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Research Article

MARKETING AND COMMUNICATION PROBLEMS AND PROPOSED  
SOLUTIONS FOR THE TURKISH WOMEN'S N.G.O. SECTOR

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**Abstract**

In almost all contemporary societies the position and importance of non-governmental organizations in terms of the way they handle and solve social issues, is undeniable. Non-Governmental Organizations (NGOs) are voluntary non-profit organizations that engage in many activities ranging from cultural events to health, environment, education, law, human rights issues as well as many others.

*Women Focused Non-Governmental Organizations* (WFNGO) in Turkey are also non-profit, engaging in combating and seeking solutions for a multitude of women- related issues. As is the case with other NGOs, their main objective is to achieve social benefits. For that reason alone, "marketing" should be perceived as a commercial activity by NGOs, but all too often this important business function is considered either as a secondary purpose or one that is completely neglected.

The main objective of this study is to ascertain the marketing and communication strategies WFNGO's utilize whilst engaging in their activities and to determine the marketing problems that inform and enlighten these organizations. An additional goal is to acknowledge the achievement of their social benefits in terms of the proposals made to the WFNGO's, finding solutions on how to increase their reach to target groups and how to use their resources more efficiently and effectively.

In line with these main objectives and sub goals, a questionnaire has been developed, entitled *Marketing and Communications Problems of WFNGO in Turkey*. Altogether 105 organizations active in various Turkish cities have been interviewed either face-to-face or by telephone to seek answers to the questions. The resulting data has been analyzed and interpreted using the SPSS 18.00 computer software programmed.

The findings of the study reveal the general structure of WFNGO's, within the framework of the organizations reached and establish that the common problems of almost all WFNGO's in Turkey are of a financial and organizational nature, together with bureaucratic restrictions and a shortage of suitably qualified personnel. Another important finding of this study is that Turkish WFNGO's consider marketing to be nothing more than a 'vending, presentation and publicity' activity, with 66% of the organizations interviewed considering marketing to be unnecessary. The results of this study conclude that WFNGO's, just like profit-orientated organizations, need a *strategic marketing plan* and they should be advised accordingly.

In a literature review it is possible to find many essays, books, journals and publications on marketing activities in non-profit organizations. However, this paper is a first in relation to marketing activities for *Women Focused Non-Governmental Organizations*. Furthermore, in line with the information and findings obtained as a result of this study, the proposals made towards marketing activities of WFNGO's can be used as an effective guide for such organizations.

**Key words:** Marketing; Non Profit Marketing; Strategic Marketing Planning; Non-Governmental Organizations; Women Focused Non-Governmental Organizations.

**Preface**

Varied and negative news on television, internet and printed media in Turkey, including violence against women, the murder of women, child brides, the employment of women, inequality between men and women, have all been on the increase of late. This is virtually a bleeding wound in our country and both the state, as well as various non-governmental organizations, are addressing these negative issues about women and are trying to produce solutions in

their own way. Nevertheless, instead of lessening social problems related to women, these specific issues can generally be seen to be increasing day by day, in terms of numbers and variety. Under the circumstances, it is evident that the related organizations and authorities have not reached their target audience or sufficiently made their voices heard.

However, non-profit establishments, such as non-governmental organizations, neglect the concept of

marketing due to their primarily focusing on solving a social problem or taking precautions regarding the said problem. The majority of such organizations perceive marketing as a profit orientated business function applied by commercial companies, whereas it can be argued that marketing is an essential and important activity for any organization, be it a non-profit or for-profit organization. As non-profit organizations, Women Focused Non-Governmental Organizations (WFNGO) also need to establish their target audience, to determine the needs and problems of the said audience and to plan their organizational activities accordingly. Additionally, they need to inform both their target audience, as well as the related community, about the reason for their existence, their significance for women and the society, how the individuals and groups can reach them and most importantly, how they can make their voices heard. The acme of this study comes to light as the WFNGO's need for marketing.

The first part of this study covers the concept of civil society, development of the concept in Turkey and around the world, women's action groups and the formation of WFNGO's as an outcome of such movements. The second part examines the concept, similarities and differences to profit organizations, and marketing for the non-profit civil organizations. In the last part of the study, the results of a field survey reveal the general structure of WFNGO's in Turkey, their marketing and communication activities and the ensuing problems in that regard. The field survey has been carried out using face-to-face or telephone interviews, and the data obtained has been analyzed and interpreted using the SPSS 18.00 computer software program.

