The Refugee Crisis, Non-Governmental Organizations and Marketing

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ABSTRACT

This Master Thesis aims to examine the implementation of marketing by Non-Governmental Organizations (NGO's) that operate in Greece and are attempting to tackle the recent refugee crisis. Ever since the late 18th century, Non-Governmental Organizations have been trying to deal with several issues from human suffering to saving the environment. As every other organization, NGO's ought to market themselves in order to achieve their goals. However, how do they market the organization? On the one hand, marketing is essential to familiarize them with the public but on the other hand marketing is a concept intrinsically linked to for-profit organizations. This research explores the ways that NGO's find successful to promote their efforts. Therefore, the main research question of this thesis is "How is marketing perceived and utilized by Non-Governmental Organizations in Greece?". In order to answer the aforestated research question, ten in-depth interviews with employees of six NGO's which operate in Greece and are involved with the refugee crisis, were conducted. Furthermore, a thematic analysis was performed on the data collected from the interviews. The findings indicated, that even though NGO's do not like to be associated with marketing tools, they do resort to using promotion strategies, which include advertisements on television and printed press, as well as utilizing social media. Moreover, the data revealed that, even though NGO's do not compete, the industry is a competitive one and non-profit organizations only cooperate, when it is towards a common target. However, all interviewees believed that in general, there is a negative public perception of NGO's and it is an issue that renders their task challenging. This in turn could have an impact on their efforts and thus, render the use of marketing in NGO's a subject for further research.

KEYWORDS: Marketing Strategies, Non-Governmental Organizations, Non-Profit Sector, Greece, Social Media

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1. Introduction

According to Peter Drucker, marketing is the process by which one discovers existing needs of others and then meets these needs (Drucker, 1990). Based on this comprehensive definition, one can understand that the science of marketing is not limited in its application, to commercial companies, but it extends to any organization that observes society, identifies a need and is organized in order to satisfy it. Consequently, in this sense, marketing extends to non-governmental organizations (NGO's) with some variations due to the different nature of the industry. The industry of NGOs' social, humanitarian services is growing, rapidly worldwide and so is society's philanthropy. The number of existing NGOs has been growing rapidly the during the past fifty years. (Turner, 2010). There are now many NGOs quite large in size undertaking very important actions and missions. In general, the size of an NGO is measured through their annual revenues (Wecker & Ahmed, 2007), with some of them having revenue streams of several million dollars (Morton, 2012). NGO's, nowadays have a dynamic presence, since, as Turner and other researchers claim, "International Non-Governmental Organizations are an important part of the global civil society and play a significant role in world affairs" (Turner, 2010).

The ongoing European refugee crisis, which started in 2015, has undoubtedly marked a new era for the countries in the European Union. Some citizens feel compassion, others fear that most governments are unable to control the constant flows in their countries. Consequently, turmoil has been arising. In the European Union, the number of first-time asylum applicants increased dramatically from 563,000 in 2014 to almost 1.26 million in 2015, with most applicants originating from Syria, Afghanistan and Iraq (Eurostat, 2016). The ongoing current events in the Middle East are forcing tremendous amounts of people to seek refuge to peaceful European countries by attempting to cross borders mostly illegally and by putting their own lives at risks. Several European countries enacted border closures, which resulted in a growing number of refugees finding themselves unable to continue their journey (Wirth, 2016).

Greece is one of the countries mostly affected by this crisis, since they act as one of the "bridges" between Asia and Europe, with daily refugee arrivals (UNHCR, 2017) that are so high as to be unmanageable. Consequently, several already existing or newly emergent Non-Governmental Organizations, of which some are Greek and some are international, have been attempting to alleviate this crisis. The ongoing political and economic crisis that is taking place in Greece the past 7 years is rendering the government ineffectual in dealing

with the enormous numbers of people arriving daily, without help from other nations or international NGOs. Therefore, there has been a dramatic increase in the number of NGOs operating or existing in the country, since the crisis began.

While in several countries, the important role of marketing in the NGO sector, particularly effective techniques, has been recognized, in other countries including Greece to a large extent, NGOs are currently facing the "challenge" of using marketing tools, such as the tools Sergeant has pointed out, specifically for NGO's: Overall Direction, Segmentation Strategy, and Positioning Strategy (Sargeant, 1999) . It is a fact that NGOs' image suffers in Greece and they are not viewed positively, which renders their goal, particularly through the use of marketing tools and strategies, quite challenging; the constant quid-pro-quo between political actors and NGO's has been severely damaging their public images, since their legitimacy and transparency are being questioned, even though it is a very standard practice between the government and several agencies or organizations (Kourapanis, 2012). Therefore, the negative image of NGO's is due firstly, to the nascent development of the organizations themselves in combination with the clientelistic practices of the Greek government and secondly, it is due to the relationship of NGO's with the Greek media, which are that ones that can shape the public's opinion (Frangonikolopoulos, 2014). Media in Greece, which have been characterized as "a watchdog" for the government and are able to divert the public's attention, in a period when a plethora of NGO-related scandals were exposed, they reproduced these news for some days and reached a guilty verdict for the NGO's in the court of public opinion (Valvis, 2014). For these reasons, the topic of NGOs' marketing behaviour is of particular interest and was chosen as the theme of this research work, which focuses specifically on NGO's that provide social and humanitarian services during the refugee crisis.

Overall, there is a plethora of existing research on the subject of NGOs' marketing (Gainer, 2010); (McLeish, 2010); (Andreasen & Kotler, 2008). However, there is not enough research conducted on the marketing approaches NGOs, particularly in Greece, choose to follow during this refugee crisis, given the fact that they will take any help provided. However, globally as Bob claims in his book "who shall support, the savviest or the neediest?" (Bob, 2005).

Consequently, the following research has been formulated:

"How is marketing perceived and utilized by Non-Governmental Organizations in Greece?"

Moreover, the following sub-questions were formulated:

1. Do Non-Governmental Organizations in Greece use marketing strategies and how?
2. How is a marketing plan perceived by Greek Non-Governmental Organizations linked to the refugee crisis?
3. Which marketing tools or strategies are regarded as effective towards meeting Greek NGOs' goals for addressing the refugee crisis?

Hence, this research will investigate the application of marketing approaches of NGOs that offer social and humanitarian services in Greece.

Last but not least, it is worth mentioning that this research will be exploratory, since as mentioned earlier there is an academic literature gap when it comes to the arketing tools practiced by Greek NGO's or most of the field of NGO marketing consists of research that was conducted in previous decades (Brennan & Brady, 1999); (Drucker, 1990); (Kotler, Ferrell, & Lamb, 1987). The fact that organizations that alleviate social problems in Greece currently are now needed more than ever, makes this thesis relevant to NGO's Marketers or lack thereof (Yannas, 2004), the government and the public as well. In addition, it would be interesting to explore how the NGO's comprehend the way they promote their causes and through which tools, since already existing literature indicates that NGO marketing seems to be vastly disapproved by the public.

2. Theory & Previous Research

2.1. Defining Non-Governmental Organizations

Defining NGOs has been discussed extensively in the academic field (Salamon & Anheier, 1997). A more concise definition has been offered by Vakil, which states that NGOs are ''self-governing, private, not-for-profit organizations that are geared to improving the quality of life for disadvantaged people" (Vakil, 1997). Therefore, Non-Governmental Organizations cannot be confused or compared with other types of groups such as trade unions or other professional associations. As far as their legal form is concerned, an NGO could be a public non-profit entity or a private legal non-profit entity in the form of an association, an institution, a third-party company or a fundraising committee, etc. (Salamon & Anheier, 1992). Additionally, NGOs can be divided into the following subsectors, based on the field they are active in: Arts, Education, Human Services, Public Benefit, Health, Other (Trussel, Greenlee, & Brady, 2002).

The key difference that distinguishes non-profit organizations from others is their goal: the social benefit. In contract, the goal of for-profit organizations is primarily profit, even when using Corporate Social Responsibility (CSR) plans (Prasad & Holzinger, 2013). More specifically, other companies aim primarily to engage an audience which would lead to higher profits while NGOs focus on those parts of the population that are facing some social problems, as well as people who might be able contribute to their efforts beyond their organizations' employees (Kotler, Roberto, & Lee, 2002). Those in the second group typically are or become volunteers or donors.

