

INSTRUMENTS OF THE MARKETING MIX IN NON-GOVERNMENTAL ORGANIZATIONS – THE RESULTS OF EMPIRICAL RESEARCH¹

Wioletta Kwak*

Abstract

The aim of the article is to present the instruments of the marketing mix of NGOs in light of empirical research. Marketing mix is the set of instruments for the implementation of marketing strategies of the organization. The paper presents selected results of research on the role of marketing strategies of non-profit organizations in creating value for stakeholders. In the literature one can find different concepts of “marketing mix”, for example, “4P”, “5P”, “7P”, “4C”. The survey results are presented in terms of “4C”. It is a concept by R. Lauterborn presenting marketing tools from the perspective of the organization’s client (Lauterborn, 1990, p. 26).

Keywords: *non-governmental organisations, NGOs, public benefit organizations, non-profit organizations, marketing mix, “4C”, marketing instruments*

1. Introduction

This study aims to present instruments of the marketing mix in the activities of NGOs (non-governmental organizations) in the light of empirical research. Marketing instruments have been presented in terms of “4C”, R. Lauterborn. In this perspective, marketing mix includes: customer value (value for the customer), cost (cost incurred by the customer), convenience (convenience of purchase), as well as communication (communication with the environment) (Lauterborn, 1990, p. 26).

The article uses the results of direct research conducted by the author². Non-governmental organizations from three voivodships (Małopolskie, Podkarpackie and Silesian), active in the area of social security (social services and assistance), were the subject of the study. All surveyed organizations (quantitative analysis) had the status of public benefit organizations (PBO). To collect data, the survey

¹ Publication financed from funds for the development of science 2008-2010 as a research project (Project funded by the Ministry of Sciences and Higher Education).

² The research project was to examine the role of marketing strategies of non-profit organizations in creating value for stakeholders. It included quantitative and qualitative research. This paper presents selected results of quantitative research. The study was carried out in 2009.

* Ph.D., Assistant Professor, Department of Management, Faculty of Social Sciences and Informatics, Wyższa Szkoła Biznesu – National Louis University, ul. Zielona 27, 33-300 Nowy Sącz, e-mail: kwak@wsb-nlu.edu.pl.

method was used. A total of 269 entities participated in the survey. Of all the questionnaires received, 253 met the formal requirements and were included in the analysis³.

The subject of research in the area of consumer value were the utilities supplied to various groups of organizations' stakeholders, offer stability, frequency and causes for its modification. In terms of costs borne by consumers, identification of their type and analysis of pricing policy for non-governmental organizations was investigated. Another level studied was the ease of purchase, the conditions of the accessibility of the offer. In the problem area concerning communication, an attempt has been made to identify the target group of promotional activities, and with which groups of stakeholders and in what way organizations communicate.

2. Marketing-mix – theoretical approach

Marketing plays a very large role not only in the operation of commercial entities, but also NGOs. According to the American Marketing Association (AMA) “marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners and society at large”⁴ (American Marketing Association, 2008). Sargeant writes that “real marketing begins and ends on a clear understanding of the needs of clients served by the organization. This concept therefore refers to all types of organizations, regardless of whether they are profit-oriented or not” (Sargeant, 2004, p. 26).

Various factors affected the implementation of marketing in non-governmental organizations. Progressive changes in the environment of the organization, affecting their activities need to be mentioned here. The changes in social policy, changes in social awareness, or the increasingly easier access to management and marketing specialists, enabling the use of their services should also be considered as the conditions for the adaptation of marketing orientation by NGOs.

Marketing strategies are implemented with the help of marketing instruments (so-called marketing mix). Specifying marketing instruments is one of the stages of formulating a marketing strategy of the organization.

Marketing mix is defined as a set of marketing elements with which managers implement marketing strategies on a specific target market, striving to achieve its objectives (Mullins, Walker, Boyd, Larreche, 2005, p. 18). M. Huczek emphasizes in his work that the marketing mix is “an internally

³ The sample in the Małopolskie and Śląskie voivodeships was chosen by drawing lots. In the province of Podkarpackie all PBOs active in the field of social security were asked to participate in the survey. This was due to a lower number of registered entities in the voivodeship.

