Stockholm School of Economics
Department of Marketing and Strategy
Master Thesis

Market Practice in a Nonprofit Setting

A Case Study of the Swedish Cancer Society

Today, nonprofit organizations are of major importance for the society. Their missions contribute to fulfilling societal needs that otherwise would not get enough resources. Marketing for these organizations becomes more important and most nonprofit marketing research has had a theoretical approach.

This thesis therefore investigates market practice, which covers all concrete actions that form a market. Market practice has been studied through a case study of the nonprofit fundraising organization the Swedish Cancer Society (SCS; Swe: Cancerfonden) and findings are analyzed with a theoretical framework developed Helgesson, Kjellberg and Liljenberg (2004).

Results show that the market for SCS is formed by market practices seen at different levels and departments within the organization. In its daily work, SCS enhances economic transactions through developing relations and new channels. It emphasizes its specific features within the nonprofit sector and actively tries to change perception of the industry.

Keywords:
Cancerfonden, Market Practice, Market Formation, Nonprofit Marketing, Marketing for Nonprofit Organizations.

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1. Introduction

This chapter includes a brief introduction to the subject as well as a presentation of the thesis' problem area, purpose and research questions. Furthermore, the chapter describes the delimitations, an outline of the thesis and the definitions that are used.

> *"We do not have a marketing department because we do not see a market. Instead, we have market communication spread over many of our departments."* (Tengelin, 2010a)

This quote may not be possible to generalize throughout the whole nonprofit industry, but it still reveals that the nonprofit industry has specific features. Managers face a complex arena and should take this into consideration when setting the strategy for the organization.

However, the quote tells something about the awareness of the managers steering the nonprofit organizations. Marketing cannot be regarded as only advertising and promotion. Rather, every contact point with the public is an occasion for communication and influence. This implies that every employee or volunteer in contact with the target group is a part of the organization's marketing. (Andreasen & Kotler, 2008)

Smith and Saker (1992, p. 6) define marketing as "the management process responsible for identifying, anticipating and satisfying customer requirements profitably". In the case of nonprofit organizations this translates into donor requirements. Nonprofit marketing differs from commercial marketing in that the behavioral action is more likely to benefit other people, rather than the individual, but still Andreasen and Kotler (2008) argue that having marketing at the very top of the organization is as important for the nonprofit sector as it is for the for-profit. Although, the nonprofit sector has developed significantly over the last couple of years, the industry still lacks understanding of the true functions of marketing (Pope et al. 2009).

1.1 A Business World Steered by Visions Rather Than Profits

Nonprofit organizations can be found worldwide in many different shapes and sizes and with very different missions. However, these organizations have one thing in common, they all strive for something else than creating a monetary profit for their owners.

Today, the global nonprofit industry is of major importance to not only beneficiaries, but also to the global work force and commercial businesses. It is a market in constant transition and a market for which fundraising has increased significantly over the past couple of years (For example Johnson 1986; Judd 2001; Pope et al. 2009). Worldwide, there are thousands of nonprofit organizations and funds for humanitarian, religious, educational, environmental and children organizations continue to increase steadily. In the competition for the donors' money, marketing has naturally become of high importance for these organizations (Pope et al. 2009). New challenges have evolved in the industry and today organizations struggle to differentiate themselves and gain competitive advantage (For example Grace & Griffin 2006; Judd 2001).

Despite a complex competitive arena, these organizations also face external limitations such as how much money they can spend on administration and marketing. This makes the marketing's effectiveness, if possible, even more important for the nonprofit sector than for commercial companies. Managing the marketing and fundraising activities has thus become vital for securing the achievement of the organizations' missions.

In addition to raising funds for a cause, many nonprofit organizations engage in other important market activities. This can for example be to inform the public and evoke opinion about a certain question in order to try to change or enhance a certain behavior in the society.

Even though the nonprofit industry both in Sweden and globally is a significant part of the economy, there is a lack of research of especially the use and usefulness of marketing. The Secretary General of a nonprofit organization declares that *"We are always analyzed through a commercial lens"* (Tengelin, 2010a) meaning that the industry is compared to the commercial business world and research is never adjusted to the nonprofit specific setting.

1.2 The Link Between Market, Marketing and Practice

The term *market*, which is described as "an area or arena in which commercial dealings are conducted" (Oxford Dictionaries, 2010a), has long been widely discussed and some researchers call it "Humanity's most significant creation" (Smith, 2002). While the expression might not be completely true (humanity has created so much), markets are indeed created and present in all our economic transfers and relationships.

In order to be successful on the market, the participant often uses marketing, implying "the action or business of promoting and selling products or services, including market research and advertising" (Oxford Dictionaries, 2010b). This has been widely investigated by many famous researchers who have built theories about how to conduct marketing the best way, both for the profit and the nonprofit sector. (For example Kotler 1982; Pope et al. 2009; Sargeant et al. 2002; Sargeant 2005)

While theories have been developed, studies of actual practice have been neglected, creating a knowledge gap between theory and practice. Theories sometimes describe well how markets work *or* are de-coupled descriptions of what is actually present on concrete markets (for example Helgesson et al. 2004). As no market can exist without action, the need to understand the practice that forms the market must be further investigated.

An interesting issue for the nonprofit sector is that the organizations often face a market that is different and sometimes more complex than commercial companies'. Generally, these organizations target a very wide audience. The target group may range from the individual who donates a small amount once in a while, to the company that sponsors a certain event, to a donor that donates a noteworthy sum of money once. At the same time, the organizations do not offer a wide range of products and services, often just one good cause that the donors can support. Furthermore, nonprofit organizations also face a different set of social norms than commercial companies, which affects how they can approach the market.

Therefore, in this thesis we will focus on the marketing activities of nonprofit organizations and particularly the areas within markets, marketing and practice and how these are used as a toolbox to convey messages and attract more donors and donations.

1.3 Problem Area

As we have noticed during our study of the topic, the area of market practice is poorly investigated. There is a lack of research regarding organizations' practice, in other words what they actually do. Instead, within the field of marketing, most of the research consists of theories of how an organization should act on the market. These theories have all contributed to create a picture of how nonprofit markets are formed. Additionally, the nonprofit industry is interesting to study, as it is less explored than the commercial sector. The nonprofit industry is often analyzed through commercial theories. Furthermore, nonprofit organizations differ from commercial companies in terms of objective, organizational structure and external limitations. Therefore, we also believe that the commercial sector can learn from studying the market practice of the nonprofit sector.

We perceive this as an empirical problem and therefore, with this thesis, hope to extend the knowledge within the field of practice. A better knowledge of practice will reduce the gap between ideas about the market and concrete actions.

1.4 Purpose

The main purpose of this thesis is to increase the knowledge about how marketing and (the creation of) markets for nonprofit organizations are managed in practice. Therefore, we will investigate the market for a Swedish nonprofit organization by looking at the practical marketing work conducted by the organization.

1.5 Research Question

In accordance with the purpose, this thesis will be based on a case study of the Swedish organization the Swedish Cancer Society (SCS) with the following main research question:

How does SCS's market practice form its market?

By market practice we mean the concrete actions that form markets. Our main research question will be answered with the help of three specific questions as follows:

- *How does SCS work to stabilize the relations with its existing and potential donors?*
- *How do external actors as well as SCS itself describe the organization and how is that reflected in its market practice?*
- *How do regulations and social norms affect SCS's market practice?*

The sub-questions are formed based on the model developed by Helgesson, Kjellberg and Liljenberg (2004) and will help to create an understanding of how the market for the organization is structured.

1.6 Delimitations

In order to fulfill the purpose, we have set delimitations to our study. Firstly, we will study one nonprofit organization only to allow for a focused investigation of the problem area, even though some of the conclusions might be applicable to other similar organizations. Secondly, the geographical scope of the research is restricted to Sweden only as SCS is a completely independent Swedish organization. Furthermore, it is important to realize that the intention of our study is neither to capture all the organization's external contacts nor all strategic planning. Instead, we have decided to study only the departments within the organization that have explicit marketing contact, namely fundraising, donor relations and campaigns, public relations and management.

1.7 Thesis Outline

A brief overview of this thesis, is outlined below:

1. *Introduction:* introduces the subject and purpose of the thesis.
2. *Theoretical Framework:* describes the theoretical model used for analyzing the empirical findings. It also includes a short description of why we chose the model.
3. *Method:* includes the method that we have used for conducting our research and describes our approach to gain access to information. A short discussion about the quality of the research is also included.
4. *Empirical presentation:* the thesis' main body includes a brief description of the nonprofit industry and study object. Furthermore, focus lies on presentation of the data we have gained through interviews, observation and printed material. The chapter's descriptions are later used for analysis.
5. *Analysis:* this chapter is structured along the three categories of market practice described in the theoretical framework and analyses the empirical findings. It also includes a section where the three practices are combined.
6. *Conclusions:* includes a summary of the main analytical findings as well as an answer to our research question.
7. *Discussion:* consists of a discussion of the thesis' results as well as limitations. Furthermore it includes suggestions for future research and final remarks.

1.8 Definitions

Concepts Used

- *Practice: A way of operation or behavior* (Oxford Dictionaries, 2010c). It should not be confused or understood as the *ordinary way* of doing something. The definition of practice in the theoretical model is further explained in the Theoretical Framework chapter.
- *Professional:* Our definition of professional is someone *related to, or connected with a profession*, which means a paid occupation. (Oxford Dictionaries 2010d, 2010e)

Acronyms and Abbreviations

- *BRO:* Swedish Breast Cancer Association / Bröstcancerföreningarnas Riksorganisation
- *FRII:* Swedish Fundraising Council / Frivilligorganisationernas insamlingsråd
- *NBHW:* National Board of Health and Welfare / Socialstyrelsen
- *SCCF:* Swedish Childhood Cancer Foundation / Barncancerfonden
- *SCS:* Swedish Cancer Society / Cancerfonden
- *SFI:* Swedish Foundation for Fundraising Control / Svensk insamlingskontroll

Translations Used

- *Exchange practice:* Utbytespraktik
- *Normalizing practice:* Normeringspraktik
- *Operational plan:* Verksamhetsplan
- *Pink Ribbon:* Rosa Bandet
- *Representational practice*: Avbildningspraktik

2. Theoretical Framework

This chapter presents the theoretical framework used in the analysis of the empirical findings. The chapter begins with a short description of why the model was chosen and then focuses on explaining the model.

2.1 Market Practice versus Theory

Studies (Helgesson et al. 2004) show that important factors of market formation are often missing in theories of markets and marketing. A link between theory and reality is needed. Hence, there is a need for research on what is actually happening within organizations' marketing functions.

Markets always develop with more parameters than price affecting the trade of goods and services. For example, as customers perceive quality differently there is a natural need for heterogeneous products. Also, relationships with sales personnel and organizational reputation play a big role in how customers and investors make their decisions. Given these factors, there is no one market. Instead, in all situations there are several different markets interconnected, which to a large extent have influenced the "marketing-mix" theory. (Helgesson et al. 2004 refers to for example Rasmussen 1955, McCarthy 1960)

Markets are formed by concrete factors to a larger extent than theory can explain. Instead, practice continuously forms the market place. Regulations, industry benchmarking and standards are some policies that limit the organizations' options. Given that markets continuously develop, markets naturally become very different from each other. (Helgesson et al. 2004)

2.2 Choice of Theoretical Model

We decided to have a descriptive thesis, as we wanted to look into the daily marketing operations of an organization. This was presented to our supervisor, who then suggested that we should look into the market practice model developed by Helgesson, Kjellberg and Liljenberg. After studying the theory we found that it was very well suited to answer our research question. Hence, we will use this theory in this thesis in order to analyze SCS's market practice.

2.3 Three Categories to Explain Market Practice

The three-category model (Figure 2.1.) developed by Helgesson, Kjellberg and Liljenberg (2004) and Helgesson and Kjellberg (2007) has its foundation in the word *practice* and its importance for the formation of markets. Together the three main categories form the *Market Practice,* which affects the market for each and every organization, for each industry and for each economic exchange. This model will be described in the following sections.

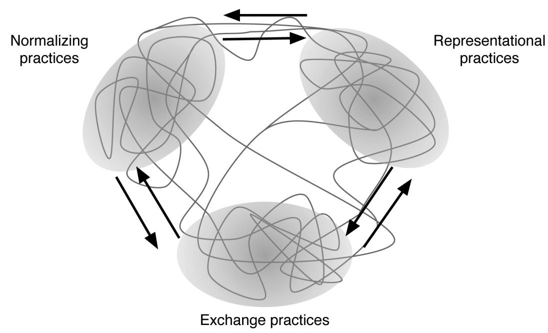

Figure 2.1: The three categories interrelated. Source: Helgesson & Kjellberg, 2007, p. 146

2.3.1 Exchange Practice

The first category, *Exchange practice*, clarifies that markets are continuously realized and reshaped by *concrete actions* related to economic exchange. Economic exchanges are actions that directly create a transaction, such as delivery, payment and transfer of ownership. In order for such exchanges to be possible, other included features must be stable.

For a nonprofit organization looking for new donors, such stabilizing features include a description of the donation procedure, where the money is going and if there are any targets the organization has set.

Furthermore, the conditions for the exchange must be established. Both seller and buyer must agree on a price that is reasonable, as well as on how payments should be executed and how the product or service is to be distributed. With for example a commodity, sellers and buyers are quite straightforward, but when it comes to donations the roles are more complex to define. In addition, in the case of larger donations, the final contributor might represent an organization and thus needs approval of other people in order to execute the donation.

In summary, exchange practice includes all phases needed for executing individual economic transactions. These activities can be very specific and deal with only one exchange, such as negotiations between two parties, but also more general and include several transactions, such as active practice of mass media advertising, new service offerings and events.

These activities have in common that they all seek temporary stabilization of the conditions on which economic transaction takes place. Stabilization features can be between the selling and buying part but also on prices, commodities, services and conditions for where exchange is managed. However, more than just economic transfers consisting of single exchanges form a market. Geographical as well as time lags and distances must be included in order to take into account transactions that have already taken place, or will take place in the future.

2.3.2 Representational Practice

Hence, a second category, *Representational practice*, is introduced. This practice deals with activities that re-present the market, its exchanges, players and effects. It is closely related to social representation (for example Farr & Moscovici 1984; Farr 1987), which means that values and ideas are shared within a social group. These socially constructed representations change over time.