2.2 Non-Governmental Organizations & Marketing

The industry of NGOs first went global around the 1970s. Apart from globalization, that can be due a factor that was not taken into account from NGO's before: emergencies and humanitarian crises (e.g. Cambodian humanitarian crisis). Moreover, another factor that led to NGO's going multinational was the use of modern media technologies (Aldashev & Verdier, 2009). International coverage and publicity and access to upgraded communication systems promoted more than sufficiently American NGO's, which had a major advantage to European NGO's that operated alone. According to the aforementioned marketing definition, NGO's are often excluded from consideration for study, since in the non-profit sector there is no tangible product to sell or any monetary exchange. Until 1970, marketing was only seen as

a tool for for-profit organizations but Kotler and Levy highlighted, in 1969, how marketing could be used in order to promote the work of NGOs (Kotler & Levy, 1969). Furthermore, McLeish states that during the 1970s in the USA the audiences started showing distrust or indifference towards the actions of NGOs (McLeish, 2010). In combination with political changes as well as the introduction of television in peoples' lives, they preferred more privatized ways of social engagement instead of more collective forms (Skocpol & Fiorina, 1999). McLeish states that this change of public opinion in combination with the economic struggles NGOs started facing as well as the pressure by the competition forced NGOs to begin changing their relationship with the market and their overall approaches.

NGO marketing could be defined as the internal functions of an NGO, which include the "planning, pricing, promotion and distribution of programs and products based on the needs, expectations of the target groups and the organization itself and its main aim is creating an effective communication program so that the organization's objectives are disclosed" (Kotler, Ferrell, & Lamb, 1987).

2.2.1 Social Marketing

The term "social marketing" was introduced by Philip Kotler and Gerald Zaltman in 1971 in order to describe the utilization of the principles and techniques of marketing towards the advancement of a social aim, an idea or a behaviour. More specifically, according to the two researchers, social marketing is defined as "the planning, implementation and monitoring of programs intended to contribute to the acceptance of social ideas and includes product design, pricing, communication, distribution and market research" (Zaltman & Kotler, 1971).

More recently, the definition expanded to the "use of principles and techniques of marketing in such a way that the public voluntarily accepts, rejects, modifies or abandons a behaviour for the benefit of individuals, groups and society as a whole" (Kotler, Roberto, & Lee, 2002). The difference in the two definitions lies mostly in the fact that the new definition underlines that the goal is beneficial to a group of a people or society as a whole. Social marketing can be used by commercial companies such as advertising agencies or public relations agencies that cooperate work with organizations or companies whose goal is to implement corporate social responsibility (CSR) programs, state agencies and Non-Profit Organizations (Kotler, Roberto, & Lee, 2002).

Nowadays, social marketing is used vastly in the public health sector in order to promote the stopping and prevention of smoking (Hastings & McDermott, 2006), the proper

use of pesticides (Flocks, et al., 2001) and physical activity (Stead, Gordon, Angus, & McDermott, 2007). Additionally, social marketing is also used in other parts of social life such as the promotion of safe driving and the prevention of drug abuse (Hastings, 2003). Initially, social marketers focus on altering individual behaviours and secondly, on pressuring legislation and policy makers on inducing social change. Based on the above examples, social marketing can be used in any situation where there is a critical social behavior needs to change. In many cases, when this objective is achieved, an active dialogue with the public and the understanding of their needs is required (Hastings & McDermott, 2006).

Social marketing is in the process of maturity (Andreasen, 2003) and can provide the appropriate tools in order to promote a desired idea or behaviour (Stead, Gordon, Angus, & McDermott, 2007). However, despite its efficiency, social marketing practices have been criticized on several occasions due to the use of fear stimuli in their communication strategy that aims at promoting the desired idea or behaviour (Hastings, Stead, & Webb, 2004). These fear appeal messages exploit the emotional approach and attempt the stimulation of strong emotions (Zotos, 2000). Hence, in campaigns related with health issues (e.g. anti-smoking behaviour) or social behaviour (e.g. domestic violence), it is a common practice to use images or messages that they cause such fear to the receivers to the extent that is deemed immoral. This practice, apart from the ethical issues it raises, it may possibly lower the effectiveness (Laczniak, Lusch, & Murphy, 1979). Consequently, when designing these types of campaigns there should be limits and consideration of the ethical dimensions of the campaign.

More particularly, as far as the refugee crisis is concerned, in previous years, more shocking advertising was used, which led to harsh criticizing of the public (Nawakil, 2015). The same research indicated that recent campaigns carried out by NGO's have utilized other types of engagement in order to attract and stimulate support for the Syrian people. These campaigns focus more on "optical illusions and hyperreality" (Nawakil, 2015), which includes games and optical illusions. This was due to the phenomenon of "compassion fatigue", which renders the spectators unfeeling and uninterested when bombarded with a plethora of shock images (Moeller, 1999). These different types of campaigns did not include images or slogans that would cause pity or compassion, but would appeal to the public due to the practices of "playful consumerism", while provoking the spectator to take action immediately without plenty of effort (Chouliaraki, 2010).

Chouliaraki indicates the World Food Program (WFP) campaign named the "No Food Diet", which took place in 2006. The video of this campaign shows a mother who is putting

rocks to boil, while putting her children to bed. The voiceover indicates that this is old tip of hoping that the children will fall asleep and tricking them to think that the dinner is almost ready. The voiceover, while making a mention to the popular Atkins diet, indicates that this is the no-food diet and "it is so effective that 25.000 people" are following it everyday (Chouliaraki, 2010); (World Food Programme, 2006).

Furthermore, one of the main components of the holistic marketing approach is the Social Responsibility marketing, which expects organizations to examine and acknowledge the impact their organization might have on the social well-being (Kotler & Keller, 2006). It is not uncommon that the customer's wishes and the public's welfare are not aligned. Therefore, organizations ought to consider this component of the holistic marketing approach in order to satisfy the customers.

Academic research has stated that according to the kind, the action and the influence of an NGO, there are other customers that they are related to whose relationships are less formal than those that are traditionally established in the for-profit sector (Brennan & Brady, 1999). The same authors claim that NGO customers can be described through the "six markets model". This model conceptualizes NGO customers as six different markets: the customer market which included recipients of the services and donors; the referral market; the influential market; the suppliers' market; the internal market and the recruitment market (Brennan & Brady, 1999). This way, the NGO market becomes distinct from the for-profit sector and are enabling the organizations to focus on the different aspects of their field on a way that will render them more successful.

Sargeant, on the other hand, states that NGO's view marketing as unnecessary, disruptive or immoral (Sargeant, 1999). However, the world has changed substantially the last two decades due to technology and globalization, a fact that has resulted to NGO's utilizing quite frequently marketing tools and strategies in order to ensure their viability (Clarke & Mount, 2001). Through this adaptation, NGO's are able to better customer satisfaction, improve resource allocation and increase donations.

Consequently, based on the above it becomes evident that any marketing strategy that infiltrates NGOs and the way they operate, it is able to aid the organization in the efficiency of their actions and facilitate their interaction with the rest of the actors in the industry (Warnaby & Finney, 2005) and also has some kind of social aspect.

2.3 Marketing Mix

The notion of Marketing Mix, which was first introduced around the 1950's, was later clarified and classified as the 4 P's of marketing, thus the tools any organization should utilize to achieve their goals. These four elements are the product, the price, the place and promotion (McCarthy, 1964). In the case of NGO's, the term "product" is replaced by the term "program" or "service". The product that is essentially offered by these organizations are support programs or systems without of charge for people who are in need of them (Smith, Bucklin & Associates Inc., 2000). These programs may be the core product of NGO's. However, some NGO's do offer products, such as cards and notebooks, which are bought by donors and volunteers and increase the NGOs' resources.

As far as the element "price" is concerned, it contains the financial and material assistance, as well as the volunteer work that the public offers in order to support the organization in achieving its goal (Smith, Bucklin & Associates Inc., 2000). Through attracting donations, NGO's are able to secure the necessary recourses for surviving and thriving. For instance, some NGO's require a specific amount of money for a donation for a specific program (e.g UNICEF requires 29$ as a monthly fee in order to become a part of the "Global Parent" program (UNICEF, 2012) but for the majority of programs, the donor has the freedom to donate any amount he or she wishes (McLeish, 2011). Financial support from individuals is also provided through annual subscription, emergency calls to crisis, support to TV marathons as well as planned events. Additionally, except from monetary donations, the public can donate material goods as food, clothing etc. or volunteer. Consequently, in general, the concept of "price" refers to anything an individual "must do or pay" (Kar, 2011). The fundraising Department is the one that defines and lists the necessary amount of resources in order for the NGO to be effective and it can only operate efficiently when it understands that the core of the NGO are the donors and ensures long-lasting relationships with them (Mullin, 1995).

