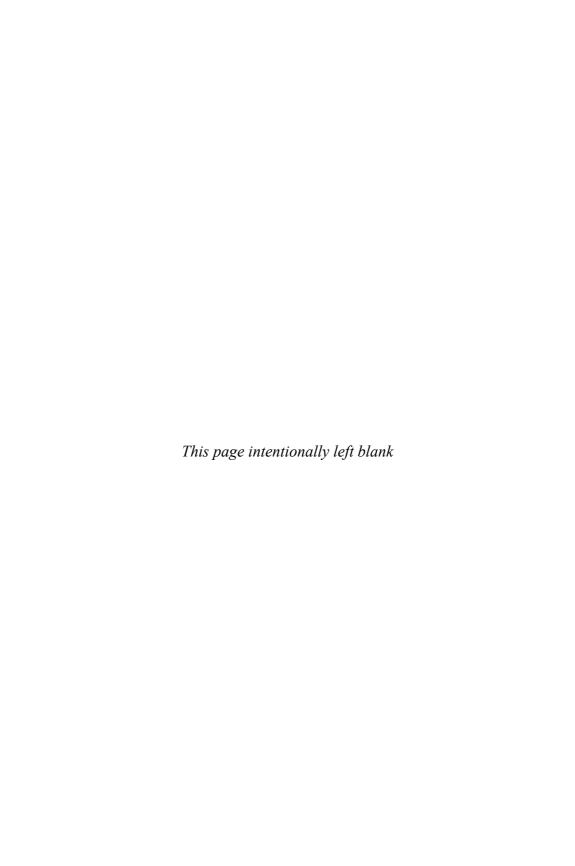
Promotion, Recruitment and Retention of Members in Nonprofit Organizations



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Contents

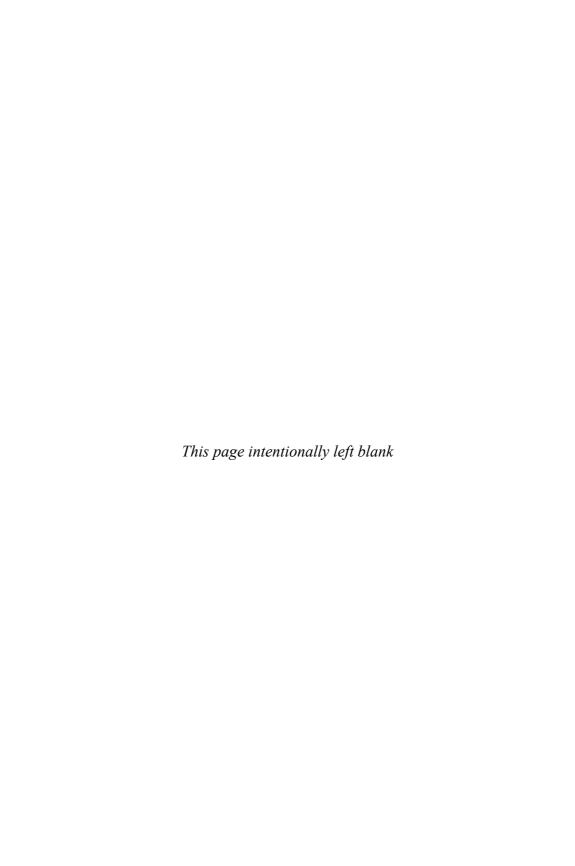
List of Figures and Tables	iλ
Abbreviations	X
About the Authors	xii
Preface	XI
Chapter 1 The Nature of Membership in Nonprofit	
Organizations	Î
1.1. Introduction	
1.2. Inclusion and Membership	1 2 2 3 3 7
1.2.1. Belongingness	2
1.2.2. Uniqueness	3
1.3. Motivations of NPO Members	3
1.4. Collaboration	7
1.4.1. Process of Collaboration	8
1.4.2. Collaborative Theories	10
1.5. Group Membership	11
1.6. The Nature of the NPO	14
1.6.1. Membership and NPO	15
Chapter 2 Toward Value for Members of Nonprofit	
Organizations	23
2.1. Introduction	23
2.2. Members in NPOs	23
2.3. SAV in NPOs	24
2.4. Organizational Identification and RM Perspectives	
in NPOs	26
2.4.1. Organizational identification in NPOs	26
2.4.2. RM in NPOs	28

vi Contents

2.5.	Identification, RM Theories and SAV	30
2.6.	Future Research	31
Cha	pter 3 Donor and Member Funds	39
	Introduction	39
	Managing for NPO Value Creation	40
	3.2.1. Leadership and Governance	42
3.3.	Donors as Members	44
	Financial, Material, Human and Relational Resources	46
	3.4.1. Financial Resources	47
	3.4.2. Material Resources	49
	3.4.3. Human Resources	49
	3.4.4. Relational Resources	50
3.5.	Funds Transfer	51
3.6.	Implications for Donors	51
Cha	pter 4 Recruiting and Retaining Members	57
	Introduction	57
4.2.	The Role of Motivation	57
4.3.	Recruitment, Selection and Integration of Members	58
	4.3.1. Recruitment	58
	4.3.1.1. Recruitment Campaigns and Marketing	
	Channels	63
	4.3.1.2. Candidate Journey	68
	4.3.2. Selection	71
	4.3.3. Orientation and Integration	72
4.4.	Retaining Members	73
	4.4.1. Strategies for Retention	74
4.5.	New Trends in Membership	76
Cha	pter 5 Social Capital from Non-Traditional Partners	81
	Introduction	81
5.2.	Entrepreneurship	82
	Social Entrepreneurship	84
	Environmental Influence	85
5.5.	Social Capital	86
	Bonding and Bridging Social Capital	86
5 7	Collaboration Among Social Capital Partners	87