⁴ The definition quoted originated in 2007.

integrated structure”, offering the possibility to influence developments on the market (Huczek, 2003, p. 83).

Over the years, many concepts of the marketing mix, consisting of different instruments have been developed. For example, the Frey (1961) concept consists of instruments divided into two groups: the offer (product, packaging, brand, price, service), methods and tools (distribution channels, personal selling, advertising, sales promotion, publicity) (as cited in Goi, 2009, p. 3). Lazer, Kelly (1962), Lazer, Culley, Staudt (1973) distinguish the mix of goods and services, distribution mix and communication mix (as cited in Goi, 2009, p. 3). Borden created the 12-element mix including: product planning, pricing, branding, distribution channels, personal selling, advertising, promotions, packaging, display, services, physical handling, fact finding and analysis (Borden, p. 9). The most common in the literature is the formula “4P”, which includes: product, price, place, promotion. McCarthy (1964) is the author of this concept (as cited in Goi, 2009, p. 3). Some authors began to add to the marketing mix, the so-called, another “P”. Booms, Bitner (1981) proposed “7P”, adding to the already existing elements: people (participants), physical evidence, and processes (as cited in: Brassington, Pettitt, 2000, p. 27, Goi, 2009, p. 3). Kotler (1986) suggested “6P” with: political power and public opinion formation (as cited in Goi, 2009, p. 3). In 1987, Judd added to the existing “4P” the people (people-power) component (Judd, 1987, pp. 241-247). In the literature one can also meet concepts of “8P” (Goldsmith, 1999, as cited in Goi, 2009, p. 3), even “15P” (Baumgartner, 1991, as cited in Goi, 2009, p. 3), or APPEAL (Hannagan, 1993, p. 95, as cited in Iwankiewicz-Rak, 1997, p. 96), “CAPS” (Lamb, Crompton, 1983, p. 210, as cited in Iwankiewicz-Rak, 1997, p. 96) and, mentioned in the introduction, the concept of “4C” by Lauterborn (Lauterborn, 1990, p. 26).

A classic formula of marketing mix presents marketing instruments from the point of view of the organization. The concept of “4C” by Lauterborn is, however, the recognition of marketing tools from the point of view of the customer. A marketing mix in this perspective is formed by: (Lauterborn, 1990, p. 26)

- customer value (“consumer wants and needs”),
- cost - cost borne by the customer,
- convenience - the convenience of purchase, the conditions of the accessibility of the offer, and
- communication - communication with the environment (promotion).

Such perspective seems to be particularly important in the case of NGOs, which operate in the name of important social missions. That approach has been chosen specifically to present the results of empirical research.

Non-governmental organizations are principally engaged in the activities in the form of service. Therefore, the role of the staff is very important in creating value for stakeholders. Separating staff as an independent instrument of the marketing mix, however, is not necessary. Its role is closely linked with the process of providing services (i.e. the product) and distribution (making the offer available). The product in NGOs is treated as a bundle of offer and service quality. This approach is shared by Iwankiewicz-Rak, who emphasizes the role of the personnel and importance of the quality and material aspects of the service process, at the same pointing out that these additional elements of the marketing mix (people, process, equipment) are essential for each process of providing services. As stressed by the author, they are the components of the service process or distribution. They are not new elements that go beyond the basic instruments of "4P", but are the effect of disaggregation (Iwankiewicz-Rak, 1996, p. 97).

The appropriate selection of marketing instruments is affected by many different factors. These include the first and foremost: the objectives of the organization, its resources and the conditions that prevail in the environment. In the process of developing marketing strategies organizations face many dilemmas, including (Kafel, 2006, p. 123):

- Provide comprehensive services to a small number of people, or little support to multiple recipients?
- Use narrow specialization, or diversify services?
- Concentrate their efforts on providing services or launch campaigns for change?
- Fight the causes of problems, or rather focus on mitigating their effects?

