

Необходимо регулярно проводить исследования эффективности коммуникационной кампании и на этой основе определять ее приоритетные точки. Конечным итогом данной кампании будет позитивное представление у потенциальных зарубежных партнеров о Беларуси.

Улучшение инвестиционного климата в стране – комплексная задача, включающая в себя изменение ряда условий функционирования государства.

Для проведения исследований вне Беларуси предполагается выделить группу стран, являющихся для нас наиболее значимыми в экономическом смысле. Это могут быть три – четыре страны, отобранных, например, по принципу объема товарооборота с Беларусью. Целевыми группами опросов являются все трудоспособное население страны, страновые элиты (бизнесмены, политики, аналитики, представители СМИ).

Республику Беларусь необходимо также включить в систему глобальных социологических исследований брендов стран (Nation Brand Index – NBI). Исследование NBI помогает правительствам, организациям и бизнес-структурам понять, оценить и, в итоге, создать сильный имидж страны, укрепить ее репутацию. Оценка каждой страны согласно шести параметрам (экспорт, правительство, культура и наследие, люди, туризм, инвестиции и иммиграция) кратко фиксируется в шестиугольнике бренда страны. Данный инструмент представляет собой четкую структуру сравнения между странами по ключевым факторам, влияющим на национальную репутацию, и предоставляет возможность увидеть, какое место в рейтинге занимает каждая страна и почему. Совместно с анализом Индекса, шестиугольник бренда страны предоставляет полную оценку положения вашей страны и является одним из наиболее эффективных инструментов, позволяющих управлять репутацией страны и ее восприятием в мире.

С целью оптимизации информационного обеспечения инвесторов предлагается разработать технологию подготовки информации об инвестпроектах, определить специализированные компании, которые могли бы профессионально готовить информационные пакеты об инвестиционных проектах и информировать о таких компаниях и их возможностях предприятия.

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Joanna Hernik, PhD,

West-Pomeranian Technological University in Szczecin (Poland)

MARKETING MIX IN NONGOVERNMENTAL ORGANISATIONS ACTIVITY – SOME DELIBERATIONS FROM POMERANIAN PROVINCES IN POLAND

Неправительственные организации являются представителями гражданского общества. В последние 20 лет их число в Польше растет с каждым годом и к началу 2010 г. достигло 68800. Можно сказать, что сегодня в рыночных условиях имеет место конкуренция, которая заставляет НГО заново оценивать свою деятельность и продумывать возможности использования рыночного подхода в своей будущей деятельности. Результаты показывают, что для того чтобы завоевать рынок, НГО должны рассматривать и другие виды деятельности, кроме традиционных услуг. Они должны также определить, кто и когда будет нести затраты, вспомнить, что основная движущая сила – это персонал, и что существует необходимость организации не только канала

распределения, но и каналов информации. Они должны разумно планировать инструменты и помнить об изменяющихся способах коммуникации. Данные мероприятия в сочетании с 4Р являются важными в современных условиях, где доминирует конкуренция.

Nongovernmental organisations (NGOs), as acting market entities, are becoming increasingly influential – they support public sphere in meeting social needs and give active people a chance to accomplish their own goals. Before offering a conclusion to the subject of this paper, it is worth reiterating exactly what an NGO is. In Poland it is stated in the Act of useful social activity and voluntary, where it is mentioned that an NGO can be recognized as an organisation that is not a unit of government financing and does not act for profit (act from 24 April 2003; Journal of Laws no. 96, item 873, clause 3). It can additionally be said that NGOs exist from the wishes of citizens, so they appear in dependences on political and social circumstances.

All market organisations can be divided into governmental (called 1st sector), commercial (2nd sector) and NGOs (3rd sector, i.e. founds and associations). Nongovernmental organisations are a kind of market actors and exist in potential or actual competition, so ways of using marketing are worth discussing. Therefore the goal of this paper is to show NGOs' activity in the aspect of classical marketing tools. Theoretical deliberations are supported by empirical data gained from the survey of activity of 108 NGOs located in two provinces of Poland: West-Pomeranian and Pomeranian (North Poland). This survey is a base of current resources of Polish NGOs analysis, such as an offer, obtained money and incurred costs, as well as management problems (means of communication, modern technologies and dilemmas of leadership).

