

Promotion, Recruitment and Retention of Members in Nonprofit Organizations



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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 Organization	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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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.

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.