For the majority of NGO's, "place" is defined as the geographical coverage that the organization operates in. Some NGO's have global coverage, such as UNICEF, while others only operate within the borders of a country or a region. It should be noted that most NGO's choose in which area to focus their activities based on the existence of social problem and how they can aid to their resolution (Smith, Bucklin & Associates Inc., 2000). Additionally, "location" is also perceived as where the NGO's provide their services (e.g. NGO's that provide services inside a refugee camp).

The use of communication techniques by NGO's is an example that indicates the shift towards marketing and its tools. The communication program of an NGO contains four stages from which the public cross (Smith, Bucklin & Associates Inc., 2000). Firstly, the NGO comes in contact with the public and projects its self in order for the public to become aware of them, thus this stage is called "awareness". Secondly, the NGO communicates its characteristics, services and program to the public; this stage is called "comprehension". The third stage is called "conviction". In this stage, the NGO attempts to convince the general public of their usefulness and the value of their efforts, which leads to the final stage, "purchase". In the final stage, the NGO seeks to aspire the public to participate and strengthen their actions, as well as their efficiency.

2.4 Marketing and Promotion Methods

The term "promotion", which as mentioned before is one of the 4P's of the market mix, implies the efforts an organization is making in order to render their product or service recognizable by the customers or the public and thus, raising brand awareness (McCarthy, 1964). Kotler and Keller state that in order for promotion be successful and deliver the appropriate message to the appropriate target audience, several factors should be taking into account in the promotion mix (Kotler & Keller, 2006) or the organizations risk their message not having the desired effect on the public (Kotler, Roberto, & Lee, 2002).

Therefore, all factors of the promotion mix should be taken into consideration. Namely, these factors are "advertising", "direct marketing", "public relations" and "sales promotion" (Kotler & Armstrong, 2013). In the case of NGO's marketing, the last factor will not be analyzed, since it is not a common practice between them. "Sales promotion" is often used by for-profit organizations in order to motivate the customer to purchase their product or service and familiarize them with their brand (Kotler & Armstrong, 2013).

2.4.1   Advertising

"Advertising" refers to any type of compensated promotion of an idea, product or service (Kotler & Armstrong, 2013). This form of promotion is highly efficient, especially for a newly founded NGO, since the organization is able to inform about their existence and increase their visibility to the public. Therefore, the organization seeks to use any medium

that is broad enough in order to reach the public. Each advertising medium (television, radio, press, the internet) had its own advantages and disadvantages. Table 1 explains further these advantages and disadvantages. Objective of the NGO is to utilize as well as combine any medium necessary in order to achieve visibility at lowest possible cost (Belch & Belch, 2013).

Advertising Medium	Pros	Cons
Television	1. Wide coverage 2. Attention catcher (combination of sound, image, motion)	1. Expensive for NGO's (Cost of producing it and cost purchasing airtime) 2.Legislation usually does not allow NGO's to air their ads at prime time, but only late at night
Radio	1. Low cost 2. Targeting wide range of audience 3. Local coverage when needed	1. Only use of sound, which does not catch attention as easily as other media
Press (Magazines and Newspapers)	1.Long duration of the advertisement 2.Targeting a specific audience 3.In case of magazines, it is easier to create impressive pictures due to the paper quality 4.In case of newspaper, prestigious	1.Only image use 2.In case of newspapers, bad quality of paper may impact the image 3.Printed media are only targeting an older audience 4.Internet era is affecting the sales of printed press sales
Internet (Website and Social Media)	1.Inexpensive 2.Wide coverage 3.Delivers information faster and in a more informal way 4.Directness	1.The website needs maintenance and the social media accounts need to be managed

Table 1: Pros and Cons of each advertising medium (Kotler, Roberto, & Lee, 2002)

2.4.2 Direct Marketing

This method of promotion is based on customizing and personalizing the message in order for it to appeal easier to an individual (Kotler & Keller, 2006). This is done either through a personal meeting, through mail or e-mail or telephone. Direct mail or e-mail marketing is often used by NGO's and it usually included information about the identity of the organization and a particular program. It informs the customer about how it is possible help by either making a donation or where they are able to volunteer. This method constitutes an easy way for the organization to communicate their goal and it attracts the reader since it looks like a personalized message and it motivates the reader to take action. Additionally, through lists of people that are bought off usually by commercial organizations, it is easier to target and keep track of the response they are getting from the public (Kotler & Keller, 2006). Direct marketing can also be conducted through personal meetings, which usually are conducted with the already existing donors or with for-profit organizations.

2.4.3 Public Relations

Kotler defines Public Relations (PR) as "building good relations with the company's various publics by obtaining favourable publicity, building up a good corporate image, and handling or heading off unfavourable rumors, stories and events" (Kotler & Armstrong, 2013). As far as NGO Public Relations are concerned, it is described as the process of assessing the behaviors and attitudes of groups of interests towards the goal of the NGO (Smith, Bucklin & Associates Inc., 2000). These groups of interest may include NGO employees, donors, volunteers, businesses, the government and society.

Publicity, which is considered to be sub-category of PR, offers free media coverage and makes the NGO visible without the cost of advertising (Kotler, Roberto, & Lee, 2002). The main publicity tools that NGO's use, include press releases, articles, reports, interviews of NGO's representatives as well as participation in talk shows. Press releases, which are either announced in the NGO website and social media account or sent directly to the press, often inform about the development of existing programs or announce new ones. They contain description of events or the NGO's actions without advertising the NGO.

Another publicity tool for NGO's is articles in magazines, newspapers as well as television reports. Articles and reports provided detailed information about NGOs' actions and are very effective, since they approach a wide audience, while television reports, which are also considered more prestigious can also have the same impact.

2.5 Social Media

2.5.1   Facebook

The majority of NGO's nowadays, if not all, have created a Facebook account for the organization in order to promote their actions as well as being able to engage with the public. On Facebook, one can easily measure the "friends" of the NGO and the people who chose to follow the information the NGO's disperse online. Facebook also allows the person who manages the account observe and analyse the statistics of the account, or what Beth and Fine refer to as "Insights" (Kanter & Fine, 2010).

These "Insights" firstly include the number of fans and more specifically, the total number of Facebook users who have liked the page. This number indicates the target audience of the account and the number of people who can see what the NGO has posted and thus, the potential number of people who might see a post if it gets re-shared. Secondly, the account manager can also see the number of people who "are talking about this". This occurs when a Facebook user mentions the name of the NGO. Thirdly, it is possible to observe the participation of the fans concerning each post: the likes, the comments, the shares. Moreover, the NGO employee who manages the account is able to see the origin of likes and how the users became fans of the NGO (through their newsfeed, their website etc.). Furthermore, if there is campaign running, it is particularly helpful for the NGO's to see the ways the users found their page and thus, decide if the campaign is succeeding or if it is preferable to focus their attention on other ways of reaching the public. Last but not least, the account manager is able to see the total number of pageviews, as well as the unique visitors of the page. Consequently, Facebook, except for providing a free online platform to promote the organization, also provided the NGO with analytics that could really aid them target better their audiences and consider their approaches.

2.5.2   Twitter

On Twitter, NGO's can firstly see the number of people who are following them, but also their own posts that have been re-shared by other Twitter users. Moreover, the persona who manages the Twitter account can see user question or responses, which translate to the mentions of the NGO's name, when an @ is added in front of the name of their account. NGO's are also able to observe how many users have followed them on a monthly basis and there are other services, such as TweetReach, that can track statistics about the Twitter account (Dugan, 2011).

2.5.3   YouTube

An account on YouTube allows NGO's to upload videos or promotion spots to advertise their actions, as well as mini documentaries, which inform the public about their actions. The account manager is able to see the total number of views of a video on a monthly basis and the number of YouTube users that have subscribed to the NGO channel. Moreover, one can see the number of comments under each uploaded video as well as the number of times that a user has shared their video on the Internet. Last but not least, the account manager can see the country of origin of the viewers, which can enable the NGO to consider their approaches on targeting specific audiences geographically (Robertson, 2010).