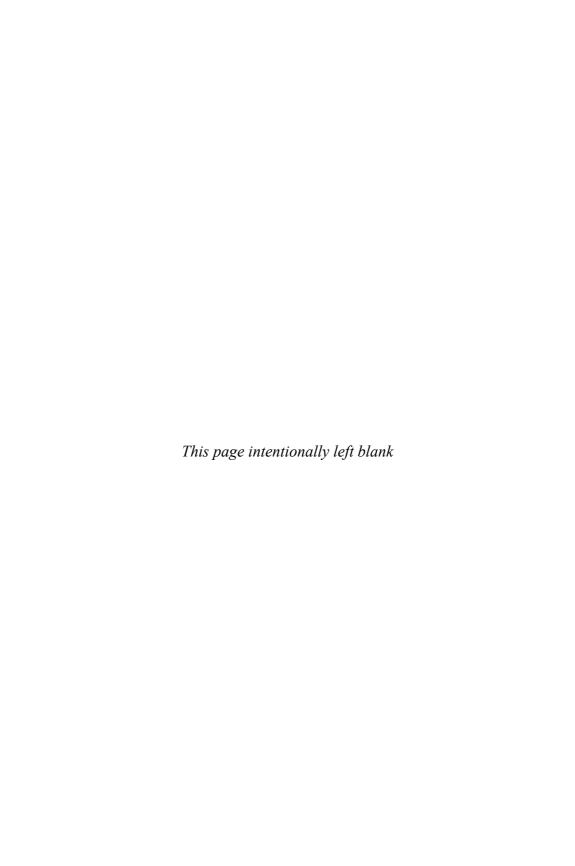
Chapter 6 Sustainable Development and a Perspective to N	-
Organizations	95
6.1. Introduction	95
6.2. Sustainable Development Goals (SDGs) Agenda to 20	30 95
6.2.1. Origins	96
6.3. Creating Value for Sustainable Development	100
6.4. A Nexus Proposition to Move Toward Sustainable	
Development	103
Index	113

Contents vii



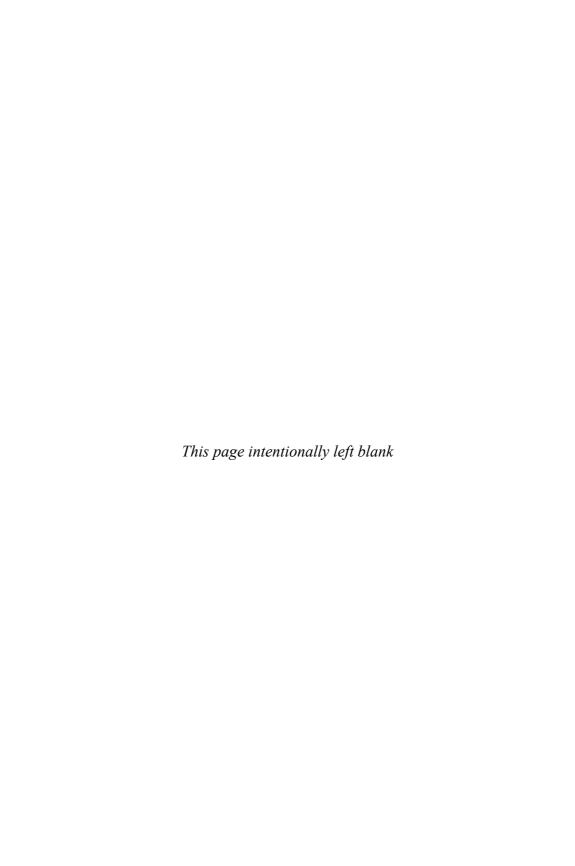
List of Figures and Tables

Chapter	1	
Table 1.1. Fig. 1.1. Fig. 1.2.	Influential Theories in a Nonprofit Context. Stages of Interaction Models for Collaboration. Membership as a Social System.	5 8 13
Chapter	2	
Fig. 2.1.	Relational Value Creation in the NPO Context.	32
Chapter	3	
Table 3.1.	Sources and Types of Resources.	46
Table 3.2.	Financial Structure Constituents.	48
Fig. 3.1.	NPO Fundraising Environment.	48
Chapter	4	
Fig. 4.1. Fig. 4.2.	Three Core Activities in Human Resources Planning Process. Main Duties and Responsibilities of the Recruiting	58
	Coordinator.	60
Fig. 4.3.	Inbound and Outbound Recruiting.	62
Fig. 4.4.	Stages of the Candidate's Journey.	69
Fig. 4.5.	Candidate Journey Map.	70
Chapter	5	
Fig. 5.1.	Resource Provision.	88
Fig. 5.2.	Multilateral Exchange of Value.	89
Chapter	6	
Table 6.1.	Critical Importance Areas and the Formulation of the 17 SDGs.	97
Fig. 6.1.	Dimension Diversity.	99
Fig. 6.2.	Conceptual Framework of Metacouplig Systems.	105
Fig 6.3	Conceptual Framework of NPO System and Their Nexuses	106