The answers to these questions have a significant impact on the composition of the marketing mix. The basic decisions that must be taken by organizations, concern (Niestrój, 2003, p. 394):

- The function and brand of the product, product range programme,
- Forms and financial terms of offer availability to customers,
- Channels of distribution, places to supply services,
- The composition of promotion (promotion-mix), value communication system.

NGOs, while constructing the composition of the marketing mix, should constantly bear in mind the interests of its stakeholders, the utility of the offer they desire, and additional values they may expect. It should be stressed that the marketing mix instruments to be effective should be coordinated with one another to form a coherent whole.

3. Implementation instruments of marketing strategies in the light of the direct research

In the adopted concept of the marketing mix – “4C”, the value for the client of the organization (addressee, stakeholder) is the fundamental element. The offer of non-governmental organizations should include the values the organization can offer to its recipients. The recipients, as recognized in this study, meaning various groups of stakeholders of the organization (the service recipients, donors, staff, volunteers, local communities, or society – as a whole). The organizations surveyed in this study offered differentiated values to its stakeholders (not just service recipients). This structure is varied.

The service recipients, according to respondents, in addition to receiving basic assistance resulting from the objectives of the organization activities, gaining, first and foremost, the opportunity to meet other people in similar position (65% of respondents recognized the value). Further benefits for beneficiaries, cited by almost half of the organizations, is the feeling of enhanced well-being and a better understanding of their position. Somewhat less important were found lessening relatives' burden and obtaining valuable contacts. The respondents (9.2%) also listed other benefits.

Organizations can offer certain values also to its donors. In the case of individual donors it is mainly the feeling of personal satisfaction resulting from helping those in need (81% of organizations) and sense of fulfillment of an obligation towards society (55.2%). Further values followed, such as establishing valuable contacts, obtaining recognition, enhancing self esteem, the opportunity to take advantage of tax benefits, and others. Non-governmental organizations believe that in the case of institutional donors, however, the values are mainly: the realization of the social objectives of donors (49.4%), gaining a social partner (43.8%), associating the company with a socially responsible entity (43.3%) and a sense of accomplished duty to society (41.2%). They were followed by: obtain recognition in the society, stand out in the market, opportunity to benefit from the tax advantages, and other. Non-governmental organizations create value not only for service recipients and donors. The beneficiaries of their activities are also other groups of stakeholders: volunteers, staff and members of the organizations, local communities, and society in general – as a whole.

The study shows that organizations, above all, offer their volunteers a sense of doing something good for the society and satisfaction associated with the activity, work experience, valuable contacts, an opportunity to show others their involvement in social activities.

For the staff, organizations also create other advantages, except for the remuneration (if applicable).The possibility to act in aid of important

social missions is the main value. An important advantage is also the fact that employees, working in the organization, establish valuable contacts. The other stated values were, among others: higher self appraisal, confidence in obtaining help in difficult situations, gaining recognition among friends.

The majority (56.2%) of the organizations see the advantage of service recipients' family/close relatives benefiting from the offer. Among these they listed lessening relatives' burden (physical and mental), strengthening family ties, emotional support, tangible and substantive support, in-kind assistance, expert advice, the possibility of their own development, gain experience, establish valuable contacts, participation in free training courses, trips, assistance in dealing with various issues, increase awareness on certain issues.

Almost 84% of respondents see the benefits to the local community resulting from the operation of the organization. These benefits are mainly: the opportunity of involvement in the activities of the organization, participation in events, sometimes free-of-charge use of the organization's services, in-kind donations, additional offer of free classes (e.g. for children), education, and sometimes even financial assistance, "eliminate people who, without the aid of the organization could become a nuisance for the local community ", the integration of children and young people from the local community with their disabled peers, sensitizing to the problems of others, a pleasant way to spend leisure time, and others. The most important value for this group of stakeholders, however, seems to be the fact that part of this particular community is aided by the organization, and the remainder can count on such assistance in case of problems dealt with by the organization.