2.6 Challenges in the Implementation of Marketing by Non-Governmental Organizations

Research has indicated that in certain occasions the public is totally unaware of the ways NGO's operate. Many have the impression that NGOs are small, family organizations which function through volunteers committed to the purpose of the organization and are in no way connected to commercial organizations or the methods the latter use (Saxton, 2004). Saxton also states that for a fairly large part of the public, "charities should never get "caught marketing"". The majority of the public has a very rose-tinted view on the way these organizations operate and get funded but it appears that charity marketers want the public to maintain this skewed perception, since they fear that awareness of their marketing activities could potentially have a negative impact on donations.

Consequently, based on the above, there is a vast gap between public perception and actual practices followed or to be followed by NGOs. This perception forces numerous NGOs, which are already operating based on marketing techniques attempting to "hide" or eventually not follow the principles of marketing fearing the negative public opinion. However, according to the Drucker Foundation for Non-profit Management, the operation of NGOs should be based on detailed communication in order to ensure that the public comprehends how the organizations functions and that marketing is a tool used with not only the aim of profit for for-profit organizations but also with the aim of social well-being for NGO's (Peter F. Drucker Foundation for Nonprofit Management, 2002).

Brennan and Brady in their research also highlight the challenges NGOs face when attempting to implement marketing strategies (Brennan & Brady, 1999). Firstly, they point out how the "non-financial objective" of NGOs does not facilitate the implementation of marketing strategies. Secondly, they mention the difficulty NGOs face when it comes to trying to alter the public's opinion about a specific topic or manage to persuade their beneficiaries to act on specific issues.

Moreover, according to Sargeant, NGOs face several other struggles such as unforeseen changes in the global environment (Sargeant, 1999). Additionally, they struggle with limited or no resources, while looking towards the general well-being of society and maybe occasionally having to sacrifice some of their interim goals and of course being concerned with what their donors want.

2.7 Non-Governmental Organizations in Greece

The number of Non-Governmental Organizations in Greece has been increasing rapidly in the past years, due to mainly the current economical struggles the country is undergoing and that create new social needs. The ongoing refugee crisis has yet become another social issue that just added on the already existing problems Greece faces. The legislative framework is still in embryonic form, which raised doubts about their operation. However, there have been some recent attempts to regulate or self-regulate the NGO field (Transparency International-Greece, 2012).

The term "Non-Governmental Organization" makes its first appearance in the Greek legislation in 1998 on the development of the National Social Care System and then in 1999 on a development aid bill. However, the Greek legislation does not include a definition of the concept, which has been formed only through practice and mainly through the NGO's

themselves. When talking about NGO's, civil society is a term closely related, since the goal of most of these organizations is to promote "organized activities in an open and democratic society" (Makrydimitris, 2006). However, NGO's and civil society are still not defined enough. In Greek literature, the term "civil society" has been delimited even as the place "between households until the entrance of public buildings" (Sotiropoulos, 2007), which is vague, at best.

Even though in previous years, there has not been a specific tally or estimate on the number of NGO's existing in Greece, recently in 2015 the Political Science Department of the University of Peloponnese in cooperation with several other organizations, completed the intricate work of registering all the NGO's that are active in the country (Fotiadi, 2015). This report indicated that there were 468 organizations in Greece (Greek Civil Society Network, 2015), whose actions mostly reflect the difficult economic period the country is going though.

In a non-profit organization, one important goal is often attracting new members or volunteers, as well as maintaining the already existing members. Another important main goal is maintaining and increasing donations in order to ensure funds. Effective communication programs are generally regarded as the key to succeeding these two goals. And Greek NGO's are no different (Fantis & Spanos, 2014).

However, Yannos states that most NGO's rely on their volunteers to carry out the job of promoting the organization and its actions. He criticizes severely the fact that public relations are not conducted after at least professional counselling and he believes that if the organizations want to be able to achieve their goal sufficiently and successfully, they should seriously consider hiring professional public relation counselling services (Yannas, 2004).

3 Research Design & Rationale

3.1 Sampling Procedure

This research aims to answer the aforementioned research question through in-depth interviews. According to Holstein and Gubrium, in-depth interviews "provide a way of generating empirical data about the social world by asking people to talk about their lives" (Holstein & Gubrium, 1997). Therefore, this approach was chosen to examine the marketing approaches utilized by NGOs. Followingly, to draw conclusions from the in-depth interviews, the content analysis method will be used, and more specifically thematic content analysis in order to identify common trends and key elements of the way NGO's operate.

Based on the type of the research question and the nature of information that needs to be obtained, semi-structured interviews were conducted. Semi-structured interviews allowed to ask the same questions to each interviewee but simultaneously offered flexibility through probes in order to allow a dialogue between interviewer and interviewee. A semi-structured interview is not just a conversation nor does it follow the strict form of structured questionnaire, thus giving the interviewees the chance to expand on the concept, as well as other important aspects linked to it (Darmer & Freytag, 1995). A positivist position was used and gave the possibility to adapt the interview to the position and experience of each interviewee, thus extracting valuable data. At least ten separate interviews were conducted with employees of large or domestic NGO's located in Greece and that are attempting to alleviate, or address in some fashion, the refugee crisis.

According to the Master Thesis guidelines, the sample for this thesis consisted of ten interviews. Purposeful sampling method will be used, since the interviewees were targeted according to their profession and knowledge of the field (Bailey, 2007). The final sample consisted of ten professionals each of whom work in one of the ten aforementioned NGOs. The employees were selected according to the position they have in the organization and were preferably be associated with the marketing or Fundraising aspect of the NGO. Through the in-depth interviews, conclusions were drawn about the organization, the operation and the marketing techniques utilized. The NGO's Doctors Without Borders, Doctors of the World Greece, Action Aid Hellas and Metadrasi were chosen due to their reputability, size and actions (Global_Geneva, 2016). The rest were selected due to their actions, their reputability in Greece and due to contacts the researcher already has in the

organizations. The most important criterion was the actions the NGO's are taking in order to alleviate the refugee crisis in the region.

After months of searching for the aforementioned NGO's, the list included the following organizations: Metadrasi, Arsis, Doctors without Borders, Doctors of the World Greece, Action Aid Hellas, the Smile of the Child. These organizations were chosen according to the size and actions of the NGOs and of course their willingness to participate in the research. Mandatory criterion was that the organizations were to assuage the refugee crisis. Table 2 indicates the action of each NGO.

Non-Governmental Organization	NGO Goal
Arsis	Social support for youth and advocate for their rights
Action Aid Greece	Fight against poverty, inequality, climate change, HIV.
Doctors Without Borders Greece	Medical crises, health care
Doctors of the World Greece	Medical crises, health care
Metadrasi	Migration & Development, interpretation services, protection of unaccompanied children
Smile of the Child	Protection of children's rights

Table 2: List of NGO's and their goal

Sources: (Arsis, 2017)*;* (ActionAid Hellas, 2017)*;* (Doctors Without Borders Greece, 2017)*;* (Doctos of the World Greece, 2017)*;* (Metadrasi, 2017)*;* (Smile of the Child, 2017)

The potential interviewees were approached through different channels. In the organizations, in which expertise professionals, such as doctors volunteer, access was gained through interpersonal and professional referral, while for the rest contact was made through acquaintances.

Each interview focused mainly on the following themes, based on the research question and the already existing academic literature. These themes will be related to the NGO's operation, the marketing tools they utilize and the field of NGO's in Greece. Furthermore, it was investigated if they consider the tools they use as marketing and how they define it; Is it social marketing or just marketing? Further details about the interview appears below in the sub-chapter Operationalization. As aforementioned, it is anticipated that

the NGO's either do not employ any marketing agencies (Yannas, 2004) or they do not call their promotion efforts as marketing, fearing that the public will view them negatively (Saxton, 2004).

The interviews were conducted in April, May and June 2017. Each interview lasted approximately 50 minutes and were conducted either virtually or preferably face-to-face. A sample of the questions that are going to be asked can be found in Appendix 1. After conducting the interview in Greek, they will be transcribed and a summary of 200 words will be provided in English as the Methodological Guidelines suggest. In order to draw conclusions from the in-depth interviews, content analysis was utilized and more specifically thematic content analysis. Through this method, after a careful transcription of the interviews, the answers were coded and placed into categories with the aim of identifying common trends (Hardy & Bryman, 2004) and the usual tendencies of how NGO's operate.

