

DISSERTATION
SZAKDOLGOZAT

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2011

Dissertation

**The Secret of Success
at
a Non-Profit Sport Organisation**

Making Marketing Communication
More Efficient Among Young
People

By

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Master of Sciences in International Business

10 December 2011

Executive Summary

There are about one hundred associations and clubs in Komló. It goes without saying that only the minority of them operates effectively and only a tiny fraction of them is known by the citizens. The scope of my investigation was limited to DÖKE - a local non-profit sport association operating in Komló, where I am the executive chairwoman – in the field of its marketing communication toward young people.

The aim of the dissertation was to identify the most and least powerful marketing communication tools used by DÖKE and to provide recommendations to improve marketing communication applied by this sport club. Taking into consideration that DÖKE mainly focuses on attracting children to sport events, the basis of the dissertation was a research conducted among primary-school pupils in order to figure out if the majority of pupils were familiar with DÖKE (its logo and its activities) or not and whether the personal contact and interpersonal communication were the most efficient way to attract pupils as participants to sport events or something else.

First, this paper provides an insight into the nature of non-profit organisations which helps readers to understand their unique features. Next, the characteristics of DÖKE embracing its past and present situations are presented since factual knowledge about the club itself is crucial to offer relevant recommendations to its improvement. These are followed by a literature review in the field of marketing communication, and the methods of marketing communications applied by DÖKE are described.

By evaluating the pros and cons of different research methods, the questionnaire research turned out to be the most appropriate research method. After specifying the most important aspects of a successful questionnaire, the type of questionnaire I used is introduced.

Then several pages are devoted to analyse these results of the research and draw the conclusions. 250 respondents, pupils of primary schools, filled in the questionnaires; it guarantees that the result of the research is representative and relevant.

Based on the result of the questionnaires it was crucial to realise that marketing communication for the sport club had to be divided into two parts: communication with existing customers and communication with would-be customers.

Several recommendations are offered based on the questionnaires for both categories: existing customers could be attracted mainly by direct marketing; meanwhile, as for involving more and more new participants, DÖKE has to put emphasis on generating the word of mouth.

Finally overall conclusions were drawn and the need for further research was defined.

Acknowledgement

I would like to acknowledge and extend my heartfelt gratitude to my supervisor, Dr. Márta Dévényi, who has made the completion of this Dissertation possible with her vital encouragement and support.

Additionally, I would like to say thank you to all those 250 pupils who filled in the related questionnaire, enabling me to make a really thorough analysis about the chosen topic.

Finally, I offer my regards and blessings to all of those who supported me in any respect during the completion of the project.

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1. Introduction

The number of non-profit organisations keeps on rising in Hungary. It was 66,145 in 2009, out of which 7,860 organisations were present in the field of sport. (KSH Statinfo 2011)

Along with the growth in their numbers, there was an increase in their significance as well since several tasks cannot be completed by governments - especially in the field of sport.

Non-profit organisations must accept the fact that they cannot exist without marketing and marketing communication because these provide the only ways to address the target audience which enables them to gain money for their operations. That is the reason why non-profit organisations must continuously emphasize and prove their existence and usefulness to the society.

However, marketing is considered to be the least important corporate function by non-profit organisations that appear at a non-profit organisation. The limited budget of non-profit organisations is well-known: they cannot waste millions of forints on advertisements. However, it does not mean that they should overshadow marketing activities, on the contrary, a non-profit organisation should put emphasis on creating a really efficient marketing communication mix which is tailored to its potential. (Nagy 2005)

Since I am the executive chairwoman of a local non-profit sport association (DÖKE), my project focuses on finding its best way for advertising, which could contribute to its better reputation.

In order to achieve this goal, first, this paper provides an insight into the nature of non-profit organisations which helps readers to understand their unique features. Next, the characteristics of DÖKE embracing its past and present situations are presented since factual knowledge about the club itself is crucial

to offer relevant recommendations to its improvement. These are followed by a literature review in the field of marketing communication, and the methods of marketing communications applied by DÖKE are described.

By evaluating the pros and cons of different research methods, the questionnaire research turned out to be the most appropriate one. After specifying the most important aspects of a successful questionnaire, the type of questionnaire I used is introduced. Then several pages are devoted to analyse these results of the research and draw the conclusions. 250 respondents, pupils of primary schools, filled in the questionnaires, it guarantees that the result of the research is representative and relevant, which enables me to suggest several recommendations to improve the efficiency of marketing communication at DÖKE.

Finally overall conclusions were drawn and the need for further research was defined in order to investigate in details the figures given.

2. Characteristics of Non-profit Organisations

Like all businesses, non-profit organisations buy, sell, provide and deliver ideas, services and goods. They transact with suppliers, mediators and customers and they are in contact with accountants, banks and law courts. What I would like to point out is that non-profit organisations make up a sector in the economy that is no less than any other industries. Nevertheless, non-profit organisations definitely have some really unique features which separate them from organisations in the competitive sector.

First of all, in legal and economic aspects the common characteristic of non-profit organizations is that they are operations without the aim of getting profit. **Non-profit orientation** means the legally bound prohibition of profit distribution but it does not imply the limitation of effective or even profit-generating activities. The profit – generated from the income received for their services - can be spent on the improvement of service activities or on providing additional services or products for the society. (Juhász and Garai 2007)

Another important distinctive feature is that non-profit organizations are **not directly sub-ordinate to governmental interests** and they do not exercise power. They have certain extents of autonomy in the formation of their organizational and operational structure, it is their privilege to define their major activities and target groups. This sphere focuses on versatile, less formal, social self-organizing and voluntariness as opposed to formal structures and the bureaucratic operation of the public sector. This feature is represented in the expression ‘non-governmental organizations’. (Juhász and Garai 2007)

Another feature is the **public beneficiary nature** of these organizations. Based on the explanation behind legal regulation, public benefit organizations are those that effectively represent the interests of a wider section of society and provide services for people who do not belong to the organization. (Juhász and Garai 2007)

It is another distinctive feature that certain civil initiatives can organise major occasional or permanent private donations and their activities are mainly based on voluntary work. **Voluntariness** is people's individual, collective or institutionalized contribution deriving from their own free will to the fulfilment of common goals and activities. (Juhász and Garai 2007)

Voluntary organisations in development programmes combine high levels of dedication with specialized expertise in working for and with the neglected and disadvantaged segments of society. The work is demanding and it often has complex and difficult conditions. (Padaki and Vaz 2005)

The above-detailed characteristics of non-profit organisations with their opportunities and challenges are really attractive in Hungary, which can be proven by the following chart illustrating that the number of non-profit organisations is on the rise.

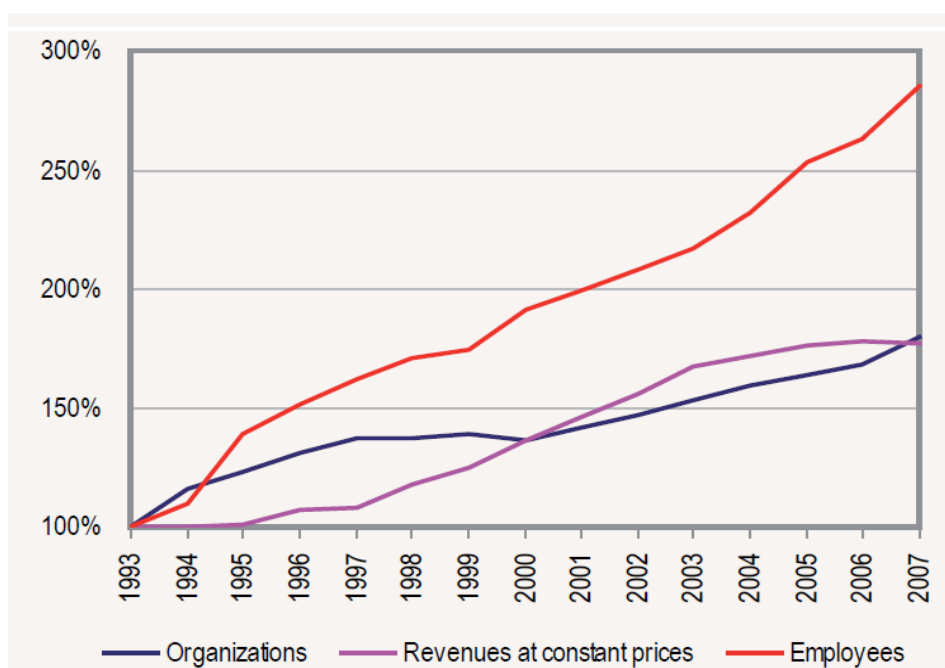


Figure 1.: Development of the nonprofit sector. Source: Statistical reflections, 2009, p. 1.

The development in the non-profit sector is reflected by the first figure and the most important indicators: the number of organizations increased by 80%, meanwhile the number of employees almost tripled during these 15 years and the real value of incomes increased by 77% in the examined period. In order to

appreciate these numbers, it is important to emphasize that the number of organisations was 13,087 in 1990 and it increased to 62,407 within 15 years. It is more than significant and the same tendency can be observed even today.

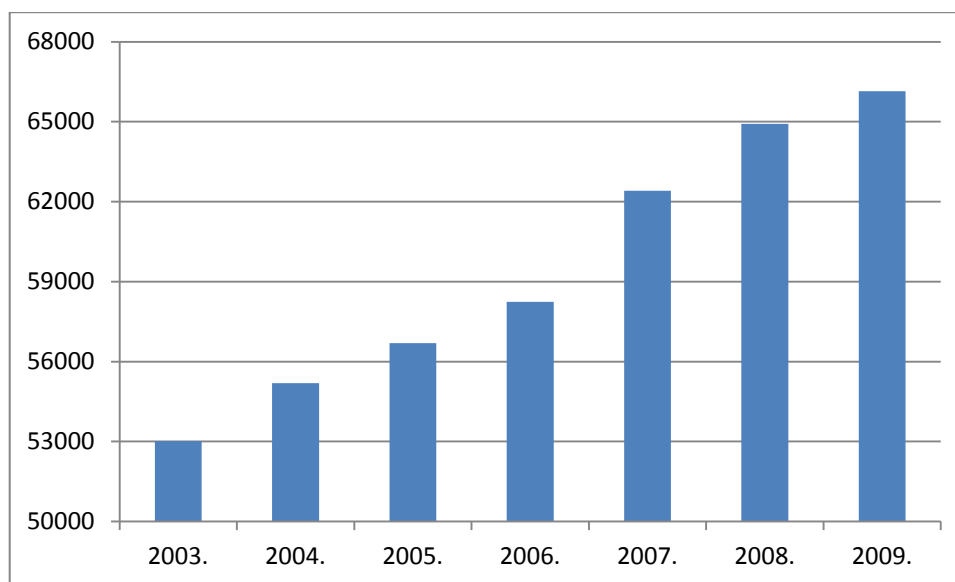


Figure 2.: Number of non-profit organisations.
Source: KSH Statinfo (2011): Nonprofit szektor adatai (2003-2009).

It is also interesting to examine the fields where these non-profit organisations operate since every non-profit organisation has another feature called **task-takeover from the government**. Taking the fact into consideration that governments and enterprises are unable or unwilling to satisfy all needs of the society, the work of non-profit organisations is becoming more and more valuable in certain areas which are overshadowed by the government. This task-takeover is a really unique and useful characteristic of non-profit organisations since they operate at a much lower cost than it could be executed by the government.

Figure 3 shows that the majority of organisations operate in the fields of recreation, education, sport and culture.

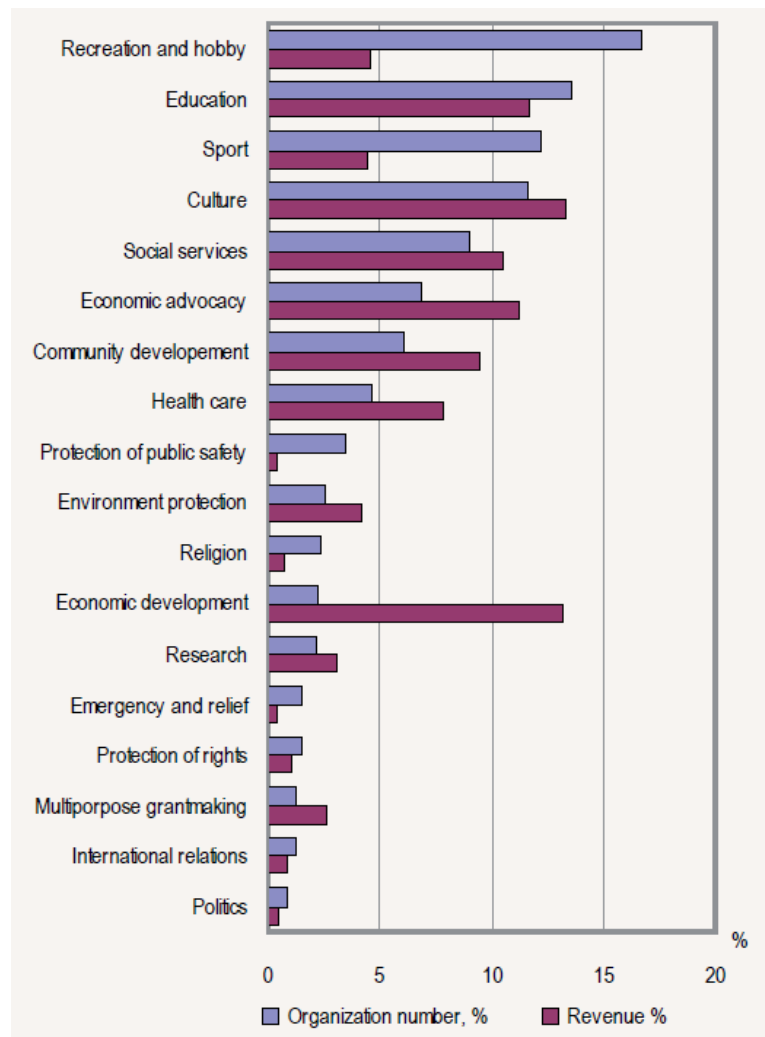


Figure 3.: Nonprofit organizations and the distribution in their total revenues by activity groups, 2007.
Source: Statistical reflections, 2009 p 1.

Taking a look at the changes in the number of non-profit organisations in the field of sport (Figure 4), it can be observed that it increased significantly only in 2007.

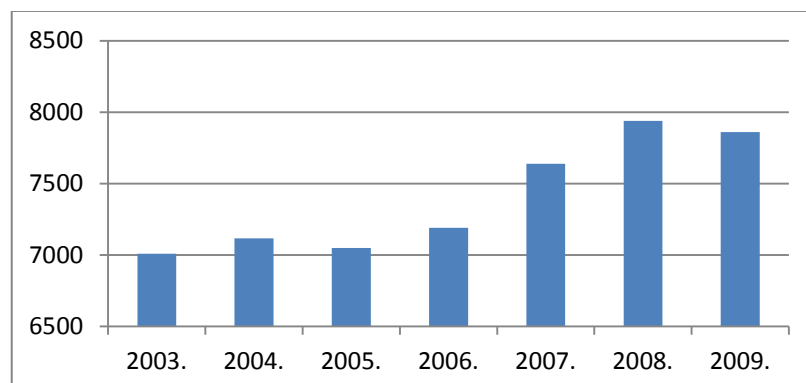


Figure 4.: Number of non-profit organisations in the field of sport.
Source: KSH Statinfo (2011): Nonprofit szektor adatai (2003-2009).

