

**PRELIMINARY EMPIRICAL ANALYSIS OF THE  
RELATIONSHIP DYNAMICS BETWEEN MARKETING  
ACTIVITIES AND FUNDRAISING SUCCESS IN  
NONPROFIT ORGANIZATIONS**

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*In nonprofit sector, marketing activities and their impact on fundraising success are often not observed in a complex and dynamic context, due to the complexity of the sector itself. Fundraising success contributes significantly to the overall organizational success of a nonprofit organization. However, the fundraising itself should be based on a proper implementation of marketing activities, which justifies the efforts to create a model that will clarify relationship between the two. In this paper, such a model is developed, based on the system dynamics methodology. The preliminary empirical testing has been also conducted. The proposed model also addresses the potential impact of the feedback control and the organizational learning. The study was conducted by using the qualitative methodology (the focus group approach) on a sample of Croatian humanitarian organizations representatives. Empirical qualitative analysis has also provided an insight into additional variables, which have been included into the model. It consists of six smaller interconnected feedback loops, which form a larger causal loop diagram, representing the marketing activities and fundraising success relationship. The primary purpose of this study is to present the initial results of the application of a system dynamics methodology to modeling the marketing activities in the nonprofit sector. It is expected that, in the further research, the initial results can be further quantified, as basis for the application of a Structural Equation Modeling (SEM) approach.*

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## **1. MARKETING ACTIVITIES AND FUNDRAISING SUCCESS OF NONPROFIT ORGANIZATIONS: THEORETICAL BACKGROUND**

The purpose of marketing activities in nonprofit organizations is to perform tasks necessary to achieve the desired exchange level with target markets, i.e. key stakeholders (Kotler et al., 2008). The purpose of marketing activities implementation for all nonprofit organizations should be the fulfillment of the mission and goals achievement with, certainly, successful fundraising included. However, previous studies have emphasized the individual components of nonprofit marketing management: analysis (Bryson, 2011; Bryson, 2004; Barry, 2003; Herman & Renz, 1997), planning (Allison & Kaye, 2005; Gary, 2005; Bryson, 2004), implementation (Kanter & Fine, 2010; Mano, 2010; Diepen, Donkers & Franses, 2009; Keehley & Abercrombie, 2008; Faircloth, 2005; Frumkim & Kim, 2001; Henley, 2001) and control (Moxam & Boaden, 2007). Most of such studies have analyzed the impact of individual marketing activities (or stages of the overall marketing management cycle) to the overall performance.

The reason for this can be found both in the mutual dependencies among the marketing activities, as well as in the complexity of the non-profit sector, variety of its stakeholders and the problems related to nonprofit performance measurement. The performance of each nonprofit is multidimensional and superior results in one area cannot substitute or replace any difficulties or lack of results in another area (Ambler & Roberts, 2005). The problem of measuring the nonprofit organizations general performance lies in the fact that they are supposed to create a form of common good and express their goals in the "immeasurable" units. In addition, there are no unique guidelines for monitoring the performance applicable to all types of nonprofit organizations (Andreasen & Kotler, 2008; Sargeant & Shang, 2010; Poister, 2003; Sawhill & Williamson, 2001; Madden & Scaife, 2008).

On the other hand, fundraising success is often measured by the total amount of funds collected (Joyaux, 2011). This approach is not correct, if the mentioned indicator is the only fundraising success measure, since this may lead to the neglect of other important fundraising performance indicators (Brooks, 2004), such as the satisfaction and loyalty of donors and ability to predict donors' potential in the future. Therefore, the nonprofit organizations, apart from financial, should use several non-financial fundraising performance indicators (Bennett, 2007; Bryson, 2004; Balabanis et al., 1997), as well as

analyze the causal relationship of marketing activities and fundraising performance.

In accordance with the contemporary trends in fundraising (Sargeant & Shang, 2010) orientation toward establishing and maintaining long-term relationships should be applied to donors, as well. This leads to the long-term marketing orientation toward the donors, in order to create their satisfaction, dedication and loyalty, which are usually measured by donors' lifetime value (Kumar & Reinartz, 2006). Sargeant, West & Jay (2004) emphasize relationship marketing as one of the key activities for successful fundraising. Christopher, Payne & Ballantyne (2002) define relationship marketing by using several factors: activities for extending donors lifetime, strategies for existing donors retention, focusing marketing activities on multiple markets and stakeholders, and integrating relationship marketing into all organizational units.