However, it should be noted that the NGO's contacted by the researcher were extremely reluctant to participate in the survey. The ten interviews that were conducted were not easy to procure. Through official channels, it was almost impossible to gain access to people working in the NGO's. The majority of them informed me that they would prefer not to disclose any information on the NGO's economic activities. Moreover, a lot of the people I contacted informed me that they also would not prefer to make public in any way the channels they use to promote their goal or how their relationship is with donors, even though anonymity was reassured. Moreover, since the interviews were to be contacted with "elite" interviewees, the type and the importance of the research has underlined when contacting them (Herzog & Ali, 2015). This rendered the collection of data quite difficult. During the interviews, the interviewer had to pressure them to answer some of the questions or had to skip them altogether.

The criteria of reliability and validity are vital when conducting qualitative research. In order to ensure reliability, the same questions will be asked in all the interviews so as to guarantee consistency and neutrality (Noble & Smith, 2015). As far as validity is concerned, it is assured since the in-depth interviews, the sampling method and the way the data will be analysed are appropriate to answer the research question. Therefore, the results will reflect the data (Noble & Smith, 2015).

3.2 Operationalization and Topic List

The list of questions, which can be found in the Appendix, consisted of 37 questions and any extra sub-questions that the interviewer deemed necessary to ask, depending on the answers of the interviewee. Thirty-seven questions were asked, which were divided in five sections. The number of questions were enough to cover around 45 to 55 minutes, depending on fast or slow the interviewee was talking or how talkative they were. According to Hermanowicz, these number of questions, including the probes, which are already included in the list, is adequate for an approximately one-hour interview (Hermanowicz, 2002) Excluding the introductory questions, the questions were divided in four main sections; marketing and social marketing, Media, NGO Cooperation and marketing and Greek People and NGO's.

Before the interviewee started answering the main questions, the interviewer requested some information about them. This information revolved around the type of position they hold in the NGO they are employed at, as well as how long they have been employed there. The introductory questions included asking the interviewees the goals of the NGO they are working at and what are the groups of people they help. These questions made clear which organization they were working for as well as making them feel more comfortable, since it is important to create a good link with the interviewee at the beginning of the interview (Hermanowicz, 2002).

The second section of questions focused on marketing and social marketing. Initially, the interviewees were asked if they were familiar with those in term in the context of their organization. These questions aid on collecting data about whether NGO employees refer to their promotion strategies as marketing or not or if they are even aware that they are using marketing or social marketing strategies, since as aforementioned in the theoretical background NGO's are not comfortable with the term marketing whatsoever (Sargeant, 1999). Gradually the questions in this section, become more specific, by making the interviewees replying to specific techniques they use in order to promote the organization's goal: market research, target audiences, segmentation, donors, PR agencies. By asking these questions, data is collected on the ways NGO's in Greece gather information, choose to help a particular group of people in need and how they inform the public about their actions. The next section deals with the media the NGO's use to promote their actions. In the previous section, most of the interviewees had mentioned some type of media use on behalf of the NGO. However, in this section they were asked specifically about what media the NGO utilizes and how (e.g. social media, television).

Moreover, the next section, "NGO Cooperation and Marketing" focuses more on the NGO industry, the competitors in the industry as well as the cooperation among NGO's. By asking these questions, the interviewees can shed light on the way NGO operate and/or cooperate in media efforts to aid in a specific common goal. Lastly, the last section focuses on concluding or summative and general information. These questions delve into how the Greek people view NGO's and if the public access them through media to volunteer or offer help when needed.

3.3 Interviews

Table 3 indicates a more detailed description of the interviewees. It Should be noted that all interviewees preferred to stay anonymous.

Interviewee	NGO	Position	Time with the NGO	Virtual or Face – to – Face Interview
Interviewee 1, 38- years-old	Metadrasi	Social Worker	9 months	Face-to-Face Interview
Interviewee 2, 32-years old	Metadrasi	Promotion Consultant	1.5 years	Virtual Interview
Interviewee 3, 35-years old	Metadrasi	Assistant in Fundraising Department	1 years	Virtual Interview
Interviewee 4, 26-years-old	Doctors of the World Greece	Social Media Manager	2 years	Face-to-Face Interview
Interviewee 5, 28-years-old	Arsis	Social Worker and Promotion Consultant	2 years	Virtual Interview
Interviewee 6, 28-years-old	Doctors Without Borders Greece	Financial Controller	1 year	Face-to Face Interview
Interviewee 7, 42-years-old	Doctors Without Borders Greece	Doctor, Involved with Promotion Events	6 years	Face-to Face Interview
Interviewee 8, 31-years-old	Action Aid Greece	Fundraising Manager	3 years	Virtual Interview
Interviewee 9, 32-years-old	Smile of the Child	Psychologist, Involved with Promotion Events	2.5 years	Virtual Interview
Interviewee 10, 38-years old	Smile of the Child	Fundraising Manager	4 years	Virtual Interview

Table 3: List of Interviewees with age, position and method of interview

3.4 Data Analysis

After the interviews were conducted, they were transcribed and thematic analysis was performed. Thematic analysis facilitates the emergence of the common themes and ideas from the data that are collected through the interviews (Braun & Clarke, 2006). The method facilitates the research due its flexibility and makes it appropriate for several types of studies and works as a particular tool to reveal the underlying patterns in the collected data.

According to the Braun and Clarke, thematic analysis is performed in six different stages: getting familiar with the data, producing the initial codes, seek for the themes within the initial codes, reexamine the themes, name and title the themes and lastly, write the final results (Braun & Clarke, 2006). These steps were carefully applied in order to complete every stage as instructed. Therefore, after transcribing the conducted interviews, the researcher became more familiar with it, since it is a lot of material to get acquainted with. Moreover, initial coding was conducted as well as pointing out important passages in the data that are possibly useful for deciphering underlying themes, without staying attached to the theoretical framework of the study. Thirdly, any common codes were merger in order to create the underlying concepts, which in continuance let to the creation of themes and sub-themes that were emerging from the data. Last but not least, the final themes were check for internal and external homogeneity in order to establish that different and independent from each theme were created. Following Braun and Clarke stages can ensure the transparency of the research along with the advice of Hermanowicz on conducting successful interviews.

4 Results

In this part of the thesis, the data that was collected through the interviews will be analyzed and presented. The results will follow the order of Table 1 as one can see above: Marketing & Social Marketing tools and techniques, Media, NGO Promotion and the Economic and Refugee Crisis.

Main Themes	Sub-themes
Reluctance to participate	
Marketing & Social Marketing	"Promotion"
	Market Research and Segmentation
	The Public
	Donors and Volunteers
Media	Television & Press
	Social Media & Website
NGO Cooperation & Competition	NGO Cooperation
	NGO Competition
NGO's Opportunities & Threats	Opportunities & Threats
	NGO's in Greece and Abroad

Table 4: Main Themes and Sub-themes

4.1 Staff Turnover and Interview Issues

Surprisingly, the introductory questions, which concerned the position the interviewees hold in the NGO and their time with it, rendered some interesting findings. Six out of the ten interviewees have been employed by at least three NGO's in the past decade. Most of them referred to it as job-hopping from one organization to another. According to the interviewees, this phenomenon has emerged the past decade in Greek NGO's. It is mostly due to the fact that most organizations only offer contract of six to eight months and they do not renew them easily. They prefer to employ people through programs that the European Union has enforced in Greece, which are designed to address unemployment. Therefore, many employees that are on very short-time contracts are also paid partly through the EU and not the NGO. Moreover, another reason this is happening is due to the fact that other governmental agencies sometimes offer big grants to an NGO in order for them to ease the situation in a particular location for a particular cause. Consequently, a lot of people rush to such NGO's in order to

be employed by them since as the interviewees pointed out, they tend to pay top notch for those tasks. One of the interviewees stated that:

"When I hear that an NGO has just ensured a new grant from the EU, the first thing that comes to my mind is to remember who I know in the organization and if I could be employed there for the next year doing anything… Sometimes even managing something trivial, pays way too good… It usually is an opportunity one cannot just dismiss."

