “Dedicated volunteers”. This group contains a high proportion of members who are not active in the labour force as well as a relatively high proportion of women. As they are motivated by multiple factors, communications which include a range of possible benefits from volunteering are likely to be effective.

Alternatively, organisations requiring volunteers to provide teaching or instruction services may wish to target the “Classic volunteers” who are the segment most likely to have been involved in this activity before. This group is one of the older segments and more than one third of the volunteers in this segment are no longer employed. Communications focusing on helping others by doing something worthwhile, as well as the personally satisfying nature of volunteering are likely to appeal to this group.

This type of a posteriori segmentation enables managers to detect market segments whose identifying characteristics may not be immediately obvious, and design marketing strategies that are more effective in attracting them and offering them a volunteering experience of value to them in order to maximize their retention.

5 Increasing foster carers by overcoming barriers to participation

Children enter foster care when they are identified by public authorities as being exposed to unacceptable levels of risk in their home environments and are removed from their birth families and placed with carers who look after them until such time as it is considered safe for them to return.

In Australia, the number of children in out-of-home care has increased by 20 percent in the past decade (Australian Institute of Health and Welfare, 2015) but at the same time the number of people
volunteering to be foster carers has decreased (McHugh & Pell, 2013). The shortage of foster carers has forced foster care agencies to make greater and more sophisticated use of marketing techniques such as market segmentation in an attempt to attract enough foster carers to provide homes for children in need.

This example involves a study of 756 adults aged between 18-65 who had never considered becoming a carer before (see Randle, Miller, Dolnicar, & Ciarrochi, 2014 for methodological details). Participants were presented with a list of 29 possible reasons for not having considered foster care and indicated whether each reason applied to them. When considered at the aggregate level, the most common reasons for not having considered the role before were that no-one had ever asked them to, it being too big a commitment, because of their personal circumstances, the opportunity never arose and they did not know anything about foster caring. However when a posteriori segmentation was conducted with a reduced set of barriers, four segments emerged which differed significantly in their psychological and sociodemographic characteristics.

The “Mums and dads” segment had not considered foster caring because they were too busy with their own children. The “Not interested” segment identified with almost all barriers to foster caring, particularly not wanting to give the child back and feeling as if they would not be able to rise to the challenge of welcoming a foster child into their family. The “Couldn’t cope” segment had little interest in children, was particularly concerned about not being able to cope with a foster child and felt they were either too young or too old. Finally, the “Never been asked” segment indicated that the primary reason they had not previously considered the role was that no-one had ever asked them to.

Clearly, while the “Couldn’t cope” and “Not interested” segments state reasons for non-consideration that likely make them unsuitable for the role of foster carer, the “Mums and dads” and “Never been asked” segments offer great potential as targets of customised communication messages. The barriers “Mums and dads” cite to foster caring – being busy with their own children – make them unsuitable at present for the role but it suggests they may suitable in future when their own children are grown and this barrier is removed. This suggests that a long-term strategic marketing approach, which builds awareness and organisational preference, may be critical in converting these individuals to foster carers in future. That they have lower incomes and perceived wealth suggests that communications emphasising the support available for carers, such as financial assistance to help cover the household costs of caring for a foster child, may help to break down some of the perceived barriers to becoming a carer. Given they are parents, communication channels such as school newsletters or sporting competitions are likely to be effective in reaching this group.

The group which shows more immediate potential for foster care marketing strategies is the “never been asked” segment. This market segment does not cite a lack of confidence or disinterest in children as some of the other segments do. Rather, the personal characteristics of this market segment are quite distinct: they tend to be older and have higher incomes, and also display higher levels of hope and problem solving skills. Communications targeting this group should be very informative and include direct appeals for immediate action towards becoming a foster carer. Messages emphasising the difference carers make in the lives of foster children are also likely to appeal to their feelings of hope and optimism. The fact that members of this market segment are older and more likely to be male suggests that publications with high readership amongst these groups would be effective, as would media stories that can include more information about the role and the positive impact carers have on the lives of some of society’s most vulnerable children.

This a posteriori segmentation analysis is effective in identifying the barriers that prevent different segments of the market from considering the role and identifying the groups likely to be receptive to different types of marketing messages. It also provides insight that enables foster care agencies to reach these individuals and prompt them to take action.
6 Conclusions

The work of non-profit organisations is critical to the functioning of many modern societies around the world. These organisations could not provide their services – which often benefit our most vulnerable citizens, animals and the environment – without the assistance of other community members who are prepared to contribute their time for the good of others, the broader community and future generations.

Yet, non-profits are finding it increasingly challenging to recruit enough volunteers to achieve their goals. With the size of the third sector increasing and more organisations calling for public assistance, non-profits will need to be more proactive, embrace marketing concepts and harvest them to their benefit. This is particularly the case for strategic marketing – not typically a focus amongst non-profits – which is critically important in terms of the long-term prosperity of the organisation. Market segmentation is a key building block of strategic marketing. Market segmentation – based on thorough market research – allows organisations to gain insight into systematic differences in the individuals whom they wish to attract as volunteers. Once these are understood the organisation can reassess which segments are most suitable for their organisation and most likely to be interested in volunteering for their cause. Such systematic differences can then be used for the development of customised communication messages, and possibly also for customising the volunteering experience itself. Such customisation leads to a higher likelihood of marketing activities being successful in converting community members into active volunteers.

A number of tangible recommendations can be derived from the three examples described in detail in the present study:

(1) Non-profit organisations must charge someone within the organisation with responsibility for marketing. Of course, optimally, the person responsible for marketing has formal qualifications in marketing. If this is not the case, training should be made available. It is important that the person responsible for marketing appreciates the positive effects that embracing marketing can have on the mission of the organisation.

(2) Non-profit organisations should invest time and other resources focussing on strategic marketing, including market segmentation and product positioning. Decisions on matters of strategic marketing should be based on market research; however the research does not necessarily have to be expensive or large scale. It can be as simple as systematically collecting comments from people about why they would or would not donate their time to the non-profit organisation’s cause or comments from volunteers about what benefits they derive from volunteering for their organisation. Another simple source of market insight could involve conducting interviews with “experts” in the relevant fields (e.g. front line managers of volunteers). Critically, making good strategic marketing decisions involves adopting a bigger picture perspective than limiting attention to the everyday logistics of core service delivery.

(3) Only when the non-profit organisation’s optimal positioning and segmentation strategy have been identified should any operational or tactical marketing action be planned. The effectiveness of operational and tactical marketing – such as advertising, pricing, distribution and product design – depends on solid strategic marketing decisions. This insight is critical as many non-profit organisations which try to implement marketing programs are tempted to engage in advertising before clarifying internally what they stand for and, as a consequence, who they want to target.

(4) Non-profit organisations should put in place monitoring systems that allow them to measure the effect of their marketing efforts. This is the best possible “marketing of marketing” to organisations which often have inherent reservations about embracing marketing.
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8 References