Furthermore, comparing the changes in the number of all non-profit organisations and those which operate in the field of sport, a decreasing tendency can be noticed (5th figure).

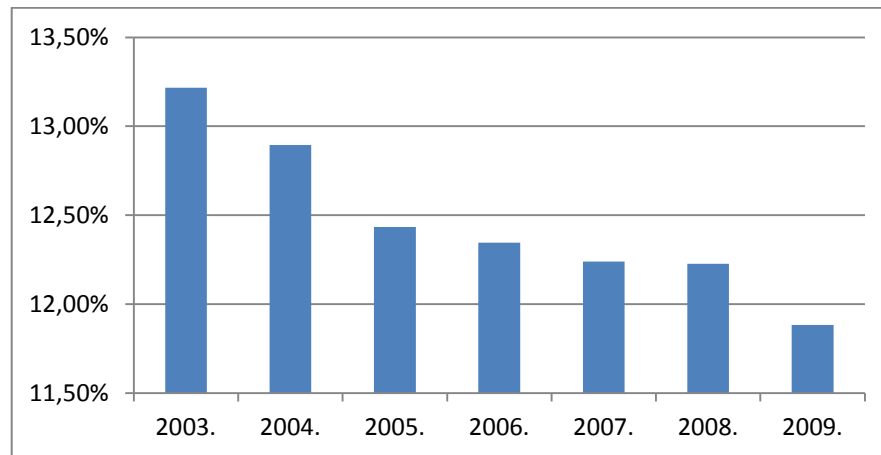


Figure 5.: The proportion of NPOs operating in the field of sport to all NPOs.
Source: KSH Statinfo (2011): Nonprofit szektor adatai (2003-2009).

As for the types of non-profit organisations, it is important to note that there are three types of NPOs: NPOs with outstanding public benefit, with public benefit and with no public benefit.

Moore states that ‘In Hungary the highest administrative court has authority to decide whether associations and foundations qualify for “public utility” status. (...) Separate public benefit legislation sets forth detailed procedures and requirements. The goal is to ensure that an organization focuses predominantly on public benefit activities, that it does not engage in other activities to the detriment of its public benefit mission, and that it maintains appropriate standards of transparency. Hungary’s 1997 Public Benefit Act lists the specific provisions that must be included in the organization’s founding instrument. (...) PBO must prepare and make available a public benefit report, which contains an accounting report, a summary of public benefit activity, and information on the organization's use of public support, its use of its own assets, the amounts of budgetary subsidies it received, and its remuneration of senior officers. Once such information is gathered, it should be made available so that the public can exercise oversight’ (Moore 2005)

3. A Strange Acronym: DÖKE

3.1. An Insight into these Four Letters

DÖKE is an abbreviation of Diák és Öntevékeny Körök Egyesülete (Association of Students and Volunteers). It is a non-profit, public benefit sport organisation operating in Komló and its neighbourhood. It was established in 1994 in Komló and its main field of interest was the government of students. As more and more youth were involved through the activities of the club – like the environmental protection camp – the demand for different sport activities emerged. It was the reason why several sections of DÖKE were founded, such as basketball, mountain-bike and hiking, furthermore, additional programs were organised for the public. As time passed on, the number of its sections and the organised programs increased, the association seemed to be successful.

Recently, there are seven sections - namely basketball, hiking, environmental protection, bicycle, mountain-bike, running and triathlon and table-football – with 80 members. There are roughly 10-20 members in every section. Every section has a leader who has voting right at the presidency meetings, meanwhile, every member can vote at general meetings.

Everybody can be a member of DÖKE who accepts its constitution and pays the 1,200 HUF/year membership fee. It is up to the person how many sections he/she would like to be involved in, however, labelling a primary section is needed at completing the registration.

The majority of the members are involved in 2 or 3 sections. A lot of members take part in competitions and tours in the given sport(s) throughout Hungary. Each section has at least one self-organised program every year which is open to the public. These events are vital in order to maintain the characteristic of public benefit organisations, moreover, these programs provide an opportunity

to get closer to others, to know more and more citizens and to collect some extra money for the operation.

3.2. Human Resources as the Basis of the Organisation

Taking into consideration the voluntary characteristic of this association, it goes without saying that the most important resource is its personnel. It is crucial to take part in the activities of the club in order to execute administration, accountancy, external and internal communication and to provide high quality sport programs.

However, as it turns out from the 6th figure, recently (2011) the number of members is almost the half of the previous years'. It makes the fulfilment of voluntary tasks more and more difficult. That is why DÖKE tries to recruit more and more pupils and students and volunteers into the association.

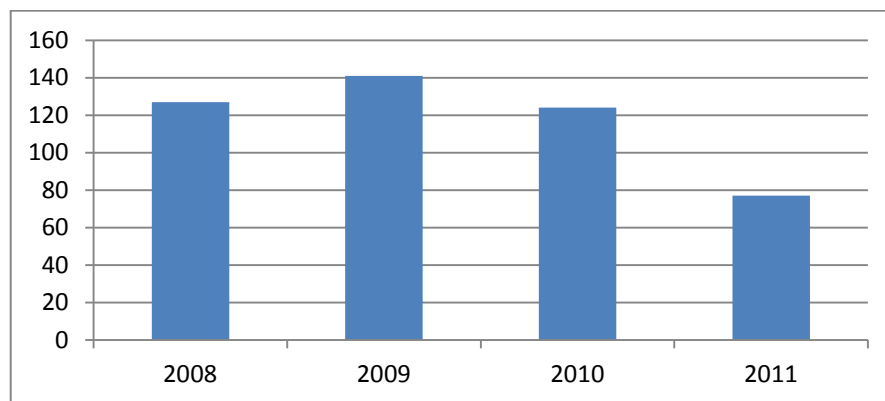


Figure 6.: Members of DÖKE between 2008 and 2011. Source: Administration of DÖKE (2008-2011)

3.3. The Role of Money in a Non-profit Organisation

In connection with financial sources, it must be emphasized that DÖKE has to pay significant attention to money. The sources of income are scarce since they are limited to membership-fees, applications, “1% of the income tax”, participation fees at DÖKE-programs and sponsorship.

Membership-fees mean only a tiny fragment of the income, however, altogether it is around 100,000 HUF ($1,200 \times 77 = 92,400$) which can be really useful for covering administrative expenses.

Unfortunately, applications are really limited and success is really dubious. Their additional disadvantage is the long lead time. It can take a year to get money for a winning application, which means that DÖKE cannot base its activity on them.

One of the easiest financial sources could be the “1% of the income tax”, however, sadly, only some of the members pay attention to sign DÖKE as entitled in the tax return.

Sponsorship is always connected to DÖKE-programs. It means that, by organising programs, DÖKE can generate income from this source and from the participation fees as well. Additionally, by means of organising more and more local sport events, it also manages to receive more financial support from the government, from the participation fees and the income from the “1% of income tax” also grows.

It is interesting to take a look at Figure 7.

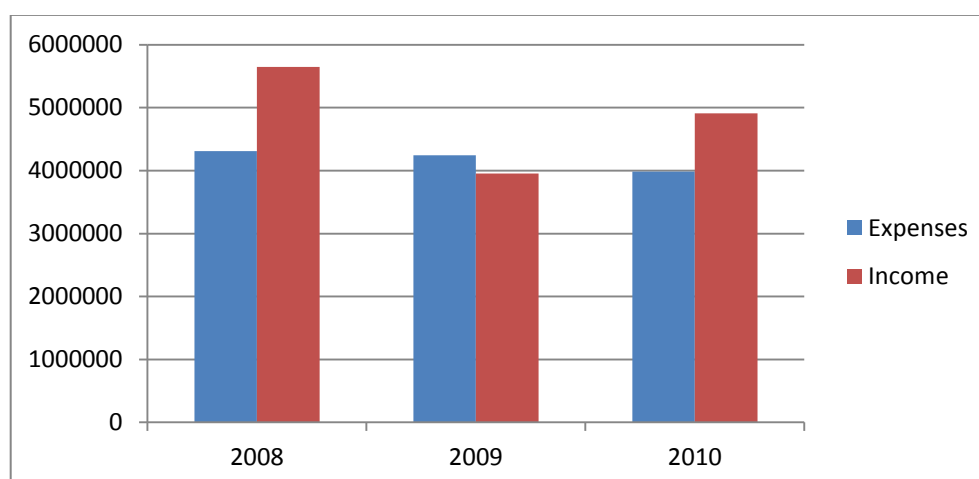


Figure 7.: Expenses (HUF) and income (HUF) at DÖKE (2008-2010.) Source: DÖKE (2008-2010): Accountancy of DÖKE (2008-2010)

It clearly shows that the expenses are roughly 4 million HUF. It could seem really prosperous at first sight that, despite of inflation and development costs, expenses are gradually decreasing. However, in order to create a correct picture, it is necessary to add that it is not the reflection of better management or a result of saving up money, but it derives from the changes of activities related to operations.

As for the income, a more significant change can be observed. The reason is simple: in 2008 there was a really significant amount of money from an application related to the “2008-minute basketball tournament”. In 2009 there was no such a successful application, but in 2010 DÖKE was lucky again at an application related to “DÖKE point-chase”.

2009 was the only year when deficit appeared, however it was not really significant and DÖKE could easily finance it from its savings. Taking into consideration one of the mentioned characteristics of non-profit organisations, it was disputed that the emphasis is not on collecting profit. However, in order to develop and execute better programs for the public, it is necessary to **save** money and to re-invest it in higher quality services.

3.4. Programs as the Basis of Operation

Organising programs is the best way to create multi-sources for financial support, therefore it is understandable that recently DÖKE has put major emphasis on organising activities. The programs are organised in Komló or in its neighbourhood. All sections provide programs which are open to everyone. There is a wide range of variety in the programs organised by DÖKE. The main sports are running, basketball, cycling and hiking. The number of participants is around 120 people per event. The 8th figure shows that running programs grew the most significantly among the programs organised within the club. It can be explained by the fact that DÖKE tries to tailor its services to the demand and, since the highest participation rates were on running competitions

both in 2009 and in 2010, DÖKE doubled the number of running programmes in 2011.

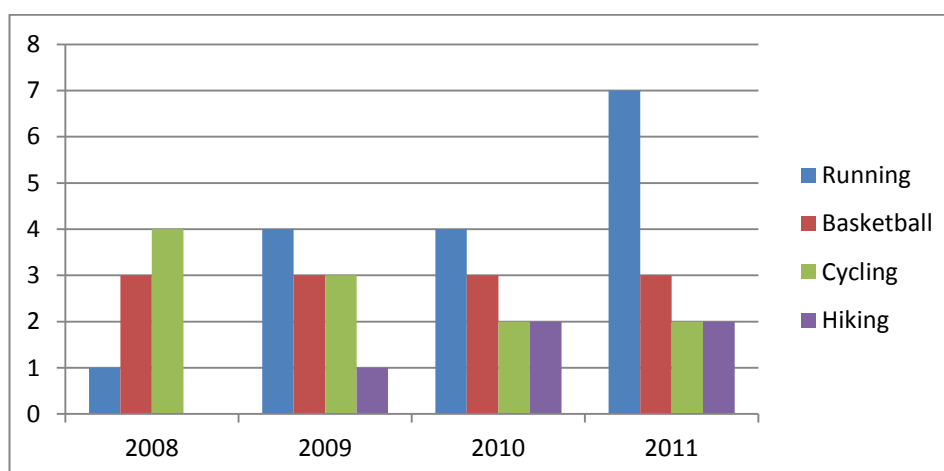


Figure 8.: Programs organised by the different sections. Source: DÖKE, 2008-2011.

In order to increase citizens' activity throughout the year, DÖKE has organised "DÖKE point-chase" since 2009. It is a series of sport events and consists of 7-14 programs per year which create the possibility of doing sports regularly. Altogether about 1,000 people visited these programs in 2009 and 2010 which motivated DÖKE to increase the number of programs significantly.

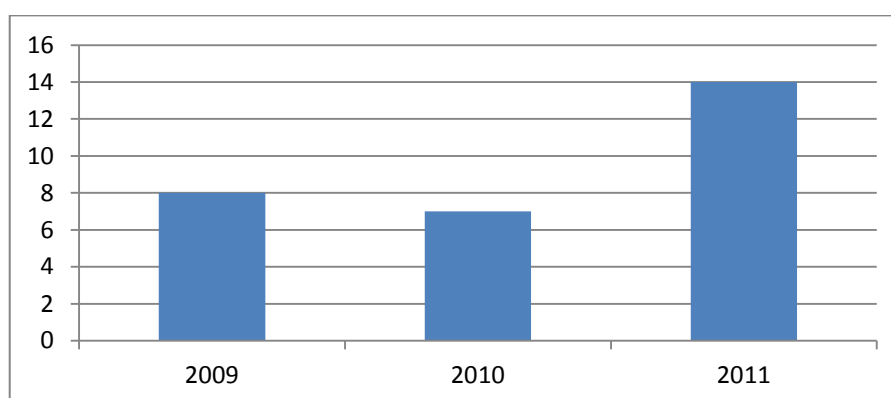


Figure 9.: Number of programs at "DÖKE point-chase". Source: DÖKE, 2009-2011.

DÖKE welcomes – and manages to involve - participants to its programs from every age group, from the nursery until seniors, however it puts the most significant emphasis on attracting the youth.

3.5. Pictorial Representation

The logo of DÖKE (Figure 10) consists of a spider that is extending its web. It symbolises that DÖKE is functioning as a mediator. It connects people throughout several kinds of sports and with the help of its organised programs. It also indicates that DÖKE keeps on developing, expanding and creating newer and newer events for individuals and groups who are interested in spending their spare time actively and in a sporty way.

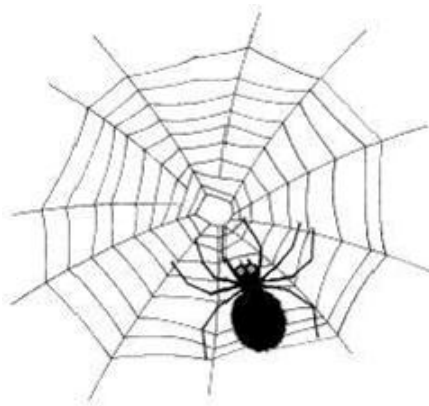


Figure 10.: Logo of DÖKE.
Source: <http://www.doke.hu>

3.6. The Role of Marketing

Kotler states that ‘The basic mission of nonprofit and public sector organizations who incorporate marketing into their strategic planning is to influence the behaviour of one or more target audiences. To carry out this mission, they need the active support of many diverse publics and at least the tolerance of a number of others.’ (Kotler 1987, p. 575)

As it turns out from the above-written parts, the main profile of this association is organising sport events. In order to create a successful program, it is indispensable to attract a lot of people – both participants and spectators - to the given event. Marketing goes hand in hand with this desire. Nevertheless, DÖKE’s marketing opportunities are fairly limited by its financial budget. That

is why DÖKE's first objective is being economical in its advertising and popularizing programs.

As for marketing, DÖKE has a website (<http://www.doke.hu>) where a tremendous amount of information can be found about the association and its sections. Apart from these, all past and future programs are available with pictures and reports. Actually, it has been the only constant marketing activity of the club for years.

Sometimes DÖKE published advertisements in newspapers, however the costs were much more significant than the benefits, which was the reason why DÖKE decided to eliminate this option and to replace it with giving throwaways to pupils and put posters to several places in the city before sports events.