Metadrasi Representative

Moreover, the data collected from the introductory questions indicated that every interviewee, when asked in general about their organizations they instantly start talking with much more confidence while promoting the organization and trying to convince the interviewer to either donate or participate. All of them, after talking about the general goal of their organization, focused on the current actions they are making to relieve the refugee crisis almost like and television advertisement, with very similar way of talking and even with similar words. They also made an effort to convince the interviewer that the organization they are working for is the only that uses e.g. translators in order to communicate with the refugees. Consequently, one can see that the employees of NGO's are very integrated and passionate on the work of their organizations. Moreover, this also may indicate the fact the NGO employees have been trained to speak in particular rhetoric or have a particular type of behavior, when talking about their organizations.

4.2 Reluctance to Participate

As aforementioned in the research design, there was a lot of difficulty in order to ensure the interviews. NGO employees were very reluctant in participating. When trying to clarify on why they did not want to participate in the research, most of them stated that it would not be wise to disclose publicly the channels or media the NGO uses in order promote their goal. After conducting the interviews, it was concluded that the industry of NGO's in Greece is quite competitive at the moment. Most organizations are trying to ensure as many governmental or EU grants as possible in order to continue their actions and therefore, they do not want to make known how they utilize marketing tools or techniques in order to render their actions know to the public eye. Moreover, most of the interviewees were very unwilling on answering any question concerning the economic state of their organization or the annual

budget concerning marketing tools. In addition to that, they were unwilling to share with the interviewer plans or even details about marketing techniques or how they prefer to use social media or who is in charge of their social media.

After conducting the first two interviews, it was becoming evident that the data collected was not adequate, since some of the questions were left unanswered. Therefore, for the rest of the interviews, the interviewer was searching for particular campaigns that each NGO has run the past years. In this manner, it was become easier to converse further with the interviewees concerning their marketing. They felt more at ease to discuss some details, since they felt that the interviewer had more knowledge about the organization. However, even when asking about particular campaigns, the interviewers were focusing on those and not on the bigger picture and their marketing plans.

Consequently, this could question the transparency of the way NGO's operate. Even though most of the questions that were included in the questionnaire are public knowledge, given the fact that NGO's are required by law to make public their incomes, there was no evident reason why the interviewees would seem unwilling to answer.

4.3 Marketing and Social Marketing

Several sub-themes appeared that fall under marketing and social marketing. These were Promotion; Market Research and Segmentation; the Public; Donors and Volunteers.

4.3.1   "Promotion"

This sub-theme refers to the way all of the interviewees were referring to the word marketing. Unexpectedly, instead of using the word marketing or social marketing, all ten of the interviewees refer to it as NGO promotion. They would refrain from using the word "advertising" as well. One of the interviewees even indicated signs of annoyance, since he stopped the interviewer from asking the next question by letting the interviewer know that it is not called NGO marketing but NGO promotion:

"… I would like to stop you right there. In our organization, we do not refer to these things as marketing but as promotion. Marketing is a thing that only for-profit organizations use! We do not exercise any of those strategies or techniques. Our goal is to help other people and attract more donors and volunteers…"

Surprisingly, throughout the ten interviews, all of the interviewees had similar opinions. As aforementioned in the theoretical background, research has shown that indeed NGO's refrain from using the word marketing, since it is a tool only utilized by for profit organizations (Saxton, 2004). When asked further about this, most of the interviewees indicated that using the word marketing instead of promotion, usually has a bad impact on how the public views the NGO, since it makes them more suspicious on their actions. Two of the interviewees replied that the NGO's are not profit-oriented but human-oriented; Their goal is to aid people in time of need.

What was more surprising, is the fact that most of these NGO's have several hundred thousands of euros as income from donations and grants, as the interviewees indicated, but did not wish to inform the interviewer what percentage of that income is dedicated to "promotion".

4.3.2 Market Research & Segmentation

Another sub-theme that emerged from the data collected is the fact that only some of the aforementioned NGO's use market research (Metadrasi, Doctors without Borders). The in-depth interviews indicated that despite the fact that all interviewees agreed on the value and necessity of market research, the overwhelming majority does not use market research. The result of this is that NGO's do not always have the right picture of the market and how they public views them. In particular, the main reason why, based on the in-depth interviews, the NGO's do not perform market research are the expense. Specifically, one of the representatives indicated:

"…If we have to choose between hiring extra translators or doing market research, it is a one-way street. There is just not enough money."

Arsis Representative

However, what is not clear to most of the interviewees is that market research in the short-term may entail a big cost, but in the long-run it may result in larger revenue and allow the organization to focus their efforts in specific issues. For example, if before each campaign, there was existing data regarding the target audience the NGO is trying to reach, "promotion" would be much more targeted and efficient. One could say that the NGO's

operating in Greece currently do not invest on long-run projects, but only make an effort to limit their expenses for the short-run in order to save their budget.

According to McLeish, market research should be performed at least once a year by NGO's in order to guarantee adaptation to the continuously changing environment, in order to plan their future moves but also to be viewed more positively by the public (McLeish, 2011). If NGO's manage to plan their actions in an area efficiently, that also affects their public image and consequently, render them more prosperous and highly regarded.

Based on the interviews, one could say that the Greek NGOs do perform segmentation and they are well aware of the characteristics of the vulnerable groups they are aiming to support, as well as the problems these people face. However, due to the lack of market research aforementioned, the organizations do not carry out any sort of segmentation of their audiences: existing and potential donors and volunteers. Consequently, they all use quite similar and traditional ways to approach them. Segmenting and studying the behavior of the public should be a priority for any organization, non-profit or for profit. One of the interviewees stated:

"… We always know who to help and in what way. However, we do not really target donors or volunteers. Anybody is welcome to offer."

Metadrasi Representative

4.3.3 The Public

As is shown by the interviews, the respondents perceive the public to mistrust NGO's. The public is believed to question not only the NGO's transparency but their effectiveness as well. All of the interviewees agreed on the fact that it would be very beneficial if the public viewed that as "good" and "reliable", since it would allow them to complete their tasks easier and more efficiently. Having a better reputation could benefit greater their donations from individuals but also from commercial enterprises. Moreover, it would attract more volunteers easier and faster and thus, the organization would not need to spend time, money and effort to persuade them to help.

Most of interviewees agreed that it is essential to improve the image of the organizations but also to ensure that there is continuous and detailed information made know to the public concerning their actions. According to one of the interviewees, this information should include necessarily "financial data, a balance sheet" and an accurate description of the

characteristics, the goal, the time-frame and the necessity of all the programs organized by the NGO. Most of them agreed that it is also important to publish and properly communicate the annual report of their organization. Most of the examined NGO's do publish an annual report of their actions but usually, most of the public is not informed about it due to the use of incorrect communication channels. Moreover, these reports do not include detailed financial data and a precise description of the costs.

Consequently, informing the public with details and accurate reports could be an easy solution to improving the public image of NGO's and regaining their trust (Mullin, 1995).

4.3.4   Donors and Volunteers

Many of the interviewees stated that the main reason the perceive for the public to donate money to an NGO is tax-exemption or guilt. This is indeed supported by previous research that indicates that guilt and tax-exemption are two of the main reasons for donating money to an NGO (Cermak, File, & Prince, 2000). However, a lot of the interviewees mentioned that the public, in general, criticizes NGO's that they are not transparent on where that money goes to and that they hidden agendas. Furthermore, some mentioned that they believe that the organizations should invest more time on informing citizens about philanthropy but the long-term benefits this could have to the NGO and the society. One of the interviewees from the NGO Doctors Without Borders stated:

 "… I just feel that sometimes people are too unwilling or suspicious. Also, do not forget that people are going through hard times financially at the moment."
Doctors Without Borders Representative

Furthermore, as it can be derived from in-depth interviews, NGOs do not use any means or channels for approaching citizens in order to convince them to volunteer but they expect the oncerned citizens to take the initiative and communicate directly with the organization. Therefore, when it comes to attracting volunteers the system is lacking, since NGO's do not inform the public but also they do not train their volunteers. NGOs should be able to inform potential volunteers through publicity and promote the volunteering opportunities that emerge in the organization and they always need more volunteers. One of the interviewees mentioned:

"… There just isn't enough time to chase them (the volunteers). We usually just try to make do with what is provided."