Most organizations see the benefits for society – as a whole. The public can gain, among others, by reducing the number of social pathologies, raise public awareness on social issues, public education, better understanding of the problems and needs of the sick, disabled, marginalized, social inclusion, reduction of social diversification, etc. Due to the presence of NGOs in the society, people who find themselves in difficult situations can receive help. The state is somehow relieved of its obligations, and the services are better, more personal, based on sincere commitment of the members (staff and volunteers).

Customer (service recipients) service seems to be more important to the organization than acquiring donors. Almost 1/3 of the organizations, however, have never modified its offer, and 23.3% have, but very rarely. Frequent modifications to the offer (over the last 5 years) were declared by 15.8%, and very frequent by 4.2% of organizations. Based on the Kruskal-Wallis test, the results demonstrated that the frequency of offer modification does not depend on the geographical area of activities of the organization, the voivodship, and subjective evaluation of the financial condition (the

differences are not statistically significant⁵). However, it has been observed that there is a dependence of the frequency of offer modification with regards to the size of locality where the headquarters of the organization are located⁶. Organizations located in towns up to 5 thousand residents were the least likely to have modified their offers (Table 1).

Table 1. Frequency of offer modification depending on the size of locality with organization headquarters (N=239, % of indications)

Size of the locality	Frequency of offer modification				
	Very often	Often	Sometimes	Very seldom	Never
Up to 5 thousand inhabitants (N=26)	0,0%	11,5%	11,5%	23,1%	53,8%
6-10 thousand inhabitants (N=19)	0,0%	10,5%	36,8%	31,6%	21,1%
11-50 thousand inhabitants (N=60)	5,0%	16,7%	21,7%	21,7%	35,0%
51-100 thousand inhabitants (N=43)	0,0%	18,6%	25,6%	14,0%	41,9%
101-200 thousand inhabitants (N=39)	10,3%	12,8%	25,6%	38,5%	12,8%
over 200 thousand inhabitants (N=52)	5,8%	19,2%	32,7%	17,3%	25,0%

The most common causes for offer modification of the organization were the service recipients' (customers of the organizations) needs, financial capacity, as well as expanding the organization's activities.

The second instrument for implementing the marketing strategies of non-governmental organizations is the price, and more broadly – the cost for the customer. Research in this aspect aimed to identify how prices of services are shaped in NGOs, and to identify the type of costs (tangible, intangible) incurred by the various groups of stakeholders of the organization. Most of the organizations do not charge for the services (Figure 1).

5 Kruskal-Wallis test: grouping variable "geographical area of operation" (Chi-square = 2,783, df=3, Asymptotic significance = 0,426), grouping variable "voivodeship" (Chi-square = 2,331, df=2, Asymptotic significance = 0,312), grouping variable "evaluation of financial situation" (Chi-square = 6,053, df=4, Asymptotic significance = 0,195).