Fortunately, DÖKE has a database about former participants, so e-mails were sent to inform and remind them about the forthcoming programs.

All in all, there were several marketing communication tools used by DÖKE, however, the lack of systematic approach led to weakened effects and a waste of time and money.

Undoubtedly, attracting more and more people with almost a zero expense is a really difficult task. However, if we think of the several possibilities that are given around us, like a better usage of the website, the use of other community sites, the word of mouth or personal sales, it can be easily achieved if we choose the right method(s) or if we just change a little on the applied methods.

4. The Way toward Success: Applying Marketing Communication

Marketing communication is about familiarizing, popularizing and advertising a certain product or service in order to attract new and more customers. Nevertheless, marketing communication is also responsible for retaining existing customers, their interests and their purchases. That is why it must be a well-planned, strategy-related series of actions with the help of communication. (Clow and Baack 2004)

Marketing communication is the most visible of the marketing functions which not only interacts with corporate communications to form what can be a formidable force for business and other organisations but also impacts strongly on society generally. (Copley 2004)

A common misbelief is that marketing communication is the same as advertising. (Yadin 1994) On the following pages, it will be shown that advertising is only a slice of it and numerous other elements of the communication-mix can be used to make marketing communication really successful and efficient. The different elements must intensify each other to create harmonious and craggy messages about the given product, service or company in the customers' heads. Too many or badly-chosen combinations of elements can easily lead to discordant and confusing messages which are not only inefficient but waste of money and time as well. That is why a non-profit organisation such as DÖKE must put a significant emphasis on creating the most efficient marketing communication mix.

4.1. The Promotional Mix: the Tools for Integrated Marketing Communication

Belch states that ‘The basic tools used to accomplish an organization’s communication objectives are often referred to as the promotional mix.’ (Belch and Belch 2004 p. 16) It can be summed up as a carefully planned organisation’s communication, including several different channels that help organisations to pass their messages to costumers. (Belch and Belch 2004)

Kotler (1987) divided promotion into four parts: advertising, sales promotion, publicity/public relations, and personal selling. Belch (2004) added direct marketing and interactive media (internet marketing), which reflects the modern-day marketers’ perspective as well and could not have been predicted at Kotler’s time. Adding all these elements together, a really comprehensive promotional mix becomes available (11th figure).

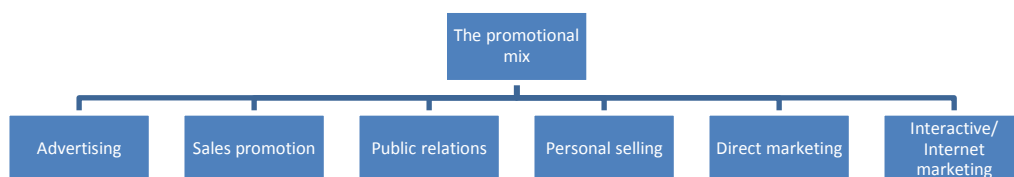


Figure 11.: Elements of the promotional mix. Source: Belch and Belch 2004, p. 16.

Fazekas and Harsányi (2004), however, use another approach which separates traditional advertisement and the elements of non-traditional marketing communication. The group of traditional advertisements, which contains print media, outdoor devices, radio, television, cinema and the internet, is also called “Above The Line” (ATL) and it is usually related to some kind of media. The elements of non-traditional marketing communication, like direct marketing, sales promotion, point of purchase, event marketing, exhibitions, sponsorship, personal selling and public relations, are also known as “Below The Line” (BTL).

Based on either Belch's and Belch's (2004) grouping or Fazekas' and Harsányi's (2004) it is obvious that marketing communication has numerous tools which an organization can choose from. In order to reach a really efficient marketing communication, it is essential to make the different tools harmonise with each other. The different elements must complete and enhance the given message in order to create the same picture in the head of costumers, in other words, it is crucial to create integral marketing communication.

Non-profit organisations must make extremely good use of money in order to finance themselves, however, it does not mean that marketing cannot be financed at all. Some people think that non-profit organisations should save money on marketing activities, moreover, it should be the last function that is needed to be spent on, and, if it is so, they must choose the easiest way of marketing communication. I definitely disagree. Non-profit organisations must realise that they cannot exist without marketing and marketing communication. It is the only way to accost their target audience, which is essential for creating the conditions for operation.

Moreover, just like in the case of companies, DÖKE competes with similar non-profit sport organisations and without marketing activities victory is impossible. Taking into consideration that a carefully planned and well-structured combination of marketing communication tools can increase companies' fame, success and budget very much, it is obvious that even non-profit organisations must invest in marketing. However, due to their really limited budget, they must extremely precisely choose the right basket of marketing communication elements to reach the given number of people at the cheapest price or to reach more people for the same price.

Nevertheless, if DÖKE invests money into marketing communication and makes the communication of activities and their success efficiently toward people, on the one hand more and more participants will take part in the events and get familiar with this club, and, on the other hand, they will be more than willing to give the "1% of income tax" to this organisation, which can reach even millions of forints. In this way, the expenses of marketing communication

function as an investment and the return highly refunds the invested money and effort.

4.2. Advertising

Belch and Belch argued that ‘Advertising is defined as any paid form of non-personal communication about an organization, product, service, or idea by an identified sponsor. The paid aspect of this definition reflects the fact that the space or time for an advertising message generally must be bought.... The nonpersonal component means that advertising involves mass media that can transmit a message to large groups of individuals, often at the same time’ (Belch and Belch 2004, p. 16)

Its most important disadvantage is the lack of immediate feedback from the message recipient. That is why the advertiser must consider really carefully how the audience will interpret and respond to the message in order to avoid misunderstanding or misinterpreting of the message. (Clow and Baack 2004)

It is a widely spread form of promotion since its biggest advantage is that it can be a very cost-effective method of communicating with large audiences, supposedly if an appropriate medium and an eye-catching advertisement are used. Additionally, ‘advertising can be used to create brand images and symbolic appeals for a company or brand’ (Belch and Belch 2004, p.17) which can help a lot to make marketing communication even more efficient among with customers.

The nature and purpose of each and every advertisement can be different. Some ads intend to build or strengthen awareness of the given product/service/company, meanwhile others would like to reach an immediate response or action from customers. (Belch and Belch, 2004)

DÖKE definitely puts emphasis on the latter one by advertising forthcoming programs in the most popular newspaper in Komló, called Komlói Kirakat. The

12th figure illustrates the expenditure of DÖKE in connection with advertisement costs.

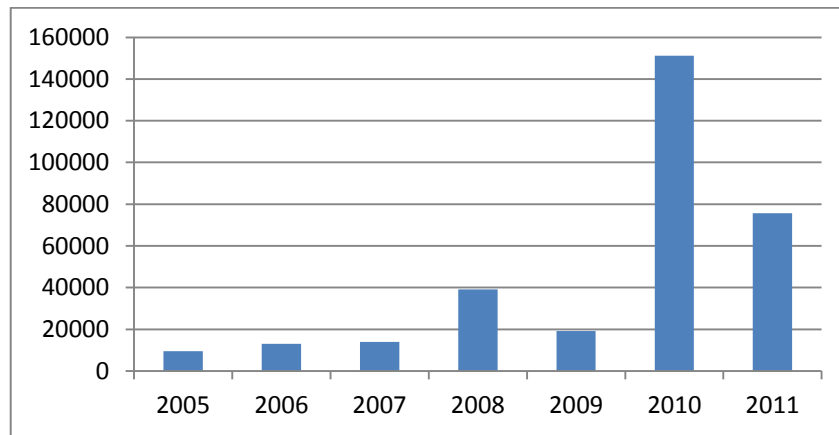


Figure 12.: Expenses on advertisements at DÖKE. Source: Accountancy of DÖKE (2010)

It is really interesting to realize that between 2005 and 2007 the advertisements were not really significant at the club. However, as more and more programs were included in the annual calendar, DÖKE put extra emphasis on advertisements in 2008 and 2010 – especially in connection with introducing new events, like the “2009-second running” illustrated by the 13th figure.



Figure 13.: The advertisement of the “2009-second running”. Source: DÖKE 2009.

2010 was a special year in connection with advertisements. Due to a successful application, DÖKE received a significant grant to spend more on

advertisements. That is why the figure in year 2010 is several times higher than the other ones, moreover, it is higher than the other years' advertising expenses altogether. In 2011 the majority of the advertisement expenses was related to the "Four-Season Running Race" which consisted of four stages. Because of its novelty and special characteristics, DÖKE put extra emphasis on making this more and more popular among people.



**Négy Évszak Futóverseny
(Nyári állomás)**
2011. augusztus 28. 10:00 - Komló, KBSK-pálya

Versenyszámok	Rajt	Táv	Kategóriák (születési év alapján)
Félmaraton	10:00	5275 m (13 kör)	-1960, 1961-1975, 1976-1990, 1991-1999
Minimaraton	10:30	2000 m (5 kör)	-1960, 1961-1975, 1976-1990, 1991-1995, 1996-1997, 1998-1999
Maratonka	10:45	1000 m (2,5 kör)	2000-2001, 2002-2003
Törp-maraton	11:00	400 m (1 kör)	2004-2005, 2006-

Nevezés	Díjazás
<ul style="list-style-type: none"> - Helyszínen (KBSK Sporttelep) 9:00-9:45 között - Nevezési díj: 500 forint/fő 	<ul style="list-style-type: none"> - Éremmel díjazzuk a kategóriák 1-3. helyezett férfi és női versenyzőit. - Valamennyi induló csokit, frissítőt és oklevelet kap.

További információ: <http://www.doke.hu>
Balogh Bettina – 06-20/777-4006 – betty.balogh@gmail.com

Figure 14.: Advertisement of the "Four-Season Running Race". Source: DÖKE (2011)

As DÖKE has no paid employees, volunteers make the ads on their own, which makes them relatively simple, as it is shown on the 14th figure. Nevertheless, simplicity itself is not a problem. The point is to make them draw attention, mediate information and contain contact data. An additional positive comment can be based on the mentioning of DÖKE's website in the ad, since it is crucially important to give readers the possibility to find out more about the mentioned event. Moreover, if newer costumers can be attracted to the website of DÖKE, then two birds are killed with one stone, since they will look around on the site and they will return if they like it.

The only severe problem with the above illustrated advertisement is the lack of the DÖKE-logo. By ignoring this symbol, the chance that readers will memorise and recognise DÖKE is getting lower and lower. Therefore DÖKE should pay stressed attention putting its distinctive logo on further ads, since – as it was mentioned some lines above – awareness-building is also an important part of advertisements, which does not mean that DÖKE should advertise itself without any direct program-guides but it is crucial to make its name and logo appear in every advertisement.

Another feature of DÖKE's advertisement was that although DÖKE aimed at attracting pupils to programs, it had to target advertising at adults, since children rarely come across newspapers and their advertisements. It was an additional threat-factor, since it was not enough for parents to realise these ads but they also had to bear them in mind and share them with their children.

Comparing DÖKE's document about participation rates and advertisement costs, it was really interesting to realize that, in spite of the increased number of ads, the visitors' number did not increase significantly. It was a noticeable hint that perhaps advertisements are not as efficient for DÖKE as other kinds of marketing communication tools could be.

4.3. Direct Marketing

Belch at al. states that direct Marketing is another marketing communication tool 'in which organizations communicate directly with target customers to generate a response and/or a transaction. Traditionally, direct marketing has not been considered an element of the promotional mix. Direct marketing is much more than direct mail and mail-order catalogues. It involves a variety of activities, including database management, direct selling, telemarketing, and direct-response ads through direct mail, the Internet and various broadcast and print media.' (Belch and Belch 2004, p. 20)

DÖKE has used numerous direct-marketing tools and techniques. Firstly, DÖKE has recently created a database which is updated after every program. In this database, participants' email addresses can be found as well among the useful information. The idea of reminder messages came in 2009 when DÖKE organised the "Point-chase" program-series for the first time. Back then, it was really important to inform participants about the next stage of the series and e-mails proved to be a really efficient and economical way of executing this. Everyone who has ever taken part in any DÖKE event since 2009 – and contributed to use his/her email address for sending information to him/her – receives reminder-e-mails about the following sport event that can be interesting for him/her. Due to the increasing number of sport events, this database is continuously expanding with additional names and e-mail addresses. By sending these e-mails, DÖKE hopes to attract more people to the programs – and it seemed to be proven so. Since these people are interested in sport programs and in DÖKE, they are pleased with these messages and give positive feedback related to this novelty. It is really important to stay in this favourable judgement in the participants' eyes and try to avoid being harassing and irritating by sending too many letters.

Take the "Four-Season Running Race Series" as an example. Its spring round was on 29th May, meanwhile its summer round was on 28th August. Taking into consideration that these two events were relatively far from each other (3 months), additionally children could not be targeted via schools and teachers because of the summer-holiday, reminder emails were sent about the summer round to each and every participant. Furthermore, DÖKE posted letters to those who do not have e-mail addresses. It proved to be successful since out of 98 runners who participated in spring, 63 returned to the summer round. This 64% rate was really promising, since with direct marketing the main aim is to attract former participants ('existing customers') who have already taken part in programs organised by DÖKE.

Sending text messages to participants could be a possible development of Direct Marketing at DÖKE, however, at the moment, it would be too expensive for this non-profit organisation. Furthermore, it has an additional critical

limitation, such as the number of characters which only makes it possible to mediate short messages with vital information requiring further action from the receivers – e. g. visiting the website or calling the sender.

4.4. Interactive/Internet Marketing

Due to technological developments, communication through interactive media, particularly through the Internet, grew dramatically. Belch et al. states that ‘Interactive media allow for a back-and-forth flow of information whereby users can participate in and modify the form and content of the information they receive in real time. ... the new media allow users to perform a variety of functions such as receive and alter information and images, make inquiries, respond to questions, and of course, make purchases.’ (Belch and Belch 2004 p. 20)

A lot of organisations recognised it and ‘thousands of companies, ranging from large multinational corporations to small local firms, have developed websites to promote their products and services, by providing current and potential customers with information, as well as to entertain and interact with consumers.’ (Belch and Belch 2004 p. 21)

4.4.1. The Homepage of DÖKE

DÖKE has recognised that the Internet – thanks to its interactive nature - is a very effective and economical way of communicating with customers. In order to take advantages of the communication via the Internet, DÖKE created its own website in 2004. It is extremely beneficial for DÖKE that its website’s name is really short and easily memorisable: <http://www.doke.hu>. The following stats show statistics about the number of unique visitors in the recent months. It shows a prosperous curve, since it keeps on rising with natural downturns at periods where DÖKE had only a few programs.