Arsis Representative

In addition, it should be mentioned that some NGO's, such as Doctors Without Borders, due to the nature of the issues they are dealing with, use existing volunteers as part of informing the public about their work. This means that they either post on social media or give interviews for a TV show.

4.4 Media

4.4.1   Television & Press

In general, NGO's plan their communication programs and their "promotion"methods more thoughtfully and strategically than some years ago. Most of the interviewees agreed that with regard to advertising on television, it is proposed to make simple, small "informative spots" with "catchy" slogans that are going to have a greater impact on the audiences. best depicted in the memory of the audience. In addition, most of them agreed that the legislation should allow them to display these ads in prime time hours and not only late in the evening.

Three of the interviewees also agreed on the use of shocking images in the ads. However, another interviewee argued that the use of this type of advertising is exactly the reason why they are not allowed to play their spots in prime time hours, which was aforementioned in the second chapter. One of the interviewees stated:

"…Shocking advertising is usually the way… Especially with the refugee crisis going on… It did have a huge effect on other countries. I know for a fact that in Portugal and Spain, donations were increased and there was an influx of new volunteers. This would mean so much for us at the moment. But TV is expensive…"

Doctors without Borders Representative

According to the aforementioned statement, only the really big and well-funded organizations are able to film and pay for these informative spots. The rest are only able to promote through word-of-mouth or social media.

Furthermore, all NGO's mentioned that they still use printed media for promoting their actions, since they believe it is still prestigious. However, the Smile of the Child representative mentions that there is a shift in the promotion through press to utilizing more social media. He believes that this way, they also attract younger ages and they have a wider audience.

4.4.2   Social Media

All of the interviewees praised the existence of social media. Specifically, all the organizations, studied in this thesis, have an account on Facebook, Twitter and YouTube. Only two organizations have accounts on Instagram, but there are already discussions in order to create one among the other organizations. They all agreed that it is the most inexpensive way of communicating with the public.

 "…It is so easy to publish an event, an article, something that we need right now!... Like this area needs clothing or medicine…"
Metadrasi Representative

All of the organizations have websites. However, when asked but the traffic, they all said that it is not very high and most people obviously prefer interacting with them through the social media platforms due to the directness they can provide. Websites do not offer an instant messaging platform, only the e-mail address of the organization, which is more formal and takes more time to be assessed and replied to. Two of the interviewees also added that there is a "satisfactory" amount of people commenting and liking their posts on social media. This differed a bit from interviewee to interviewee, depending on the size of the organization. Some of the smaller NGO's do not have a big number of employees managing their social media accounts and thus, the accounts do not post very often. Moreover, some of the organizations are very well-known, international and have been in the industry for a long time (e.g. Doctors Without Borders), while others are newly-founded and only operate within the Greek borders (e.g. Metadrasi). Consequently, this affects the total number of likes or followers they have on their social media accounts. Truthfully, during the process of this thesis, social media was a one-way street, since when sending a message to any organization page, they would reply at most within 24 hours, while via e-mail, the reply would come within 3-4 working days.

Seven out of ten representatives believe that the public has become more demanding when it comes to details and information about where their donation goes and ensuring their donations goes to the particular program they have chosen. This process very often is done via social media, and particularly Facebook. They like to ask for updates and instead of sending an e-mail or calling, they send a message and with their number ask information on the process of a project. Only, the representatives of the NGO's that are associated to medical care did not mention this.

Finally, all of the interviewees believed that the promotion of their organizations should be more social media-oriented. Almost all NGO's that operate in Greece have websites, but they are old, not maintained and the pages are not organized, while social media offer a modern inexpensive platform that enables the public to communicate directly with them and their representatives.

4.5 NGO Cooperation and Competition

4.5.1   NGO Cooperation

The examined NGO's have collaborated several times with other NGO's. Mostly, they would organize activities in order to speed up the help towards some vulnerable groups in need. However, none of the researched NGO representative mentioned the possibility of working with other organization in marketing levels. Collaborations among NGO's when it comes to advertising, organization of events, promotion of their services is something that is missing from the NGO's and one of the interviewees mentioned that:

"it is a prospect that Greek NGOs really should consider"
ActionAid Representative

Naturally, marketing-level partnerships are preferable to be done between NGO's with the same or similar goal in order to target a particular audience.

4.5.2   NGO Competition

As it can be derived from the in-depth interviews, in general, the representatives of the NGO's are not facing other NGO's as competitors but as companions, when they cooperate towards a common goal. Although, this element does not align with the free

market laws, marketing and the business world, it is a positive asset for the image of the industry. The Greek public does not expect from the NGO's to operate competitively, such as for-profit enterprises, but to fight together towards establishing high social values and ideals.

However, although there is no competition in the industry in the strict sense of the term, it is considered necessary by the representatives of the NGO's that were interviewed, to closely monitor the movements of the other organizations in order to possibly embracing their successful actions and strategies and avoid potential mistakes.

On the other hand, the data collected indicated that the current situation in Greece is quite competitive, not only on which organization is going to ensure grants, but also on which organization is going to assure that they have some sort of "monopoly" on the services they are able to provide. Unexpectedly, two of the interviewees used the word "monopoly" to characterize some of their main actions. More specifically, one of the Metadrasi representatives stated:

"…Do you know, Metadrasi is the only organization providing translators in the check-in points for refugees? […] This guarantees that anytime a translation is needed, they are going to call us, since we are the only ones providing them!..."

Metadrasi Representative

They elaborated on this by arguing that being the only ones taking care of a specific issue can guarantee attention from the government and the public, increase their public image as well as assuring donations and grants.

4.6 NGO's Opportunities and Threats

4.6.1 Opportunities and Threats

Most of the representatives foresee a certain increase of the number of NGO's in Greece. In their view, this will increase donors, it will enlarge the market, but it will not necessarily increase the "competition" between them. Most of them believe that this is a combination of the needs that are being created from circumstance right now. The Arsis representative mentioned:

"The economic crisis is not getting any better and in combination with the number of refugees that have landed in all areas of Greece, there is going to be an explosion of little NGO's trying to tackle a specific issue…"

Arsis Representative

The representatives of Doctors Without Borders and ActionAid did not make any predictions.

The representatives of all the organizations referred to the necessity of exploiting new technologies, such as social media, in order to attract more donors and volunteers. Firstly, this could lead in volunteers being more active and secondly, it could lead to an increase of reputation and thus, aid them in forming better partnerships with commercial enterprises or other NGO's. A threat that all the Representatives mentioned is the possibility of a scandal, financial or other, which could cause mistrust not only in the organization but in the whole industry.

4.6.2 NGO's in Greece and Abroad

Based on the majority of respondents, NGO's in Greece are less organized, there, more direct and thus less professional climate. Especially in the smaller organizations, such as Arsis and Metadrasi, many different people could jump on a project if needed and moreover, somebody who works as an assistant, could also act as a volunteer if needed.

Regarding the view of the representatives that were interviewed, they believe that Greek people are philanthropists and humanitarians and are always ready to provide supplies or volunteer in order to work towards the common good. Arsis representative stated:

"Up until now, I cannot recall one time that we made an urgent call for children's clothing or medicine and the public did not respond…"

Arsi Representative

5 Conclusion

It is evident from the previous chapter that interesting findings emerged in attempting to answer the research question *"How is marketing perceived and utilized by Non-Governmental Organizations in Greece?"*. Essentially, NGO's that operate within Greece do

use marketing tools and techniques in order to make the organizations and their aims know to the public. However, the results indicate the term "marketing" is one to be avoided and the industry prefers the word "promotion". This is considered to be a paradox, given the fact that promotion is just another element of the marketing mix. However, the results yielded that since this industry is concerned with several social issues and social welfare, it is generally avoided as a term, since it is a tool utilized by commercial enterprises who aim at profit and the industry does not want to be associated with these organizations, since the public disapproves. This paradox confirms the research of Saxton (Saxton, 2004).

Secondly, the results indicated that the most widely used marketing strategies by NGO's operating in Greece are segmentation and advertising through media. Despite the fact that all the representatives agreed to the necessity of market research, the majority does not perform it enough due to high costs. The result is that NGO's often do not have an overall picture of their environment. However, the findings indicated that the examined NGO's segment their groups and are well aware of the vulnerable groups that they aim to support, but they do not perform segmentation on their audiences, existing and potential donors or volunteers, which could render their work quite difficult, since they do not have enough information.