### **The Concept of Civil Society and Women Focused Non-Governmental Organizations in Turkey**

The events, and especially the centralization, of management that led to the industrial society in the West includes such developments as the expansion of the market economy, the commercialization of land, labour, capital and the complexities that lie therein. As a result of this process the concept of civil society, in addition to the family and the state, was thus conceived, becoming known as the third sector. (Türköne, 2010). As a matter of fact, the concept of civil society had been used as synonym for political society within Western political literature until the 18th Century. The history of this hypothesis, in that sense, can be traced back to Aristotle. Aristotle's model of civil society is the city-state that encompass whole of the society. Starting with Aristotle and continuing until 18th century, the concept of civil society is synonymous with the state. In that context, to be a member of civil society means to be a citizen of a state and to live in harmony with other citizens, by obeying the rules made by the state (Çaha, 2010).

The first philosopher, who systematically distinguishes civil society from the state, was Friedrich Hegel. Hegel

considered civil society as a separate echelon; a system of needs that is the stage of difference and which intervenes between the family and the state. Another theorist that distinguishes civil society from the state is Karl Marx, who contended that the 18th Century bourgeoisie shaped civil society in Europe. Marx considered civil society as a realm where exploitative relationships, originating from the bourgeoisie, became institutionalized.

From this it can be construed that the use of the concept of civil society, in terms of what it refers to in the contemporary world, was born out of the changes and transformations in 18th and 19th century Europe and that civil society is, in essence, a product of urban development. In short, civil society is a western construct: born in the west, and developed there (Doğan, 2000). Nowadays, despite these conceptual developments in relation to civil society, alternative definitions are promulgated.

The definition of civil society that is most referred to (including literature in Turkey) appears to be the definition proposed by Larry Diamond, a prominent academic and proponent of liberal democracy. Diamond considers civil society as 'the realm of organized social life that is voluntary, self-generating, self-supporting, autonomous from the state, and bound by a legal order or set of shared rules. Civil society is an intermediary entity standing between the private sphere and the state' (Onbaşı, 2005).

Another definition of civil society, often referenced, is that of John Keane: 'a complex and dynamic ensemble of legally protected nongovernmental institutions that tend to be nonviolent, self-organizing, self-reflexive, and permanently in tension, both with each other and with the governmental institutions that frame, constrict and enable their activities' (Onbaşı, 2005).

Likewise, Cohen and Arato argue that the concept of civil society is a sphere of collective social interaction, which is not class based, between economy and state, composed of the sphere of associations, especially voluntary associations, social movements, and forms of public communication (Ozan, 2012). Civil society is a voluntary, self-creating, self-supportive, autonomous, organized social entity, which acts as an intermediary between the private sphere and the state (Özalp, 2008). In short, it is possible to define the civil society as a voluntary social formation based between the economy and the state but formed outside the state, acting on public events and movements.

In studies of the development of civil society in Turkey it has been observed that the distance between the central Ottoman state authority and the public prevented the necessary sphere suitable for the creation of a civil society. Conversely, it could be said that the social solidarity engendered by the trusts, fellowships, religious orders, madrasas and guilds provided the basis for a civil society (Türköne, 2010).

In the Republic of Turkey, the transition to a multi-party system in 1946 is considered critical in the development of

the country's civil society. However, when we look at it from the point of view of periods, the importance of the concept of a civil society increased following the developments after 1980. 'Islamic Groups, Kurdish Nationalism and Feminism' in particular, are amongst the factors that have increased the importance and popularity of the concept of a civil society. (Onbaşı, 2005).

The increased importance and development of Women Focused Non-Governmental Organizations (WFNGO), which is the main subject of this study, also coincides with the period after 1980. The backbone of WFNGO's in Turkey has been *feminist movements*. In fact, it could be claimed that such movements began following the (Tanzimat) Ottoman Reforms that increased in 1908 following the (Mesrutiyet) II constitutional period. Feminist movements also continued in the republican era. However, a literature review depicts them as movements created within the framework of state ideology. The main women's movements in the Republic of Turkey, as mentioned above, have become more visible following the developments of 1980 and it is observed that women focused organizations increased after 1985. After 1990, women's movements have become much more involved at an organizational level (Çakır, 2011; Çaha, 2010; Kırkpınar, 2009).