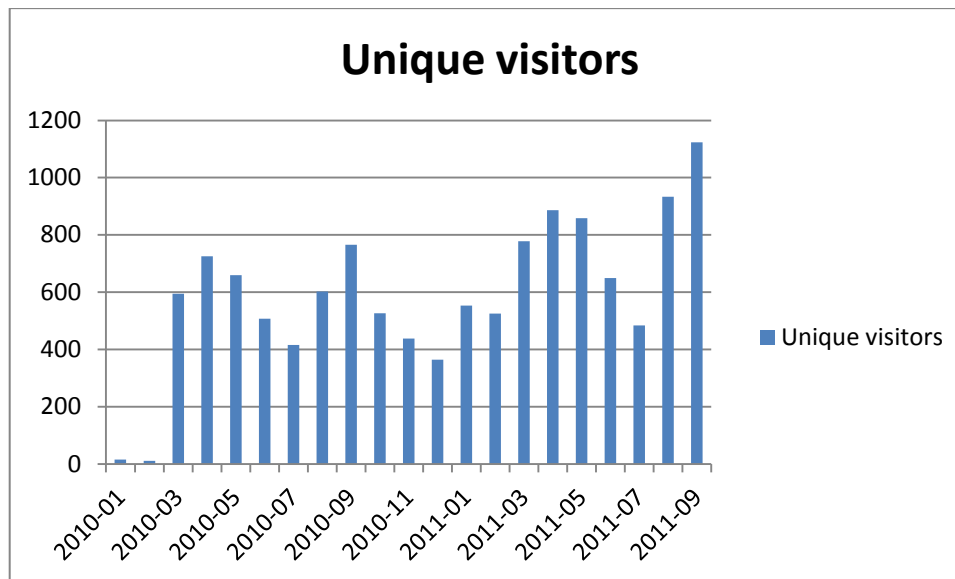


Figure 15.: Number of unique visitors at DÖKE's homepage. Source: DÖKE 2011.

The aim of DÖKE's website is to provide information about its programs and the events where its members have been. Its structure is pretty simple, mainly due to the fact that it is edited by volunteers as well.

The main page consists of 3 main parts. On the left there are four sections. The first one is devoted to the DÖKE "Point-chase" where its participants, its programs and its exact description can be found. The second section is related to the most important operation and administration information of DÖKE (e.g. the board of directors, members, sponsorship, reports, etc.) The next section lists each and every section of the club, like basketball and mountain-bike and, with one simple click, the visitor can jump to the chosen sport section. Finally, the last part shows the cumulated number of visitors which is more than 42000.

In the middle, the news of DÖKE can be read. The latest news can be found on the top and, as readers are getting closer to the bottom of the page, they come across the earlier news.

On the right side, enquirers can find the calendar with the forthcoming programs, the latest and most-frequently read news, plus a search field where they can type key words in order to find the information they are looking for easier.

Each section's site follows the above-detailed structure, which makes navigation on the site a piece of cake. DÖKE perfectly fulfils its information sharing function through the offered programs and the reports about past events.

Another significant advantage of the site is the in-built search optimisation, which makes DÖKE easily accessible among Google results. It makes possible that anyone looking for a sport program can easily reach our sport programs and our club.

Nevertheless, the home page has its deficiency as well. First of all, it does not serve the marketing function efficiently, since the logo of DÖKE does not appear anywhere and the colours used are not unified. Furthermore, the main deficiency is the lack of dialogues in the forum. To be more precise, there is not even a single wall post or a notice which could generate further comments.

4.4.2. Facebook

It is really impressive that DÖKE has recently had about one thousand visitors per month, however the following stat (Figure 16) is worth a glance.

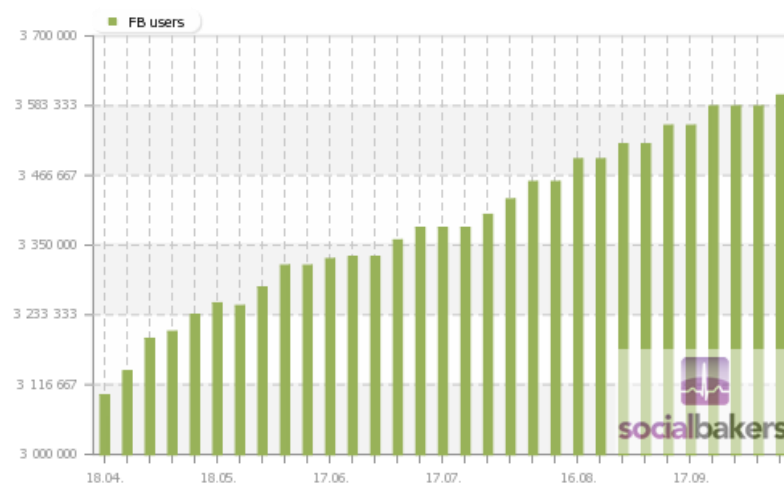


Figure 16.: Number of Facebook users in Hungary. Source: Socialbakers 2011.

It clearly shows that the numbers of Facebook users are getting higher and higher. Currently more than 3.6 million Hungarian people use this community

portal. That is why DÖKE had to grab this opportunity and registered itself to the club as well. It has only 90 fans, which can be blamed on the fact that DÖKE's main audience is primary school pupils who do not attend Facebook regularly. It can be justified by the following chart (Figure 17), which shows that only a fraction of pupils visit this community site – therefore they cannot be targeted only by this tool.

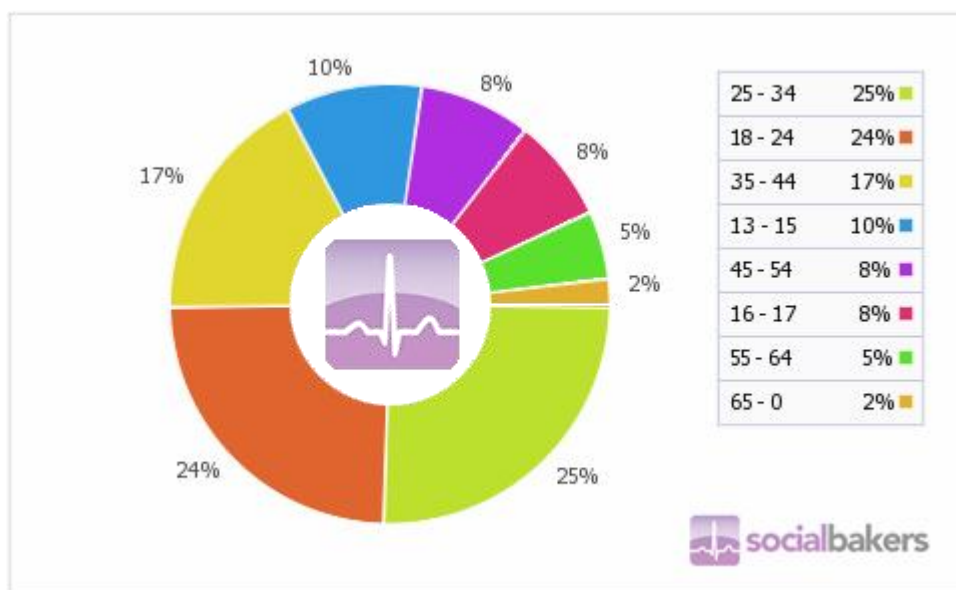


Figure 17.: User age distribution on Facebook in Hungary. Source: Socialbakers 2011.

Nevertheless, DÖKE puts emphasis on advertising its forthcoming events, plus uploads photos about past programs in order to attract more and more visitors.

As for internet marketing, it is really useful that DÖKE promotes its website through advertisements – as it was detailed earlier. Shepherding people to DÖKE's homepage for further information can be a successful way to increase the number of unique visitors and make the homepage more popular.

4.5. Sales Promotion

Belch et al. points out that it 'is generally defined as those marketing activities that provide extra value or incentives to the sales force, the distributors, or the ultimate consumer and can stimulate immediate sales.(...) Consumer-oriented sales promotion is targeted to the ultimate user of a product or service and includes couponing, sampling, premiums, rebates, contests, sweepstakes, and various point of purchase materials. These promotion tools encourage consumers to make an immediate purchase and thus can stimulate short-term sales.'(Belch and Belch 2004 p. 21)

The majority of these promotions are limited in time and can be categorised as price-based promotions, promotions which provide additional benefits and win-based promotion. (Fazekas-Harsányi 2004)

As for *price based promotion*, DÖKE uses coupons and group-discounts. DÖKE uses *coupons* on sport-expos, when 20% discount-coupons for the forgoing program are given to everyone who completes a minor task. It is a typical win-win game: players are delighted with the gift and the hidden aim of the organisation - advertising the program – is also completed without any costs or efforts. Moreover, this 20% is rather a psychological factor, since entry fees are generally around 500,- HUF, which means that the discounted price is 400,- HUF. Figure 18 shows the coupon for the summer round of the “Four-Season Runnings”.

20% kedvezmény (1 fő részére) a DÖKE
Négy Évszak Félmáraton, Minimáraton,
Maratonka és Törp-maraton nyári
állomására.



Verseny időpontja: 2011. augusztus 28.
További részletek: <http://www.doke.hu>

Figure 18.: Discount-coupon for the „Four-Season Running “ race.
Source: DÖKE 2011.

As for *group-discount*, DÖKE provides a 40% discount per capita for pupils if they arrive from the same school or club and their numbers are at least twenty. On the one hand, it is a much more significant discount since instead of 500,- HUF, they will pay only 300,- HUF per capita, on the other hand, it is a really inspiring method of attracting more pupils.

In connection with the fact that *promotions provide additional benefits*, the best example is the “2011-Second Running”. In this case, the pre-registration fee is the same as it is on the spot; however, pre-registered runners get a unique T-shirt (illustrated by Figure 19) as a bonus for their early acting. Pre-registration is really advantageous for DÖKE, since it increases the chance that those who paid the fee will come even if the weather is not the best or even if they could have organised other programs for the given day.



Figure 19.: Pre-registered runners in unique T-shirts. Source: DÖKE 2011.

Last but not least *win-based promotion* in the case of DÖKE is also connected to the “2011-Second Running” race. Right after the race, we have a gift lottery with more than 100 presents. Among many valuable gifts, we also give free-registration possibilities to some winners for our next sport program. It is another beneficial opportunity for advertising our next program, plus evoking the word-of-mouth about it.

4.6. Publicity/Public Relations

4.6.1. Publicity

‘Publicity refers to nonpersonal communications regarding an organization, product, service, or idea not directly paid for or run under identified sponsorship. It usually comes in the form of a news story, editorial, or announcement about an organization and/or its products and services. (...) The company or organization attempts to get the media to cover or run a favourable story on a product, service, cause, or event to affect awareness, knowledge, opinions, and/or behaviour. Techniques used to gain publicity include news releases, press conferences, feature articles, photographs, films, and videotapes.’ (Belch and Belch 2004 p. 22)

From this definition it becomes clear that publicity involves nonpersonal communication to a mass audience, just like in the case of advertising, however, its most important advantage is credibility, since it comes from an unbiased source. However, its threat is the same: negative stories about an organisation or its services/products can be really damaging – and quite often information cannot be controlled and corrected before coming out.

4.6.2. Public Relations

Belch at al. states that ‘When an organization systematically plans and distributes information in an attempt to control and manage its image and the nature of the publicity it receives, it is really engaging in a function known as public relations.’ (Belch and Belch 2004 p. 23)

Public relations are defined as ‘the management function which evaluates public attitudes, identifies the policies and procedures of an individual or organization with the public interest and executes a program of action to earn public understanding and acceptance.’ (Moore and Canfield 2004 p. 5)

Belch at al. adds that 'Public Relations generally has a broader objective than publicity, as its purpose is to establish and maintain a positive image of the company among its various publics.' (Belch and Belch 2004 p. 23)

From a non-profit organisation such as DÖKE, it can be expected to inform the public about its activities, since they economise from public funds. Public Relations is a really cheap and effective way of creating a good image and a splendid chance to communicate with the audience. To make it simple, public relations is a kind of free-commercial which highly contribute to shaping opinions in customers' mind.

Thanks to the fact that DÖKE has a good relationship with the local media, citizens can come across the club and its programs on television, on the radio or in newspapers as well. The local television channel (Komló és térsége televízió) usually interviewed me after each program, which provides a good possibility to make more people feel like participating next time. Radio1 enables me not only to introduce the program before it has taken place but also to report about its results. Finally, the advertisements of our programmes and the reports about the results can also be found on the website of Komló (www.komlo.hu) and in its magazine (Jó szerencsét).

4.7. Personal Selling

Belch at al. states that 'Personal selling is a form of person-to-person communication in which a seller attempts to assist and/or persuade prospective buyers to purchase the company's product or service or to act on an idea. (...) Personal selling involves direct contact between buyer and seller, either face-to-face or through some form of telecommunications such as telephone sales. This interaction gives the marketer communication flexibility; the seller can see or hear the potential buyer's reactions and modify the message accordingly. The personal, individualized communication in personal selling allows the seller to tailor the message to the customer's specific needs or situation.' (Belch and Belch 2004 p. 24)

One representative of DÖKE – in 90% of the cases it is me – visits each and every school in Komló before a sport program. Schoolmasters make it possible for me to inform the pupils about the event in the morning after the ring, when they are all standing silently in lines. As a representative I try to grab the most important elements of each program, since the aim is not to overburden their memories but to draw their attention and make them interested in it. As a closure, I give throwaways to all who would like to know further information about it.

4.8. Summary

As it was illustrated on the previous pages, the tools of marketing communication are really abundant. By analysing their strengths and weaknesses, each company should create its own integrated marketing communication. Taking the non-profit organisations' extremely limited budget into consideration, it is crucial to find the most appropriate composition. That is why DÖKE must put significant emphasis on examining the effect of its different marketing communication tools. Only in the knowledge of the results can we determine which tools must be modified, improved or eliminated in order to make DÖKE's marketing communication as successful as possible.

5. Research Methodology for the Analysis of Marketing Communication

5.1. Background of the Research

As it turned out on the previous pages there, is a wide range of marketing communication tools and DÖKE should apply the best combination of them to attract more and more participants to sport events.

However, due to the fact that attendance at DÖKE's sport events is strongly affected by several external factors – like the weather and other programs in the town - it is a really hard task to determine if poor marketing communication could be blamed for the decreased number of participants or simply the bad weather or a national holiday is responsible for it. Furthermore, DÖKE usually uses more tools – such as advertising in newspapers, on its own website, or on Facebook and visiting pupils at schools - for promoting the same program, which means that the efficiency of each and every marketing communication tool could hardly be separately determined. Consequently, it is a really hard task to examine if the increased (decreased) number of participants is due to using an (in)appropriate marketing communication tool or not.

Nevertheless, before exploring the improvement opportunities in the field of marketing communication, it is necessary to study the actual situation of DÖKE. It is indispensable to provide an insight into people's thoughts, views and opinions, which can help DÖKE create an efficient way toward success.

This is the reason why I decided to conduct a really thorough research about DÖKE. By mapping the past and the present situations, less expensive but more efficient advertising methods can be found which help a lot to determine its way toward success.

5.2. The Process of Research

Zikmund points out that ‘Business research is defined as the systematic and objective process of gathering, recording, and analyzing data for aid in making business decisions.’ (Zikmund 2003 p. 6) In other words uncertainties about a certain issue can be reduced by collecting and analysing *additional relevant information* in the given field. In order to make a business research really valuable and implement it successfully the below-detailed stages should be applied.

5.2.1. Identifying Problems and Opportunities

No strategy can be developed before determining where an organization wants to go and how it gets there. That is why it is crucial to identify problems and opportunities at the very beginning.

In the case of DÖKE, the main issue was to attract more people to sport programs and to familiarize citizens with this sport club itself. It is important to note that all citizens cannot be targeted with the same method. Since DÖKE plans in the long-run, it focuses on involving more and more pupils from primary schools, from 6 to 14-year-old to create a “growing sporting generation”.

If DÖKE could attract pupils to the events and they had a good time there, the possibility of remaining regular participants on sport programs plus involving others would be relatively high, compared to the situation if they missed these programs in their childhood. To put it another way, *pupils are the most valuable potential opportunities for DÖKE*, since, on the one hand, they can increase the number of participants on sport events significantly, on the other hand, they can increase its fame and reputation.

