

Introduction of Market Orientation into Charities, Easier Said than Done?

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Abstract

In the for-profit sector, market orientation is accepted as assisting organisations to improve performance. It is considered that market orientation can also benefit organisations within the not-for-profit sector. This paper case studies a not-for-profit charity that introduced market orientation. Via thematic analysis of in-depth interviews of employees, change within the organisation is evaluated with findings indicating that an increase in market orientation can improve service offerings to clients, and use of direct marketing techniques can improve revenue generation enabling charities to do more with less. However, there are specific underlying aspects of charities that need to be maintained to appease existing employees. The paper advances academic and practitioner knowledge regarding how market orientation can successfully be introduced into a charity.

Keywords: Market orientation, charity, non-profit, non profit, not-for-profit, not for profit