6 Chi-square = 11,987, df=5, Asymptotic significance = 0,035 < 0,05.

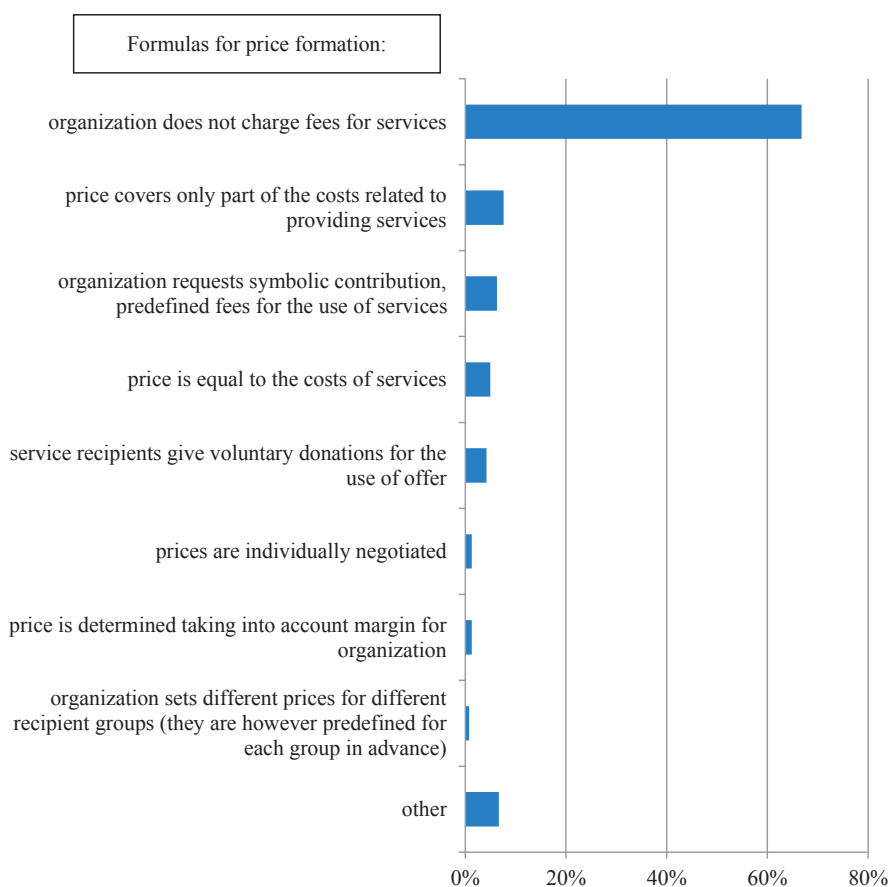


Figure 1. Formulas for price formation in non-governmental organizations (N=239, % of indications)

Responses of organizations that use more than one way of pricing services, such as e.g.: organization does not charge fees for use of the services and the price is equal to the cost of services, have been qualified as "other". It should therefore be noted that there are even more organizations that do not charge fees for the use of services offered, were we to take into account those entities for whom this is just one of the ways of price formation of their offers (the same will apply to other answers). One of the organizations indicated the use of four different forms of shaping price offer. Differences in price formation by non-governmental organizations located in different voivodships have been observed. These differences are statistically significant⁷. Free services are most often offered by organizations operating in the Silesian Voivodship,

⁷ Kruskal-Wallis test: Chi-square = 6,775, df=2, Asymptotic significance = 0,034 < 0,05.

and least likely to offer free services are the organizations in the Podkarpackie Voivodship (Table 2).

Table 2. Formulas for price formation in non-governmental organizations, depending on the voivodship of organization head office (N = 238)

Formulas for price formation	Voivodship		
	Małopolskie (N=80)	Podkarpackie (N=79)	Śląskie (N=79)
Organization does not charge fees for services	68,8%	57,0%	74,7%
Price covers only part of the costs related to providing services	5,0%	8,9%	8,9%
Organization requests symbolic contribution, predefined fees for the use of services	10,0%	6,3%	2,5%
Price is equal to the costs of services	2,5%	5,1%	7,6%
Service recipients give voluntary donations for the use of offer	2,5%	8,9%	1,3%
Prices are individually negotiated	0,0%	2,5%	1,3%
Price is determined taking into account margin for organization	2,5%	1,3%	0,0%
Organization sets different prices for different recipient groups (they are however predefined for each group in advance)	0,0%	1,3%	1,3%
Other	8,8%	8,9%	2,5%

Empirical research sought to answer the question whether the prices of services are seen as a barrier preventing some interested entities from using the offer. 73% of surveyed organizations believe that price is not a barrier (Figure 2). The perception of price as a barrier which blocks the access for the needy, is not affected (in a statistically significant way) by the geographical area of the organizations' activities, by voivodship or the size of locality housing the head office, nor by the self evaluation of the financial condition⁸.

⁸ Kruskal-Wallis test:: grouping variable "geographical scope of activities" (Chi-square = 4,047, df=3, Asymptotic significance = 0,256), grouping variable "voivodship" (Chi-square = 0,600, df=2, Asymptotic significance = 0,741), grouping variable "size of the city" (Chi-square = 8,793, df=5, Asymptotic significance = 0,118), grouping variable "evaluation of financial situation" (Chi-square = 5,958, df=4, Asymptotic significance = 0,202).