It was essential to find the best marketing communication tools – at reasonable costs - and use them as effectively as possible, since they could contribute a lot

to increasing the number of participants, enabling DÖKE to develop and organise more programs on a large scale.

5.2.2. Diagnosing and Assessing Problems or Opportunities

Zikmund argues that ‘After an organisation recognizes a problem or identifies a potential opportunity, an important aspect of business research is the provision of diagnostic information that clarifies the situation. Managers need to gain insight about the underlying factors causing the situation. If there is a problem, they need to specify what happened and why. If an opportunity exists, they may need to explore, clarify, and refine the nature of the opportunity.’ (Zikmund 2003 p. 8)

Since DÖKE focuses on primary-school children, it is important to gain information directly from them, in connection with marketing communication. Only this way can DÖKE reveal the underlying factors of the relatively low participant-rate and can focus on eliminating them.

However, we must also bear in mind that children between the age of 6 and 14 cannot be asked with the same method and structure as adults. Questions should be rephrased according to their level of understanding, without losing the original aims and functions of the given question. It is a kind of art, however, if it is done brightly, the result can do a good service to determine the pitfalls and the desired way to make marketing communication more powerful among pupils.

5.2.3. Selecting, Implementing and Evaluating the Course of Action

After a successfully conducted and well-analysed research, several alternative courses of action will be at our disposal. Additional business research can help with evaluating the alternatives and selecting the best course of action. Devoting sufficient time to it is crucial, since even the best plan is likely to fail if it is not properly implemented. If an additional research is needed, it is not a

sign of badly conducted first research, on the contrary, it reflects that we managed to reveal further factors, opinions and thoughts that we had not expected before.

It is also important to be open to changes, since even the best course of action can be changed. Nobody – not even DÖKE - should be blinded by its choice: they must be open to choose another course of action if it turns out to be inappropriate. In order to reveal its necessity in time, an evaluation research, a performance-monitoring research and a total quality management can do a lot by providing feedback for evaluation and control of strategies and tactics.

5.3. Choosing the Most Appropriate Research Method

Undoubtedly, there is no such a thing as the best research method. Since all methods have strengths and weaknesses, it is determined by each and every situation – and problem to be solved – which method to use.

Since I wanted to choose the most efficient way to conduct my research, I devoted a lot of time to comparing the advantages and disadvantages of the different survey types. My major aspect was to collect data directly from the target audience (children from primary schools) at a really low cost. I also aimed to reach about 200 people within a relatively short time. Since questionnaires can produce generalisable results, because of large sample sizes, it seemed to be the most appropriate technique.

Zikmund points out that ‘Surveys require asking people, who are called respondents, for information, using either verbal or written questions. Questionnaires or interviews are utilized to collect data on the telephone, face-to-face, and through other communication media. The more formal term sample survey emphasizes that the purpose of contacting respondents is to obtain a representative sample of the target population. Thus, a survey is defined as a method of gathering primary data based on communication with a representative sample of individuals.’ (Zikmund 2003 p. 175)

The main advantages of surveys are that they provide a quick, inexpensive, efficient, and accurate means of assessing information. If conducted properly, they are extremely valuable to managers. (Zikmund 2003)

5.4. Creating a Well-designed Questionnaire

It seems to be easy to construct a questionnaire, since only a series of questions is needed. Nevertheless, developing a questionnaire that will yield worthwhile data is difficult. Since questionnaires are the basis of research, it is worth devoting time to their thorough execution, because poorly collected data will be only a waste of time and money.

In order to avoid as many mistakes as possible and to be able to analyse the data collected correctly, the researcher must be aware of the weaknesses of the chosen method. Gillham states that ‘Incidentally, one of the weaknesses of questionnaires is that they seek to get answers just by asking questions.’ (Gillham 2000 p. 2)

In other words most of the questions are closed and the ranges of answers are determined by researchers. Of course, respondents make their choices, however, only from the given options. It is an ease for the respondent, since he/she does not have to think about the answer, only to select one (or more). On the one hand, this characteristic is a limitation which makes additional research necessary, on the other hand, it makes the data easily analysable for researchers. Although it is obvious that the elements of discovery are much reduced, when most of the questions and possible answers are determined in advance, a well-built questionnaire can provide replies for all the questions. All in all, a well-structured questionnaire can help us not only to get information easily from a lot of people very quickly but also to provide suggestive data for testing a hypothesis.

While creating DÖKE’s questionnaire, two major components were taken into account: the characteristic of respondents and the hypothesis to be tested. As

intended for pupils, I tried to make the questionnaire easily fillable, straightforward and not too long since children are more likely to get bored in no time. (See at Appendices 1)

5.4.1. The Structure of a Leisure Sport Questionnaire

Although the questions have the main importance in a questionnaire, the title and the cover letter cannot be ignored either. The title is responsible for creating a favourable first impression and the cover letter has a crucial role to persuade respondents to complete and return the questionnaires by gaining their attention and cooperation.

In order to avoid respondents being influenced by DÖKE, the *title* was neutrally and simply “Leisure sports”. It was explained in the *cover letter* that the aim of the questionnaire was to create a more precise picture about the situation of leisure sports in Komló and to use the results to improve the quality of programs and make the communication of events more efficient. After explaining why the study was important, it informed respondents that filling it takes 5 minutes and kindly asked for help by emphasizing the importance of the replier’s opinion. For returning the questionnaire, it offered chocolate, which was a really tempting compensation for children.

After the above-detailed introduction, the necessary demographic data – the name of the respondent’s school, class, gender - were asked in order to see representativity and to conclude further consequences from the answers. (See at Appendices 1)

The first three questions were simply yes-no questions about the respondents’ attitude toward sports by asking them whether they like doing sports or not, whether they do sports at least once a week apart from P.E. lessons and whether they participated in former sport program(s) or not. (See Appendices 1, Questions 1-3) These questions were not only useful to determine the demand for sport events but they did a good service as warm-up questions as

well, which made respondents relaxed and open to fill in the remaining part of the questionnaire.

The next group of questions was about marketing communication. Question 4 offered several options, where respondents could hear about leisure sport programs. It was a multiple choice question and an “Other(s)” option was also listed, where respondents could give their own answer(s) or add further ones to the list of predetermined answers. Question 5 was the only open-ended question, which meant to increase the level of discovery by asking respondents to name sport events where they participated before. It was emphasized that there was no need to write the exact name of the program but the kind of sport, the place or keywords related to the events were also welcomed. Question 6 sought to determine the contributing factors why pupils did not participate in certain sport events, meanwhile Question 7 aimed to figure out other sports which respondents were interested in.

From Question 8 to Question 13, the questionnaire dealt with pupils’ information about DÖKE. It was executed by recognising the main field where DÖKE acted (Question 9), the logo of DÖKE (Question 10), and the program which was not organised by DÖKE (Question 11). At Question 12 pupils had to indicate programs that they heard about and at Question 13 they also had to sign if they participated in any of the previously listed events.

5.4.2. Testing success with hypothesis

The above detailed range of questions seemed to be prosperous enough to determine children’s attitude toward sports, their knowledge about DÖKE and the most efficient marketing communication channel(s) to reach them. The point was not to collect thousands of pages of data but to collect valuable information, which can help a lot to identify and diagnose the given problem, plus to select and implement an appropriate course of action in order to improve the efficiency of marketing communication among pupils.

The number of question was limited to the above-detailed 13 ones, which seemed to be enough to find answers for two really important issues. First of all, I examined pupils' familiarity with DÖKE, since it could express the efficiency of former marketing communication, which could be used as a framework for improvement. Secondly, it was crucial to find the most valuable way of marketing communication, in connection with attracting pupils to sport events. Throughout the questionnaire several tools of marketing communication were tested, although my assumption was that personal contact and interpersonal communication were the most powerful ones. Based on my assumptions, the following hypotheses were chosen to be tested throughout the dissertation:

Hypothesis 1: The majority of pupils are not familiar with DÖKE (its logo and its activities)

Hypothesis 2: Personal contact and interpersonal communication are the most efficient way to attract pupils as participants for sport events.

These hypotheses served as a framework of the project. With the help of the conducted research I was about to find out whether these hypotheses were supported or not, and made conclusions and recommendations by comparing the outcomes with the assumptions.

5.4.3. Timing

For conducting the survey, a Sport Day in Komló proved to be the most appropriate event. It was organised on the biggest sport site of Komló on 15th June (2011). The participation for all elementary schools was compulsory, which provided a good opportunity to have questionnaires filled in by 250 pupils.

6. The Results of the questionnaire

6.1. The Respondents of the Survey Research

It was really important to start the analysis with examining demographic data, since these showed if the questionnaire could cover a representative sample of pupils. Naturally, it was expectable that the proportions between girls and boys and among different schools and classes would not be exactly the same, however, it was important to make every class and every school (in Komló) appear with a significant proportion in the survey.

The analysis of demographic data showed a really pleasant picture in connection with the above-mentioned fields. Out of the 250 respondents, there were 141 girls and 108 boys and only one respondent did not make a choice. (Illustrated by Figure 20)

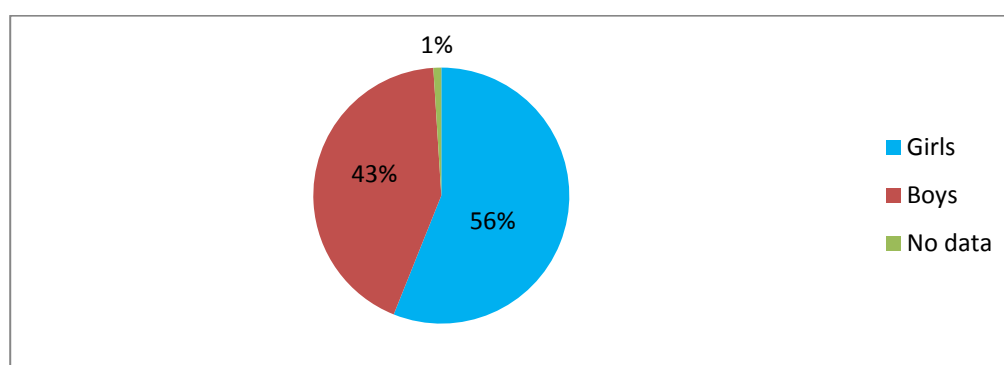


Figure 20.: Proportion of gender

In connection with schools, everybody replied: 72 pupils arrived from Gagarin, 67 from Alsószilvás, 48 from Kenderföld, 40 from Kodály Zoltán , 20 from Felsőszilvás and 3 from Pécsvárad, which made it possible to take every school into account at the analysis. (Illustrated by Figure 21)

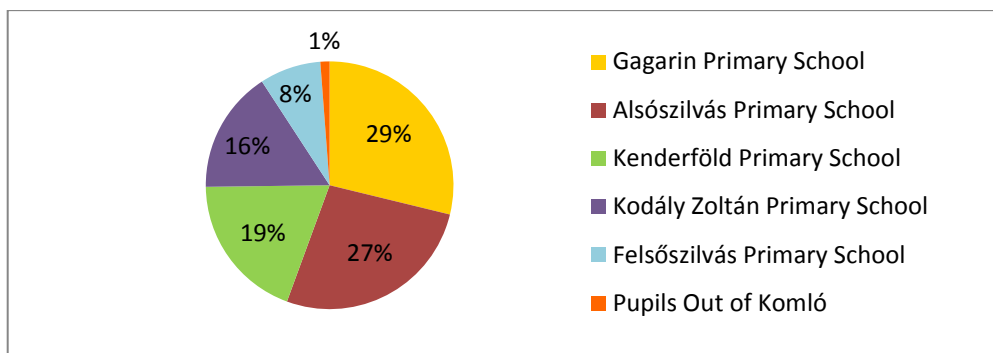


Figure 21.: Proportion of schools

The proportion among classes was almost the same. The only exception was the number of first-year pupils with 3 respondents, which can be explained by their reading and writing ability to fill in questionnaires. Out of the respondents, there were 39 second grade, 37 third grade, 27 fourth grade, 31 fifth grade, 35 sixth grade, 34 seventh grade and 34 eighth grade pupils. There were 10 children who did not choose any of the classes. To be more illustrative, Figure 22 expresses that the proportion of classes – except the first class – was roughly equal:

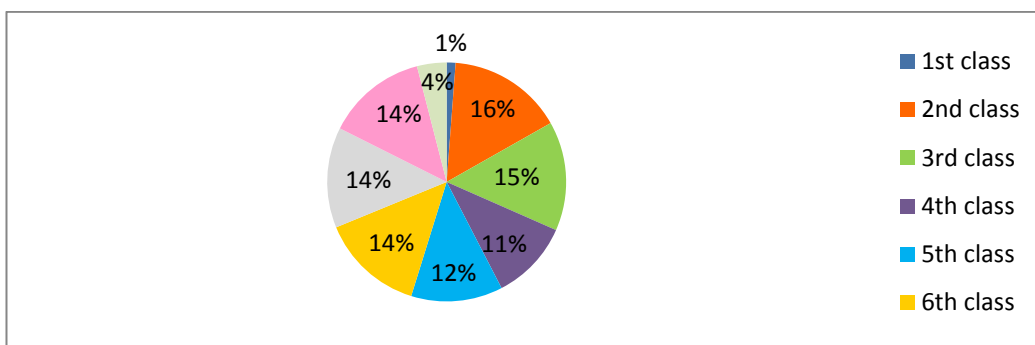


Figure 22.: Proportion of classes

In the light of the above detailed figures, it can be stated that the conducted research fulfilled the criteria of representativity in the fields of school, class and gender.

6.2. The Attitude toward Sports

There were three questions (Question 1-3) in connection with sports which not only made respondents relaxed and open to the questionnaire but also provided useful information about respondents.

Based on the result of Question 1 it was a real pleasure to see that 227 pupils out of 250 loved doing sports (Figure 23). This 91% proportion was welcoming news because of two factors.

First, sport has several positive effects on children, such as a social effect, including team-spirit and empathy, a physical effect, which is related to healthy growth and a psychological effect, which plays crucial roles in improving concentration skills. (Birds 1986)

Secondly, it was a promising number for DÖKE, since it revealed that there was an untapped potential based on the love of sports which could be involved in sport events.

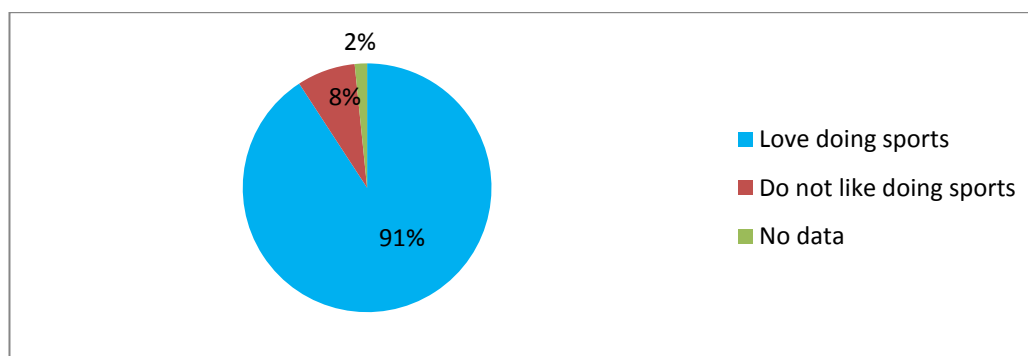


Figure 23.: Proportion of sportloving

Question 2 (“Do you do sports at least once a week apart from P.E. lessons?”) revealed if there were real actions behind the love of sports or respondents’ activities were not significant. It turned out that out of 250 pupils 194 did sports at least once a week – apart from P.E. lessons – and it was a really promising data (Figure 24).