All activities oriented toward achieving organizational goals, including successful fundraising, must be subjected to evaluation and control, thus becoming an important factor of organizational (marketing) positioning within the nonprofit sector (Garcia et al., 2013). Effects of marketing evaluation (control) are reflected in a higher level of mission achievement, as well as in defining factors, which help stakeholders to more easily evaluate the organizational performance (Bennett, 2005; Shoham et al., 2006). In the recent literature (Liu & Ko, 2012; Dolnicar & Lazarevski, 2009; Lopez Montes Peon & Vasquez Ordas, 2005), there is an additional discussion of the relationship between marketing control and organizational learning. This enables nonprofit organizations to develop the capacity to monitor and respond to changes in the environment in a timely manner (Liu & Ko, 2012).

As the success in achieving the goals of a nonprofit organization depends largely on its fundraising performance and proper implementation of marketing activities (Sargeant & Shang, 2010; Bennett, 2007; Andreassen & Kotler, 2008) there is a need to create a model linking the two constructs, which have not been addressed adequately by the existing studies. A survey of the recent literature (Knowles & Gomez, 2009; Stater, 2009; Hart, 2008; Andreoni, 2006; Heinzl, 2004; Bennett, 2003; Pope et al., 2009; Srnka et al., 2003; Dolnicar & Lazarevski, 2009) demonstrates a relatively small number of applicable empirical studies. The researchers' focus, because of the previously described difficulties, focuses on individual marketing activities and/or particular aspects of fundraising.

In this study, the initial theoretical model (see Figure 1) was used as a starting point for modeling the dynamic relationship between the fundamental constructs (marketing activities and fundraising performance of nonprofit organizations).

Furthermore, this preliminary empirical study takes into consideration the impact of feedback control and organizational learning, as well as the positive effects of establishing long-term relationships with donors, as recommended by previous theoretical recommendations (Sargeant & Shang, 2010; Andreasen & Kotler, 2008; Akchin, 2001; Stater, 2009, Pope et al., 2009; McGee & Donoghue, 2009; Bennett, 2007; Sargeant & Lee, 2004; Sargeant & Jay, 2004).

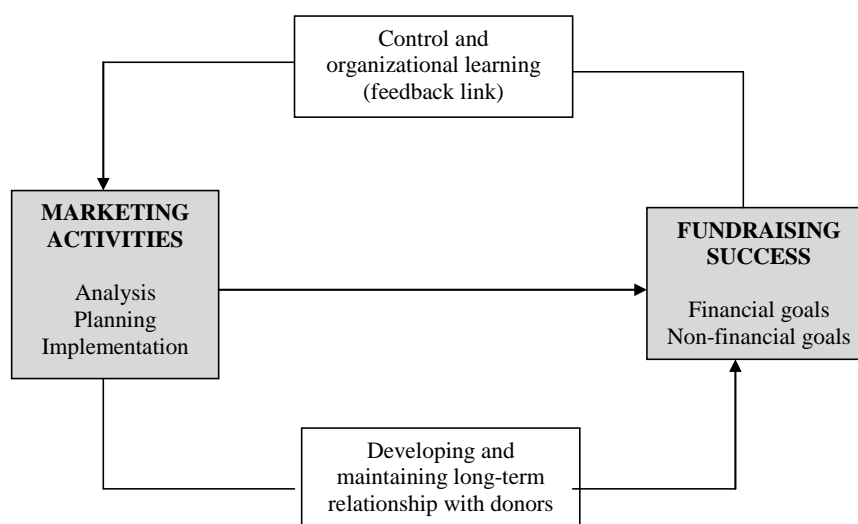


Figure 1. Theoretical model of a relationship between marketing activities and the fundraising performance

Source: Author

Integral theoretical model (shown in Figure 1) was the starting point for a complex and dynamic approach to marketing activities and fundraising success relationship in nonprofit organizations. The main purpose of this approach is the creation of an integrated theoretical model and derived models of feedback, as a basis for future complete system dynamic modeling of the observed phenomena.

## 2. METHODOLOGY OF THE INITIAL EMPIRICAL RESEARCH

Previous research in nonprofit sector used methodology of measuring performance and impact of marketing in nonprofit sector that is, in majority, based on defined relationships and fixed parameter values (Metawie, 2012). It can be considered as inadequate, since modeling of social systems is complicated, due to multiple "soft" variables (Roy & Mohapatra, 2000) that are not linked exclusively by linear relationships. Measuring the "soft" variables, reflecting "messy" social events and phenomena, leads to problems of model validation, especially if the proposed relationships are predetermined, with fixed parameter values (Roy & Mohapatra, 2000). The system dynamics approach provides insight into the operation of the organization through its components, their co-ordination and interaction of these changes over time (Morecroft, 2010).