The 90s of the 20th century observed a come-back to marketing tools defining and adapting to different spheres of human activity, such as non profit doings. Although one may agree with the opinion that modern marketing is dominated by McCarthy's 4P and marketing experts constantly adduce the formula (Andreasen, Kotler 2008; McCarthy 1960), Borden's statement that the list of marketing elements may be longer or shorter... all depends on the manager who creates marketing programs ought to be remembered (Borden 1964). And for sure, NGOs' leaders, as managers acting in business, can improve running level or create better future of an organization, using marketing tools.

Sample characteristics. As it has already been mentioned, the results concern 108 organisations (89 associations, 19 founds), which act mainly in healthcare of the ill and the disabled (19.4%) and welfare (9%). The biggest association among investigated ones possesses 11 000 members. On average, the analysed organisations have been active for 13,5 years, but the longest period was 126 years, which means that one of organisations has been operating since 1882.

Analysing the period of activity, one can state that 34% of organisations exist shorter than 5 years, and 25% are active for over 19 years, but generally the bulk of them was established after 1989. Taking Polish history into account, the fact that 90% of organisations started their activity after 1989 is very symptomatic because in that year Poland turned into a democratic system of government. A matter of essential importance is the organisations' income – among investigated ones almost 14% did not have any financial resources in 2008, but almost 4% achieved income of over € 250 000. It should be added that 8.3% refused to reveal their earnings.

Marketing tools vs. NGOs' activity. Marketing tools, or ingredients (let us say that

it will be 4P), are factors that may be created and controlled by a manager. Regardless of whose conception is accepted – Borden’s, McCarthy’s or Goldsmith’s (Goldsmith 1999), a product is always on the first place. In case of nongovernmental organisations, a product is usually a service, so a set of activities meeting recipients’ needs. In business, when a manager creates a product it is obvious that decisions such as specifying the brand name, quality, packaging, guaranty, sometimes on after-sale services have to be taken. In case of services not all of these decisions need to be taken but a lot of them – like the brand or quality – should be considered. To say that organisations have only an offer for direct recipients at their disposal would be an oversimplification, although from the NGOs leaders’ perspective one can notice that they do not consider other options. If one assumes that an offer can be a resource, then – apart from the typical service – an organisation can sell competences, rare abilities, reputation and members’ database (fig. 1).

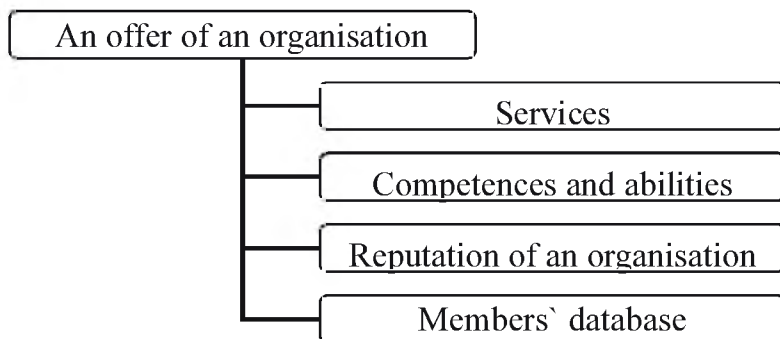


Fig. 1. Potential offer of an organisation

Source: Own study based on Wygaski J., (2008), *Economisation of nongovernmental organizations. Possibility or necessity?* Klon/Jawor Assoc., Warszawa.

Extraordinary competences should be understood as regulatory competences connected with rights and mindset of organising and taking certain decisions (Adamska 2004). In case of nongovernmental organisations these competences may refer to knowledge of local conditions, resources (i.e. organisations dealing with tourism), and specific needs of different groups of people (Rymsha 2005). Uncommon abilities, as J. Wygaski writes (2008), also may have market character because they create a value even from the perspective of local development. It can include group abilities connected with vanishing jobs (organizations dealing with tradition and culture protection), with manufacturing regional goods (organisations of housewives, of ethnic minorities).