Service prices are a barrier preventing access by some entities to benefit from our offer

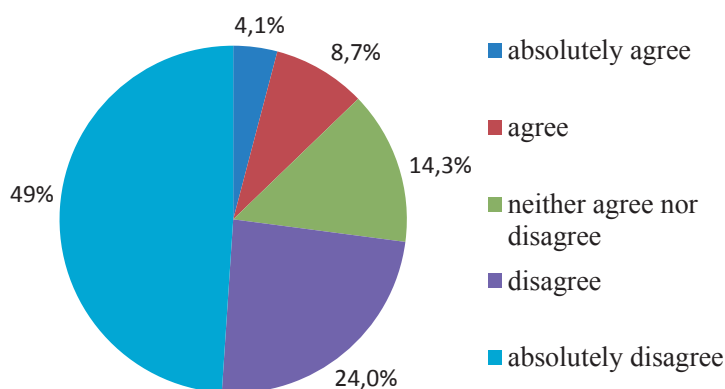


Figure 2. Price as barrier that prevents benefiting from the offer of the organization (N=196, % of indications)

The surveyed organizations were asked which, in their opinion, stakeholder groups must bear tangible or intangible costs in order to benefit from the activities of the organization. The responses received have been collectively presented in Table 3.

Table 3. Costs incurred by stakeholders of non-governmental organizations, according to their type (N = 198, % of indications)

Stakeholders	Tangible costs	Intangible costs
Service recipients	21,2	29,3
Family/friends of service recipients	16,7	37,9
Individual donors	57,6	15,7
Institutional donors	50,5	10,1
Local communities	15,2	27,8
Society in general (as a whole)	8,6	23,7
Public institutions	28,8	17,2
Media	6,6	26,3
Staff with contracts of employment	11,6	28,3
Volunteers	11,1	64,1
Organization members	40,4	67,2

Over 60% of respondents recognizes the intangible costs borne by volunteers and members of the organization. Almost 40% of respondents considers that such intangible costs are borne by the family / friends of the recipients. Few organizations believe that the intangible costs are borne also by the donors. Members of the organization, according to 40% of the respondents also bear tangible costs in order to obtain benefits from the activities of the organization. Striking, however, seems the fact that not all respondents indicated that donors incur tangible costs. Perhaps, some respondents understand that in terms of additional costs associated with the process of donation to the organization. 21.7% of organizations did not answer this question.

The third element of marketing instruments, according to the formula "4C", is a set of conditions to share the offer of the organization (convenience). It is essential for the distribution activities of non-profit organizations to facilitate access to the offer, for the recipients, and for the donors of making donations to the organization. 29.6% of surveyed organizations declared that in order to attract donors, they seek to expand the number of opportunities for making donations. 1/4 of respondents seeks to facilitate the procedures for making donations (Figure 3).

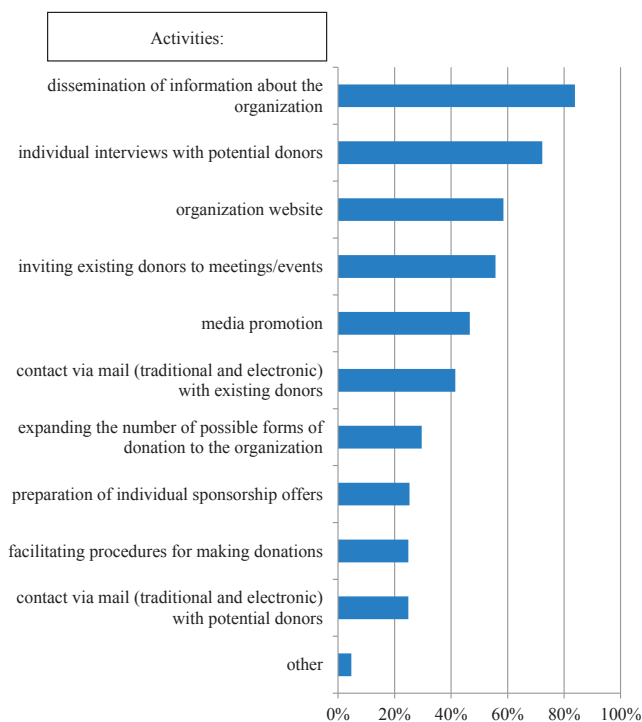


Figure 3. Distribution activities taken by the non-governmental organizations in seeking donors (N=253, % of indications)