The fundamental idea of the system dynamics model approach is to determine the relationship between all the variables within the system as being simultaneously dependent and independent (Woodside, 2005). The basic tool of the system dynamics modeling are causal loop diagrams (CLDs), demonstrating the structure of feedback within the system (Sterman, 2000). Therefore, the system dynamics approach is a suitable methodology for the complex marketing phenomena and/or relations research (Sisodia & Hurly, 2002; Metawie, 2012; Sterman, 2000) but, surprisingly, is not used frequently (Laidler - Kylander & Simonin, 2009).

In this study, it is assumed that the fundraising performance influences, through a feedback loop, the redefinition of marketing activities, which can be demonstrated by the causes and consequences of the dynamic relationships within the observed system (Malczynski, 2011). These feedback links, which can be modeled by the use of CLDs, are responsible for the assumed behavior within the observed system (Barnabas, 2011). When creating CLDs, it is necessary to include only those connections that are considered to be authentic cause-effect relationships in observed system (Sterman, 2000). However, system boundaries determination, or the point where additional factors will not be involved, is the matter of researchers' assessment and experience with the research topic (Morecroft, 2010).

Accordingly, this qualitative study will attempt to set the guidelines for further empirical research by suggesting the fundamental CLDs, relevant for the dynamic relationships between the two fundamental constructs: marketing activities (i.e. analysis, planning and implementation) and the fundraising

success (measured by financial and non-financial indicators). The model also takes into account the impact of control and organizational learning (as feedback influence) and the effects of establishing long-term relationships with donors. Focus group approach (Lane et al., 2001) was used in this study, with the purpose to develop communication among participants about the system components and relationships (Winz et al., 2007). Qualitative data obtained from focus group meetings was used in the creation of initial CLD, as well as data obtained by in-depth interviews and group exercises (Laidler - Kylander & Simonin, 2009) in several iterations.

The focus group consisted of representatives of Croatian humanitarian nonprofits, randomly selected from the author's own list of active, high-capacity Croatian nonprofit organizations. Namely, due to the problem of large number of inactive organizations formally existing in government registries (i. e. the Ministry of Finance indicates the existence of more than 7,000 registered organizations, while the Ministry of Public Administration in their official registry indicates more than 50,000 organizations at the time of this research (April 2013) with difficulties in discerning active from inactive ones), snowball sampling methodology was used to define the population of the study (other than active status): organizations that implement marketing activities in their work, have different fundraising activities toward various donors and sources of funds and are focused in their work on children with disabilities/problems in development. The participants shared their organizations' fundraising performance indicators – both the financial and non-financial ones. All chosen representatives have a clear understanding of the field of research and were willing to participate in the study. The issues discussed with the participants were based on previously identified theoretical determinants of the research topic.

The data collection was been conducted on two occasions (in April and June 2013), each lasting five hours. Relevant guidelines (Stermann, 2000; Kitzinger & Barbour, 1999; Morgan, 1997; Krueger, 2009) related to research with focus groups were taken into account. At the first meeting, the theoretical basics of the model were presented, as well as the assumptions about the relationships among the constructs/variables. Furthermore, the methodology related to causal loop diagram was explained. Each participant created their own version of a causal loop diagram, linking the marketing activities and fundraising performance, while the discussion lead toward a definition of a shared model and its boundaries, according to Stermann's (2000) guidelines. Important components of marketing activities were identified, as well as main fundraising financial and non-financial goals. According to the components,

focus groups participants discussed their experience in particular organizations and proposed possible causal relations between variables. The themes that were discussed in focus groups were: methods and frequency of internal and external analysis in nonprofit organizations, impact of analysis results on organizational and strategic planning, methods and staff involvement in the planning process, tools of implementation activity, procedure for segmentation, targeting and positioning, components of the marketing mix, control and its impact on organizational learning, tools for processing and storing knowledge, methods for maintain long-term relationship with donors and determination of important fundraising goals (financial and non-financial).