Abbreviations

Applicant Tracking System	ATS
Artificial Intelligence	AI
Charity Aid Foundation	CAF
Employee Net Promoter Score	eNPS
Human Resources Management	HRM
Key Performance Indicators	KPIs
Membership Associations	MAS
Millennium Development Goals	SDGs
Multiple-mini Interviews	MMIs
Nonprofit Organzation	NPO
Relationship Marketing	RM
Search Engine Optimization	SEO
Situational Judgment Tests	SJTs
Social Added Value	SAV
Small- and Medium-sized Enterprise	SME
United Nations	UN
Values-based Recruitment	VBR



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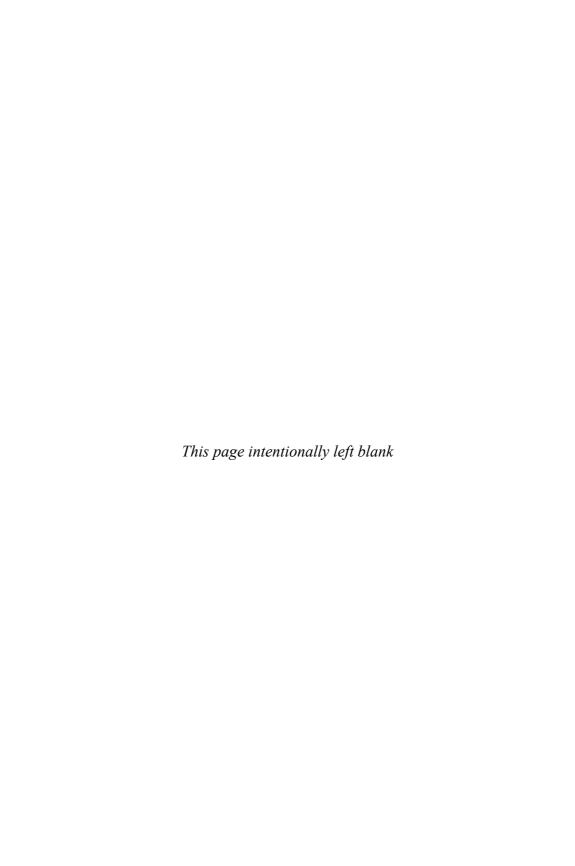
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Preface

Since the last decade, the number of nonprofit organizations (NPOs) has increased throughout the world. Their role is critical for attending vulnerable groups undergoing complex social issues. However, most of them face management and leadership challenges, due to a lack of effective policies and procedures, communication technologies, financial discipline and control of key performance indicators.

This book focuses in the generation of value for all NPOs' members including top management, shareholders, board members, volunteers, employees, beneficiaries and non-traditional members. However, value is conceived beyond its mentioned members, implying qualitative indicators such as sustainability, wellness and the fulfillment of an NPO's social mission.

The world has experienced changes, and thus, NPOs' management requires the adaptation of paradigms that contribute in the achievement of its mission and objectives. Value perspective is no new argument; however, the novel approach considers relations and benefits for NPOs' members, other stakeholders and the community. Therefore, each member possesses an aggregated value when commitment and active participation leads to change.

NPOs need to implement strategies for the recruitment and retention of such members. In that sense, this work is based on the following research question: the current perspective for value creation of NPOs' members is sufficient for the former recruitment and retention purpose? An objective answer could be based on the need for more active NPOs' participations with better strategies.

NPOs of any size are vulnerable to changes in the environment, due to their strongly correlated subsistence with charity and altruism. In some cases, funds are subdued to the commercialization of a product or service, implying a competitive effort in a globalized market where an increasing number of NPOs and other firms require scarce resources. Thus, the professionalization of its board, top management and staff is mandatory.

It is no secret to state that the agenda for sustainable development is still pending for all actors in society. Its dimensions are multifactorial and diverse; nevertheless, any NPO could actively participate through social innovation by recurring to synergies and alliances with other actors for a sustainable creation of value.

xvi Preface

The purpose of this work is to highlight the value of NPOs' members in the aim of fulfilling social missions. However, their significance could not be separated from the conditions of NPOs' operational systems, results and nature of alliances. Thus, any NPO needs to understand, build and strengthen its value creation relations. Finally, the non-profit sector requires motivated, committed and active members valued for their essence and hard work; moved by love, compassion and empathy; and genuinely care for the needs of others.