This perspective can be called the external viewpoint as it takes into account the information gathering related to economic exchange for the organization. For a nonprofit organization, this can for example be gathering of information about the money spent on the organization's mission and information about both potential and existing donors' needs and willingness to donate. It also includes the development of donated money and information about competitors as well as industry benchmarks.

Donors do research on each nonprofit organization to see which alternatives there are in order to compare and decide where to donate. It is thus important for the industry to plan well, execute marketing and ensure quality of the information available about the organization.

However, not only the individual organization, its potential customer or investor represents the market, external actors also shape every organization and its market practice. For example the daily news feed by newspapers and TV evoke opinion about the organization as well as reveals information relevant for creating the market environment. Information can also consist of research reports on specific topics related to the organization's mission. These reports, such as Cancerfondsrapporten or the Swedish Foundation for Fundraising Control's (SFI) news and publications, affect the market on which the organization is active.

In conclusion, these continuous activities influence the market practice and give a picture of how markets are structured and work. They enhance the possibility to talk about a specific market, but can also affect the way one looks at the other two categories. A new description of a market could for example initiate a debate on the need for new regulations.

2.3.3 Normalizing Practice

The third and final category is *normalizing practice*, which focuses mainly on activities creating guidelines for *how* a market should be reformed. This is done by the development of prescriptive objectives or missions (See also Brunsson & Olsen 1993; Czarniawska-Joerges 1988) and the development of the aim of the organization to affect the market towards the organization's own goals.

As with the second category, normalizing practice is done both internally and by external actors. Internally, each organization sets its own strategy, including goals and visions, as well as creates market plans for reaching its goals. This can influence the organization's activities as a buyer, a seller, a mediator and an informer. These internal actions can also affect other actors on the market. A clear strategy to advertise for keepsakes has for long been a strategy used by SCS, which today also is used by other nonprofit organizations such as Doctors without Borders (Medicine sans frontiers).

External formal regulation is also a part of the normalizing practice. For example, governments try to direct the market in a certain direction by creating laws and regulations regarding competition and marketing activities.

A third factor affecting the normalizing practice is standards implemented by either governments or independent organizations. Examples of this category include work methods or ISO standards.

The large number of players on a market, each with their own strategy, might however not result in the market changing in the direction that all organizations want. Hence an individual organization's strategy work might not be seen on the market, even though it is definitely present.

To conclude, normalizing practice forms or reforms a market through the establishment of guidelines from every actor. Altogether this forms societal norms and regulations of how and why organizations must act.

2.4 Combining the Three Categories

By categorizing activities into one of these three categories, one can form and explain a market, regardless of its shape. With stable actions and relations, everything becomes routine on the market.

However, markets do change. As can be seen in figure 2.1, the three different practices are interrelated and affect each other. Representation of the market can heavily affect the normalizing behavior of an organization, such as the formation of its strategy or new regulations that the organization has to obey. This means that public opinion and media can have a big influence on the government to enforce new regulations.

As an example of this, the nonprofit market in Sweden could be affected by scandals (see for example Ohlsson, 2009; TT, 2010). These media stories can result in new regulations for the Swedish foreign aid as well as the foundations on which nonprofit organizations in Sweden today base their activities. Internally, it can also result in new policies, as each organization must deal with people's new opinion.

The strategic work included in the normalizing behavior, can in turn affect the exchange practice through new regulations and strategic actions. Also, the normalizing practice can become interrelated with the exchange practice and the strategy can be strongly connected to concrete actions. A nonprofit organization that wants to increase its number of donors or the amount spent by each donor might have different strategies. These would then be reflected in actions, such as advertise in media that wealthy people are likely to read or to reach a bigger crowd, by use online advertisements at popular web pages.

The link between the three dimensions is also double sided. Strategy formation and concrete actions can affect the external environment and the public and media will be affected through actions such as Public Relations, actions that all affect the market for a nonprofit organization.

2.5 Linking Theory and Facts

As we will base the thesis on empirical findings from both different levels and units within SCS, we will link the theoretical model described above with our findings. The interview questions will be linked to the three main areas covered in the theoretical model; exchange practice, representational practice and normalizing practice.

3. Method

This chapter explains the method that we have used when conducting the research. It starts out with the background to our research and later describes the steps that form the method. It also includes explanations of the information used as well as how we have accessed it. In the end we discuss the method's reliability and validity.

3.1 Background to Research Study

The reason for us conducting a masters' thesis within the field of marketing practice within the nonprofit industry is three-fold. Firstly, it is based on a growing interest for the nonprofit industry both internationally and in Sweden. It is an industry people do not generally think employs thousands of people only in Sweden and an industry with significant impact on many people's lives. Without organizations such as SCS, there would probably not be as good progress in finding new health solutions for presently incurable diseases. Secondly, looking at markets from a practitioner's view gives a good understanding of what people actually do in these types of organizations. We find this interesting, as we believe these organizations to be different from the companies in the commercial sector. Thirdly, we believe that the nonprofit industry is more complex than the for-profit industry. Societal norms, money spending, regulations, cost awareness as well as media picturing to a larger extent form the arena on which the nonprofit organizations are active.

3.2 Knowledge Production

The choice of method is based on our purpose, to increase the knowledge about how marketing and (the creation of) markets for nonprofit organizations are managed in practice. For academic studies, knowledge is usually produced through a deductive or an inductive approach (Jacobsen, 2002). A deductive approach uses general principles and theory to draw conclusions on single events. This could for example be to use existing theory about the structuring of an organization to explain the structure in a specific organization. Contrary, an inductive approach is when one uses findings from a single event and connects these findings to a general principle. This view is called the "explorer's approach" and aims to describe reality. (Andersen, 1998)

An additional approach, called abductive, means that a specific case is analyzed through a hypothetical pattern, but also that the interpretation is backed up by new material. Furthermore, the abductive approach is based in empirical facts, just like induction, but the analysis of the findings can be done through an existing theoretical model. (Alvesson & Sköldberg, 2008) This approach is suggested when conducting specific case studies.

As the theoretical foundation for this study is market practice, previous theoretical research enabled us to find an area relatively unexplored. Research has been conducted on marketing theory for the nonprofit sector as well as the theoretical foundation on which the nonprofit sector is based. However, the theoretical research cannot fully explain nonprofit marketing in practice. We thus chose an abductive approach as it combines the inductive and deductive method and enhances new knowledge creation.

3.3 Qualitative Research

There are two main research methods within social science, qualitative and quantitative methods. On the one hand, quantitative methods are based on mathematics and statistics and have clear definitions on how research should be conducted. This method is often used for *explaining* reasons behind the objective of the research. Qualitative methods on the other hand have a primary purpose of *understanding* rather than explaining. It also allows for more complex understanding of the object to be studied and can be used to see interrelations in a bigger picture. (Andersen, 1998)

Based on the choice of study area, research question as well as relation between theory and research, a qualitative method was chosen for this study as qualitative studies better answer *"how"* questions (Yin, 2003). It is also our intention to go more into the depth of a problem and an organization, as we believe this is more interesting. Qualitative research is easier to adapt to such a study.

3.4 Research Strategy and Design

We have opted for a case study on one specific case. This strategy is suitable when analyzing "how" and "why" questions (Yin, 2009). Furthermore, case studies are recommended as our purpose is based on practice and with an abductive starting point (Andersen, 1998).

The case study model follows a single case design on one organization only, compared to a multiple case study where several organizations are analyzed. The rationale behind a single case design is that the case is supposed to be of informative and descriptive nature. (Yin, 2003) For example Dyer and Wilkins (1991) argue that a single case study is better to use than a multiple case study as it allows more focused research in one organizational setting. This enables a specific insight that is otherwise lost with a multiple case design.

Researchers debate, which design is deemed superior and there are clearly pros and cons with each of the case studies. However, in the case with SCS, we want to gain a deeper understanding of the organization. A single case study allows us to do that. Also, the theoretical model, used to analyze the empirical findings, is based on social constructivism, meaning that all events are context specific, making no organization fully comparable to another.

As Yin (2003) claims, even a single case study may involve more than one organizational unit of analysis. Each unit may be analyzed differently and can therefore create an increased understanding of a phenomenon through the analysis of separate entities within the study object. Since we want to understand the larger picture of SCS's activities related to marketing, we decided to follow the embedded single case study suggested by Yin and conduct qualitative research on several units and levels within the organization.

In summary, this thesis follows an abductive approach and a qualitative research method. Based on our purpose and the delimitations, an embedded single case study has been chosen.

3.5 Choice of Organization and Interviewees

A number of factors have led us to choose SCS as our study object. Firstly, we wanted an organization large enough to have resources to help us with our thesis and as most nonprofit organizations are small, the number to choose from was limited. Secondly, we wanted an organization that has both an impact on the market and activities that are seen by the public. Thirdly, the organization must be interested in helping out with research and be willing to set off time and energy, which is suggested by Yin (2009).

Finally, SCS is an independent organization which made it easier to access decision makers and top management compared to a large international nonprofit organization.

As we wanted to get a wide perspective on the practice within the organization, we decided to look into departments that had external contact and activities related to economic transfers. Also, as internal strategy formation is a part of the theoretical model, we wanted to meet with people active in decisions regarding market practice. However, our first criterion, when finding suitable people to interview, was that they were engaged and had time for interaction.

The first contacts with the organization were done through top management. From there on we have found the interviewees based on snowball sampling. This is a technique for developing research through referrals from existing interviewees, in other words the sample grows like a snowball. This means that we chose our interviewees after guidance from earlier interviewees. The choice of using this technique is based on improved chances to reach deeper within the organization and its network. Since we did not know all people employed at SCS and their respective duties and responsibilities, this technique enabled us to find the experts within each department. A disadvantage with the technique is that it can give a biased picture of the study object and a false understanding of the population. (Bryman, 2004) We therefore paid extra attention to the advice and contacts we were given in order to ensure that responsibilities and departments were differentiated and could give a broad picture.

Since we want to look at market practice, we have chosen the departments and organizational levels deem relevant for our study: Fundraising, Donor Relations and Campaigns, Public Relations (Opinion) and Management. Even though donation departments are most active in marketing activities, communication serve as an important role in the contacts with other parts of the surrounding world, such as media and creative agencies. The organization and interviewees can be seen in figure 3.1 and 3.2.

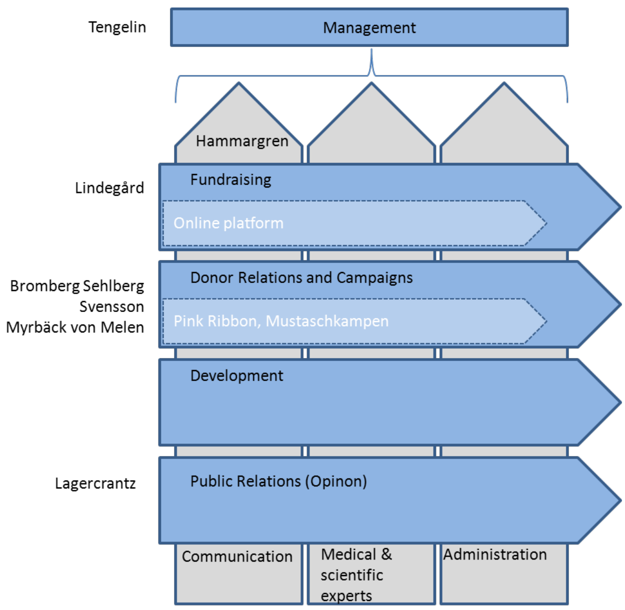

Figure 3.1: SCS's current organizational structure

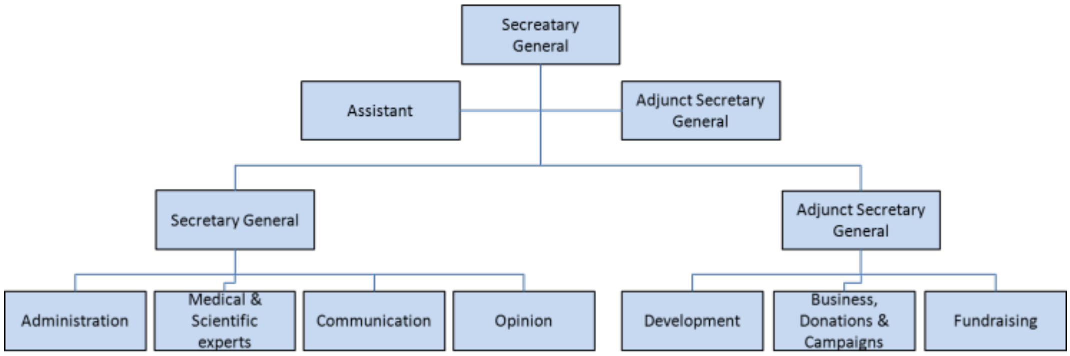

Figure 3.2: SCS's suggested new organizational structure

3.6 Information Gathering

We chose to use multiple sources of evidence. Primary sources consisting of case study interviews, informant interviews, observations and secondary data. These multiple sources all triangulate on the same set of research questions (see figure 3.3.). Triangulation means that one uses different sources of evidence focused on the same specific phenomenon. (Yin, 2003)

As for secondary sources, we have gathered information from stakeholders as well as media. According to Yin (2003) this set of multiple sources of evidence strengthens the quality of the study. It is our belief that the use of secondary sources has been crucial for our study.

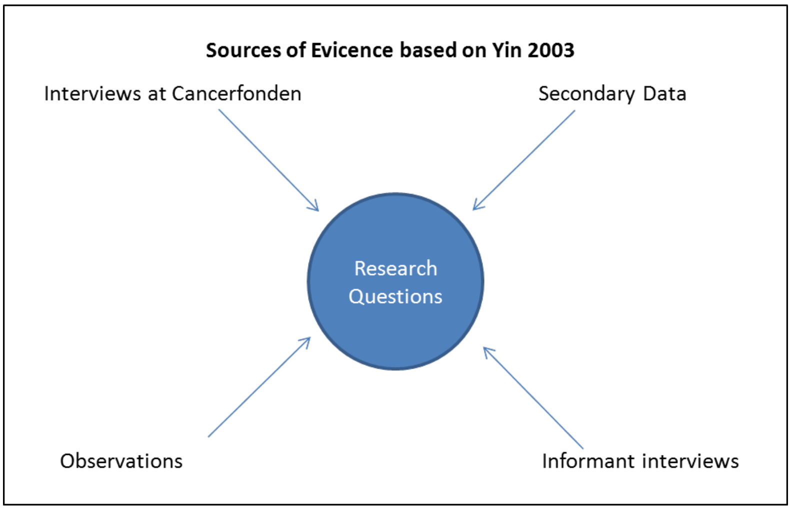

Figure 3.3: Sources of evidence

3.6.1 Interviews

In qualitative research, interviews serve as one of the most vital sources of evidence (Merriam, 1994). We conducted interviews between November 2009 and August 2010 with members of top management as well as responsible people from each department, all currently active within the organization. Yin (2003) recommends interviewing people active in the study object when conducting contemporary research.