After two months, the focus group reconvened and, on the basis of previously accepted initial diagrams and their own thoughts, the assumed causality between component diagrams was discussed once again. Furthermore, time lags in the proposed causal loop diagram were defined on the premise of the process duration of two years. In relation to the initial theoretical model, three new variables were included in the model: initial internal and external analysis, as well as (extraordinary) negative and positive changes in the environment, based on the participants' input. Initial, simplified causal loop diagram (developed during the two previously described stages) is shown in Figure 2.

Causal loop diagram in figure 2, as well as smaller loops from which it is consisted, is the universal result of focus group activities, in-depth interviews and group exercises with the participants. Initial analysis of the internal and external environment should be considered as a starting point in developing a new activity, while the extraordinary changes in the environment, with either positive or negative impact, should be considered as essential factors in the system dynamic approach of the observed phenomena.

The proposed direction(s) of individual relationships are shown by an arrow, while a positive (or a negative) impact of one variable to another is shown by the plus/minus sign. In this case, without quantitative indicators, the direction of proposed relationships is defined in terms of correlation. Time lag impact is presented with an equal sign over the arrows of influence and should be distinguished from the regular duration of a given process. Processes with a lag also last for a specific period of time; their influence does not begin immediately, but with a delay.

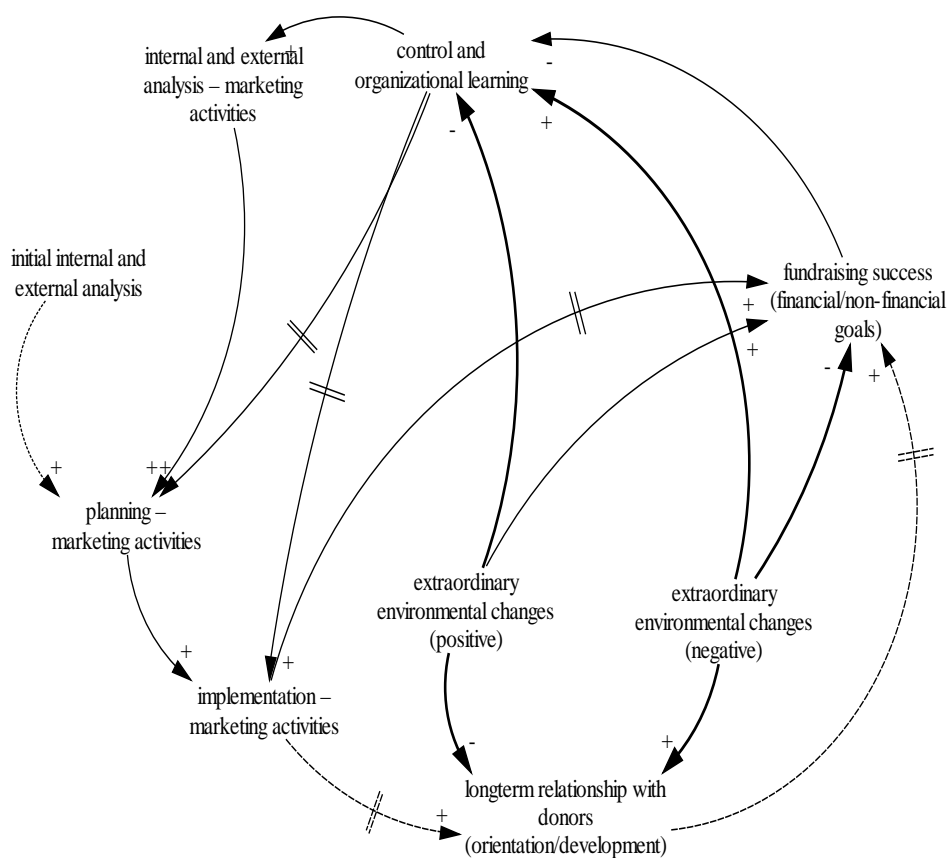


Figure 2. Causal loop diagram of marketing activities and fundraising success relationship

Source: Research results.

The causal relationships between variables are presented from fundraising success (financial/non-financial goals) aspect. The entire causal loop diagram consists of six smaller interconnected feedback loops, shown by Table 1.

Qualitative data, which served as the basis for creating a causal loop diagrams describe specific situations and activities related to the relationship of marketing activities and fundraising success, as described in the following section. Each of the previously mentioned feedback loops is described in detail, along with its theoretical basis and the practical marketing implications for nonprofit organizations. Additionally, sample participants' quotations are provided, as to explain how and why a particular activity happens from the



organizational point of view, and what the consequences are. All displayed feedback loops together form a causal loop diagram of the proposed relationships, while simultaneously, within the system, each feedback loop has its own action.