They also possess certain market value reputation and understandably it is a result of many determinants, such as period of activity, its sphere and scope. Therefore reputation appears after some time and is a value that may be an equivalent to the brand value in case of business sphere (the value is created by a name of an organization and a logo).

Nongovernmental organizations do not realize that market value is also represented by members’ database represents. Importance and rank of database depends on its volume and completeness, but for certain organizations collecting thousands of members may be considered as a possibility to render it accessible for business in return for agreed profits for

all associates. Obtaining members' approval for such activities and respecting a refusal is a very fragile matter.

Price. It seems that a price – usually defined as the value of market offer expressed in money – ought to be analysed in a wider context: in reference to benefits and costs. Accordingly, considering question of price in case of nongovernmental organisations' activity, one will not take decisions on suggested retail price, discounts connected with 'early payment' or price flexibility but rather on a cost that recipients have to incur to consume a service. Analysing relations between an NGO and environment elements one may distinguish a few situations: 1) costs are incurred by business when it cooperates as sponsor-beneficiary relations and by administrative organs which may delegate some services to the organisation; 2) costs are incurred by organisations' members – in return for a possibility of realising personal needs members have to support the organization with their financial resources and time financial; 3) costs are incurred by society which may be inducing to give a financial support or devote time, although these dependences are less intensive than previous in situation II; 4) costs may be incurred by direct recipients, but usually they are not financial costs; it may be a question of some organisational works for example; 5) volunteers, often cooperating with NGOs, incur costs as well – they are usually costs of time and mental engagement in return for a possibility to obtain experience; 6) costs may occur between a given NGO and other organisations when they play a role of founding, supporting ones.

In this configuration of dependences costs are incurred mainly by business entities, administration, organisations' members, society and volunteers. Everyone has to disown certain values that can be identified with a price which has to be paid for obtaining something from an organisation.

Distribution vs. personnel. For the reason of services specificity distribution, one of the main marketing tools loses its importance. But of course there is no vacuum there – instead of distribution, a new tool – personnel – bears significant importance. Personnel in nongovernmental organisations may be considered as members or as management board as well because, paradoxically, people who have created an organisation very often behave as idle observers, and just wait for the leaders' ideas and activity, which is confirmed by the study discussed in the article.

Thus, it is people – i.e. members – who are the biggest challenge in NGOs activity, and the survey shows that the lack of initiatives and very low engagement are real problems, influencing organisations' activity. Respondents repeatedly pointed out that low members' involvement, next to financial problems, is a common difficulty.

If one assumes that in the services sphere 4P means product, price, promotion and personnel, then it ought to be said that NGOs face problems mostly due to the last tool. Therefore the future of an organisation depends on the persistence of leaders, who are on average 47 years old (9% is younger than 30 years; 15.7% is older than 60). They manage organisation over various periods of time, on average over 6 years.

Leaders ought to organize current activity and plan organisations future, and 76% really possess a scheme of doings, but usually the planning period is not longer than 1 year; on average the length of plans is 1.5 year. What is very interesting is what kind of problems they want to solve or what achievements they want to attain in that time (fig. 2).