In total, twelve interviews were conducted with SCS; five with top management, three from the fundraising departments, two with communication and two within campaigns. In addition, to gain better background understanding of the nonprofit industry, we held informal interviews with people with expert knowledge within their respective field.

We started out by interviewing Ursula Tengelin, Secretary General, and Marie Hammargren, Director of Communication, to get an overview of the organization and the strategic direction of SCS. Based on this, we were able to go back to theory and amend our interview questions. It was important to have interviews with the Secretary General early in the process as market practice lies under her responsibility. Still it became evident that the execution often was in the hands of employees involved in the daily operations. Therefore, Magnus Lindegård and Anna Bromberg Sehlberg, responsible for fundraising and larger donations respectively were interviewed. In order to gain further insight in the communicating direction an interview with Jacob Lagercrantz, PR Manager was held. In addition, information about SCS's two largest campaigns was gained through contacts with Project Managers Ulrika Svensson and Alexandra Myrbäck von Melen. In the case of missing information or additional questions, we followed up the interviews via E-mail. After the twelfth interview, the empirical findings seemed to converge and the value added of an additional interview was considered limited. Details about the interviews can be seen in appendix 1.

Most interviews were conducted face to face at SCS's Head Office in Stockholm. Each interview lasted between 40 and 90 minutes, and time was also spent in the premises before and after each interview. There are several reasons for conducting the interviews at the organization's office. Firstly, it creates a relaxed feeling for the interviewees which results in easier discussions. Secondly, it also allows for observation of the interviewees' natural environment. (Yin, 2003)

Some interviewees requested the questions via E-mail in advance to prepare better. In these cases, main questions were sent a couple of days in advance. In order to decrease the risk of too prepared answers, only a few open-ended questions were sent to the interviewees. In connection to each interview, the interviewees were asked to approve recording of the interview as well as if they desired to be anonymous. All interviewees received a transcript after their interview that they could comment and approve before we used it in order to avoid misunderstandings or misinterpretations from our side.

Our interviews were conducted according to a semi-structured interview method. This is good when a few objects are interviewed and also allows for counter questions. (Yin, 2003) The interview guide served as a reference, but we allowed the interviewees and ourselves to freely change between the questions. Before the interview was completed we made sure that all questions were answered.

The interviews were designed with the main questions prepared on beforehand, but were also intentionally left quite open-ended. This structure opens up for discussion and reveals the interviewee's personal opinions about specific issues. This type of interviewing also enhanced the opportunities to get in touch with other "experts" within the organization. (Yin, 2009)

We designed two main question guides, one regarding the overall strategy and organizational overview and one focusing on the three dimensions of the theoretical model. However, the model was never presented to the interviewees to ensure that answers were unbiased. We used standardized questions to facilitate triangulation. The questions are found in appendix 2.

Furthermore, all interviews were conducted in Swedish. After approval of the interview transcripts we have translated the results. Hence, there is a slight risk of incorrect translations in the presentation of the results.

3.6.2 Documentation

The use of multiple sources to triangulate results from several sources increases the quality of the case study (Yin, 2003). Furthermore, the organization's documentation has not been created for the purpose of the research and is therefore very valuable for triangulating results (Bryman & Bell, 2007). Before conducting the interviews, both the Swedish Cancer Society's publications and an external jubilee book about SCS's history, were reviewed.

As the research progressed, the documentation used also includes publications regarding cancer politics in Sweden such as Cancerfondsrapporten. These documents are used within PR for lobbying towards the parliament. Other documents include the organization's public documents concerning cancer statistics and the organization's quarterly magazine, "Rädda Livet". Access was also given to SCS's internal steering document and annual strategic planning document. Documents relevant for the topic have therefore been used in the empirical findings.

3.7 Research Quality

3.7.1 Reliability

Reliability is about ensuring that a third party, following the same purpose and procedures would reach the same results and conclusions. To allow another researcher to do the same case study again, emphasis should lie on documentation (Yin 2003). To increase the reliability of our case study we have carefully documented the interview answers in interview guides and interview transcripts. We have tried to describe the data gathering methods as detailed as possible.

There are several factors that make it difficult to repeat the interviews. Yin (2003) suggests that interview transcripts should be made accessible for other researchers. We cannot distribute the secret material we have gained access to for future researchers. Instead, other researchers have to get their own permission to access these frequently updated documents.

Another reliability weakness with our study is the choice of study objects. We conducted most interviews based on a snowball sampling method, which makes the choice of study population a biased result of social relationships within SCS. To increase reliability we, on beforehand, set specific criteria for which departments we wanted to look into, as well as the managerial level of responsibility for the interview objects we wanted. Furthermore, we set a minimum number of interviews with SCS at six, as we believed this to give a solid understanding of the organization's marketing.

There is also a risk that answers from the study objects are biased based on for example personal beliefs (Yin, 2003). To reduce this risk, we crosschecked the answers with both other interviewees and printed material. Furthermore, we always allowed the interviewees to be anonymous and all interviews were conducted at the respondents' own premises, which reduce the impact of the environment on the answers (Jacobsen, 2002). Additionally, we tried our best not to formulate any leading questions that could influence the reliability effects. Secondary material also includes a reliability risk. We have done our best to always keep each publication's purpose and target audience in mind.

3.7.2 Validity

Yin (2003) mentions three types of validity; *construct validity*, *internal validity* and *external validity*. Internal validity deals with explanatory case studies and thus does not apply to our case study. Construct validity however, measures how well the actual research corresponds to what should be researched. Case studies have been criticized to often have poor construct validity because of their lack of "operational data" and that they often are of an abstract nature. (Yin, 2003) To overcome these problems, Yin (2003) suggests two steps:

1. To specify what to study
2. To ensure that the evidence used reflects what should be studied

In our purpose as well as research question, we have clearly stated what we want to study and we have put all our efforts to make sure that our empirical findings are relevant for our research questions. However, the research field is large and we have had time resource limitations, which could imply construct validity weaknesses. This could for example be the choice of study object, as our screening process was done only among large organizations. One could also argue that several organizations should have been studied, as we want to look into nonprofit organizations' market practices. However, we believe it is important to deep study one organization and thus we focused primarily on SCS.

By making sure we had enough theoretical information before conducting the interviews we were able to ask the interviewees to elaborate on their answers and we could also put the answers in perspective. Additionally, we could better formulate the questions in our interview guide. This way we increased the construct validity.

External validity deals with the ability to generalize a case study, for example to see whether the activities carried out in one organization could be generalized to another context. Single case studies have often been criticized for offering a poor basis for ability to generalize. However, Yin (2003) states that case studies deal with *analytical generalization* compared to *statistical generalization* and one can thus argue that the specific results of our research could be generalized into a broader theory. Our purpose is to reveal SCS's actual activities and focus has not been on finding a generalized or "common" way of doing marketing activities. Instead, we believe that the external validity is increased through our use of multiple sources of evidence. Furthermore, we have carefully documented all interviews as well as industry reports and previous research as detailed as possible. We therefore believe that we have had a good base to crosscheck what data could be generalized and things that are specific for SCS.

4. Empirical Presentation

This chapter is the main body of our descriptive thesis. It includes a background to the Swedish nonprofit sector and SCS. This is followed by a presentation of the data we have accessed in terms of interviews and printed material such as annual reports, customer feedback and market plans. When applicable, we have also used existing market theory to strengthen or question respondents' answers or to enhance understanding.

4.1 Background

4.1.1 The Swedish Nonprofit Sector

Today, the Swedish nonprofit industry consists of more than 30 000 entities with more than 140 billion SEK in turnover, approximately 5.3 % of Swedish GDP. The sector includes fundraising organizations, foundations, associations and religious orders and collectively employs 3 % of the total Swedish workforce. (Wijkström & Lundström 2002; Wijkström & Einarsson 2006)

The industry has developed positively over the past couple of years and Swedish people's generosity has increased. Erik Zachrisson of the Swedish Fundraising Council (FRII) said in 2008:

> *"It is part of the modern man's lifestyle to support a fundraising that lies close to his heart."* (Zachrisson, 2008)

The quote shows that nonprofit organizations today have a role in people's lives and that people have become amenable of nonprofit marketing. Meanwhile, the organizations have become better at marketing their fundraising and reaching the target audience. Commercial industry gifts and sponsoring increases most rapidly, but donations from private persons are still the largest source for funding. New methods, such as donation via the Internet, SMS, stock-gifts and lotteries are used and enhance the possibilities for increased fundraising. (FRII, 2008)

FRII is a council for all Swedish nonprofit organizations that conduct ethical and professional fundraising. Today the organization has more than 110 members. The organization was founded for three main purposes:

- To support its members in political lobbying and to improve conditions for fundraising.
- To provide training and education to fundraisers.
- To counterwork "unethical" fundraising in Sweden.

The last purpose is achieved through the use of a blacklist and media coverage. Thereby FRII provides a trustworthy platform for nonprofit organizations. (FRII, 2009a)

Besides the voluntary membership in FRII, the Swedish nonprofit industry is also regulated. SFI works as a control body to monitor the fundraising methods of nonprofit organizations. The organization analyzes each organization's key ratios and controls seven digit number accounts for fundraising called 90-konto. Organizations wishing to have one of these accounts must adhere to specific regulations and "ethical codes" set by SFI and FRII. Examples of regulations are use of chartered accountant and establishment of an annual report. These regulations legitimize fundraising organizations. Also, these organizations must not spend more than 25 % of their raised funds on administrative costs, leaving a minimum of 75 % of donated means to the organization's cause. Through the establishment of a 90-konto and the legitimacy it brings, nonprofit organizations are thus voluntarily regulated. An organization has to pay an annual fee for its use of a 90-konto and SFI has the sole right to suppress any account holder not following the regulations. (SFI, 2009)

4.1.2 The Swedish Cancer Society

SCS was founded in 1950 with a vision of curing cancer. Today, it has primarily two focus areas, financing for cancer research and evoking opinion. In 2009, the organization raised approximately 433 million SEK of which 375 million was distributed to different research projects. (Cancerfonden, 2009) This made SCS the second largest fundraising nonprofit organization in Sweden after UNICEF (FRII, 2009b).

The fundraising base is 44 % from donations, 40 % from wills, 8 % and 6 % from lotteries and the Postcode Lottery respectively and the last 2 % from foundations. Fundraising activities that form the donation base include campaigns such as Mustaschkampen, a "Thank-you" campaign and the TV program "Ystad to Haparanda" (part of Mustaschkampen). (Cancerfonden 2009a)

Furthermore SCS arranges the Swedish Pink Ribbon campaign, which is a part of an international movement founded in 1991. In October every year, people and organizations all over the world raise money for breast cancer research. In Sweden it is a cooperation between SCS and the Swedish Breast Cancer Association (BRO) who both have Pink Ribbon campaigns. (Svensson, 2010)

SCS is a completely independent organization in comparison to many other of the larger nonprofit organizations such as the Red Cross, UNICEF or Save the Children Alliance, which all belong to a large international network (Cancerfonden, 2009). However, it is a member of the Nordic Cancer Union together with cancer focused fundraising organizations from the other Nordic countries (Tengelin, 2009). The organization is also a member of FRII and holds a 90-konto as well as an ISO 9001:2000 certification, meaning that formalized business processes are applied, including for example efficiency monitoring processes and regular reviews of individual quality systems (Cancerfonden, 2009).

SCS has a strong brand and is by the public considered as one of the top three organizations to support as well as one of the nonprofit organizations that get most media attention (Cancerfonden, 2009). Their logotype symbolizes a cell in fission, in other words cancer (Tengelin, 2009).

SCS itself does not conduct cancer research. It is only a mediator that raises funds from the public and partners and then distributes the money to individual research projects in Sweden. The organization is illustrated in figure 4.1. and consists of three main pillars;

- The *Finance Committee*, responsible for the organization's investment and financial management.
- The *Secretariat*, responsible for daily operations, knowledge dispersion and fundraising.
- The *Research Committee*, which evaluates and allocates funds for cancer research.

Behind the organization stand 30 principals from the Swedish business society, nonprofit and political sector. The Secretary General Ursula Tengelin leads the secretariat with approximately 50 employees. (Tengelin, 2010a)

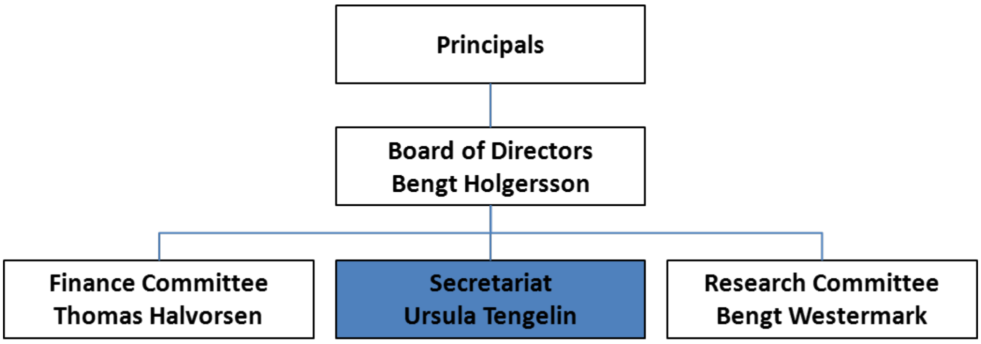

Figure 4.1: General organizational structure

All research projects applying for funds compete on equal level, regardless of type and form of cancer. The research committee has nine priority committees consisting of professors and researchers active within the Nordics, who review all applications. Breast and prostate cancer receives extra money through the Pink Ribbon and Mustaschkampen campaigns as the money raised from these campaigns is earmarked for research within breast cancer and prostate cancer respectively. (Cancerfonden, 2009) The funds are appointed in national competition, meaning that the projects are selected among all cancer projects in Sweden independent of institution. The process is, according to the Donor Relations Manager, academic, complex and unique for SCS. (Bromberg Sehlberg, 2010a)

4.2 Empirical Findings

As we decided to look at market practice, it seemed natural to start within the organization's marketing department. However, as we discovered during our first session with SCS, the organization does not have a marketing department. Instead the organization has its marketing activities divided into the daily operations handled by fundraising and donor relations as well as communication. Furthermore, specific campaigns run their own marketing activities. The empirical findings presented below are structured as a funnel to enhance understanding of the organization's market practice. The presentation starts wide and describes organizational structuring, strategies and environments. Later, it is narrowed down to describe for example commercialization, practices for each type of donation as well as specific campaigns.