Table 1. Causal loop structure

<p><b>Loop Number 1</b> of length 2 fundraising success (financial/non-financial goals) → control and organizational learning → implementation – marketing activity</p>	<p><b>Loop Number 4</b> of length 4 fundraising success (financial/non-financial goals) → control and organizational learning → planning of marketing activities → implementation of marketing activities → long-term relationship with donors (orientation/development)</p>
<p><b>Loop Number 2</b> of length 3 fundraising success (financial/non-financial goals) → control and organizational learning → implementation – marketing activities → long-term relationship with donors (orientation/development)</p>	<p><b>Loop Number 5</b> of length 4 fundraising success (financial/non-financial goals) → control and organizational learning → internal and external analysis – marketing activities → planning – marketing activities → implementation – marketing activities</p>
<p><b>Loop Number 3</b> of length 3 fundraising success (financial/non-financial goals) → control and organizational learning → planning – marketing activities → implementation – marketing activities</p>	<p><b>Loop Number 6</b> of length 5 fundraising success (financial/non-financial goals) → control and organizational learning → internal and external analysis – marketing activities → planning – marketing activities → implementation – marketing activities → long-term relationship with donors (orientation/development)</p>

Source: Research results.

The shortest loop (loop number 1) illustrates the relationship of fundraising success, control and organizational learning and implementation - marketing activities. That particular loop (1) can be interpreted with a situation where the shortfall in achieving fundraising objectives leads to enhanced control, the results of which have a direct impact on the implementation of marketing activities. This cycle takes place without prior analysis (of "underperformance" causes and "regular" changes in the environment), and with the purpose of "ad hoc" response to recognized shortfall in fundraising success. (*Participant 2*: "If

*we fail in achieving our fundraising goal, particularly the amount of funds raised and number of new donors, we increase control. That means we check our past activities, to see why it happened, so it wouldn't happen again. It usually shows that we have failed in our service or promotion as the main part of implementation, and we won't make same mistake again. Why? Because we learned from our own mistakes.”)*

Loop number 2, with a similar scenario, involves long-term relationships with donors, but with identical ad hoc approach to solving the problem identified in the realization of the planned fundraising success. This method of control implementation is contrary to the theoretical knowledge, with evaluation/controlling activities being based on previously agreed objectives and mechanisms for correcting performance discrepancies (Andreasen & Kotler, 2008). This ad hoc approach completely excludes the existence of successful strategic control, i.e. monitoring the implementation of strategic goals (Bryson, 2011), as well as the implementation of nonprofit programs/projects (Allison & Kaye, 2005). Furthermore, this approach makes it impossible for an organization to use organizational learning for developing new marketing capabilities, in order to create a competitive advantage in the selected target market (Liu & Ko, 2012). (*Participant 6: “Sometimes, we fail in fundraising success even with our major donors, so we check the activities, whether they were done according the schedule, learn from our mistakes, make instant changes in donors segmentation, targeting and positioning and develop relations with “better ones”, which will help us to raise the needed amount of money”*).

If in the process (regardless of the intensity and quality) of planning, as a component of marketing activities is added, then loop number 3 shows the characteristics of planned and purposeful response to the changes that led to the poor accomplishment of the organizational goals. (*Participant 3: “In our organization we always make corrections in next action planning when control determines the reason for fundraising failure. Only after adjusting our plan do we go forward with implementation activities”*).

The loop which includes long-term relationships with donors (loop number 4) has the same characteristics. The presumed situation corresponds theoretically to the operational planning implementation for precisely defined tasks and deadlines (Allison & Kaye, 2005), but, in essence, still does not have the characteristics of strategic planning approach toward marketing activities in an organization. Due to the absence of evaluation in each step of the process, the fundraising success (in part) is left to chance. (*Participant 1: “We failed big*

*in corporate donor satisfaction, which compromised our fundraising success. So we checked our protocol for communication with the donor, and the mistake was that all staff members could call the donor at any time, so he was feeling annoyed and started to avoid us. We changed our communication protocol at the organizational level, and afterward it was used for all major donors. We didn't have the same problem again").*

The marketing activities (analysis, planning, implementation and control) are initiated, if the organizational fundraising goals are not achieved. This sequence of events can be considered as a comprehensive approach in order to improve the fundraising success (loop number 5). (*Participant 7: "If we fail in fundraising, especially in financial goals we start with the process all over again. That means new analysis, planning and implementation, evaluate our fundraising through control, then store our new knowledge and use it for next time. If it is necessary, we make an adjustment of some activities through the entire process. It results in better achievement of fundraising goals")*).