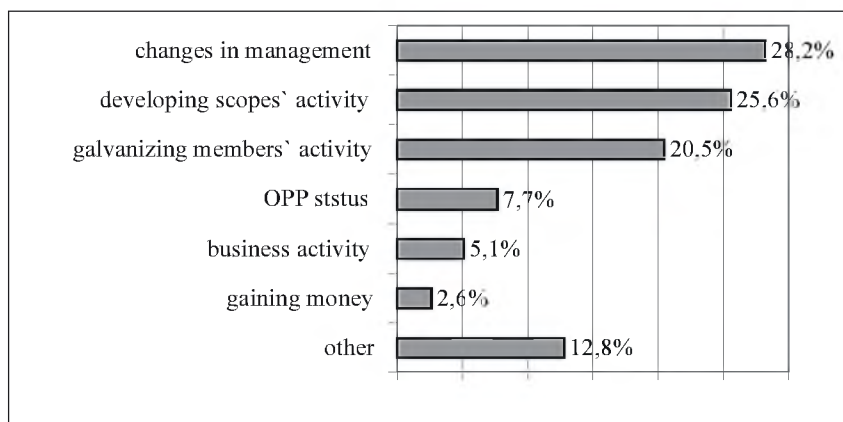


Fig. 2. Changes planned in organisations activity
Source: Own study.

Some goals on fig. 2 are connected with financial problems (OPP status for example allows organisation to gather 1% from tax paid by citizens); but the first three refer to problems with people's activity and staff management – so the figure reflects the biggest dilemmas of Polish NGOs and every non-profit organization.

Promotion. Advertising, personal selling, public relations, additional promotion, fairs and exhibitions are usually listed as promotion activities. Some authors add merchandising, sponsoring and telemarketing to this set. Regardless of a chosen option, promotion is used to communicate with the public in a way that will bring positive feedback.

Let us ponder over the following question: How do NGOs distribute information to its surrounding? One can say that 76.82% use e-mails, 60% deploy www. As far traditional PR activities are concerned – letters with thanks, posters and brochures as well as articles in local press are still used.

What seems to be positive is the fact that 83.3% of organisations is ready to render substantial and financial reports accessible, the same number of respondents try to organise open events and send letters with thanks, while generally organisations do not advertise its successes in national media and tend to use local press. As it is seen, communicating organisations use modern tools (connected with new technologies) as well as traditional ones. It is worth mentioning that among the responses one can find some stating that there is no need to set Internet site as it would be a waste of money. On the other hand, however, majority of plans to use the Internet in their activity and the biggest barrier seems to be lack of people who are able to do it (over 23.2% said so) and lack of money (14%). It ought to be added that 32.5% of respondents who did not use www could not point why they behave in this way.

Conclusions. Despite the fact that marketing theory has been changing over the last 50 years and there are several ideas of marketing mix, the bulk of theorists and practitioners quote classical idea of 4P by E.J. McCarthy. And since nongovernmental organisations have to start to accommodate its activity to market circumstances, this article's aim is to discuss the diagnosis how NGOs deal with 4P.

On the basis of the compiled results one can draw a handful of conclusions:

1. Organisations generally do not treat their offer as something for sale, mostly because of a big unsatisfied demand and non-commercial form of activity, but 39% of respondents emphasised that they act for certain groups of people and they show pro-market attitude.

2. An offer of organisations is usually accessible without payment or for a symbolic sum of money, so the price is a very problematic matter. Therefore the price should be considered from the 'costs and profits' point of view. In this case one can point that costs are incurred by sponsors, administrative organs, members and society in general.

3. Referring to services sphere, it is obvious that the role of distribution decreases, which is a result of nonmaterial character of an offer. In this situation people are a more important tool, and the survey results show that difficulties with members and volunteers are the biggest weakness.

4. It was underlined that, instead of distribution channels, information channels should be organised and managed, because it is the only way of gaining acceptance of society. Usually organisations communicate with the public using letters (83.3%) and e-mails (76.8%). Principally NGOs organise activities from public relations scope.

5. Analyzing management difficulties, NGOs have to face members' activity problem first of all.

Summing up, from classical set of marketing tools point of view one can say that nongovernmental organisations do not use 'product' as marketing mix ingredient fully as well as price. Mainly it is a result of non-profit activity and a very big demand. On the other hand, they use a lot of promotion instruments, although not everyone is aware of importance of new technologies such as the Internet. As far as distribution is concerned, it disappears of course and is replaced by people and information channels.

In Poland a lot of new NGOs appear every year. They are small at the beginning and usually do not have a clear conception of the coming years. But they should prepare some actions in the future, maybe using marketing tools, and start to plan for longer periods, because there are conditions of development.

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