4.3 Marketing Organization and Environment

4.3.1 Marketing for a Nonprofit Organization

> *"As a private person you never wake up and say; today I will donate some money".* (Tengelin, 2009)

The quote tells us that it is essential for all nonprofit organizations to conduct marketing. In an organization with no clear marketing department, but still, with very clear marketing activities such as campaign ambassadors, mass media advertising and press releases, the responsibility for the marketing activities lies on several organizational units. These units range from top management to press communication. (Tengelin, 2009)

From the strategic level and downwards, marketing activities become more and more concrete and the people best able to answer questions about marketing are those closest to the "real market". Each individual, or head for each department, therefore has autonomy about the details for each marketing activity.

Nonprofit organizations differ from commercial companies in many ways. Not only do they adhere to different rules and voluntary measures, but also, people expect them to behave differently. Media's coverage often results in expectations that employees should work voluntarily and that the organizations should minimize all costs.

> *"Society expects nothing to be extravagant, that we do not pay too high salaries etcetera. It is a thin line, where we are expected to be even more honest and efficient than ordinary organizations as money cannot "disappear", but at the same time, we need to market ourselves to reach our targets. All organizations must ask themselves; how commercial can we become without losing our soul?"* (Tengelin, 2010a)

This quote means that cost allocation is always questioned. Especially campaigns, which often are extravagant and involve artists to become big events, are negatively pictured in media (Tengelin, 2010c). The external expectations on SCS can also be seen in the following quotes by regular donors:

> *"It is very good with a charity where the employees also are engaged. Then one wants to donate. For example Medicine sans Frontiers work almost for free."* (Augur, 2009)

> *"I heard of someone at organization X who rented a jaguar; that is not good for their image. It is against the whole purpose."* (Augur, 2009)

Another problem for nonprofit organization marketing is the fact that many donors, who contribute with money to the organization, do not understand the importance of marketing (Pope et al. 2009).

The Secretary General also describes that she sometimes are met with beliefs that cancer research is, and should be, funded by the government. This affects the way the organization must communicate. (Tengelin, 2010c) One donor to SCS also explains it as:

> *"I donate because I should; there is not enough money to this type of research. It could however be part of my tax-bill instead."* (Augur, 2009)

The quote tells that nonprofit organizations must reach out with messages concerning how they are funded and where the money goes.

4.3.2 Strategy, Goals and Documents

SCS has, as part of its strategy a goal of developing the industry and thereby also affect other nonprofit organizations on the market. The organization has a long-term target of raising 600 Million SEK annually. Then, much could be accomplished, the Secretary General explains. The strategy and goal is based on the cancer projects' demands. (Tengelin, 2010b) Raising money should however not be done at other nonprofit organizations' expense. Instead SCS's strategy is to raise funds through a development of the whole Swedish nonprofit industry. (Lagercrantz, 2010)

SCS plans and lays out strategies for the coming year through its steering documentation and operational plan. Increasing recurring fundraising is at the top of the agenda as investments are put into databases and tracking of donors (Cancerfonden, 2010). This process, as the Secretary General explains, is something important in the long run to reach the goal of 600 Million while keeping the costs low (Lindegård, 2010; Tengelin, 2010a). This is in line with Sargeant and Ewing (2001), who claim that databases of existing and potential donors are important features for a successful segmentation.

Internally, management and the fundraising manager have set at goal of reaching increased funds to approximately 450 Million SEK in 2010 (Cancerfonden, 2010). This is communicated through, for example, internal operational documents. It is however interesting to see that the cylinder by the main entrance which is filled with foam rubber balls to symbolize how much has been raised so far, only reaches at maximum approximately 200 Million SEK in June 2010.

The operational documentation is SCS's annual strategic steering plan and includes a SWOT analysis and clearly stated quantitative and qualitative targets for the upcoming year. The plan includes an analysis of the current situation and set targets, as well as how to reach them. (Cancerfonden, 2010)

Campaigns are special operations with own strategic plans. A campaign manager with much autonomy manages these. As the campaigns start every year, the strategic plans include clear guidelines on what message to communicate as well as plans for short and long-term activities. (Svensson, 2010)

4.3.3 The Market Environment

The interviewees find it difficult to define SCS's market. It is a generally neglected question despite its importance. Without a defined market, it is hard to find your competitors and the Secretary General goes as far as to say:

> *"I sometimes ask myself, do we have competition?"* (Tengelin, 2010b)

She explains that SCS competes for both donors' money and people's attention with similar organizations such as Hjärt- och Lungfonden (Tengelin, 2010b).

Defining the market and finding competitors might be difficult because of the nature of the organization. The Secretary General states that even though there are other cancer organizations such as the cancer site of the National Board of Health and Welfare (NBHW) and the Swedish Childhood Cancer Foundation (SCCF), these organizations have the same goal as SCS. Therefore they are considered less competitive with regards to attention. (Tengelin, 2010a) Others share this point of view inside the organization, which means that SCS can be mistaken for BRO or SCCF for example. However, as the organizations all have a vision to cure cancer, they cannot be seen as true competitors. (Lagercrantz, 2010; Lindegård, 2010)

Andreasen and Kotler (2008) agree that defining the competitive landscape has been found more difficult for the nonprofit sector than for the commercial sector. Nonprofit organizations must therefore learn to define competition broadly. Different organizational missions still make a ground for competition of donors' money. Competition can even be substitutes, such as recreational activities. Moreover, Bennett (2003) states that people prefer to donate to different kinds of organizations and the alternative to donate can be not giving at all. Hence, one organization's increase in donation does not necessarily imply a loss for another organization. Therefore, the organization must be aware of its donors' options as well as competing options. Otherwise, the organization can be caught in what Levitt (1960) calls Marketing Myopia.

Defining the market and discuss competition is, as we have seen, difficult and different depending on whom you ask. One way to define the market is through the organization's purpose. There is an understanding in the industry that all organizations work for a purpose that is good and necessary for society. The Donor Relations Manager explains it as:

> *"We do not sell the same goods to the same customer; we deliver different purposes to the same customers."* (Bromberg Sehlberg, 2010a)

This results in a wide picture of the market, as it would include all organizations working for a societal good. In turn, this has an effect on the market practices conducted within SCS. As all nonprofit organizations work for a societal good, marketing cannot be done in the same way as in the commercial sector, explains the PR Manager. It would not be possible to explain that SCS is superior to any other fundraising organization as they all work for a good cause or to express something less good about another organization. (Lagercrantz, 2010) Instead, SCS actively stays in contact with these competing organizations and monitor their actions. The Fundraising Manager explains it as an increased collaboration between the organizations (Lindegård, 2010) and the PR Manager continues by saying that they actively have talks with the other cancer related organizations, for example BRO and SCCF, to fight for the same issues or direction (Lagercrantz, 2010).

However, as described earlier, campaigns often differ and the project managers of the Pink Ribbon and Mustaschkampen both talk about facing competition through their galas. Today, other nonprofit organizations organize galas that can reduce the uniqueness of SCS's campaigns. (Myrbäck von Melen 2010; Svensson 2010) However, campaigns not only compete with other campaigns. Just like SCS has a dialogue with other nonprofit organizations, the Pink Ribbon campaign partners with BRO to create a full breast cancer movement (Svensson 2010).

From an external point of view however, the picture looks different. Media frequently reports on the nonprofit sector without making clear distinctions between the types of nonprofit organizations. As an organization without volunteers, SCS does not want to be compared with all types of nonprofit organizations, since they do not have the same purpose. *"There is a picture of us that we should work voluntarily"*, says the PR Manager and explains that the organization could not be as efficient without the people who get paid working for it. (Lagercrantz, 2010) The Donor Relations Manager agrees by saying that there is a public opinion that nothing should cost, but asks herself; who could then work for the organization? (Bromberg Sehlberg, 2010a). Furthermore, potential and existing donors claim the cost problem as a crucial element in the decision process (Augur, 2009).

Media seems to not make clear distinctions between nonprofit organizations with volunteers and fundraising organizations, which have fundamentally different organizational structures and missions. Throughout the interviews, the Secretary General makes very clear that SCS is an idea founded fundraising nonprofit organization and not a voluntary one (Tengelin, 2010a, 2010b).

Impressions from the Nonprofit Sector

Even though the interviewees seem to have difficulties explaining the organization's actual market and competitors, it is evident that the Swedish nonprofit sector is important. Benchmarking is frequently conducted and the Secretary General seems to know well which organizations to keep an eye on. Even though market share is not a used term at SCS, the industry's size is well known. Also, development and trends are followed by the organization. The Donor Relations Manager further explains it as they follow all measurements in size in the Swedish nonprofit sector.

> *"If you should measure the organizations within the nonprofit sector, the only thing that matters is your ranking in terms of raised funds"* (Bromberg Sehlberg, 2010a)

The quote shows that statistics are important and that financial figures or organizational size can be used in communication. Benchmarking against other Swedish nonprofit organizations can be seen in the operational plan where it is stated that other fundraising organizations, more successfully than SCS, have recruited recurring donors. Thus, this is an area worth investing in for the organization. (Cancerfonden, 2010)

Benchmarking against other Swedish nonprofit organizations is present, both when dealing with collaborative issues and when looking at fundraising activities. The Donor Relations Manager thinks this is something that will become even more popular in the Swedish nonprofit sector in the future. *"The sector more and more look at each other's actions*", she says. As an example, SCS was early in introducing galas as a fundraising activity such as the Pink Ribbon. (Bromberg Sehlberg, 2010a) Moreover, campaigns and galas arranged by other organizations in Sweden, as well as Pink Ribbon campaigns in other countries, are frequently benchmarked to find new ideas and to stay competitive (Svensson 2010).

And from the Commercial Sector…

Benchmarking from the commercial sector is nothing that SCS claims to do and all interviewees state that it is the nonprofit industry that is important (Tengelin, 2009; Hammargren, 2009; Lagercrantz, 2010). Still, the commercial sector influences the work and strategies at SCS. Almost everyone has experience from the commercial sector and this is reflected in the way people talk and think. The Secretary General explains that she has brought with her many experiences from previous workplaces and says that the way SCS is organized to some extent unconsciously may be a result of benchmarking from the commercial business (Tengelin, 2010c).

Again, campaigns stand out from the organization and use benchmarks from organizations active within a commercial environment for inspiration. Mustaschkampen for example looks at other organizations with a mainly male dominated target group such as the Swedish Ice hockey Association, the Swedish Building Workers' Association and Swedish Touring Car Championship to find new ways to reach their target group. (Myrbäck von Melen 2010)

…and from an International Perspective

Though norms affect the way people regard donations, Sweden is different from other countries. The Donor Relations Manager describes the Swedish society as old fashioned, but points out that the norms change. Young people more often want to be able to show that they have donated to charities compared to the older generations, who are the main donors of SCS. In the Anglo-Saxon world, the nonprofit industry is much larger and the society needs nonprofit organizations for many of its services. This includes for example schools and hospitals that are completely funded by donations. Many of the marketing activities, such as galas, are influences from the Anglo-Saxon world, she explains, but the Swedish system makes it difficult to adapt fully to the American model for example. (Bromberg Sehlberg, 2010a) This is also supported by the Secretary General who claims that Swedes do not want to show that they donate to charities. It is something people do because they feel there is a need to satisfy (Tengelin, 2010c).

SCS's Brand

The SCS has one of the strongest brands in Sweden with almost 100 % recognition (Cancerfonden, 2009). The Donor Relations Manager means that the organization has very good recognition among the older generation, but may lack some among the younger (Bromberg Sehlberg, 2010a). All interviewees are proud of the brand recognition and being one of the strongest nonprofit brands in Sweden, they can be. Brand risk is something that is discussed, the PR Manager explains, but emphasizes that it today is important to dare to "let go" of your brand. One example of this is by using social media where it is impossible to control what people say about the brand. As a way for the brand to reach out further, SCS has decided to invite bloggers to meet with campaign ambassadors. Bloggers write about the ambassadors and their dedication to the support of cancer research, which create an enhanced arena for branding. (Lagercrantz, 2010) However, during the interviews, everyone is very cautious about how the brand is used and the interview transcripts were checked several times before we could use them. This shows that SCS is strict about the usage of its brand and that the organization still wants control. Inviting bloggers is good marketing, but also a way to control how the brand is used in social media.