Just like in other, previously described scenarios, establishing long-term relationships with donors (loop number 6) can be considered as an additional benefit for achieving fundraising success. However, the described scenario cannot be achieved without previous strategic planning and creation of a marketing plan as preconditions for successful fundraising. (*Participant 4: "Our efforts are oriented toward fundraising success or toward settled goals. More precisely, we check the amount of raised funds, donor satisfaction, donor loyalty, number of new donors and average cost per raised monetary unit. If we fail that means we have to do all cycle again: the analysis why this happens, new planning for the whole organization at all levels, and modification of implementation activities. This process includes control as well. New knowledge is stored in organizational database and we use it particularly for major donors and establishment of long-term relationship with them. This assures better fundraising success")*).

Individual analysis of feedback loops (number 1-6) in the causal loop diagram (from the aspect of fundraising success), and synergy effects of all loops at the same time, indicates different sorts of scenarios, which can happen in reality. As previously mentioned, the additional variables (as compared to the theoretical model) were included into the empirical proposition of the relevant CLD. Extraordinary changes in the environment (with either positive or negative impact), as well as initial environmental analysis, are not a part of the feedback loops (number 1-6), as their impact is one-time only (in the stage of initial analysis of the environment and the organization, such as the initial

SWOT analysis) or sporadic and unpredictable (in the case of sudden changes in the environment). In the proposed CLD, the initial analysis is presented with short dashed line, while extraordinary changes in the environment are described by a thicker solid line. Their impact cannot be predicted with certainty regarding the time of occurrence, duration and intensity. A negative impact of the changes in the environment may be related to legislative changes which significantly reduce government support to the organization. In that case, long-term relationships with donors will intensify in order to compensate the fund deficiency.

Some changes in the environment, such as large natural disasters (as they represent a challenge for the organization to provide assistance to the victims and, thus, achieve their mission), reduce intensity of long-term relationships with donors. In such a case, the situation is urgent and requires immediate action. Activities toward successful fundraising during large disasters are a reflection of solidarity with the victims of the disaster, without planning in advance or trying to establish long-term relationships with donors. Therefore, these variables, although recognized as important in determining causality in the proposed model, cannot be an integrated part of the previously described feedback loops (number 1-6).

It should be noted that the proposed diagram feedback implies yet a different approach to fundraising success and control relationship than theoretical knowledge and previous research (Sargeant & Shang, 2010; Lopez et al., 2005; Liu & Ko, 2012). The above relationship is theoretically assumed to be positive, which in the CLD in this study only apparently is not the case. Qualitative data obtained from structured interviews with focus group participants indicate negative relationship of these variables, arguing it by example.

Namely, if the planned success has been achieved or exceeded, then organizational learning and control have reduced the intensity of activity and the perception of needless waste of time because everything is going according to plan. Therefore, the organizations believe that in such situations performance reflects in less control. However, if the process continues at regular intervals in the future, the described reaction certainly results in decreased fundraising success, which will again intensify the activities of control and organizational learning (through all or a part of the loops shown). This will certainly lead to intensification of other activities in the diagram. The exact relationship or the quantitative causality effect of these variables will be evaluated in a future research of observed relationship.

The relationship between marketing activities and successful fundraising in the proposed CLD is shown by the thin solid line, while the connection of establishing and maintaining long-term relationship with donors is shown by the long dotted line. The proposed CLD implies different perspective to fundraising success and control relationship. Theoretically, this relationship is assumed to be positive (Sargeant & Shang, 2010; Lopez et al., 2005; Liu & Ko, 2012), which (in the feedback loops) only apparently is not the case. Qualitative data indicate negative direction of the relationship of these variables.

Namely, if the planned fundraising goals are achieved or exceeded, organizational control/learning is reduced as a result of the perception that control is pointless (“everything is going according to plan”). Therefore, the control activity is decreased, which may, surprisingly, have adverse effects. Namely, if the process continues, it will result in a failure of achieving fundraising goals, which is the reason for activities of control and organizational learning (through all or part of the loops shown) to intensify and lead to an increase in other CLD activities.