Regrettably, in Turkey, despite all the feminist movements, organizations, studies, laws and precautions taken, the statistics relating to women do not point to any positive developments. As a result, the overriding need for the involvement of the non-governmental organizations in women's struggles becomes especially evident.

WFNGO's in Turkey are active in a multitude of areas, from combating against the violence directed to women, to increasing education and occupational skills, child care and education, political participation, to sexual rights. Bureaucratic and legal hurdles, lack of financial resources and qualified personnel as well as organizational difficulties are problems to be faced (Ayman, 2011). However, for those active organizations whose only income is derived from charity sales, contributions, donations and projects, financial problems are by far the most important. In addition, there are problems that are not voiced, or difficult to voice. For example, such a problem could relate to women, who support or wish to support women's organizations, but being under the control of their partners or fathers, are discouraged from leaving the house/work/child care vortex.

Currently in Turkey we read much negative news about violence against women, female deaths, child brides, female employment and inequality between women and men, all of which are the subject of women's organizations. Unfortunately, the existence and struggles of organizations could not prevent such problems from happening. Indeed, it would be wrong to expect only WFNGO's to find solutions to problems involving women. As such the state, education institutions, academicians, artists and of course, the media

should address and seek solutions in cooperation. However, the WFNGO's in our country are expected to more actively carry out research in this regard but it appears that the organizations have various problems in terms of communications and marketing. For that reason, marketing and communication problems in WFNGO's have been the main subject of this research.

## Marketing for Non-Government Organizations

Over the years many authors have proposed terminologies to identify what the profit or non-profit sectors are. Such terminology as: *the third sector, independent sector, non-profit sector, benevolence sector, non-government organization* and *voluntary sectors*, have been used by different countries to different extents (Sergeant, 2009). In this study also, the concept of "Non-Profit Organizations – NPO), used in the literature in terms of science of marketing will be used as "Non-government organization –NGO" within the content and progress of the subject. In order to ensure integrity in the work and to prevent any misunderstandings from the point of view of literature, the concept of "Non-profit organization" shall be considered as synonymous with "Non-governmental organizations" and the concept of non-profit organizations referred to in the literature used as resource for the study will be abbreviated as "NGO".

In today's society, in order to succeed NGO's must also adopt modern management and marketing applications and apply business techniques to their services. Success achieved by the profit organizations as a result of the activities based on customer requests and needs can likewise be achieved by NGO's (Uslu and Marangoz, 2008; Torlak, 2001).

Whether the concept of marketing NGO's provides any benefits for the NGO's is a topic that has been under discussion for many years. The idea to study methods of applying the concept of marketing to non-profit organizations has been the result of a series of articles produced by Kotler and Levy, Kotler and Zaltman and Shapiro between 1969 and 1973. The articles proposed that marketing is a social activity that goes beyond the concept of selling toothpaste, soap and steel and contended that politics, collecting donations and even the events could be marketed in the same way as soap (Andreessen and Kotler, 2007).

Kotler and Levy (1969) were the first to propose that non-profit organizations (NGO) could also adopt the concept of marketing. According to the authors, marketing in NGO's is the design, application and control of programs in order to influence the acceptability of such organizations, including product planning, pricing, communications, distribution and market research for those organizations that have essentially been formed to achieve public benefit (Cengiz, 2006). Kotler and Levy believe that marketing has an important place in survival of NGO's because NGO's

suffer such market place problems as decrease in membership, increase of costs and competition. For that reason they require marketing for the purpose of survival, growth and strength in their contribution for general wealth. This is why this group is considered as the third sector (Dolnicar and Lazarevski, 2009). Additionally, for Kotler and Levy, marketing has the capacity to expand a small-scale business beyond its own role and this feature gives wider social meaning to the subject. For that reason, the authors have defined marketing in NGO's as sensitively serving human needs and providing for such need; meanwhile underlining what successful marketing can achieve before proposing the definition.

Kotler and Zaltman (1971) and Shapiro (1974) also agreed on the importance placed upon marketing NGO's. Support provided by these authors in terms of applying marketing techniques for NGO's, has resulted in a shift from discussing the benefits of applying the concept and tools of marketing in a non-profit realm towards the importance of a more systematic approach with the aid of strategic planning. In his work in 1979, Kotler has put forward some questions in order to evaluate the importance of NGO's and provided answers to the questions on behalf of the managers of NGO's. In conclusion, it was shown that there was a significant lag in marketing in NGO's when compared to business principles such as accounting, financial management and planning. Kotler's work suggests that, although marketing is adopted by some organizations, it is either perceived as an intense tool of promotion or enthusiastically applied with little understanding (Dolnicar and Lazarevski, 2009).