Some differences in the frequency of taking particular distribution activities by organizations located in different voivodships have been observed (Table 4). For example, organizations located in Silesia, most frequently maintain their own websites.

The fourth element of the marketing mix composition, in the “4C” approach, is the communication with the environment⁹. Non-governmental organizations communicate with their stakeholders using for this purpose many different forms of communication: telephone conversations, ‘face-to-face’ conversations, group meetings, seminars, lectures, conferences, mass media, the Internet, e-mail. The most popular forms were the ‘face-to-face’ and phone conversations. These forms were used to communicate with all groups.

Table 4. Distribution activities of non-governmental organizations in voivodships under study

Activities	Percentage of organizations undertaking activities listed		
	Małopolskie	Podkarpackie	Śląskie
Dissemination of information about the organization	86,2	82,1	82,7
Individual interviews with potential donors	77,0	70,2	70,4
Organization website	58,6	46,4	71,6
Inviting existing donors to meetings/events	55,2	52,4	59,3
Media promotion	40,2	54,8	45,7
Contact via mail (traditional and electronic) with existing donors	44,8	36,9	42,0
Expanding the number of possible forms of donation to the organization	34,5	26,2	28,4
Preparing individual sponsorship offers	23,0	25,0	28,4
Facilitating procedures for making donations	21,8	23,8	29,6
Contact via mail (traditional and electronic) with potential donors	30,0	17,9	25,9
Other	4,6	4,8	6,2

It can be seen that the organizations relatively frequently communicated with service recipients, their relatives and volunteers through group meetings. Contact via mail with public institutions has also been used quite extensively. In communication with local communities, first and foremost, organizations

⁹ Communication of non-profit organizations with recipients, in the light of presented studies, was discussed in Kwak (2014). Therefore, research results for this instrument of the marketing mix, presented in this paper, are discussed briefly.

used the media available. Naturally, the ‘face-to-face’ conversation form dominated in contacts with employees.

Entities subject to the study (almost 90%) felt that non-profit organizations should engage in intensive promotional activities.

The most important groups of recipients of promotional activities of non-governmental organizations included potential donors and local communities, followed by service recipients, existing donors, volunteers and others (Table 5).

Table 5. Target groups of promotional activities of non-governmental organizations (N=232)

Groups of stakeholders	% of indications
Potential individual donors	60,3
Local communities	51,3
Potential institutional donors	49,6
Service recipients	39,2
Existing individual donors	29,7
Potential volunteers	27,2
Existing institutional donors	20,3
Society as a whole	20,3
Public institutions	15,1
Media	9,9
Other	0,9

Advertising in the mass media has been constantly used by less than 5% of organizations, while more than 15% of the studied entities stated they have never used it. Organizations have also used advertising on the Internet. Almost 23% of respondents admitted to the constant use of the means. A variety of additional promotional tools have often or sometimes been applied by almost half of the surveyed NGOs. It was very important for the organizations to create a positive image. 1/4 of respondents consistently organized activities in this area, and more than half of them, often or very often. Reaction of respondents to the statement that: "The organization does not attach much importance to its image in the society", confirms that the image in the society is important to the organizations surveyed. 85% of organizations disagreed with this opinion (34.6% of the answers "totally disagree", 39.5% of the answers "disagree").

As other ways of promotion, the surveyed organizations indicated, among others, events, special events, exhibitions, presentations, performances, posters, leaflets, radio/TV programmes, interviews on the radio and in

newspapers, information in the media about ongoing activities, discussions, parish announcements, internal marketing.