To better know how the brand is perceived and to find the willingness to support SCS on a regular basis, the organization has conducted a qualitative study on donor behavior. Results show that donors want galas and presence on TV as it gives some sort of approval that the organization is reliable. In addition, results show that organizations that are part of for example the Postcode Lottery gain in credibility. Information gathered from the study also shows that SCS has a strong brand and that long term relations give a better confidence in the organization. (Augur, 2009)

Media Affects the Market Environment

In 2009 and 2010 media has covered a story regarding fraud at another major Swedish nonprofit organization. This has affected SCS, as the indicted was a former employee of the organization. Luckily, SCS has not been much in focus, explains the Secretary General. *"This is mainly because of a clear media strategy*", she argues (Tengelin, 2010c). As soon as the scandal broke out, SCS decided to have one spokesperson only and set a clear strategy for dealing with the situation. The Secretary General emphasizes that the organization managed to ride out the storm as a result of this strategy. Still, it has been part of the daily work for the Secretary General since the story came out. This clearly shows how media can affect the daily work at an organization and how important it is to be able to handle media well. (Tengelin, 2010c)

Media plays an important role for the organization, as well as for the whole industry. The Director of Communication explains the media coverage as different from the commercial sector in that all organizations get bad reputation as soon as something negative happens within one organization (Hammargren, 2009). If one organization gets bad reputation, people seem not to switch to another organization. Instead they might stop donating. Lately, media has become more important for the industry and has more power than before. SCS therefore has to adapt more to media's coverage (Tengelin, 2010c). The Secretary General says:

> "*Today, you must be able to work as if you always had a microphone under your nose.*" (Tengelin, 2010c)

This shows that all market practices must stand public and media questioning. Organizations within the industry are therefore sensitive to negative publicity, as they cannot control what all organizations do. As a result of negative publicity and media's increased interest, SCS will develop new internal policy documents. The Donor Relations Manager believes this will also be done in many other nonprofit organizations. (Bromberg Sehlberg, 2010a)

As media more and more monitors the nonprofit industry, the organizations must be able to work together with media and the coverage brings both good and bad effects. On the one hand, it becomes easier to get messages through to media. Hence, public interest in the organization and its mission increases. Thereby, SCS gets good publicity. (Tengelin, 2010c) On the other hand, when marketing the campaigns, such as the Pink Ribbon and other "commercialized" activities, the organization is portrayed as something bad that uses donated money for commercial purposes. (Hammargren, 2009)

4.3.4 Productification and Commercialization

The Donor Relations Manager explains that the organization, as well as the whole sector is more professional today compared to a few years ago. However, there are still areas that need to be professionalized and SCS still rides on a wave from when they were launched 60 years ago. (Bromberg Sehlberg, 2010a)

It is also possible to sense SCS's professionalization in the organization's Annual Report, where the purpose, research areas, progress and figures are clearly structured. As a member of FRII, the organization must produce an annual report (FRII, 2009c). For SCS, this is a document that can be used to attract attention and new donors. The report is written in an easy language, with pictures, figures and a design very much like a professional private organization. Hence, this document is used to attract new donors, just like commercial businesses use their corporate communications to attract more investors.

The efficiency becomes more important within the nonprofit sector. As a result of this, FRII and its member organizations have developed a quality code similar to the Swedish Corporate Governance Code. (Bromberg Sehlberg, 2010a) The objective of this code is to increase the transparency and openness within the nonprofit sector. Since December 31, 2009 it is mandatory for FRII's members to present a report of how they fulfill the different parts of the quality code. However, SCS presented its first quality code report in its 2008 Annual Report (Cancerfonden, 2009).

Perhaps the strongest influence from the commercial sector is the commercialization, or productification, in conjunction with campaigns. By starting the Pink Ribbon campaign in the early 2000s by introducing a product (Pink Ribbon) and from 2009, a Mustache pin for the Mustaschkampen campaign, SCS had a product like a normal commercial business. With a product, marketing is also more tangible, explains the Director of Communication and says that the Pink Ribbon is easier to study, as it is a physical product, compared with other SCS activities. (Hammargren, 2010) The Pink Ribbon campaign includes tangible products, the ribbon, designed by famous designers (For example Gert Wingårdh, Carin Rodebjer, Lars Wallin and Ingegerd Råman), gala events with artists, private fund raising campaigns over the Internet as well as sales of pink products in grocery stores. According to Dahlén and Lange (2009), this is a good example of the organization facilitating for potential donors to see the "product" through productifying its actions. The donor gets a token for his or her actions and at the same time can send a message of his or her actions to the society. SCS employees give several answers for the products or services that the organization provides, ranging from *"a feeling of good"* (Tengelin, 2010c) to lottery and ribbons or tokens (Lindegård, 2010).

Using tangible products or services has shown to be beneficial for nonprofit organizations as donors are more likely to re-buy and purchase the product if they can take away something. (Sargeant, 2005) A thank-you token or visible product serves several purposes:

- A thanking for the generosity.
- Protection against further requests for donations.
- Visible marketing.

The commercialization of SCS is something the Secretary General finds interesting. By using products, the organization can attract donors that would otherwise not donate, as this is a form of donation through purchase. At the same time, this might be dangerous as donations originally are philanthropic actions and buying a designed ribbon or pink products is usually not. (Tengelin, 2010c) Studies also show that the introduction of tangible products for nonprofit organizations "*have exploded recently*" (West, 2004) and people are ostentatious rather than altruistic, meaning they would buy empathy ribbons to fulfill an egoistic desire (West, 2004). Tangible products have raised a new type of donor; one that is not truly interested in the nonprofit organization's mission, but rather wants to be fashionable, fit in or stand out (Grace & Griffin, 2006).

It is not only private persons who want to stand out. On the "business-to-business" side, partnering companies engage in the organization because they want to improve the relationship with their own customers (Myrbäck von Melen, 2010). Companies are even pickier than private persons and rarely do anything just for kindliness. The Donor Relations Manager explains that companies always want a win-win situation (Bromberg Sehlberg, 2010a).

Cooperation with large companies also implies a risk for the organization. Studies show that private persons' donations can decrease if they believe that a large company donates much (Andreasen & Kotler, 2008). Donations can also decrease if current donors feel that they can contribute by buying a product that supports the nonprofit organization instead. This can in worst case lead a too heavy exposure of the Pink Ribbon to visual saturation and a decline in response (Harvey & Strahilevitz, 2009).

Despite the negative impacts partnerships can bring, there are several advantages with it. For example, it provides access to new audiences, enhanced visibility and expertise in marketing. Also, it provides opportunities for benchmarking with the commercial sector and insight in corporate structures and organizational models. (Andreasen & Kotler, 2008)

4.4 Marketing in Practice

Today, working with fundraising for a nonprofit organization naturally involves marketing activities. The activities look different depending on the targeted donor. Many of the activities are similar to a commercial organization and the Secretary General explains the work as:

> *"SCS becomes more corporatized; we use more commercial tools in our work, we collaborate more with businesses and we use commercial sales and marketing theories in our work."* (Tengelin, 2010c)

The quote explains that much of the market practices are benchmarks from the commercial sector. Even though commercial market theories are used more frequently, segmentation has not yet fully reached the organization. In its strategy, the primary donor base is defined in a specific age range (Augur, 2009), but SCS still targets both people and businesses from all segments.

4.4.1 Different Kinds of Donors and Donations

In order to address its targeted market, the organization needs to understand its audience. Just like a commercial company, the nonprofit organization needs to identify its potentially most generous donors. (Bennett, 2003)

SCS has a model for its fundraising strategy (Figure 4.2.). The first level is a broad and important base and consists of small donations from a large number of people. The next level consists of partnerships with and sponsorships from companies. The third level includes wills, which is one of the organization's largest donation bases. At the top of the pyramid one finds a new business area, which SCS focuses on now: large donations from few. The model reveals that SCS has a wide selection of target groups; each with specific needs and demands. This translates into a need for different approaches and marketing practices. (Bromberg Sehlberg, 2010a)

Figure 4.2: Illustration of the model presented by the Donor Relations Manager

At SCS, all the interviewees agreed that donors are equal to a commercial company's customers and should be treated accordingly. However, during one of the informal interviews, another way of viewing the donor relations was introduced. Based on the model “Resource Advantage Theory of Competition” (see for example Hunt & Morgan, 1995; Hunt, 2000) the interviewee argued that for a fundraising organization like SCS, the actual customer is the beneficiary; in this case the research organizations. SCS’s product is the funds and the donors are providers of the necessary resources, the money, needed in the production. Even if this does not change how to work with donors, it adds a perspective of the difficulties of determine a nonprofit organization’s equivalent of a company’s customer. (Branch, 2010)

Small Donations from Many People

For the fundraising department targeting private persons and smaller gifts, much of the creative work still consists of direct advertisement both addressed and undirected. Furthermore, the organization uses telemarketing and posters. All marketing activities are based on thorough market analyses and cooperation with creative agencies, explains the Fundraising Manager. More and more emphasis is however put on developing a CRM system and better use the database of existing donors. The Fundraising Manager explains that the Internet becomes even more important as a channel and that SCS will put much of its focus on developing the web page for communication and enhancement of donations. (Lindegård, 2010) This is a straightforward action for a long-term fundraising, explains the Secretary General, as recurring donors cost less in administration and secures payments. Meanwhile, an online platform gives the donor more flexibility. Payments can be increased or decreased, time between donations can alter and payments can be done by credit cards or through automatic payment services. Via the Internet, donors can now also start their own campaigns. (Tengelin, 2010b)

In its latest advertising campaign, SCS tries to attract more regular donors through the new concept “Livsviktig”. This concept means that the donor freely choose amount and frequency of donations. The theme in the advertisement is supposed to get people to appreciate life more and that supporting SCS makes it possible for more people to live a better and longer life. (Marjamäki, 2010)

SCS also sends out letters to private persons to inform about its mission and activities. This action is necessary, explains the Secretary General, arguing that families chose every year to which organizations they should donate. Returning to the quote earlier; *“…you never wake up and say; today I will donate…”*, the reasons why letters are sent is to make the organization remembered. The Secretary General also explains that SCS does it because other nonprofit organizations do. It is important to be seen among the others, she explains. (Tengelin, 2010b) The fundraising departments add that it is a delicate issue and that people might get upset if the organization spends money by sending out thank you letters as it often is disproportionate to the action performed or required. Therefore, SCS is quite restrictive. (Lindegård, 2010) This practice and strategic thinking deviates from market theory, which claims that thank you letters or extended information are examples of value added activities. (Sargeant, 2005)

Partnerships and Sponsorships

For businesses, SCS works with a sponsorship concept called "företagsvän", where organizations for an annual payment of between 5.000 and 50.000 SEK, can market themselves as "friends" with SCS. Finding new businesses interested in these sponsorship deals are very time consuming and employees within the fundraising department spend much time working with telemarketing and scouting for potential commercial donors. (Lindegård, 2010)

Wills

Donations through wills are one of the organization's largest sources of raised funds (Cancerfonden 2009a), but can be controversial to the market. According to the Secretary General, they are only subtlety marketed. They have advertisements in relevant magazines and are present at law firms and undertakers. However, they have just decided to have a person actively working with donations through wills in order to secure future donations. (Tengelin, 2010d)

Large Donations from Few

Regarding the new business development project, the Donor Relations Manager describes her work as long-term and relationship driven. Talking about positioning and segmentation is nothing she describes as common within SCS, even though it becomes more present in discussions regarding donors and marketing. However, working to recruit and retain large private sponsors, positioning is definitely something she needs to have in mind. (Bromberg Sehlberg, 2010a)

The Donor Relations Manager focuses on getting the large donors to donate their money to SCS's general fund. The money can then be distributed according to SCS's regular process on fund allocation for projects. However, these donors sometimes have special wishes that SCS needs to accommodate in order to receive the donation. In these cases, the organization is flexible and tries to find a solution that can suit the donor. Today, SCS has a number of different solutions ready to handle the money, should donors require it. (Bromberg Sehlberg, 2010b)

Just as important as cost allocation is for the public, efficiency and cost structures are often discussed with the large donors. They want to know that their money does good, but *"you cannot be a professional organization and have no administrative costs"*, the Donor Relations Manager often has to explain. (Bromberg Sehlberg, 2010a)

The Donor Relations Manager's work is much more relationship and network oriented compared to the fundraising department's work with small donations. Furthermore, whilst the other departments engage in telemarketing and mass communication, raising large donations always start with a "warm contact". This means that much work is spent on finding the location of capital and searching press to determine their connection to cancer. Contacts are made through someone that already is a donor or through an introduction via an existing contact. According to the Donor Relations Manager, this simplifies the process of finding new donors and one can focus on a more personal contact. For practical matters, the geographical location of potential donors is also included in the search for these people. (Bromberg Sehlberg, 2010a)

Ethics is also emphasized in large donations and it is important that potential large donors do not have too unethical backgrounds. They should match SCS's values and policies. Even though SCS claims to be very strict with whom they receive funds from, the organization is in need of donations and the Donor Relations Manager explains that there is a difference between accepting money and to be seen together with a somewhat contentious person. Accepting an anonymous gift can therefore be OK. Still, the organization would never accept money from any person and evaluates each offer carefully. (Bromberg Sehlberg, 2010a)

4.4.2 The Media Mix

Reviewing SCS's media mix, it is evident that newspapers and magazines are SCS's main media for the organization's marketing. In 2008, SCS had a gross media spend of approximately 116 million SEK of which almost 80 % were spent in newspapers and magazines. In 2009, little change was observed as the gross media spend during the first eleven months was approximately 74 million SEK and 78 % of the money was spent on press.[1] (RM, 2009 and AdRelevance, 2009) Online media is a medium with rapid growth for SCS. It is used more and more in each campaign and in the regular marketing. (Lagercrantz, 2010)

Local Media

SCS believes in local media, for example newspapers and radio, to reach its audience, explains the PR Manager. Local media still provides the credibility that no other medium is able to today and an organization such as SCS must be seen as trustworthy. Using the large tabloid papers gives a good range, but does not create the same credibility. Therefore, SCS will stick to local media as long as it has importance to the public. (Lagercrantz, 2010)

Ambassadors

SCS also frequently use ambassadors for their campaigns, as they can promote the organization via their own networks as well as attract attention. It is important that the ambassador has a connection to, or interest in, cancer.