The 1970's and 1980's was the period when marketing increased dramatically in this sector and this philosophy entered a growth trend. Also, the first examples of articles and books by such authors as Christopher Lovelock, Charles Weinberg, Michael Rothschild, Paul Bloom and Gerald Zaltman began to appear (Andreessen and Kotler, 2007). Weisbrod stated that NGO's today are operating as if they are commercial entities and Clarke & Mount proposed the increase of number of NGO's to be the main reason for such commercialization. Even though the general belief amongst marketing academicians is that the concept of marketing can be applied to NGO's, the numbers of persons who are skeptical about this idea have been on the increase since the beginning of 1990's (Başfıncı, 2012). Conversely, it has been observed that the use of marketing tools applied in NGO's has not been as successful as that of profit organizations (Dolnicar and Lazarevski, 2009), because the non-governmental organizations are considerably different to commercial businesses in terms of their organizational structure, management and philosophy. The primary reason for these differences is that the main priority of NGO's in terms of their function is not to sell goods or services but to serve a mission (Başfıncı, 2012). For this reason, unlike the profit organizations, it could be

said that marketing in non-governmental organizations performs four main functions as *fund raising, recruiting volunteers, establishing connections and communication*. (Wyner et al., 2006).

Although the benefits that marketing brings to non-profit organizations are self-evident, there are numerous important differences between the marketing practices of a profit organization and that of a non-profit organization. Currently, a notable discussion underway amongst various authors as to whether there are such differences or not, or what they are, continues. The following points developed by Lovelock and Weinberg (1990) may help explain some of the complications in that regard (Sergeant, 2009).

#### ***Market research***

Rather than actively seeking and finding individuals who may need their services, NGO's generally react to the market.

#### ***Marketing of Services and Social Behaviours Instead of Physical Goods***

The production base of NGO's is in services rather than physical goods. As a matter of fact, most of the times they do not even produce a clearly defined service. Some organizations either directly establish communications with the target group or exist purely to alter a social behavior owing to indirect state lobbies. In the meantime, the distinguishing features between service and goods gain an important status. Most institutions are in a position to go through a more complex process than marketing of physical goods and to serve the market.

#### ***Crisis Management***

The NGO's tend to respond to existing crises rather than creating strategies to avoid them prior.

#### ***Concept of Client and Multiple Clients***

It is possible to categorize the clients in four categories: donor, member, volunteer and beneficiaries (Sergeant, 2009). In profit organizations, the marketing function is related to the production of goods and services for the client or consumer.

In essence, the needs addressed by marketing function are related to a single client group, whereas, most of the NGO's (starting with the charities), have two different client groups. One group is those who provide the organization with funding and the other is the people who practically benefit from such organizations. Put differently, there is a clear difference between the resource providers and those who benefit from the resources. For that reason, the clientele of NGO's can be categorized as the fund providers and those who benefit from the organization: consumers of the resources. To summarize, the concept of the NGO clients does not correspond exactly with those of profit organizations. When considered as part of the communication sector, created by attempts to find solutions to social problems, NGO's have a wider and varied group structure than the traditional definition of *clientele* (Brennan and Brady, 1999). Thus, many authors underline the

necessity of carrying out different marketing campaigns for different client groups.

### **Target group and Market Orientation**

The determining of a target group is rather more difficult than for profit organizations, mainly due to NGO's missions and structures. There are ongoing discussions amongst researchers as to market orientation, as much as applying marketing tools for NGO's. The discussions are about whether or not the concept of market orientation is appropriate for such organizations, on the basis of the NGO's missions and their inalterability in relation to market needs.

**Market Combination:** In terms of traditional marketing, there exists a market combination for the purpose of meeting the clients' needs. Crompton and Lamb have attempted to adopt that to the non-governmental organizations with partial success.

**Estimation of Marketing Activities:** Another predicament for NGO's is related to the measurability of the results. Drucker asserts that 'performance is the ultimate test for any organization' and continues by saying that the results of NGO's activities are not covered by such internal reports as sales budgets and the numbers in financial tables. Instead these are found in external environments. Additionally, NGO's are organizations that produce services instead of goods with a principal purpose to serve the public, rather than make a profit. For that reason, it will be much fairer to exempt profit maximization theories in performance measurement for this sector. For profit organizations, competition is not perceived as compelling or threatening, and as a result the difficulty in measuring performance is increased.