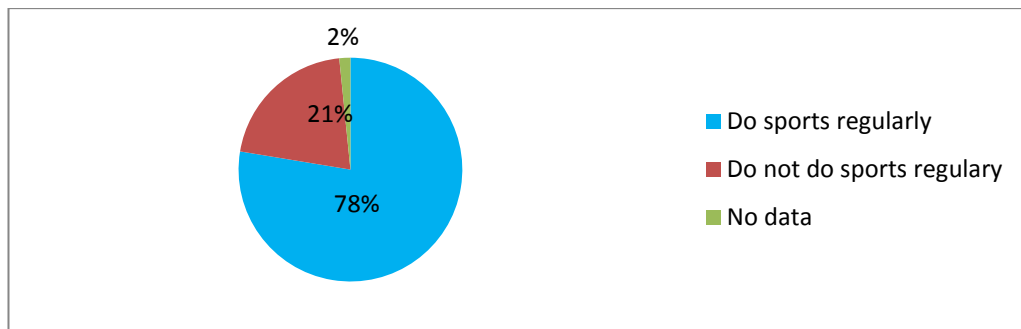


Figure 24.: Proportion of regular sport activity

It could be the topic of another research to figure out the reasons why some people do not exercise their body regularly, however, from my research's perspective, it was more important to figure out an additional index, which showed how many children who liked sports did sports regularly. From the data collected, it could be calculated easily and I found that out of 227 pupils (who liked doing sports), the vast majority (188 respondents) did some kind of sports at least once a week apart from P.E. lessons. Naturally, those respondents who did not like doing sports, did not do any kind of sports apart from the compulsory (Figure 25).

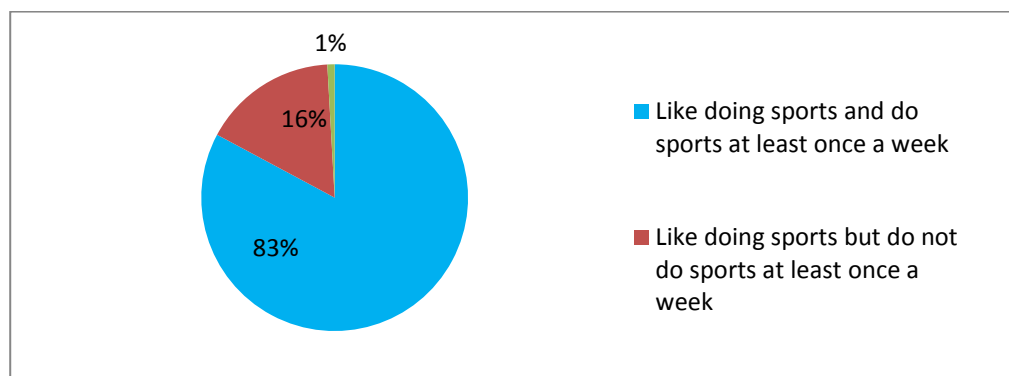


Figure 25.: Relations between sport-loving and regular activities

Question 3 ("Did you participate in former sport programs?") brought about astonishing results related to sports. It showed that only roughly two-thirds of the respondents had participated in any kind of sport events (Figure 26). It goes without saying that this number is really low and should be increased.

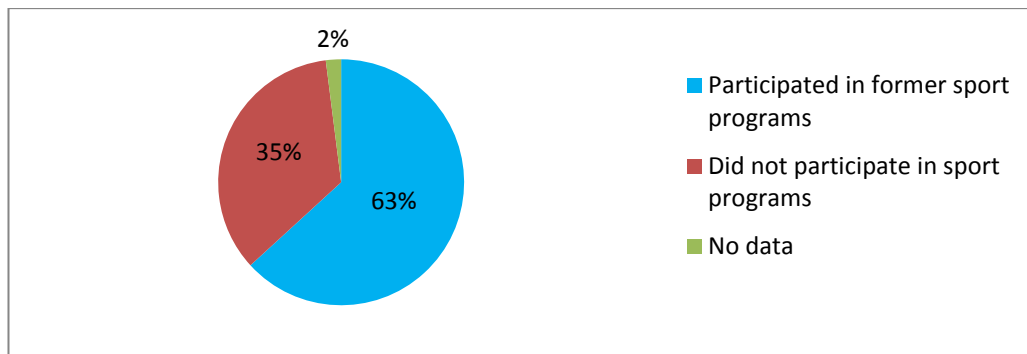


Figure 26.: Proportion of participation in sport programs

It is an additional question that how could it happen that 87 pupils out of the 250 respondents did not participate in sport programs, although they were interested in doing sports, furthermore, the majority of them did sports regularly as well.

In order to understand this issue in details and to draw the right conclusions, I generated two additional charts (Figures 27 and 28). First, I examined that only 149 pupils participated in sport events out of the 227 who were keen on doing sports. How could it happen that 76 children did like doing sports but had not participated in any sport programs?

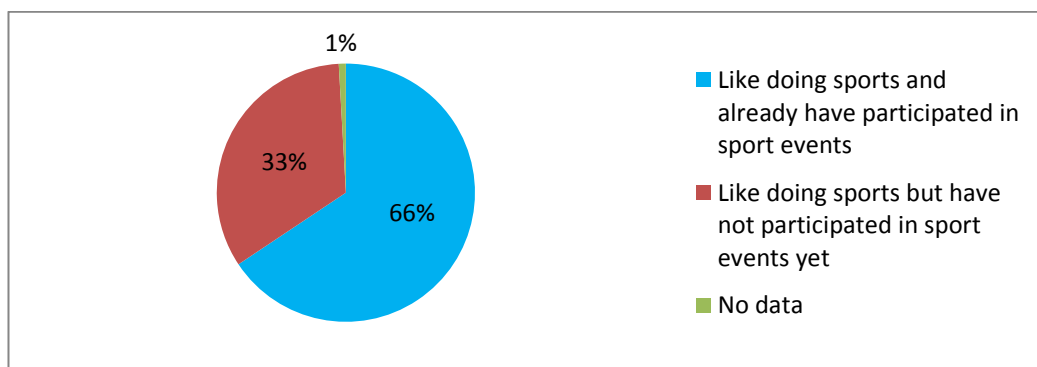


Figure 27.: Relation between sport-loving and participation in sport events

Could we put the blame on the inefficiency of marketing communication? Perhaps we could. However, a more certain proof of some kind of a failure was the chart which included those who liked doing sports and did sports at least once a week. There were 188 respondents who fulfilled these criteria. Supposedly, they were really interested in sports, since they devoted even a

part of their free time to sports. However, only 126 pupils of them had participated in sport programs before, which was an undeniable proof of either the inefficiency in marketing communication or some further factors which held back children from joining.

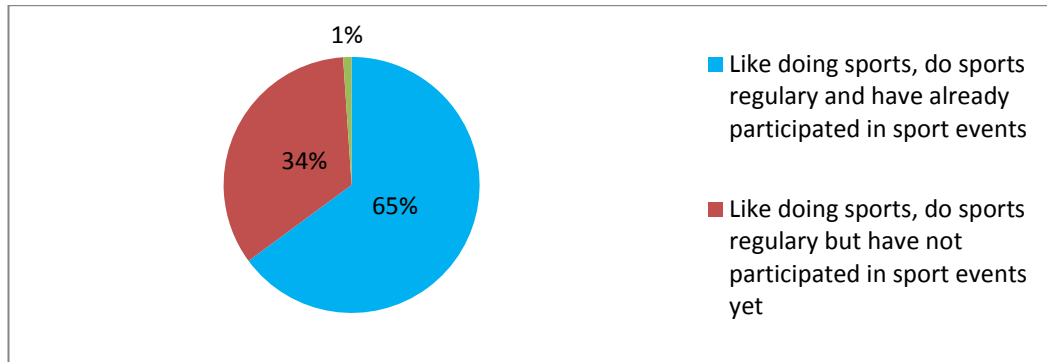


Figure 28.: Relations between sport-loving, regularly exercising and participation

6.3. The Efficiency of Marketing Communication

This point had a crucial importance in my research, since my major aim was to find out how to attract more pupils as participants to sport events. From the above-mentioned figure, it became clear that there was a really valuable untapped potential which could be attracted to sport events if DÖKE used the proper marketing communication tools. That was the reason why the analysis of the results related to this required extra emphasis.

Question 4 (“Where do you hear about leisure sport programs?”) revealed the efficiency of different marketing communication, since it asked respondents to choose the sources which informed them about sport programs. Several options were listed, moreover, respondents could add their own sources on the last line called “others”. Taking into consideration that the aim was to determine every medium that could reach pupils, multiple choices were allowed. The result was food for thought (illustrated by the 29th figure).

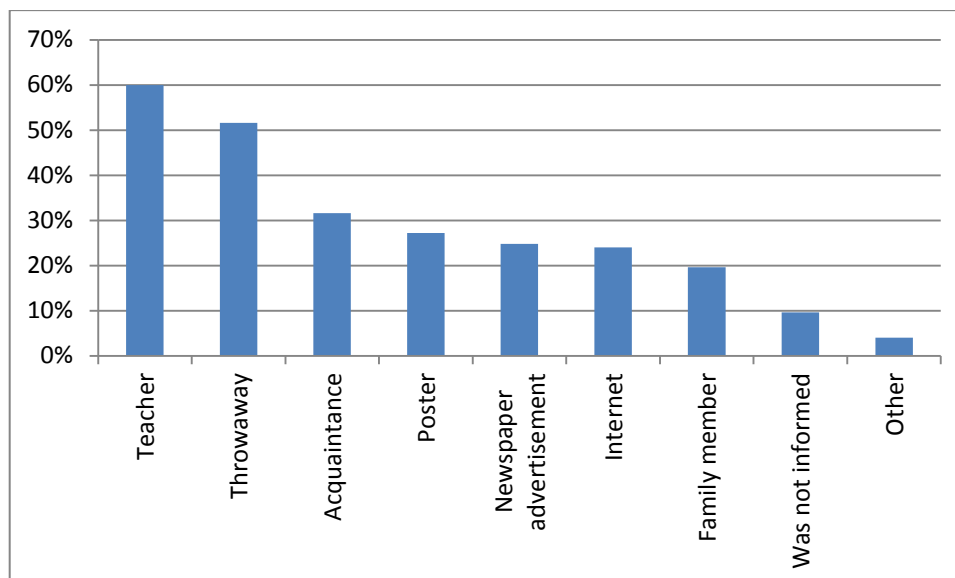


Figure 29.: Pupils' information source

It revealed that most children (60%) were informed about sport programs via teachers. It clearly showed that the interpersonal contact had a significant impact on children. The high convincing power of teachers could be explained by the fact that pupils know them well, trust in them, they get attention from pupils and they are listened to.

At first sight, the position of throwaways on the second place could be surprising. However, with a supplementing explanation – as it was mentioned earlier – it became clear that throwaways were given to pupils at schools after a short introduction of the forthcoming programs. Only those children got throwaways who were interested in the program and the further information related to it. In other words, the really impressive proportion of pupils who got information from throwaways (52%) could be considered as a success of interpersonal communication as well, since children's attention was caught by verbal information.

Acquaintances are on the third place, since 32% of respondents were informed by them. It was not clarified what kind of acquaintances were the pupils' informants; however, supposedly, they got information mainly from their friends and class-mates. In other words, we also have this 32% thanks to interpersonal contact.

Posters drew the attention of 27% of respondents. These posters were placed in primary schools and in sport-gyms. These were printed on colourful, eye-catching papers; however, the text and the pictures were black and white which made the message hardly legible from the distance and required further effort from inquirers to get the message.

Interestingly, newspaper advertisements – which cost a fortune – reached only 25% of repliers. Comparing their costs to their effectiveness, it was high time to rethink their application in the future and to make remarkable changes on their features in order to increase their attraction.

Via the Internet, 24% of pupils heard about sport programs. It was not a significant number, which can be attributed to the unfamiliarity of DÖKE's website. This proportion could be easily increased if more children knew DÖKE and its availability via the Internet. DÖKE's presence at community sites, like Facebook and iWiW, should also be emphasized in order to gain further reputation, since it is a free way of advertising which could be really efficient.

Surprisingly, family members contributed only with 20% to attract more pupils to leisure sport events. It expressed that the advertisements of DÖKE were also useless in drawing parents' attention and using them as mediators, since parents either did not notice these ads or they did notice them but did not share the information with their children because of forgetfulness, unconcern or something else.

There were ten respondents who named other information sources apart from the listed ones. Although some of them - like a trainer, buddies, grandma and a form-master - could be categorised to family members and acquaintances, others named sport programs, running-races, schools and the Central Sports Hall as the source of information.

There were 24 children who chose that they did not hear anything about sport programs before. All in all, this roughly 10% of repliers who did not know

anything about sport programs was not a really concerning rate, however it was a warning signal that marketing communication could definitely be improved.

Furthermore, it was interesting that so many sources of information could affect the participation of pupils, which meant that DÖKE should put emphasis on making each of them more powerful.

At this point, **hypothesis two**, which assumes that the interpersonal communication is the most efficient way to attract pupils as participants to sport events, **could be tested**. Based on the above-detailed explanations, teachers, throwaways, acquaintances and family members could be categorized as interpersonal contacts, whilst non-interpersonal contacts consisted of posters, newspaper advertisements and the Internet. Aggregating the figures, it was revealed that the interpersonal contact was roughly twice as successful as the non-interpersonal one, which proved that hypothesis two could be accepted (See Figure 30).

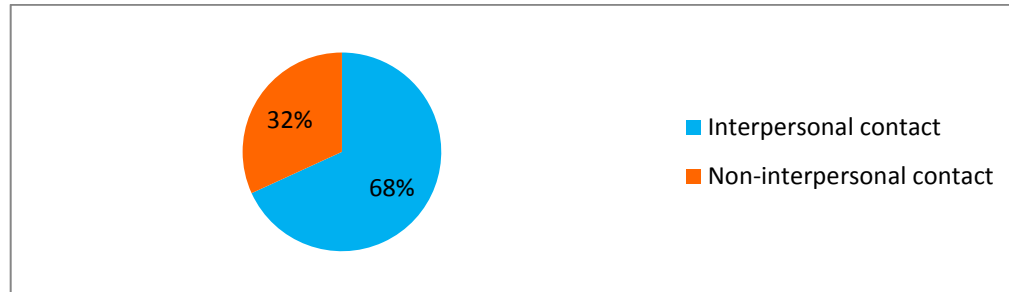


Figure 30.: Success of interpersonal and non-interpersonal contact

In order to get an overall picture about the effectiveness of marketing communication, it is essential to take into account the results of Question 6 (“If you did not participate in former sport programs, please, give reason”). At this question, respondents were asked to choose the reasons why they could not participate in former sport events. Since I wanted to figure out all the obstacles which restrained pupils from participation, multiple choices were allowed. Figure 31 contains the results.