> *"Engagement is more important than just being a celebrity." (Lagercrantz, 2010)*

The PR Manager explains that the ambassadors must be engaged in the organization's mission but that it still is important that they are popular. It should be a good mix, he explains. Finding ambassadors are part of the marketing activities for the organization, as is arranging media space for the ambassadors. It is interesting to note that SCS does not yet have any long-term ambassadors, but the PR Manager explains that it is something the organization looks into. (Lagercrantz, 2010)

4.5 PR in Practice

Raising funds for cancer research may be one of the most important factors for finding potential cures for one of the deadliest diseases in the western world, but knowledge dispersion and setting cancer research on the political agenda are maybe as crucial for an increased survival rate. Therefore, the mission of SCS is also to evoke opinion. (Tengelin, 2010a) The Secretary General plays an important role at SCS. As the main spokesperson, she is active in many political debates and answering media's questions (Tengelin, 2010c). Whilst the press department is responsible for handling media coverage and supporting media training of spokespeople within the organization, PR is

[1] Gross figures deviate substantially from actual prices paid but provide a fair indication of the media mix. Internet spend is an approximation by Johan Pettersson, Digital Director of Starcom Sweden AB.

emphasized within SCS for proactive communication. The reasons PR gets so much attention at SCS are that there must be a political lobbying if cancer treatments should get attention, but also because a nonprofit organization cannot only have pure commercials; instead they need to send messages closer to people's hearts. The PR Manager expresses it as following:

> *"We cannot be seen as too commercial and thus cannot only use mass marketing". (Lagercrantz, 2010)*

This quote explains that the market practice is affected by the public's opinion. (Lagercrantz, 2010)

The PR work is divided into two areas: to inform the public and to affect political decision makers. The political track is important as it has to do with the amount of focus cancer should get in the public health care system. Therefore, SCS yearly produces Cancerfondsrapporten, a publication aimed for decision makers and emphasizing the progress and current cancer situation. It is conducted annually since 2006. The PR Manager explains that the work from a PR perspective is done in close collaboration with political lobbying organizations and contact is frequent. A close collaboration means that SCS can reach good political contacts, which is necessary as PR gets more attention. Debate articles were earlier written by the lobbying organizations, but today this is managed in house at SCS. The main reason is that the PR Manager today has the experience from earlier work. (Lagercrantz, 2010)

Besides having close contacts with partnering lobby organizations, much of the PR work involves daily contacts with journalists, writing debate articles and planning PR for the different campaigns. The PR Manager explains that larger campaigns require extensive planning while PR planning for smaller projects sometimes is unnecessary. (Lagercrantz, 2010)

PR campaigns are planned together with external communication agencies. The PR Manager explains:

> "*We constantly use our communication agencies in the planning of campaigns and regular marketing, even though ideas and management always come from SCS."* (Lagercrantz, 2010)

The external agencies are used for services such as providing lists of media-sources in a specific area, contacting media, explain purpose with the campaign and to send out information. (Lagercrantz, 2010)

For PR purposes people closely related to cancer are often used. This, combined with local media gives good publicity and something everyone can relate to. In addition, SCS uses researchers from local or regional universities to strengthen its credibility. (Lagercrantz, 2010) In this way, SCS can both market themselves and at the same time disperse knowledge about the disease.

Campaigns also have their own web pages to disperse knowledge. They also provide information through SCS's information and support line, printed material, ambassadors and PR. (Svensson 2010)

4.6 The Campaigns Pink Ribbon and Mustaschkampen

Much of SCS's market practices consist of campaigns, such as the famous Pink Ribbon campaign held in October every year. Campaigns function as a way both to raise funds and to evoke opinion and raise awareness. (Tengelin, 2010b) In addition, Dahlén and Lange (2009) mention the work with the Pink Ribbon as good example of a way to concretize how people can support the organization, which according to them is an important factor when trying to form the opinion.

SCS's two large campaigns, Pink Ribbon and Mustaschkampen, connect the mission to raise money for research and to evoke opinion. Also, spreading information and knowledge is emphasized. The marketing for these two campaigns are aimed for both purposes. (Myrbäck von Melen 2010; Svensson, 2010)

Additionally, the campaign Mustaschkampen has a different approach to fundraising. This campaign uses its uniqueness and has, compared to the rest of SCS, a focus on competition. Donors of Mustaschkampen compete on how much they can raise and can win different prizes. Mustaschkampen also has a number of different partners and the Project Manager says that they are always looking for new partnerships in order to develop the campaign further and to find synergies with the existing partners. (Myrbäck von Melen 2010)

As most campaigns focus on a specific cancer disease, money raised during the campaign goes to research within that field. Earmarking funds goes against the organization's policy, but also creates positive brand awareness and raises funds that would not been raised otherwise. Campaigns are also one of the best channels to reach out with cancer issue messages explains the Donor Relations Manager, which is very positive for the organization. (Bromberg Sehlberg, 2010a)

However, it is interesting to hear the campaigns first being described as being part of the organization and that a clear strategy is to use them as part of a "house of brands". In other words, SCS wants to form "Cancerfonden's Rosa Bandet" or "Cancerfonden's Mustaschkampen" (Tengelin, 2010a). In spring, this strategy is abandoned and no longer regarded as necessary according to the Secretary General (Tengelin, 2010c). The brand recognition of all campaigns, as well as the organization itself, is large enough according to the PR Manager and people connect the campaigns to the organization. Therefore, campaigns can stand on their own (Lagercrantz, 2010).

4.7 Challenges

As breast and prostate cancer are the most common forms of cancer and there is a public interest in these diseases, much publicity is created around them. This helps SCS in their specific campaigns, especially when it comes to education and knowledge dispersion. (Tengelin, 2010a) The Donor Relations Manager explains that this publicity results in high donations and money for the organization. However, challenges arise, as the foundation principle of SCS is to support the best research projects regardless of cancer type. Difficulties lie in communicating cancer research, she explains. (Bromberg Sehlberg, 2010a)

> *"Our biggest communicating challenge is not to earmark campaigns and still keep and increase the interest of the organization. Cancer research is what should be communicated."* (Lagercrantz, 2010)

The quote above shows on a unified picture about the challenges in market practice within the organization.

The Donor Relations Manager explains that many of today's donors are elderly and know the organization well. However, time changes and more and more nonprofit organizations evolve. Donors therefore have more to choose from and have become pickier. In its strategy, SCS must and will focus more on transparency, she explains. (Bromberg Sehlberg, 2010a) From an internal customer survey SCS has gained insight in what donors want. One quote clearly talks about transparency as a key differentiator:

> *"They (the organizations) would be better off to be more transparent and openly report where the money goes."* (Augur, 2009)

SCS is transparent through for example its annual report where fund allocation is presented. However, the organization must be better in communicating this. (Tengelin, 2010a)

Challenges are not only found within structural dilemmas or over evolving organizations or transparency. SCS is an autonomous organization with a clear Swedish heritage. Many other organizations instead have international backup and much larger platforms to execute market practice. The Donor Relations Manager explains that SCS therefore must distinct itself and stand out by further emphasize its Swedish ground. She also believes the organization should not compete with the international organizations as these have other resources. Size is an important measure in the nonprofit market. It is therefore better to communicate the organization as the largest nonprofit organization raising funds for research than being placed on third place among all nonprofit organizations in Sweden. (Bromberg Sehlberg, 2010a)

5. Analysis

In this chapter we combine the theoretical model presented in chapter two with our empirical findings. Each section starts out with a very brief repetition of the theoretical category that is used to analyze the empirical material. At the end we give a short description of how the three categories can be combined to form market practice.

5.1 Exchange Practice

The exchange practice is the first practice included in the theoretical model described earlier and explains the actions that take place between the parties included in a transaction; in this case between the donor (and potential donor) and SCS.

5.1.1 Structure

In interviews one clearly notices that defining the core product is difficult and employees of the organization have different views depending on which department you ask. This could make economic transfers more difficult compared to commercial businesses and makes marketing for the nonprofit organization more complex. Though defining the product is not as straightforward, however all employees of SCS agrees that the donor should be seen as comparable to a customer.

Furthermore, today SCS rather than having a marketing department has chosen to spread the marketing functions on several departments, which differs from many other organizations' structures. With each department working with its own share of marketing there is a risk of inconsistency. However, as noticed throughout the thesis, the organization is in a transition period and the marketing structure will probably become clearer after the upcoming re-organization.

SCS uses other organizations helping out with marketing, such as advertising and PR agencies, and thus to some extent outsource some of their marketing, although the organization is always leading the projects. Today, this is common practice in most large professional organizations, and something that eases economic transfers as focus can be laid at core functions.

5.1.2 Transparency and Information Spread

Being a member of FRII and also in possession of a "90-konto", SCS is limited in their actions on the market. It also enhances transparency and consequently stabilizes the relationship to donors. Due to these memberships, the donors know that they can have more trust in SCS and can put certain demands on the organization.

As can be seen in studies of donor behavior, transparency is often top of mind when making a decision on where to donate. A donor often wants to see where his or her money goes. At SCS, fundraising and research financing is separated into two different sub-organizations making the processes disconnected from each other. Hence, the donor cannot trace donations to a certain research project and a researcher does not know who the donor is. This could be problematic as the donor must rely on SCS's prioritizations among research projects and cannot choose which type of cancer research he or she wants to support.

5.1.3 Relationships and Long Term Development

As donors are classified at SCS they are approached differently marketing wise; for example traditional mass marketing for common individuals and relationship focus for large and institutional donors. SCS must therefore master a wide spectrum of marketing techniques and be able to categorize different donors. Focus lies on gaining more loyal and recurring donors, which clearly is shown through the organization's goals and prioritized focus areas. It creates stability for both the organization, which receives an even and anticipated inflow of money and provides opportunities for cost cutting. It also stabilizes for the donor who can use automatic payment services to ease transactions. Through the recurring donations a relationship between the organization and the donor is created.

Relationships are very important for SCS. Today, much of the organization's marketing work deals with relationships. Through its new business area, large donations from few, SCS builds good and personal relations to large donors for long-term business. Relations to individuals are emphasized through flexible infrastructure and by trying to let donors come closer to the organization.

Relationships are used not only as a way to keep recurring donors, but also as a way to recruit more donors and as a tool in the organization's marketing. The network of ambassadors spreading SCS's message are increasing, hopefully resulting in raised funds and awareness, as well as the Donor Relations Manager's work of finding the right people is done through "warm contacts". Another important area for SCS is also its relationship to donors who already has connection to cancer, may it be personal or through friends or relatives. Support and service lines as well as information to these people are crucial for long-term fundraising and cancer research. If SCS did not have these different types of relationships, it would most definitely not have as much funds to distribute.

5.1.4 Developing Channels

For increased raised funds it is important to know who is, and how to reach, the donor. The organization must be top of mind when donors make their donation decisions, hence marketing needs to reach the donor and have an effect. PR and opinion making might not affect marketing in the short term, but leads to greater awareness for the cause and hopefully also a more conscious behavior in society. Furthermore, using PR as a marketing tool provides cheap space and marketing considered more trustworthy than regular advertising. SCS's strategic focus on PR increases knowledge and, indirectly, eases economic transfers.

Today, Internet is changing the work and becomes an integrated part of both marketing and donor relations at SCS. In marketing, Internet is an important tool for differentiation and communicating information. Internet and social medias also makes it possible to have two-way conversations with donors previously only reached through mass marketing. In the donor relations work it to some extent brings SCS closer to the donors, it opens up for more communication between the organization and its donors and also provides a new way to display who the donor is in a public arena.

Regarding actual donations, Internet also has a new role. It is now possible to make donations anywhere and at any point in time. It is also more cost efficient as administration is lowered compared to other ways of donations. By increasing the use of social media and the Internet, SCS not only is in a competitive position, it also enhances stable donor relations.

To conclude, the structure of SCS marketing work, their focus on relationships and their work with developing new channels are all ways to establish a more accommodated and stable connection to their donors.

5.2 Representational Practice

The second practice, representational practice, describes the market environment and defines the framework for a market on which the organization is active.

5.2.1 An External View

As can be seen in the empirical findings, people tend to perceive the nonprofit industry as one unit and do not differentiate between the different organizations, especially when something goes wrong. If one organization gets bad publicity, the others often also get into credibility trouble.

In addition, media often presents a one-sided image of nonprofit organizations, which SCS does not fit into. The Swedish (and global) nonprofit industry consists of several types of organizations that not always can be compared to each other. Large differences can be found within the organizations' missions, cause, work approach and strategy. One effect of media's one-sided image therefore results in people believing SCS should have volunteers working for the organization, and especially not have any costs.

As we have seen throughout the interviews, SCS clearly emphasizes that it is a fundraising organization and not a voluntary organization. SCS argues that there is a major difference between these two organizational types. SCS is a professional organization that costs money to run, which in turn results in better possibilities to raise larger funds and extend knowledge spread, than it would do as a voluntary organization. Nonprofit organizations are measured and receive attention the more funds they are able to raise, which makes professionalism an essential part for forming the market. Furthermore, SCS faces issues with people believing that the government sponsors cancer research and that the organization therefore would not add value to society. This incorrect fact is something the organization must be aware of and work to change.

At SCS, the Secretary General functions as a spokesperson for almost all areas. This results in that she personifies the organization and the image of it. Her words therefore become the words of SCS.

5.2.2 ...And an Internal

The visual material, such as logotype, homepage and other printed material, the annual report for example, all are items used by the organization to describe it self. The material is used to reach out to donors and it provides a unified image of the organization towards other stakeholders. Conformity is important, as all communication material leaving SCS has to be read and approved by the communication department, even though market practice is managed in several departments. This straightforward strategy results in a uniform contact with the external work.

SCS has a very strong brand and an impressive awareness most people in Sweden recognize. The brand used in market practice is a balance between on the one hand, protection and control and a "let-go" attitude on the other. As one of the main attributes of its external image, the SCS brand is sometimes controlled carefully and may only be used after strict frames, but at the same time needs to be used more freely to maximize brand awareness and create interest. The use of the brand might differ between the departments. However, the increased use of Internet and social media as market practice clearly affects the way the organization uses its brand. Sometimes it is more efficient not to fully control the brand.

As described in the empirical presentation, it is difficult to present a unified picture of the market that everyone involved can agree on. The interpretation of a nonprofit organization's market and its appearance differs significantly depending on the perceiver. It ranges from a market where the organization competes with almost everything about the donor's money and attention, to a market dominated by monopolistic competition where no direct competitors are present. The perception of the market reflects in the way people work with marketing and defines competition. Hence, the discrepancy makes it difficult to form a unified marketing strategy for the organization, which is a good example of how the representational practice affects the exchange practice.

Furthermore, to compete within this industry is much different from the commercial sector. The goal for SCS is not to take over a whole market with a complete market share of all donations. Instead the organization clearly respects the other fundraising organizations and their causes and missions. SCS competes in an industry where it is not always considered a good thing to compete. For example all causes are considered to be important by the organization and it does not want to take money from anyone else.

Instead, the most important factor is to engage in a good cause that itself attracts donations, not only to the organization but additionally also to the whole nonprofit industry, than to have a more attractive offer than other organizations. Furthermore, organizations with the same or similar cause or goal as SCS are not considered to be competitors even though they are competing for the same money or the same space.

5.2.3 Corporate Nonprofit Mix

Much of SCS's organizational structure and work processes are influenced by the commercial sector, and benchmarking exists, even though many of the organization's employees claim not to have any commercial sector role models. Instead, SCS employees like to talk about benchmarking against other nonprofit organizations. However, much of the terminology used at interviews is typical corporate language. One example is the frequent use of the word "customer" when the organization explicitly only have donors. A potential problem is that this word seems to be used without consideration on which other stakeholders that possibly could be called a customer. As we have seen, research organizations receiving the funds could just as well be thought of as SCS's customers.