**Public Scrutiny/ Nonmarket Constraints:** Some NGO's are directly open to public scrutiny. For example, emergency services, hospitals, local authorities and even universities are periodically subjected to public scrutiny. Similarly, non-profit NGO's are subject to nonmarket constraints.

**Despite The Multitude Of Differences Mentioned With Regard To Profit Organizations:** Non-government organizations may too take advantage of all functions of marketing and act within the framework of a marketing strategy, just like the profit organizations. The marketing plan of an organization is a part of the strategic plan of the organization. It could even be said that the marketing plan can have a key role in terms of strategic planning activities. Organizations determine marketing needs in line with their business mission and targets, developing marketing strategies in order to achieve the target and make their marketing plan (Mucuk, 2001). Naturally, NGO's may also carry out a SWOT analyses through external and internal analyses in line with their mission and targets. As such, they can set up marketing strategies and tools without any need

for compromise in their mission. For example, to determine the clientele needing their help (market segmentation), to draw attention of those people in terms of image shaping (product positioning), to develop effective communication messages for those people (promotion), and to establish communications with the channels that those people will regularly use (distribution) (Dolnicar and Lazarevski, 2009).

### **Field Research on Marketing and Communications Activities in Turkey of WFNGO's**

Whether marketing can be beneficial for WFNGO's as non-profit organizations is debatable. Indeed, verbatim application of marketing to WFNGO's will not achieve all the positive results that may be achieved by profit organizations. The purpose of marketing tools used by WFNGO's will be different from that of profit organizations. For example, marketing for WFNGO's should be designed to fulfill the functions of 'fund raising, attracting volunteers, establishing contact and communications' because, as has been discussed above, many things from the planning of marketing activities of WFNGO's, due to their structural differences, to determining the target market and market orientation and from creation of market combination to the criterion used for the evaluation of activities, will differ. The necessity of marketing for WFNGO's has already been discussed, as has the attempt to collect data from the participant organizations about their activities.

### **Material and Method**

The target group of the research is all the WFNGO's in Turkey. Although their numbers are not clear officially, the research carried out on the internet platform and the interviews held with various women's organizations, indicated that there are approximately 500 focused on women. However, due to our failure in obtaining official data for this study, The Turkish Women's Organizations Directory, printed by Flying Broom/ Uçan Süpürge, and has been used as the resource material instead. There are 568 women's organizations listed in this directory. However, due to the fact that a new edition has not been printed, the names of some organizations, now closed, are still listed in the directory. For this reason the net number of women's organizations in Turkey could not be established. Consequently, sampling in the research is made up of 105 women focused non-governmental organizations that could be reached via the said directory.

In this research face-to-face interviews and telephone questionnaire methods have been used particularly at the managerial or manager's assistant level of WFNGO's. Initially, in order to determine the questions to be included

in the survey and to carry out exploratory research, 30 organizations amongst the target group located in Izmir and Istanbul were interviewed face to face. Survey questions were then prepared in line with the data obtained and applied.

The questionnaire form used in this research consists of two parts. In the first part: questions defining the organization and participant interviewed. In part two: questions that would fully illustrate the mission, vision, targets, marketing and communications activities as well as the perception of marketing of the organizations were included. The answers provided to the survey were analyzed and interpreted using the SPSS 18.00 computer software program.

## Limits of the Research

As with any research, various problems and limitations have made this research difficult too. The limitations may be summarized as follows:

This research is a scientific research Project supported by DEÜ. For that reason, the budget and time for the project was limited. Essentially, with a larger budget and time for visiting WFNGO's in all cities, carrying out face-to-face interviews, the research would have been more comprehensive and much more detail obtained. From these perspectives alone, the budget and the time limits have proved to be the most important constraints.

Unfortunately, there is no information/documentation as regards to the number of women focused non-governmental organizations in Turkey. It was not possible to obtain any information other than that contained in The Turkish Women's Organizations Directory, printed by Uçan Süpürge many years ago. With no revised edition of the directory printed, it means that information contained in the directory is outdated and many of the listed organizations have been closed. To summarize, it does not seem possible

to obtain the net numbers and contact information as regards to NGO's in Turkey. This in turn has made universality and the determination of the number used for sampling in the research difficult, it also presented a barrier when reaching out to the organizations to be researched.