A comparison of (initial/fundamental) theoretical model and the CLD approach shows the emergence of new variables being included into the CLD. CLDs can help researchers understand the nature of key variables easier than the “classical“ theoretical model validation (Laidler - Kylander & Simonin, 2009). A recognition of extraordinary environmental changes as an important variable in the model is a good example. In addition, participants in the empirical study perceived the causality of marketing activities and fundraising success as a continuous process, which could, if neglected, affect the overall organizational performance. This illustrates potential benefits provided to nonprofit organizations by the application of the system dynamics approach in the field of strategic planning.

Namely, participation in this study affected the participants' perception that fundraising success is determined only by actions taken previously, with possibility to “fix it“ only by different post-hoc control actions. An insight into the system dynamics approach created an awareness of circular relationships among the observed variables - starting with the problem, leading to solutions and returning to the problem itself (Tucker et al., 2005). In other words organizations would benefit by realizing that fundraising success is determined by previous implementation of marketing activities (both intentional and unintentional), and the past performance of fundraising.

### 3. DISCUSSION OF EMPIRICAL RESULTS AND IMPLICATIONS FOR FUTURE RESEARCH

The primary purpose of this study is to demonstrate the applicability of the system dynamics modeling concept for the nonprofit sector. Through the formulation of causal loop diagrams, a new approach to modeling the intensity and direction of the marketing activities and fundraising success relationship is proposed. The dynamic relationship between these constructs should be further analyzed by future research, which could be quantified by future studies, taking into account the non-linear relationship between the variables in the system, time lags in mutual influences and intensities of mutual influence among the individual variables. In future studies, the proposed simplified causal loop diagram has to be operationalized for further quantitative analysis (according to the recommendations by Laidler, Kylander & Simonin, 2009). It could be also suggested (as recommended by Patel et al., 2008; Baksi, 2012) to apply structural equation modeling to justify theoretical model construct and identify the relationships between marketing activities and fundraising indicators and then derive a causal - loop diagram (CLD) to show if (and how) the variables within the model interact.

The system dynamic approach provides a better insight into the nonprofit marketing complexity and leads to the understanding of the cause and effect chain, which is limited by traditional linear techniques (Tucker et al., 2005). Dynamic models that describe the relationship of certain phenomena or structure of already defined systems, reveal much more about the nature of the studied phenomenon whereby, especially, emphasize the possibility to observe the relationship between the components of the internal structure of the system, that is crucial in defining strategies aimed at improving the performance of organizations (Metawie, 2012).

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#### PRELIMINARNA EMPIRIJSKA ANALIZA DINAMIČKE POVEZANOSTI MARKETINŠKIH AKTIVNOSTI I USPJEHA U PRIKUPLJANJU SREDSTAVA U NEPROFITNIM ORGANIZACIJAMA

##### Sažetak

U neprofitnom sektoru, marketinške aktivnosti i njihov utjecaj na uspješnost prikupljanja sredstava često se ne razmatraju u složenom i dinamičnom kontekstu, i to zbog složenosti samog sektora. Uspjeh u prikupljanju sredstava značajno doprinosi ukupnom organizacijskom uspjehu neprofitne organizacije. Međutim, samo prikupljanje sredstava bi trebalo biti utemeljeno na ispravnoj implementaciji marketinških aktivnosti, što opravdava napore za uspostavom modela, koji bi objasnio odnose između ovih dvaju konstrukata. U ovom se radu razvija prethodno opisani model na temelju metodologije systemske dinamike te se provodi preliminarno empirijsko testiranje. U model se, također, uključuje i potencijalno djelovanje povratnih informacija i organizacijskog učenja. Studija je provedena korištenjem kvalitativne metodologije (pristupa fokusnih grupa) na uzorku predstavnika hrvatskih humanitarnih organizacija. Empirijska kvalitativna analiza je dovela do identifikacije novih varijabli, koje su uključene u model. On se sastoji od šest manjih povratnih veza, koje se povezuju u veću cjelinu, zasnovanu na povratnoj vezi između marketinških aktivnosti i uspjeha prikupljanja sredstava. Temeljni je cilj navedene studije prezentirati inicijalne rezultate primjene sistem-dinamičke metode na modeliranje marketinških aktivnosti u neprofitnom sektoru. Očekuje se da bi se dobiveni inicijalni rezultati mogli dodatno kvantificirati, kao temelj za primjenu metode strukturnog modeliranja jednadžbi.