Another example of influences from the commercial sector is that corporate market models are used throughout the organization. The reason for this can be that most of the employees have a background within the commercial sector and are used to that environment. The Secretary General even talked about the fact that SCS was about to be corporatized. SCS is thus in many ways comparable to corporations and more commercial structures. However, this is a phenomenon seen throughout the nonprofit industry and more and more organizations are in transition of becoming more professional and more similar to the commercial business, not only SCS.

5.3 Normalizing Practice

The normalizing practice, describes how different actors, through for example social norms and regulations, affect market practice. For SCS and the nonprofit market, both internal and external actors are a part of this practice.

5.3.1 The (Self) Regulation

The Swedish nonprofit industry is to some extent self-regulated by the organizations active within, mainly through FRII and SFI with the 90-konto control mechanism. Without much interference from the legislator, the industry has created a self-regulating framework and for SCS membership in FRII gives them a position where the organization can influence the rules and norms that are set up for similar organizations. Furthermore, membership within these control organizations means that the organization has chosen to be regulated, as members must follow the rules set. The decision to possess a 90-konto is also an active market practice to become regulated, but at the same time creating credibility that might be necessary to raise funds and reach the set targets.

5.3.2 Society's Expectations

The society has demands on the nonprofit organizations that sometimes can be really hard to live up to. However, the Donor Relations Manager said, "You cannot be a professional organization and have no administrative costs". Even though organizations are allowed to use up to 25% of their raised money for administrative costs according to the 90-konto rules, social norms have an even greater pressure on the organizations, and consequently an organization that would spend up to 25 % of its raised funds would find it hard to defend compared to other similar organizations. People and donors often find it hard to understand or accept that it costs money to raise money, which creates a market practice balance act for each organization. Effective marketing increases raised funds, but marketing spending must first be rooted among the donor community to get acceptance. People tend not to understand that if the organization invests money in its organization and fundraising activities, it may increase the raised funds.

The society seems to have higher demands and more expectations on the nonprofit industry than for commercial companies. In addition, media's coverage and reports from the nonprofit sector builds on and extends these expectations making it even more important to adhere to society's norms. SCS is well monitored and if it does not cohere, both the society and media would punish it. People react negative to things they have a personal connection to or are closely related to. Many donors have a closer relation to the organizations that they support than they for example have to the company from where they buy commodities. Therefore nonprofit organizations are sensitive to negative news.

5.3.3 Internal Steering to Influence

SCS is an independent organization with full control over all its actions. All decisions are made in Stockholm and the organization does not have to adjust to any international headquarters' rules. This differs from many of the other major fundraising organizations throughout Sweden and implies both pros and cons for the organization's work such as shorter decision cycles and top management closer to the operations. On the negative side the organization for example lacks economies of scale and sharing of best practices.

Besides regulations and norms steering the organization's market practice, SCS uses internal documents to form its strategies and actions, and consequently also the market. Much is steered by the operational plan, set each year, which regulates what type of marketing the organization should undertake, where strengths and weaknesses lie as well as clearly states the annual targets for both donations and knowledge spread. It is also the documentation used to annually evaluate the organization. Furthermore, SCS has, as a member of FRII, developed a quality code that guides practices and ethical standards for organizations in the Swedish nonprofit sector. This is similar to sustainability codes developed in the commercial sector. This is not only a strategic move; it also tells other organizations within the industry that SCS believes increased transparency and also more focus on ethical standards should be introduced. In turn, this creates legitimacy and increased trustworthiness that attracts donors to SCS and the whole nonprofit industry.

SCS sometimes break its own rules of not earmarking donations to specific cancer research, especially in the case of campaigns. In its mission, cancer as such should lie in focus, and only the most promising research projects should receive grants. However, people care more about some cancer diseases, making market practice towards these areas more efficient fundraising wise. With campaigns that earmark some money, SCS can more easily concretize its cause while also receive more publicity and donated funds.

5.4 Market Practice Made up of Three Main Practices

SCS engage in market practice based on many factors, mainly split between the three categories exchange, representational and normalizing practice. As can be seen in the analysis above, these practices often relate to, and are affected by, the other practices. Market activities such as PR, clearly affect the way external viewers of SCS perceives the organization. In addition, society's thoughts can later affect how the market is regulated. New regulations will in turn change how SCS is able to reach out to its potential donors with new marketing campaigns, relationship building activities or knowledge sharing. Next, we will describe the interactions between these three categories, as we have perceived the organization and its environment.

5.5 Interactions Between the Three Categories

According to the theoretical model, interactions between the three categories affect how practice within each category is managed. It is a constant interaction, where market practice is in transition and in turn forms the market for the organization.

Our impression is that SCS is an organization somewhere in between a typical nonprofit organization and a commercial company; it is very much like an organizational hybrid. On the one hand it focuses only on its good cause and knowledge sharing, and is perceived as a good organization. On the other hand, it is a very professional organization trying to raise as much funds as possible with the tools available on the market (or self-invented), such as campaigns, which in turn makes the organization less "good". Fulfilling all societal norms and still steer the organization towards professionalism and with a goal of raising more and more funds, creates somewhat of an ambiguous picture of, and a problematic arena, for the organization.

In addition, partnering up with companies becomes more common for SCS (probably the same for other nonprofit organizations), which leads the organization even closer to the commercial sector and this in turn has created a need for further changing people's perception of the term "nonprofit". Also, these partnerships has led SCS to build on their professionalism and realize new partnerships and relations where the organization no longer is in a position of only receiving funds and donations; instead they must now find "win-win" solutions where the partners benefit from having a relationship with the nonprofit sector. This is an example where the exchange practice influences the representational practice.

As can be seen, the exchange practice is to a large extent formed by the normalizing and representational practices. The social norms have had a great impact on the daily work within the organization. All marketing activities and much of the daily work are always conducted with potential reactions from the public in mind. It is a work progress that has developed over years and today is among the most important ingredients in the strategic and daily work; legitimacy and trustworthiness must always be on top of agenda. Market practices based on this forms the market as a factor much more present in the nonprofit sector than for the commercial. It also makes the industry more interesting as it limits the actionable space but at the same time strengthens organizational external image and reputation.

Organizational independency also affects the way SCS manages market practice, especially within exchange practice and how the organization is perceived based on the representational practice. However, even though the organization is independent and can make decisions that other nonprofit organizations in Sweden cannot, membership in the stakeholder organizations creates an environment where the independency is limited. The fact that almost all serious fundraising organizations are members of FRII and have a "90-konto" makes their working methods more similar than it probably would have been otherwise. All members need to follow the same rules and standards that are demanded by these control organizations. Interestingly, SCS however claims that the "90-konto" regulation rules do not affect its work methods as much as one initially can believe. The commercial sector is also built on voluntary organizations self-regulations as well as rules to follow. While commercial sector companies must rely on and follow the votes of shareholders, SCS must indirectly obey the wishes of potential donors, who can be perceived not as customers, but as investors of a good cause. The largest difference is that shareholders of a commercial company expect dividends, while an investment in nonprofit cancer research is not as straightforward, and the return comes later. External demands that limit the use of money for nonprofit organizations might even give a better incentive to make marketing and similar activities even more effective than they would have to be in a corporation.

All market practices therefore put SCS in a situation where it both wants and needs to change the common understanding of the term "nonprofit organization". People tend to associate it too much to voluntary organizations which gives a picture of an organization that SCS is not, which in turn results in exchange practices where the organization communicates its "professionalism" and need to cost money. It is interesting to see how often professionalism is used and how important it is for the employees of SCS to use right terminology so as not to be compared to organizations with similar missions but with other strategies. This terminology and picture clearly is an example of how the three practices form the market. It is our belief that SCS would benefit from a creation of sub-groups within the nonprofit sector where organizations were compared after the foundations and structures rather than "nonprofit only". With an expansion of the term nonprofit, SCS could eventually live out its full potential as a professional fundraising nonprofit, and still live up to society's norms and expectations.

A desire to change perception of the organization is not only seen through interviews where distinction between the types of nonprofit organizations is clear, it is also much present through the PR focus SCS has today. It is a tool that helps the organization change its image and also a way to affect rules and norms, both on the market and in the society. It is also important as it both supplements traditional marketing and satisfies the organizational knowledge-sharing goal. Moreover, it also gives the organization more credibility since it creates a feeling of less commercial communication. This shows how the exchange and normalizing practices are affected by the representational practice, in other words how SCS describes itself.

The relationship between exchange practice and normalizing practice is also clear when it comes to SCS's business model. The thorough system of allocating funds to projects is a system that no other organization has today. However, the system is very complex and hard to understand and donors cannot follow their money from donation to actual research. One idea could therefore be to let the organization earmark some of the funds to specific cancer research. It would mean a change from today's policy, but would create opportunities to develop exchange practice and possibly also raise funds further.

While changing of policies might not be market practice one will see in the near future, representational practice has constantly developed as the use of Internet, social media and relationship marketing now is seen more and more throughout the exchange practice. Relationship marketing models are borrowed from the commercial industry and used in the work with recruiting large donors and for finding partnerships. Benchmarking against other nonprofit organizations is conducted, which has resulted in the clear focus on using the Internet as a way to reduce administrative cost and to recruit recurring donors. Also, it has resulted in new positions and work duties within the organization and requires employees to have a reduced distance to their donors. New models and platforms for donations have changed the landscape, for example through the invitation of bloggers to meet with ambassadors and thereby creating marketing through new channels. SCS is considered as a frontrunner within the nonprofit sector, maybe because it has realized the potential new channels might have and seen what opportunities for long-term relationship building it can have.

Improved relations with both donors and the society in the exchange practice will change how the market is formed, and create new conditions for market practice. Stronger relations can decrease the pressure from external actors; it makes it easier for the organization to spread a better and more correct image of what it is and what it does, in other words affecting the representational practice. This will hopefully result in a better understanding for the marketing work.

Improved relations also stabilize the market and create a consistency as both SCS and its donors better know what to expect from each other, which enhances a more smooth type of transaction. The active focus on keeping and improving good relations however require adherence to the rules and norms, otherwise relations may be hurt or even terminated. The normalizing practice therefore constantly interacts with the exchange practice.

To sum up, we would first like to show on a clear example of the interactions between the categories that form SCS's market practice. SCS has through benchmarking of other nonprofit organizations (representational practice) seen that recurring donors are important for long-term fundraising. The goal of increasing recurring donors is formulated in the strategic operational plan (normalizing practice) for year 2010. In turn, this is seen in concrete actions (exchange practice), for example the development of the fundraising database and the new advertising concept "Livsviktig". It is possible that these actions will set new standards and norms, which later all nonprofit organizations should adhere to in order to attract donors. In that way, the market for nonprofit organizations will also change.

Finally, the ever changing organizational environment and especially SCS's upcoming reorganization will probably affect both the exchange practice and the representational practice. It is a result of market practice based on how the organization is pictured. Experience over time and active benchmarking against other nonprofit organizations as well as commercial businesses has formed new ways where SCS believes reorganization is needed to meet new demands of efficiency and structure. What effects such reorganization will have, and how the exact structure will look is something we have to wait and see. It is part of a market practice shaping a market.

6. Conclusion

Here we will try to give a brief concluding answer to the research question we presented in the beginning of the thesis. To answer the main question, we first give an answer to each of our sub-questions that together symbolize the categories in the theoretical framework.

At the end of the introduction we presented the main purpose and research question of the thesis. Time spent with the organization has resulted in the empirical presentation and our perception of how SCS's market practice forms the market and we will now try to conclude the main findings. As stated above, the main research question we want to answer is; *how does SCS's market practice form its market?*

We stated three sub-questions that would help us answer the main question. These are answered below:

1. *How does SCS work to stabilize the relations with its existing and potential donors?*

Today, SCS is engaged in activities that all aims at creating a relationship with the donor. Examples are new business models, new channels and concretization. More and more, these relationships are of long-term nature. This enables a more stable transaction system between all parties.

2. *How do external actors as well as SCS itself describe the organization and how is that reflected in its market practice?*

This study shows that the external picture of SCS is misguided and people's perception of the organization makes it difficult to behave as professional as it possibly could. Internally, SCS is aware of the different types of nonprofit organizations that exist and clearly wants to communicate that it is a fundraising organization. The organization would benefit if more nonprofit concepts were introduced, as "nonprofit organizations" today is too wide and complex. It results in difficulties to define competition and market share as well as to structure the organization.

3. *How do regulations and social norms affect SCS's market practice?*

The society has expectations on what a nonprofit organization should and should not do. Explicit and voluntary regulations set limitations for how SCS can act. In addition, the organization has internal steering policies in order to stay within the framework of its foundation such as not earmarking donations. These factors guides possible market practices as well as decrease transparency, which in turn affect fundraising. Campaigns, however, are hybrid models where the organization can deviate from some of the regulations and norms.

6.1 How Does SCS's Market Practice Form its Market?

In conclusion, the market for SCS is formed by market practices seen at different levels and departments within the organization. In its daily work, SCS enhances economic transactions through developing relations and new channels. It emphasizes its specific features within the nonprofit sector and actively tries to change perception of the industry. Everything is managed within a framework that the organization is a part of and forms. SCS is active in forming a market in continuous transition and with influences from nonprofit organizations all around the world and from other industries.

7. Discussion

This chapter discusses the thesis' results as well as its limitations. Suggestions for future research are also presented, as are final remarks.

7.1 Discussion of the Thesis' Results

The theoretical framework, developed by Helgesson, Kjellberg and Liljenberg, provides a good structure on how to define activities in an organization. The links between the different practices show that almost nothing is done in isolation from the market, everything affects it. Additionally, the model describes behaviors that probably would be difficult to explain by only using market and marketing theory. However, in our research we have noticed that part of the market practice conducted in our study object is rather similar to how researchers suggest it to be. Hence, the market practice is not completely disconnected from market theory.

We have realized that market practice is a rather complex and complicated topic. The fact that everything occurs in real time leads to that the findings can differ significantly, depending on when you study the organization's operations. The actors may learn from their previous actions and improve their behavior without any interference. Furthermore, studying market practice differs from a more theoretical approach in terms of how the empirical results can be analyzed. It is difficult to look at the results and say how things should be and in what way they should be changed. Instead, a market practice model provides guidance on how to interpret the findings and categorize them in a larger context.