Due to the fact that many of the organizations do not have full time operating offices, or due to their association status, there was also the additional difficulty in contacting authorized persons, all of which further constrained our research. Furthermore, despite the fact that the data obtained would be subject to scientific ethics and kept confidential, some of the potential interviewees did not want to participate in the research, concerned that the information they provided would be shared.

For these reasons as well as others, it has proved difficult to obtain sufficient data, and time was lost in terms of the schedule of research activities.

## Findings of Research

In terms of the general findings in relation to the WFNGO's covered by the research, it has been established that approximately 74% of the WFNGO's in our country have been formed between 1990 and 201 and 56% is classified under association status, 59% has 0 to 50 volunteers, 84% employed between 0 to 10 personnel and that 81% has 0 to 150 members (Table 1).

As regards to the general characteristics of the persons interviewed throughout the research, it can be said that 38% are the presidents of the organizations, approximately 50% are at the age of 49 or over, 34% are white collar workers and 63% are currently employees of various businesses (Table 2).

Table 1: Definitive Information Relating to the Organizations

<b>Date of Formation</b>				
Prior to 1980 (%)	1980 – 1990 ( % )	1991 – 2000 ( % )	2001 – 2010 (%)	2011 – Present day (%)
12.4	9.5	42.9	31.4	3.4
<b>Status on Formation</b>				
Association %	Trust %	Platform %	Initiative %	Other %
56.2	15.2	2.9	1.9	23.8
<b>Volunteers in Organization</b>				
0 – 50	51 – 100	101 – 150	151 – 200	200 >
59%	17%	10%	3%	11%
<b>Employees of Organization</b>				
0 – 10	11 – 20	21 – 30	31 >	N/A
84%	7%	1%	2%	6%
<b>Membership Numbers</b>				
0 – 150	151 – 300	301 – 450	451 – 600	601 >
81%	5%	4%	1%	9%

Table 2: General Information about the Interviewees

<b>Title of Interviewee</b>					
Head of the Organization	Member BOD	Employee	President	Member	Other
7.6	19.0	12.4	38.1	16.2	6.7
<b>Age of Interviewee</b>					
18 – 28	29 – 38	39 – 48	49 – 58	59 >	
8.7	15.4	25.0	26.0	25.0	
<b>Occupation of Interviewee</b>					
State Worker	White Collar Worker	Self employed – Trade	Labourer	Manager Director	Professional Social Worker
11.4	34.3	5.7	1.9	4.8	6.7
<b>Occupation of Interviewee</b>					
House worker	Academic	Other			
6.7	5.7	22.9			
<b>Employment status of Interviewee</b>					
Retired	Employed	Unemployed			
22.9	62.9	14.3			

The principal purpose in formation of WFNGO's is *to protect women's rights*. The majority, in terms of the individuals and groups, they serve are *women suffering from violence, women wanting to participate in social activities, women with financial problems and entrepreneurial women*. Their activities in succession and primarily include *organizing of seminars, social activities, provision of educational services, and the provision of legal aid*. Of the organizations, approximately 68% collect information on their target group and mostly use face-to-face interviews for gathering information. Organizations that do not collect information are significantly high at 38%. Again, 62% of the WFNGO's have a database of their activities and their target groups. The majority of the information in databases contains contact information, demographic characteristics and identity information of the target group. However, our observation at the face-to-face interviews with the organizations was that outdated recording systems were used in collecting data, and that an excessive amount of paperwork, filing and documentation was used. In some organizations there were no computers or some the women were computer illiterate and thus an outdated system of log keeping continues to be used. It is also significant that 38% of the organizations had no database whatsoever.

Of the total WFNGO's, 47% deliver their services to the target group directly. On the other hand, in 11% of the organizations, those wishing to benefit from the services attend to the organization themselves and 42% use both methods. 48% of individuals/groups wishing to take benefit of the services provided by such organizations prefer face-to-face contact as a means of communication, followed by telephone contact at 31%. Target groups become aware of the WFNGO's mostly by word of mouth, followed by the internet and the printed press.