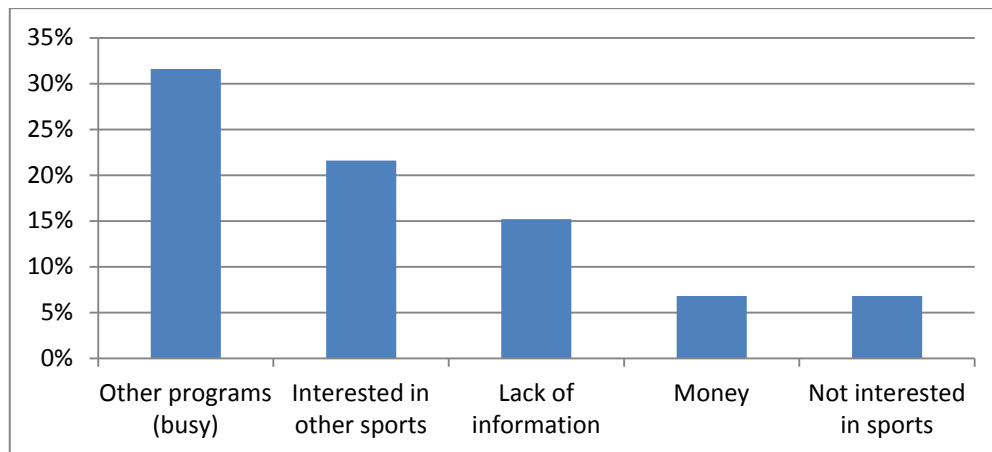


Figure 31.: Obstacles at participation

The main factors why children did not participate in sport events were busyness and interest in other kind of sports. It revealed that the lack of information - which could be attributed to the inefficient marketing communication – was a barrier to participation with 15% of pupils. It was also good to know that it was only 7% of repliers who were uninterested in any kind of sports and the same proportion appeared in connection with financial-problems. It would have been really surprising if this rate had been higher, since, as it was mentioned earlier, the registration fee was really cheap (average 500,- HUF/program/member).

6.4. Sport Events' Popularity among Pupils

At the only open-ended question (Question 5), respondents were asked to determine the program(s) they participated in. In order to encourage repliers to answer even if they did not remember the name exactly, it was also added that a fraction of the program's name or any words related to it was sufficient. Respondents' attitude proved to be cooperating, since 62% of the pupils listed one or more events. Altogether 33 things were mentioned, among which there were the names of sport clubs, different kinds of sports and the names of exact sport events. Several listed things were mentioned by one or maximum two children, however, there were some really outstanding results (illustrated by the 32nd figure).

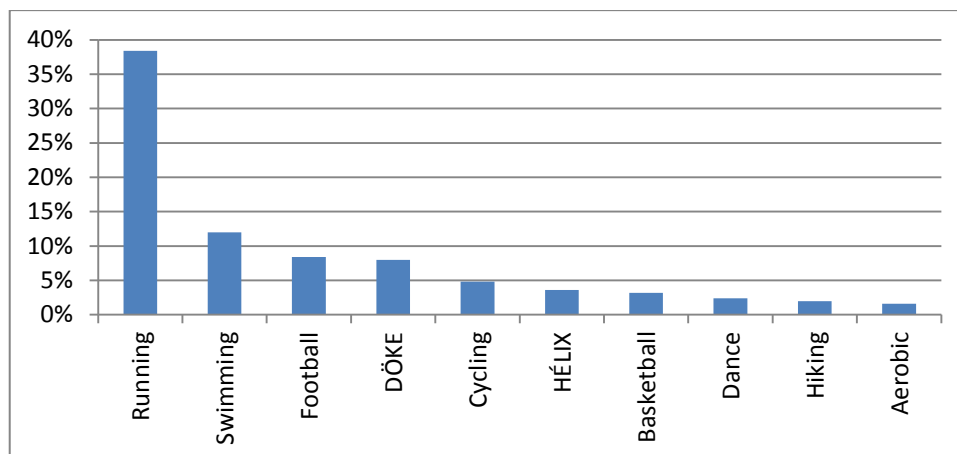


Figure 32.: Former programs where respondents participated

Running carried everything before one, since it was mentioned by 96 children. After a huge gap, swimming reached the second place with its 12%. DÖKE was slightly behind football; only one more respondent mentioned football than DÖKE, enabling it to the 4th place. Although the belonging 8% was not a significant rate, it was a real pleasure to see that 20 respondents wrote DÖKE on this line. Less than 5% of repliers mentioned HÉLIX, another sport club in Komló, which mainly focuses on swimming, duatlon and aquathlon events.

At Question 7, respondents were asked to indicate those kinds of sports they would like to participate in. Interestingly, although the majority of respondents participated in a running event (as it was illustrated by the 32nd figure), running was slightly overtaken by swimming (see Figure 33).

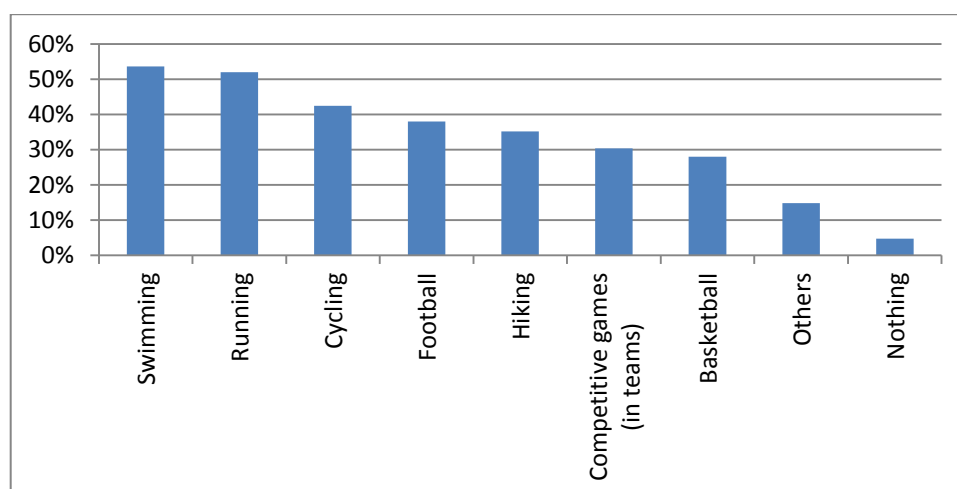


Figure 33.: Programs where respondents would like to participate

Cycling was the third among the most popular sports, followed by football and hiking. Competitive games – like the Pupils’ Olympic Games in 2008 – and basketball were also chosen by 30% and 28% of repliers.

Aerobics and handball were mentioned by 6-6 children. There were eleven additional sports mentioned, namely: tennis, canoeing, shooting, dance, chess, volleyball, wall-climbing, ballet, table tennis and roller skating. It clearly showed that pupils were really open to fill in the questionnaire, since they even devoted time to think of the questions and give detailed answers.

There were only 5% of respondents who did not want to take part in any sport programs, which was also a really glamorous data. It was in harmony with the previously revealed 7% who were not interested in sports (see Figure 31).

Last but not least, Question 12 was about determining the familiarity of certain programs. Seven programs were listed - based on their characteristics. Out of those there were four running programs (“Turn-the-Sun” running, “Run, Komló!”, “2011-Second Running”, “Four Seasons Running”), one bike tour (DÖKE 25/50/75 bike-tour), one basketball program (2010-minute basketball) and a special program organised for pupils (Pupils’ Olympic Games). Repliers were asked to underline those they heard about. Figure 34 reflected the “fame” of the given programs among respondents.

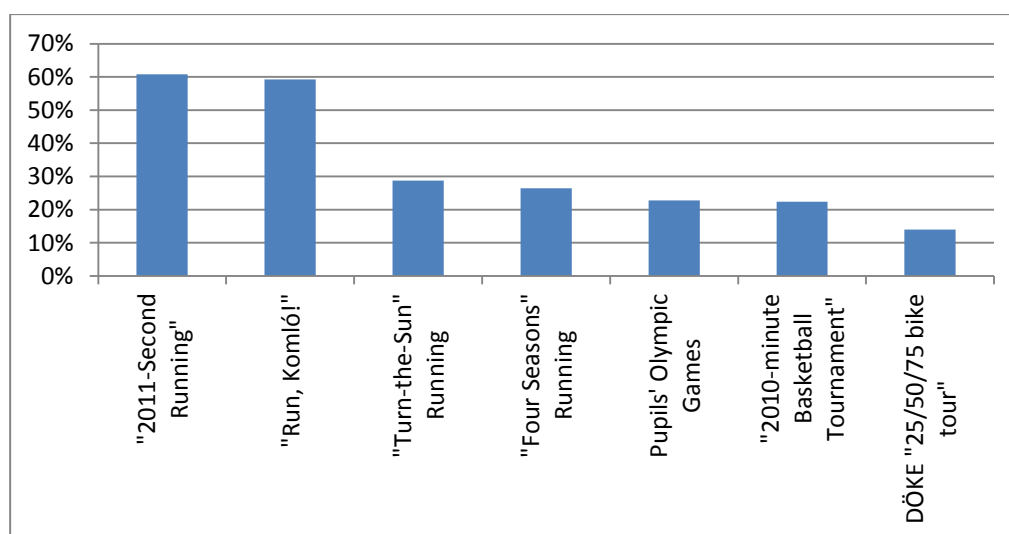


Figure 34.: Fame of certain programs

The “2011-Second Running” was first organised in 2009 when – naturally - it was 2009 seconds long. Due to the unique T-shirts given to participants and the raffle with more than 100 presents after the running, it turned out to be the most popular program of DÖKE in 2009. That was the reason why it was organised in 2010 and 2011 as well, with the same success. All in all, no wonder that 61% of the respondents heard about the “2011-Second Running”, which was a really promising rate among pupils.

“Run, Komló!” has been organised annually since 2004. It was also popular among children, due to the several categories which ensured that dozens of pupils received medals in the end. It was almost as well-known as the “2011-Second Running” (59%).

The “Turn-the-Sun” Running has been organised since 2009 – the same year when the “2009-Second Running” was started. It was also really popular, even at the first time, nevertheless, only 29% of responders heard about it.

The “Four Seasons Running” was a novelty of the year 2011. It consisted of four stages – Spring, Summer, Autumn and Winter – and was relatively popular among pupils. The related 26% rate expressed that probably it was not well-advertised among them.

The Pupils’ Olympic Games was organised in 2008. It was a unique event – related to Beijing – where each primary school was present. It was a group competition. Each school had one group and each group consisted of one girl and one boy from each and every grade. Its specialty was that all schools brought their own pupils as fans to encourage their team. It could contribute a lot to the increase of its popularity among them. The related 23% rate cannot be considered as a bad proportion, since three years passed by, which means that the 1-3 year pupils could not hear about it too much.

The “2010-Minute Basketball” had the oldest tradition, due to the fact that it had been organised since 2000. Although only people over the age of 14 could participate in it – which made primary school pupils unable to join – it was a

really unique program in Koml6. Thanks to its fame, 22% of the respondents heard about it.

D6KE's bicycle programs are sparsely visited by pupils. However, I wanted to figure out if it is due to the fact that they are not even aware of this possibility or simply they do not like cycling. Based on the results of the findings, the former is more probable, since only 14% of the respondents had heard about this program before.

An average replier knew 2.344 programs out of the listed seven, which could be contributed to the fact that roughly 33% of the programs were well-known among pupils. All in all, it was clear that the programs' popularity with D6KE was led by running events and the other programs were far behind them.

6.5. The Reputation of D6KE

In the third column of the questionnaire, the aim was to figure out pupils' knowledge about D6KE. Because of the earlier detailed limitations of D6KE's ads – like the lack of the logo, standard colours and styles – it was expectable that the vast majority did not realize D6KE even if they noticed its ads or, furthermore, even if they took part in D6KE's programs.

Question 8, related to D6KE's reputation, was a simple choice if the respondent had heard about D6KE before. More than half of the repliers stated that they had heard about it (see at Figure 35).

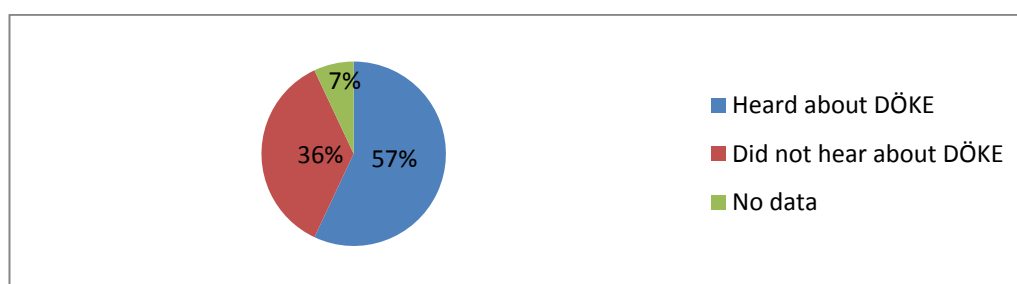


Figure 35.: Reputation of D6KE

It can be considered as an acceptable rate, however, there were three additional questions which could really reveal if respondents were familiar with DÖKE or not.

In Question 9, respondents were asked to name the field of activities where DÖKE was working. Of course, the questionnaire strongly suggested that it was the field of sports, however, in Hungarian, the abbreviation of the student government was almost the same (DÖK), which could confuse several repliers. This bias was observable in the answers (Figure 36).

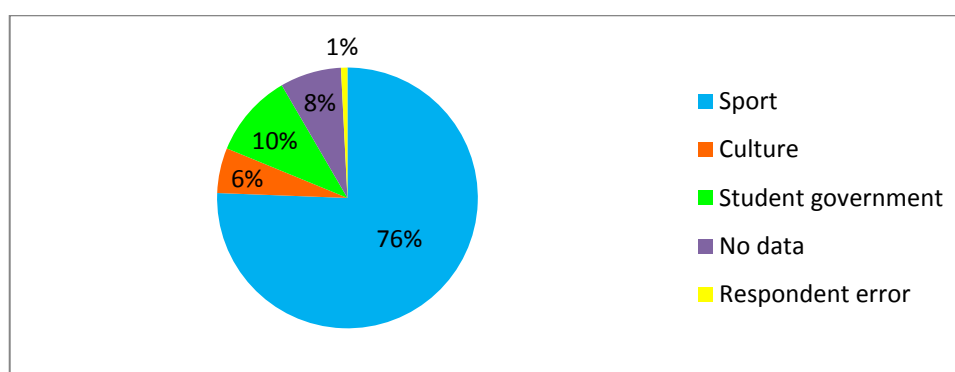


Figure 36.: DÖKE's field of activities – according to respondents

Although the vast majority realised that DÖKE worked in the field of sports (76%), there were respondents who voted on the student government and culture as well. 8% of respondents did not give any answer, meanwhile, 2 respondents made multiple-choices, which were uninterpretable.

Question 10 was about the logo of DÖKE, which consists of a spider that is extending its web – its meaning was detailed in the introduction about DÖKE. In this question, there were three logos depicted – the correct logo and two misleading logos – from which the respondents had to choose the correct one. Both of the false logos were related to students' governments, although the first one symbolized a really pleasant, happy club, meanwhile, the other one depicted a much more serious picture of students' governments. The majority of the votes were given to the latter one, meanwhile, DÖKE was slightly after that and 22% of children was misled by the nice smiley face (Figure 37).