4. Conclusion

The study on the marketing of non-governmental organizations allowed, among others, for diagnosis and assessment of the marketing instruments in the formula “4C”, which consists of: customer value, cost to the customer, convenience (ease of acquisition), communication (Lauterborn, 1990, p. 26). These elements underlie any marketing strategies.

The offer of a non-profit organization must be understood in terms of the values it can offer customers. The organizations surveyed, offered numerous benefits to their stakeholders – not only the service recipients but also other groups (donors, staff, volunteers, local communities, society – as a whole). Recipients, as beneficiaries of the offer, bear various costs. Most of the surveyed organizations do not charge a fee for the use of their services. However, attention should be paid to the non-price costs, e.g. the personal time and effort contribution. In the area of offer availability and access, it is very important to facilitate access to the offer by the needy, and ease and simplify the task of the donors of aiding the organization. The final element of the composition of the marketing mix is communication. For NGOs, it is important to communicate with different recipient groups. The surveyed entities have used for this purpose, in varying scope, numerous available forms of communication.

References

- American Marketing Association. (2008). *The American Marketing Association Releases New Definition for Marketing*. Retrieved from <https://archive.ama.org/archive/AboutAMA/Documents/American%20Marketing%20Association%20Releases%20New%20Definition%20for%20Marketing.pdf>
- Borden, N. H. The Concept of the Marketin Mix. *Journal of Advertising Research*. Retrieved from http://www.guillaumenicaise.com/wp-content/uploads/2013/10/Borden-1984_The-concept-of-marketing-mix.pdf
- Brassington, F., & Pettitt, S. (2000). *Principles of marketing* (2nd ed.). Harlow, England: Pearson Education Limited, Financial Times, Prentice Hall.
- Goi, C. L. (2009). A Review of Marketing Mix: 4Ps or More?. *International Journal of Marketing Studies*, 1(1). Retrieved from http://www.ccsenet.org/journal/index.php/ijms/article/viewFile/97/1552%3Forigin%3Dpublication_detail

- Huczek, M. (2003). *Marketing organizacji non profit*. Sosnowiec: Wydawnictwo Wyższej Szkoły Zarządzania i Marketingu w Sosnowcu.
- Iwankiewicz-Rak, B. (1997). *Marketing organizacji niedochodowych. Wybrane problemy adaptacji w warunkach polskich*. Wrocław: Wydawnictwo Akademii Ekonomicznej im. Oskara Langego we Wrocławiu.
- Judd, V. C. (1987). Differentiate With the 5th P: People. *Industrial Marketing Management*, 16(4), 241-247.
- Kafel, T. (2006). *Strategie organizacji pozarządowych. Zarys problemu*. In A. Nalepka (Ed.). *Organizacje komercyjne i niekomercyjne wobec wzmożonej konkurencji oraz wzrastających wymagań konsumentów*. Nowy Sącz: Wyższa Szkoła Biznesu – National-Louis University w Nowym Sączu.
- Kwak, W. (2014). The Communication of Non-Profit Organizations with Their Stakeholders in the Light of the Direct Research. In A. Nalepka & A. Ujwary-Gil (Eds.). *Business and non-profit organizations facing increased competition and growing customers' demands*. Nowy Sącz: Wyższa Szkoła Biznesu – National-Louis University in Nowy Sącz.
- Lauterborn, R. (1990). New marketing litany; Four P's passe; C-words take over. *Advertising Age*, 1 October, 26.
- Mullins, J. W., Walker Jr., O. C., Boyd Jr., H. W., & Larreche, J.-C. (2005). *Marketing Management. A Strategic Decision-Making Approach*. New York: McGraw-Hill.
- Niestrój, R. (2003). Zarządzanie marketingiem. In J. Altkorn (Ed.), *Podstawy marketingu* (4th ed.). Kraków: Instytut Marketingu.
- Sargeant, A. (2004). *Marketing w organizacjach non profit*. Kraków: Oficyna Ekonomiczna.