Of the WFNGO's, 80% has a unique brand/logo. Again, 52% of the organizations consider other organizations as their competitors. The said organizations meet their needs

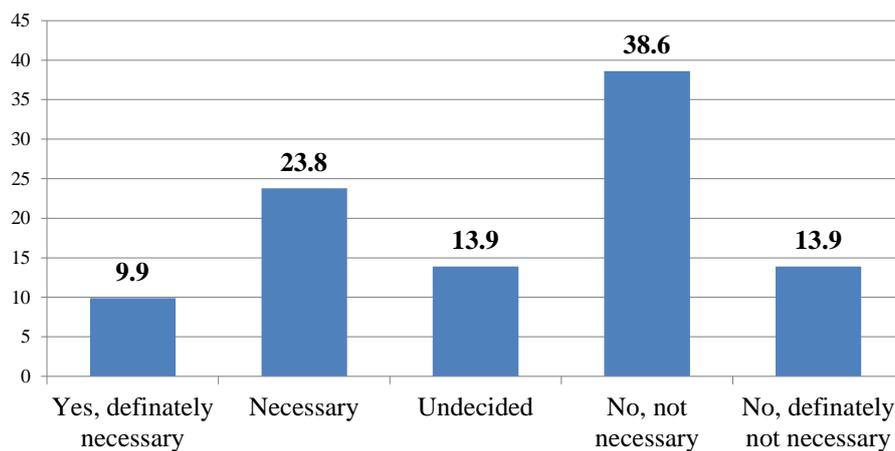
mostly by way of donations and monthly subscription fees and their volunteer supporters mostly join through friends, other members and acquaintances. It is evident that word of mouth and marketing activities are applied almost in every area of WFNGO's.

The ratio of national organizations stands at 77% whilst 50% cooperate with international women's organizations. Apart from that, 78% have said that they follow the international practices and developments related to their activities. However, there is no information as to how they applied such practices and developments to their organizations.

Of the WFNGO's, 77% pointed out that they evaluate their services and in doing so, use mostly feedback (personal discussions, discussions and talks with members or the volunteers).

Additionally, the WFNGO's were asked, as part of the research, what they thought their strengths and weaknesses were. Accordingly, whilst underlining their strengths as having knowledge and experience in their specific fields, nonexistence of hierarchy and a flat organization, and being a sincere and devoted organization run in cooperation with volunteers in respectful and loving manner, they perceived their weaknesses as financial difficulties, a lack of membership and volunteers and bureaucratic barriers.

*Promotion activities about the organization and their activities are not carried out by 64%*. The remaining 36% sections on the other hand use the news in printed press and social events to promote their activities. Perhaps *Attitude of WFNGO's towards marketing* was the most important question in terms of the content of this research. The WFNGO's interpret the concept of marketing only as *vending, presentation or promotion*. The rate of those who considered marketing as an important function was only 33.7%, as shown below.



**Fig. 1:** Necessity of Marketing

WFNGO's interviewees, having a narrow perspective in terms of the concept of marketing, thinking of it as mostly for profit organizations, produced this result. In reality marketing consists of various activities, from determining the needs and requests of a target group to the creation of the social service combination that will meet their requirements, and the presentation and subsequent control of services, to the preparation of the budget and making of schedules.

As a result of the analyses carried out, and the relationship between the answers provided, was also tried to be tested using Chi-Square and Anova Analyses. In conclusion, there is no meaningful relationship between the characteristics of the interviewees and the attitudes towards the concept of marketing. However, it has been established that those that evaluate the services they provide also measured their success (76%), those who collected data on their target group evaluated the services as well (83%); those companies that evaluated their services had a data base at the same time (70%). The results obtained do reflect what should happen, however, the results being achieved and applied by all WFNGO's in Turkey can only be construed as an ideal.

In short, it has been established from these findings that the numbers of organizations that make their own market research, determine the target group, ascertain their needs and expectations, therefore directing their own activities, is very small.

## Conclusion and Recommendations

The overall structure of WFNGO's in Turkey has been depicted by this study, as far as the previously detailed limitations would allow. The main problems described in this study are a lack of volunteers and financial difficulties. Additionally, the information obtained in the face-to-face interviews would suggest that the services the WFNGO's

wish to provide, and the expectations and needs of the women who wish to benefit from such organizations, differ in some ways. One of the simplest illustrations of this mismatch can be found with the *Association of Entrepreneurial Women*. The association provides courses for entrepreneurial women to help them achieve better results in their work. However, the women members would prefer to benefit from activities organized by the association request that find a market for their hand produced goods. In other words, the expectations of the target group are not met by the activities of the organization. Due to that and similar reasons, it is evident that the WFNGO's need marketing.

