

September 2006

The State of Marketing in the Public and Non-Profit Sectors Survey Highlights

Overview of Findings

Overall, professionals involved in marketing gave their organizations a low overall score across all of the factors deemed to be important for successful marketing. In particular, respondents gave a lower rating to their organization in the areas of *resources, marketing information and measurement, knowledge and skills, and planning*.

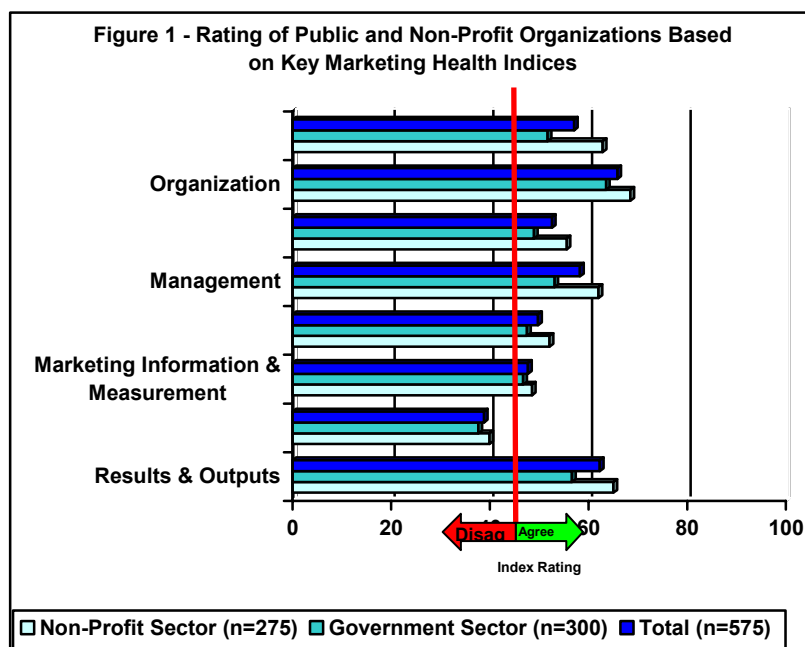
Although non-profit organizations tend to score higher on all indices, the study paints a bleak picture of the overall marketing health of these two sectors. Government organizations, in particular, seem to lack the culture, strategic planning environment, management systems, knowledge and skill set, marketing information and performance measurement regime that are indicative of market-centred organizations.

Specific Findings

- Analysis by level of government suggests that, overall, crown corporations and provincial / municipal government organizations demonstrate a stronger orientation towards marketing compared to federal government organizations.
- Within the government sector, a higher proportion of provincial and municipal government organizations scored better on the culture index compared to federal government organizations.
- In comparison to government organizations, non-profit organizations exhibited an organizational culture that was more focused on offering value and service.
- Both government and non-profit organizations demonstrated particular neglect for incorporating a formal marketing planning process and establishing measurable marketing objectives at the organizational level.
- Public sector organizations fail to consider client needs when developing service approaches and product, program and service offerings. In particular, government organizations, scored low on implementing a proactive process
- that considers client needs when identifying and developing new products, programs, and services,
- The performance of both government and non-profit organizations on knowledge and skills of marketing indicates that, while some organizations display a willingness to provide the

necessary skills, they do not necessarily back up this promise in terms of organizational support and culture.

- Marketing professionals in both the government and non-profit sectors noted that their organizations were particularly poor performers when it comes to rewarding staff for achieving marketing objectives or improving value delivered to clients.
- Government and non-profit organizations do not effectively use market research and other lines of evidence to gather information to support their marketing function.
- Government and non-profit organizations tend to be reactive, rather than have proactive systems in place to address shifts in the marketplace.
- Marketing within both government and non-profit organizations tends to be managed in silos (based on program or operational units),
- A majority of respondents indicated that marketing planning will be a priority area of focus for their organization in the coming year.
- Marketing professionals from non-profit organizations expected service quality and client relationship management to be a priority in the coming year, while government organizations will place some priority on managing service delivery channels.



For more information on how to obtain a copy of the report, please visit:

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