As far as advertising is concerned, it is considered essential to facilitate the actions of the organizations. With regard to television, it is apparent that the high cost of producing and airing an advertisement is a factor that render the medium quite difficult to utilize. However, it should be noted that some of the NGO's have used simple, short, innovative advertising messages, with clever slogans. Moreover, legislation is something that also impedes the use of television, due to the fact that NGO's can only air their spots late at night. These advertisements are usually following shocking advertising methods, since it is believed that it can have the desirable effect on the public (Höijer, 2004). Additionally, it is indicated that representatives of NGO's are very often interviews or invited to talk shows in order to inform the public on their projects and promote the organization. Concerning printed press, it is shown that NGO's are able to provide more accurate information about specific projects.

Moreover, the results revealed that NGO's are more internet-oriented when it comes to their promotion and communication with the public. All NGO's examines have a website and accounts on several social media but they all agreed that they need to be more organized, more maintain and be able to display new information, events and updates. Communication with the public is done for the vast majority through social media, since it is more direct and

informal. Furthermore, social media are believed to be the fastest way to communicate through a crisis or a scandal, while facilitating the reaching of various ages from numerous regions, which is something that advertising through traditional media does not provide.

Additionally, it was pointed out that the examined organizations do cooperate when they can benefit from it and when they are trying to achieve the same goal. Even though, they do not share marketing tools or strategies, they combine forces in order to alleviate a situation in a specific region, when needed.

The results of this research also bring a larger implication to light, which is the mistrust of the public to NGO's and their becoming more demanding when it comes to detailed information about the projects and finances of the organizations. Several scandals have been revealed the past decade that NGO employees were implicated for either corruption or abuse (E-Kathemerini, 2017); (Sideris, 2016). The Greek media covered extensively these stories, which resulted to huge public mistrust as well as damaging the NGO industry irreparably. These events have put, especially newly-founded and less know NGO's, to a position of rendering their work very difficult and not being able to achieve their donation or volunteer goal.

5.1 Limitations

A major disadvantage of qualitative research is the difficulty of coding and categorizing the answers of the in-depth interviews. In this method, there is an attempt to draw conclusions in the context of a guided debate and there is always the risk of departing from the basics issues of interest in research or personal expression of views that are irrelevant. Moreover, the fact that to complete this study, elites had to be interviewed gives a specific dynamic in the relationship of interviewer-interviewee. Therefore, special attention was given to the good coordination of the debate, the coding and the correct interpretation of responses. Given the fact that, the issue examined contains several factors, can easily derail the conversation, without collecting any valuable data.

Additionally, it would be preferred to conduct all the interviews face-to-face. The virtual interviews were more uncomfortable and the interviewer had to pressure the interviewees more for solid answers, comparing to the face-to-face interviews. Given the limited time for this research, it would be preferable to collect interviews from more organizations in order to have a more whole picture of the industry.

Another issue that limited this research was the fact that some of the interviewees have not been with their organizations for a long period of time. Quick turnover may indicate their knowledge is not maintained long enough or they do not have full experience in the organization, which render this type of study difficult. It would have been preferable to enter the criterion of interviewing employees that have been in an organization for more than five years. What is more, the interviewees use the same rhetoric when talking to the public. This indicates the organization probably trains their employees to talk in a specific way about the NGO and their actions.

As mentioned above there is a literature gap concerning research on NGO's operating in Greece, which sets the foundations for a further study of the industry and reveals particular issues that should potentially be investigated, such as the public mistrust of NGO's and ways to alter their reputation issues. Focus groups as a methodology would also yield interesting findings, since it could be researched how the public and volunteers perceive the actions and operation of NGO's. Regarding future research, it is initially proposed to analyse the needs and requirements of both the public but also of the recipients of the NGO's services. Moreover, it should be examined the way the government monitors the actions of the organizations, as well as the decisions they make when it comes to their operations. Finally, it is interesting to look at the role of for-profit organization concerning the shaping of social conscience of citizens with the newly existing Corporate Social Responsibility programs. These programs are still in a primary state in Greece but have significant prospects for development and they are believed to strengthen the position of NGO's.

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Appendix A
Question list for the in-depth interviews:

<u>Introductory Questions</u>

1. What is the purpose and vision of the NGO you are employed at?
2. Which are the groups of people who support the NGO and its cause and based on what criteria are they selected

<u>Marketing – Social Marketing</u>

1. Are you familiar with Marketing in the context of your organization?
2. Are you familiar with the term Social Marketing in the context your organization?
3. What is the role of Marketing and/or Social Marketing in the NGO you represent?
4. Would you say that your organization utilizes Marketing strategies/ or Social Marketing strategies?
5. What is your opinion, in general, about NGOs turning to Marketing approaches in order to promote their goals through media channels?
6. Does this NGO use often market research?
7. If yes, why? And how many times per year is market research conducted? An in what way?
8. If no, why?
9. Which are your NGO's target audiences?
10. Do you perform segmentation between the groups?
11. If yes, what are the criteria?
12. What are the characteristics of each target group? And how do you reach them?
13. What do you think are the main motivation of your donors? Do you name them in other campaigns or give them some type of recognition?
14. Is there a part of the public that is loyal to your NGO for a particular time period? And why?
15. Have you observed any current events that caused significant increase or decrease in your donations?
16. Does your NGO cooperate with any Public Image agencies? If yes, give me an of a campaign.
17. Which medium does your NGO use for promotion? And why? What is the annual budget for this?

18. When using more personal means of promotion such as phone calls or letters, do you make sure to track the donors that come forward? What is the NGO's relationship with them?

Media

19. Does the NGO use any kind of media?
20. Does this include social media or more TV?
21. What type of social media does it use?
22. To what purpose?

NGO Operation and Marketing

23. Are there any regulations that render the work of the NGOs easier or more difficult?
24. Do you foresee any opportunities or threats in the industry at the coming decade? If yes, how do you plan on tackling them?
25. Do you think the public is more demanding of the work done by NGOs? Why do you think that is?
26. Does the public ask for more information on the purpose of your NGO actions and their donations?
27. Do they engage with you on social media or the website?
28. Do you consider your NGO competitive? If yes, do you stress that out in the industry or your audiences? And why?
29. Which NGOs do you consider as your competitors? Do you keep track of their actions?
30. Is there a system to address direct complaints or concerns of the public?
31. Do you cooperate with any for-profit organizations? And how?
32. Do you cooperate with any other NGOs on projects, if it means mutual beneficial results?
33. Do you share marketing/ media efforts?

NGO's in Greece

34. Do you think that NGOs in Greece operate the same or different comparing to other countries when it comes to using media as a Marketing channel? And why? What are the similarities or differences?

35. Do you think that it is in the Greek mentality to volunteer or be charitable?

36. Do you think Greek people respond to calls for action through marketing/ media outreach?

37. Do you think that Marketing should be used by NGOs operating in Greece?

Appendix B

Concept	Theme	Related Sub-themes	Exemplary Quote
Unwillingness to answer questions regarding finances or marketing	Reluctance to Participate		"…I would prefer not to answer this question…"
Marketing techniques utilized by NGO's in Greece	Marketing & Social Marketing	1. Promotion is the preferred word instead of Marketing 2.Market Research and Segmentation is mostly performed in order to target the correct receiving audiences 3.The Public plays an important role in the operation of NGO's 4.Donors and Volunteers	"Segmentation is an essential part of our operation…"
Media utilized by NGO's in Greece	Media	1.Traditional Media: Television & Press 2.New Media: Social Media & Website	"Up until now, we have an account on Facebook, Twitter and Youtube […] and they are all quite active"
Interviewees mentioning another NGO	NGO Cooperation & Competition	1.NGO Cooperation 2.NGO Competition	"We do have joint actions in some of the refugee camps…" "Having some type of monopoly on the translators helps Metadrasi on being competitive in the long-term…"
Factors that could change the industry in the future – Greek & Foreign NGO's	NGO's Opportunities and Threats	1.NGO Opportunities & Threats: Social Media etc. 2.NGO's in Greece and abroad	"The past ten years being able to be in any online social platform gave us an unprecedented opportunity…" "I do think that Greek organizations have a

			somewhat slightly different approach but we do get a lot of ideas from other organizations that operate abroad…"

Table 5: Thematic Analysis Codebook