A strategic marketing plan needs to be established to meet the needs of target group, whilst ensuring that the organizations will be able to use their already limited resources and energies in the right manner. As has been mentioned previously both those who create resources for the WFNGO's, as well as those who take advantage of the resources, and such people as the volunteers and members etc in fact participate by their own choice. As can be observed from the research, in reality these organizations each have 105 competitors at least. For their own good WFNGO's certainly need marketing. However, it has been found in this research that 48% of the WFNGO's do not see any other organization or institution as their competitor. It may be that the interviewees do not even approve of the concept of "competition" from the perception of social benefit and consider competition only as a commercial concept. This may also have brought about this result. In fact, competition is something that should exist in order for the organizations to develop, renew themselves and better meet the needs of target group. In contrast to this, 57% of the organizations studied in this research, which have a brand or logo, reported that there are other organizations they see as competitors.

As the original hypothesis suggests, the conclusion reached confirms that Turkish WFNGO's do need marketing. For that reason, the organizations are advised to make a strategic plan. Primarily, the organizations must:

- Review their mission and purpose.
- Carry out environmental analyses and determine the sphere of influence of the person or groups around them.
- Carry out internal analyses and determine their advantages and disadvantages.
- Undertake SWOT analyses, to determine their strengths and weaknesses as well as risks, threats and opportunities.
- At the end of all of those activities, set out the marketing purposes for the organization.
- Determine the target group and engage in positioning and diversification activities.
- Create a social service combination. In other words, the answers to such questions such as which services will be provided (product combination), what sort of sacrifices will the people make in order to obtain the services (price), how will the services be delivered to the target group (distribution), how will the target group be informed of such practices must be sought.
- A budget should be set for the previously mentioned transactions and a schedule should be set for each activity.
- Success of each activity should be evaluated and answers to such questions as, *what to do next, must be given and what sort of precautions needs to be taken*, should be determined.

The activities listed above are points that are advised for the purpose of Marketing for WFNGO's. Having said that, the points advised for all the WFNGO's in Turkey are given below:

A general database for all WFNGO's in the country, as has been the case for the *Women's Organizations Directory*, prepared by Uçan Süpürge and all contact details, mission and purpose of the organizations must be explained. This will both make it easier for the organizations to communicate amongst themselves but also be a good guide as to where and how to apply for those who need the organizations.

The state could set up a centre that will coordinate the WFNGO's and hold statistics about the said organizations. Because, as has been mentioned in the limitations of research section, sound data about WFNGO's could not be found in state records. The ministry previously known as *State Ministry for Women and Family* having now been given the new title *Ministry for Family and Social Policy* is an additional matter that should be under discussion because, by removing *women* from the title of a ministry whilst there are many problems regarding women does not

help to solve the problems. Indeed, establishing a ministry just for the purpose of *Women and Women's Problems* and the creation of a serious database focused on women's needs in cooperation with WFNGO's could be seriously considered. Even having such a ministry headed by a male could introduce a different perspective.

Coordination amongst WFNGO's must be established. Perhaps, an Internet Network that connects all WFNGO's with each other could be established. That way, activities of each of the WFNGO's in the country could simultaneously be shared by all women's organizations. This may result in the organizations carrying out benchmarking, encouraging best practice in their sector and the creation of better and more creative ideas.

Every WFNGO in Turkey should have a strategic plan. Such a plan will help when considering future steps rather than just reacting to daily problems when they occur.

If each WFNGO could have a separate internal database, this would also help. This way, the organisations will be able to access information and advice whenever they need to, allowing them to make more meaningful and sound decisions about their future.

DEU Scientific Research Commission has supported this research but, due the limited budget and time constraints for the project, it was not possible to interview each Turkish WFNGO face-to-face. Had it been possible make observations of all the WFNGO's and obtain on site, detailed and varied information in face to face interviews this would have proved useful but as it was not possible, it significantly limited the research.

The failure to obtain sufficient data, resulting in an inability to determine the size of the main mass, has created difficulties in determining the number of samples. For that reason, the sampling consisted only of the 105 WFNGO's that could be reached. This also made any national and international comparison related to marketing and communication activities of WFNGO's impossible, and this could also be an inadequate aspect of this research. In the future studies, especially when related to international comparisons and even regional research in the EU, USA and Middle East, more comprehensive data certainly needs to be gathered.

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