Even though the answer to our research question presented in the conclusion could be perceived as slightly abstract, it is our hope that readers will understand the complexity of this topic. It is not possible to give a direct and short answer to how market practice forms the market. Both different factors and actors affect this formation. Moreover, in the analysis we have not discussed the actual market in much detail, mainly because of our focus on SCS and their market practice. In order to get the full picture of SCS's market and its developments, the other actors present on the market and their market practices respectively also need to be studied.

It is our hope that SCS can find the results of this thesis useful and be able to use part of it in its reorganization as well as for future marketing operations. We believe that we in a good way have been able to portray the organization's market practice and how it affects different parts of its environment and market conditions. Additionally, other actors within the nonprofit sector, both fundraising and other types of organizations, may find this thesis useful. It gives a picture of how the different practices can be framed in a nonprofit organization and how they correlate with each other.

The commercial sector could probably also benefit from looking at how the nonprofit sector works with markets and marketing. Nonprofit organizations, with SCS as a good example, put much effort into the creation of long lasting relationships with their donors. This is an example of where a commercial company can learn new ways of managing its customer relations, which in turn can increase profitability. We believe that both pressure form shareholders and media coverage increases in the commercial sector. In the future, companies might face similar market conditions as nonprofit organizations do today. Hence, the commercial sector could get inspirations from market practice in the nonprofit sector. As we have seen, today, the nonprofit sector is in many ways influenced by the commercial industry. Therefore, market practice in both sectors can influence and positively develop each other's markets.

7.2 The Thesis's Limitations

Even though our aim has been to make the study as reliable as possible it does have weaknesses. As stated in the method section, the reliability of this thesis is affected by the fact that we have gained access to classified information that we cannot distribute to other researchers. Furthermore, even though the snowball sampling method suits this type of study well, there is a chance that important opinions and interview objects have been left out of the study due to the way of selecting interviewees. Additionally, we have used interview guides and transcripts in order to keep the interviews as unbiased as possible, but there is a risk that our own thoughts and opinions have affected the interviewees and the results.

In order to increase the construct validity, we have tried to be as specific as possible and tried to ensure that the evidence reflects this topic. However, as stated above in the method presentation, the choice of study object and the decision to study only one organization decrease the construct validity of the thesis.

External validity is often poor in single case studies. As mentioned above, SCS is a good example of a Swedish nonprofit organization but not a perfect one. Hence, it is not possible to generalize the results of this study to all other nonprofit organizations without taking any organizational and environmental differences into consideration. However, we believe that it is possible to generalize parts of the thesis into theory due to the use of multiple sources and careful documentation.

To summarize, the reliability of this thesis is to be considered good and the results can be trusted. However the validity has its weaknesses and the results are not suitable to generalize to other nonprofit organizations or the industry without further considerations.

7.3 Future Research

In this thesis we have only studied market practice within one organization, SCS. In order to further increase the knowledge within this very interesting research area we will now present a couple of research suggestions. Firstly, we have only studied SCS during a rather limited time period, it would be interesting to follow how the market practice change and evolve over time and to see if the market changes accordingly. Secondly, in this thesis we have tried to cover all aspects of SCS's market practice, it would be interesting to go deeper into one department or part of the organization in order to see more details and gain a thorough understanding of the daily work. Thirdly, as mentioned in the thesis, the nonprofit industry does not just consist of organizations similar to SCS. Therefore, to get a broader picture of market practice within the nonprofit industry, more organizations need to be researched either individually or in a study that covers a number of organizations. Finally, as an independent Swedish organization, the market practice at SCS most definitely differ from market practice at nonprofit organizations in other countries, hence a study or comparison of market practice in organizations in different countries would be interesting to see.

To conclude, there are still many areas of market practice within the nonprofit organizations left to investigate in order to get a complete understanding of how it is conducted and how it affects markets. However, we hope this thesis can serve as a good starting point for future researchers and we want to wish them the best of luck.

7.4 Special Thanks

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Appendices

Appendix 1: Overview of Interviewees

Name	Position	Location	Date
Cancerfonden			
Ursula Tengelin	Secretary General	Cancerfonden's Head Office	2009-11-20 60 min
Ursula Tengelin	Secretary General	Cancerfonden's Head Office	2010-01-20 60 min
Ursula Tengelin	Secretary General	Phone	2010-03-09 60 min
Ursula Tengelin	Secretary General	Cancerfonden's Head Office	2010-06-17 40 min
Ursula Tengelin	Secretary General	E-mail	2010-08-09
Marie Hammargren	Director of Communication	Cancerfonden's Head Office	2009-11-20 60 min
Magnus Lindegård	Fundraising Manager	Cancerfonden's Head Office	2010-06-02 60 min
Anna Bromberg Sehlberg	Donor Relations Manager	Cancerfonden's Head Office	2010-06-17 80 min
Anna Bromberg Sehlberg	Donor Relations Manager	E-mail	2010-08-18
Jacob Lagercrantz	PR Manager	Cancerfonden's Head Office	2010-06-24 90 min
Ulrika Svensson	Project Manager Rosa Bandet	E-mail	2010-08-11
Alexandra Myrbäck von Melen	Project Manager Mustaschkampen	E-mail	2010-08-18
Informal Interviews			
Filip Wijkström	Researcher	E-mails	2009
Johan Pettersson	Digital Director	Starcom Sweden's Head Office	2009-12-30
John D. Branch	Lecturer	Stephen M Ross School of Business	2010-02-19

Appendix 2: Interview Guides

Interview guide 1:

Allmänt:

1. Berätta lite om Cancerfondens organisering
   a. Varför finns ingen marknadsavdelning?
   b. Hur ser kommunikationsavdelning, fundraisingavdelning och övrig organisation ut?
   c. Hur många är det som är verksamma på dessa olika avdelningar?

2. Vill Cancerfonden växa och bli större än vad det är idag?
   a. Om ja, vilka strategier arbetar ni med för att nå detta?
   b. Finns det något mål med detta som ni arbetar emot

3. Hur ser fördelningen av pengar ut inom organisationen? (Vilka pengar går till vad?)

4. Hur ser era samarbeten ut?
   a. Hur väljer ni partners att samarbeta med?
   b. Ökning eller minskning?
   c. Hur marknadsför de organisationen, och hur marknadsför ni ert samarbete?
   d. Finns det några risker med att partnersamarbeta? (tänk att företagen kan vinna mer)
   e. Vad ställer ni för krav på era partners?

5. Vilka intressenter har Cancerfonden?
   a. Vad anser du är organisationens viktigaste intressenter?
   b. Finns några volontärer? Om inte varför?
   c. Vilken marknad/intressent fokuserar Cancerfonden på? Klient, donator eller volontär etc.?

Market Communication:

6. Skulle du kunna beskriva er marknadsstrategi?
   a. Har ni en marknadsplan och i så fall hur ser den ut?
   b. Om ja, Arbetar ni efter denna i allt ni gör?

7. Har ni några specifika mål med er marknadskommunikation och i så fall vilka är det? Går det att mäta och följs det upp i så fall?
   a. Används kommunikation främst till att samla in pengar, att skapa uppmärksamhet eller att utbilda?
   b. Hur mäter ni effektivitet och hur kommunicerar ni detta?
   c. Vad är viktigast, fler givare eller att varje givare ger mer?

8. Lägger ni ner så mycket resurser på marknadsföring och marknadskommunikation som ni vill, eller skulle ni vilja ha möjlighet att lägga ner mer? Pengar, tid eller annat?
    a. Tänker ni någonsin på att ni är en ideell organisation i er planering med marknadskommunikationen, och vilka effekter får det i så fall?

9. Hur kommunicerar ni vad pengarna går till?

Segmentering:

10. Har ni några konkurrenter?
    a. Vilka organisationer konkurrerar ni främst med?
    b. Hur vill ni positionera er mot eventuella konkurrenter?

11. Vilka anser du är era kunder?
    a. Hur ser du på dessa?
    b. Hur ser du på begreppet kunder?

12. Segmenterar ni er marknad och i så fall vilket segment anser du att ni vänder er till? Geografiskt? Demografiskt? Aktiviteter/bakgrund?
    a. Hur anser du att detta skiljer sig mot era konkurrenter?
    b. Hur tänker ni när ni väljer detta segment? Blir det fokus på deras beteende eller deras attityd till organisationen som är viktigast?

13. Har ni någon huvudmålgrupp?
    a. Andra målgrupper?

14. Skiljer segmenteringen sig mellan Cancerfonden och Rosa Bandet?

Positionering:

15. Vad symboliserar varumärket Cancerfonden tycker du?

16. Vad kan man som kund förvänta sig av organisationen?

17. Genomför ni någonsin en varumärkes undersökning? Vad tycker folk om varumärket?

Marketing Mix (5p): (Promotion anses generellt vara den viktigaste av de 4 P:na för en ideell organisation)

18. Vad säljer Cancerfonden egentligen? (vad är Cancerfondens produkt?) Lägg till att Rosa Bandet ofta kommer upp som en lyckad produktifiering av en ideell service
    a. Hur fungerar er prissättning?

19. Vilka platser syns ni på i er marknadskommunikation?

    a. Internet?
    b. Är det växande eller ett ”måste”?
    c. Vilka kanaler använder ni och hur tänker ni kring dessa kanaler? (Radio, TV, Internet, annonsering, PR)

20. Använder ni någonsin tvåvägskommunikation?
    a. Twitter?
    b. Andra forum där människor kan kommunicera tillbaka?
    c. Om ja, vad är det folk säger? Positivt eller negativt?

21. Vilka former av promotion använder ni?
    a. Försäljningspromotion direkt innan donation, exempelvis några förmåner, rabatter etc?

22. Syns ni mer i redaktionella magasin idag än tidigare?
    a. Varför väljer ni denna PR-strageti?

23. Använder ni er personal i marknadsföringen, och i så fall hur?
    a. Hur stor del av er personal har någon gång kontakt med givarna?
    b. Utbildas er personal i er marknadsstrategi?

24. Vad anser du man bör göra för att nå fler potentiella donatorer?
    a. Kan man konkretisera Cancerfondens arbete ytterligare tror du?
    b. Hur kan man kommunicera det i så fall?

Rosa Bandet:

25. Vilka människor vänder ni er främst till?
    a. Skiljer det sig från övriga/normal donatorbas?

26. Hur hanterar ni företagssamarbeten i denna kampanj?

27. Är mustaschkampen ett sätt att utöka cancerfondens marknadsandel?

Donor behavior:

28. Hur ser donationsbasen ut?
    a. Månatliga?
    b. Engångskaraktär?
    c. Stora?
    d. Vad är mest önskvärt?

29. Ger ni något tillbaka till donatorer?

30. Varför tror du att människor väljer Cancerfonden framför andra organisationer att donera till?

31. Hur arbetar fund-raising avdelningen?
    a. Ringer ni, eller vilka aktiva projekt finns?
    b. Män/kvinnor fördelning?

32. Kommunicerar ni vilka som donerar pengar och varför väljer ni att göra det?

Interview Guide 2.a

Utbytespraktik

1. Hur arbetar du med marknadsföring i ditt dagliga arbete?

2. Har detta förändrats under din tid på Cancerfonden?

3. Hur påverkar det dig i ditt arbete att ni inte har någon marknadsavdelning?

4. Vad använder du för marknadsföringsverktyg i ditt dagliga arbete?

5. Hur ser er ”säljorganisation” ut? Finns den uppritad i något organisationsdiagram?

6. Vilka olika ”försäljningskanaler” anser du att ni har?

7. Vilka olika ”annonseringskanaler” anser du att ni har?

8. Varför har Cancerfonden ingen marknadsavdelning?

9. Vad anser du att ni säljer? Säljer ni något?

10. Beskriver ni hur folk kan donera?

11. Hur mycket beskrivning finns kring vart pengar går, och är detta något ni aktivt tänker på att ta med?

12. Hur sker prissättning?

13. Diskuteras eller förhandlas summan från större givare, eller tar ni bara emot vad ni får?

14. Hur ser du på givarna, är de era kunder eller era finansiärer?

15. Vilka skulle du säga är Cancerfondens kunder?

Avbildningspraktik

16. Hur ser ni på konkurrenter?

17. Anser du att ni har några konkurrenter?

18. Hämtar ni inspiration från någon annan organisation och hur de arbetar med marknadsföring?

19. Har ni någon annan organisation som förebild?

20. Vad symboliserar varumärket Cancerfonden tycker du?

21. Varför tror du att människor väljer att donera till Cancerfonden framför andra organisationer?

22. Har svaren på de ovanstående frågorna förändrats över tid?

23. Hur tror du media påverkar er? Arbetar ni mot media och tar in det som skrivs? Hur tänker ni kring skandalerna senaste tiden?

Normeringspraktik

24. Har ni någon uttalad och/eller nedskriven marknadsstrategi eller marknadsplan?

25. Hur ofta uppdateras eller ändras denna?

26. Finns det någon som är ytterst ansvarig för framställning och/eller implementering av denna?

27. Hur påverkas ditt arbete av de regler som gäller för ideella insamlingsorganisationer?

28. Har detta förändrats över de senaste åren?

29. Tycker du att ni styrs av fler regler än kommersiella företag?

30. Känner du att du påverkas av något tryck från samhället och/eller media i ditt arbete?

Interview Guide 2.b

1. Hur arbetar du med marknadsföring i ditt dagliga arbete med Mustaschkampen/Rosa Bandet?

2. Vad använder du för marknadsföringsverktyg och/eller modeller i ditt dagliga arbete?

3. Vilka andra organisationer eller företag tar du hjälp av i ditt arbete?

4. Hur ser du på begreppet konkurrenter? Anser du att ni har några konkurrenter?

5. Hämtar du inspiration från någon annan organisation och hur de arbetar med marknadsföring? I så fall vilken?

6. Vad symboliserar varumärket Cancerfonden respektive Mustaschkampen/Rosa Bandet tycker du?

7. Har ni någon uttalad och/eller nedskriven marknadsstrategi eller marknadsplan särskilt för Mustaschkampen/Rosa Bandet?

8. Finns det någon som är ytterst ansvarig för framställning och/eller implementering av denna?

9. Hur påverkas ditt arbete av de regler som gäller för ideella insamlingsorganisationer?

10. Känner du att du påverkas av något tryck från samhället och/eller media i ditt arbete?