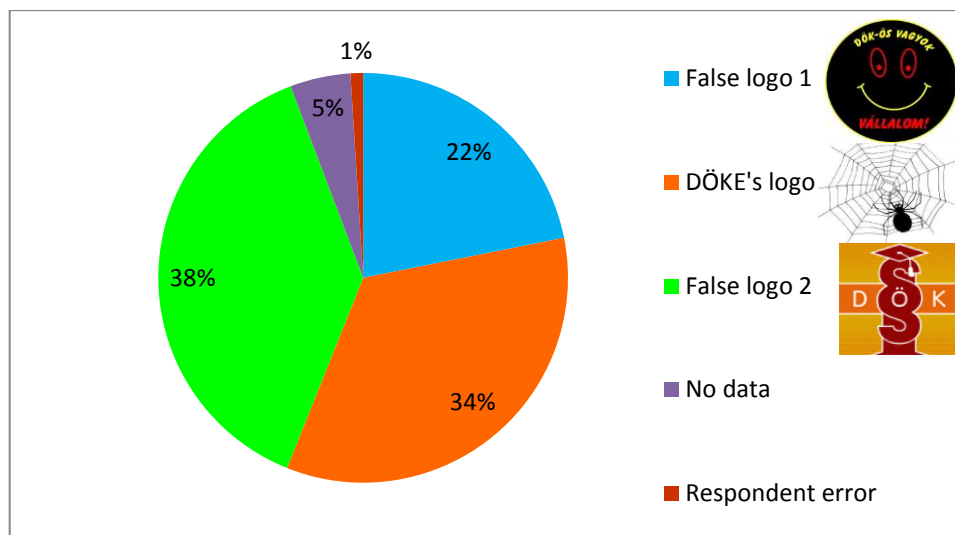


Figure 37.: Logo of DÖKE – according to respondents

Finally, their deeper knowledge about DÖKE was tested. In Question 11, three sport events were listed namely the “2009-Second Running”, the “2009-Minute Basketball Tournament” and the “2009-Minute Swimming”, out of which children had to choose the odd one, which was not organised by DÖKE. Apparently, they were really similar, although who knew DÖKE, could easily choose the right answer since DÖKE had never organised any swimming sport events – the “2009-Minute Swimming” was organised by HÉLIX sport club.

Although the majority of respondents knew that the “2009-Second Running” was organised by DÖKE, the close proportion of basketball and swimming expressed that pupils did not realize the connection between DÖKE and its programs, which can be a really serious issue and it must be handled in order to distinguish this sport club from others (see Figure 38).

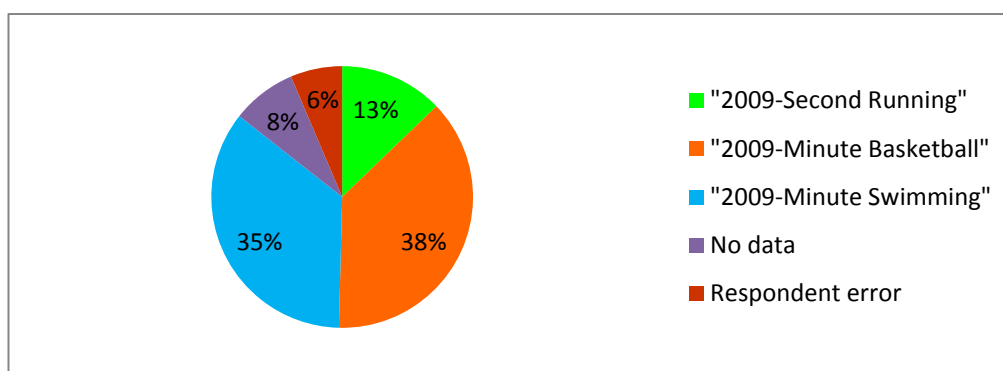


Figure 38.: Non-DÖKE programs – according to respondents

Further interesting correlations could be observed between those who heard about DÖKE and the rightness of their answers. Out of those 143 pupils who heard about DÖKE, 117 chose the right field of activity (Figure 39). There were several votes for the students' government even among them, which enforced the earlier supposed assumption that DÖKE could be easily mixed up with DÖK, which is the abbreviation of students' governments.

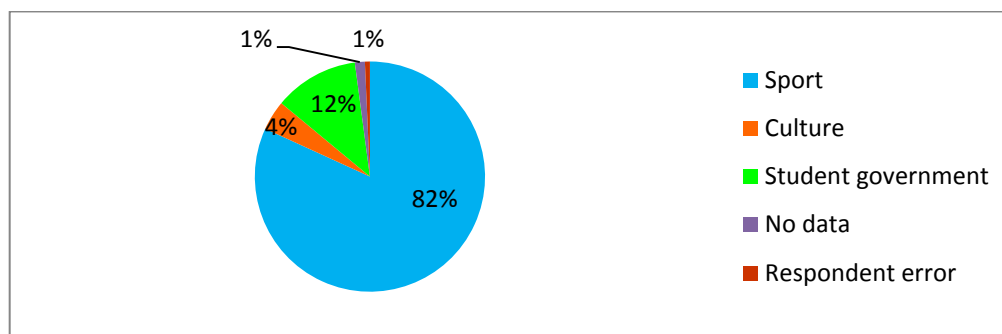


Figure 39.: DÖKE's field of activities – according to those respondents who heard about DÖKE

To the emblem question (Question 10), the answers were more divided. Although the majority chose the right logo, it could only slightly overtake the second false emblem and even the first false emblem got several votes, which expressed that those who had heard about DÖKE was really uncertain about its logo – or it could happen that they had heard about DÖK instead of DÖKE – which is shown by Figure 40.

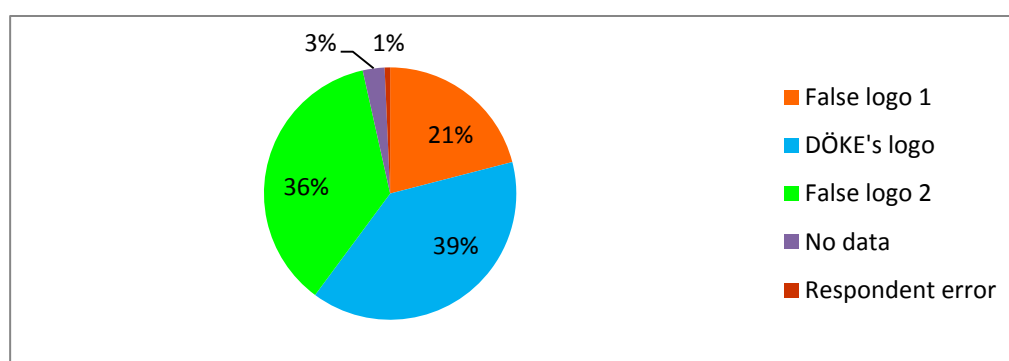


Figure 40.: Logo of DÖKE according to those respondents who heard about DÖKE

As for the non-DÖKE program (Question 11), the majority of respondents who heard about DÖKE gave an incorrect answer, since they thought it was the “2009-Minute Basketball” which was organised by others. Moreover, respondents' error was significant; 14 children chose two or even all the three possibilities, which made their answers irrelevant (Figure 41).

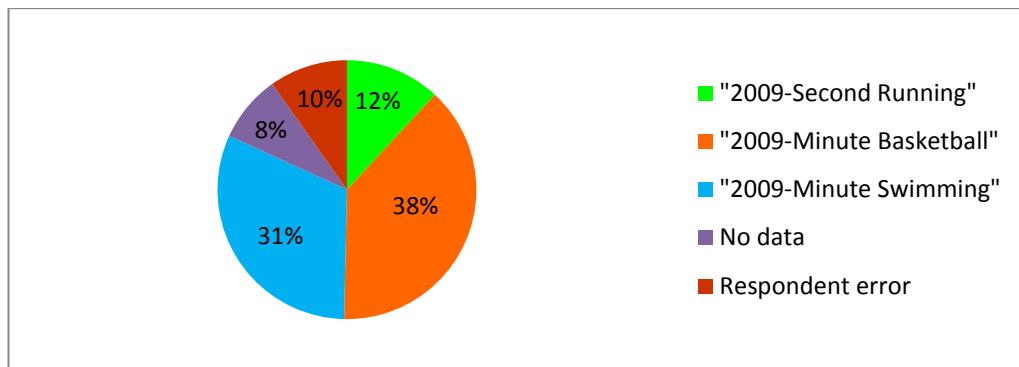


Figure 41.: Non-DÖKE programs according to those respondents who heard about DÖKE

As a closure, I took into account all the respondents who had heard about DÖKE and examined their answers. It was more than shocking to see that only 14 pupils out of the 143 – who stated that they knew DÖKE - could give the appropriate answers for the above-detailed three questions (Question 9-11) related to DÖKE.

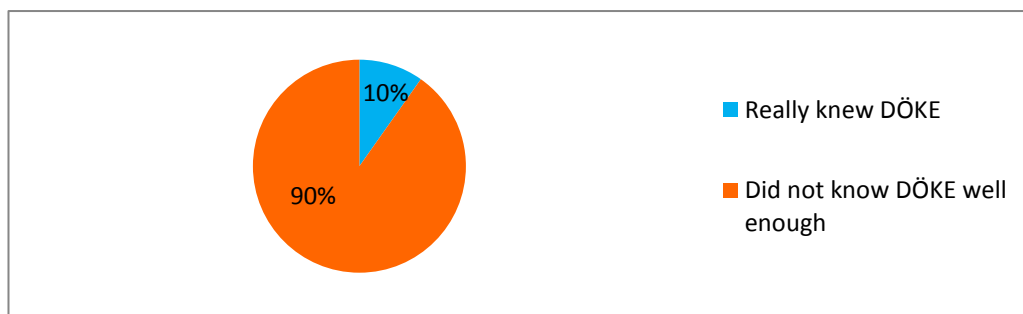


Figure 42.: The proportion of the respondents who heard about DÖKE and knew it well

At his point, hypothesis one, which sought to examine pupils' familiarity with DÖKE, could be tested. Based on the above examined data and figured analysed, it can be concluded that the majority of pupils are not familiar with DÖKE (its logo and its activities), therefore **hypothesis one is accepted**.

The above-detailed figures clearly showed that even if someone had heard about DÖKE, moreover, had participated in any of its sport events, the person could not position this sport club correctly in his/her mind, mainly because of the lack of a strong and unique logo.

6.6. Conclusions of the Research and Proving the Hypotheses

It is sad but undeniable that DÖKE was not well-known by pupils. They recognised neither its field of activities nor its logo, even if they heard about it or participated in some events organized by DÖKE. It is a clear proof that the brand image of DÖKE is insufficient and needs to be improved. This way my first hypothesis was proved (*Hypothesis 1: The majority of pupils are not familiar with DÖKE /its logo and its activities/*).

It has become clear that personal contact and interpersonal communication was the most efficient way to attract pupils to sport programs. Teachers proved to be the most successful in this field – 60% of respondents named them as source of information -, which could imply that children were more open to recommendations of people, who they knew and with whom they had every day contact. Taking into account that 52% of pupils were informed via throwaways about the programs, the visits of DÖKE's representative at schools could be also considered as fruitful. The representative outlined the programs in short and dozens of pupils became interested in them and they were eager to get throwaways from the representative, which contained details about the forthcoming events. Family members and acquaintances also had a crucial role in providing information as 52% of respondents were informed by relatives, friends, classmates, trainers or acquaintances. In the light of the above mentioned fact it is obvious that DÖKE implements a really effective interpersonal communication. It proves my second hypothesis (*Hypothesis 2: Personal contact and interpersonal communication are the most efficient way to attract pupils as participants for sport events.*

Based on the results of the research, DÖKE has to face with the fact that advertising in newspapers is far less efficient than it is thought to be. Its causes could be revealed in an additional research based on the characteristics of advertisements. However, it can be stated without any doubts that it was worthless to keep on advertising in newspapers in the form it was used to.

Based on the fact that out of 250 responding pupils 227 pupils have chosen that they like doing sports, nevertheless, only 158 pupils took part in former sport events, it can be stated that this proportion of pupils could be more active by improving the marketing communication of DÖKE. If programs were communicated in a more efficient and more attracting way to pupils, the participation rate could be increased significantly.

In case of more than 30% of the respondents the main barrier to participation in sport events was their participation in other programs for children. If DÖKE could make its programs more attractive for pupils, and could communicate them successfully, then the rate of pupils, who choose other programs, could be dramatically reduced, since their choice could be relatively easily modified. It could be achieved by emphasising the attractive features of sports to affect their decision about how to spend their free time.

7. Recommendations of Solutions for Improvement in the Field of Marketing Communication

Undoubtedly the conducted survey was really useful in analysing the current situation of DÖKE, plus examining its strengths and weaknesses in order to draw executable solutions for improving its marketing communication significantly.

First of all, the aim of marketing communication – in the case of DÖKE - must be divided into two groups: (1) attracting new participants to sport events and (2) luring back former participants to forthcoming programs. These goals seem to be similar, since, on the whole, both aim to increase the number of participants; however, in order to reach success, these two groups must be handled separately, with the use of different marketing communication tools. Naturally, there must be overlapping between the two categories, however, the features of the groups must be taken into consideration when creating a successful marketing communication.

7.1. Attracting New Participants by Increasing the Efficiency of Newspaper Advertisements

Definitely, attracting new participants is much harder, more time-consuming and more expensive than attaining the existing ones, however, it cannot be neglected in order to expand.

DÖKE mainly tried to attract new participants with the help of newspaper advertisements. However - as it was proven earlier - only 25% of respondents named it as an information source, in connection with getting information about sport events. The reasons could be that most of the time, not only the logo of DÖKE but even the name of DÖKE was missing, so readers did not have the chance to recognise that they were facing with an advertisement of DÖKE. The presence of the name of the program, the location, the date and the

contact person and his/her availabilities were considered to be more than enough in an ad. However, based on the results of the questionnaires, its opposite can be stated. If DÖKE's advertisements are not shaped uniquely with special colours and with the logo, they can simply be lost in the crowd. Only this way can DÖKE reach higher reputation and attraction, which can lead to higher participation rates on sport events.

Moreover, newspapers could provide the possibility to attract participants from a broader neighbourhood, to expand the catchment area; however, they are far more expensive than just random experiments to find the most successful method, which means that an extra emphasis on design, content and timing (when to post the ad) is crucial. When creating an advertisement, it should also be taken into account that we have to target adults – as children are not usually keen on reading newspapers.

7.2 Luring back Former Participants to Forthcoming Programs

7.2.1. Attaining Each and Every Existing Customer with the Tool of Direct Marketing

Definitely, direct marketing is a much cheaper way of communication than advertisements, nevertheless, it is more efficient if it is done correctly. As for DÖKE, the main channel of direct marketing is the internet, since most of the participants agreed to get information about DÖKE program via email. In this case, three key issues must be managed appropriately in order to reach the desired goal – that is to make customers return. First of all, it is essential to optimise the *quantity* of the direct marketing messages: if the messages are sent too often, better to say in immense quantities, they could easily provoke the receiver to delete the message without reading it, or even to regroup DÖKE to the “spam” folder. *Quality* should be considered as well. Even if we send messages rarely but those provide no important or useful information, we are also threatened to end up as “spam” or being deleted unread. Last but not least,

timing is crucial. It must be well-determined when to remind someone of a given program. If we send it too early, there is a danger that the receiver will forget about it, however, if it is delivered too late, it can happen that the receiver has another program on the given date or reads the e-mail only after the date of our program.

To avoid the above mentioned threats, it can be a good solution to send information about a program about one month before it will be organised and send a reminder message about 3-4 days before the actual date. Moreover, in the case of DÖKE, where the programs are continuous throughout the year, meaning that roughly 1-2 programs are organised a month, a series can be built, which means that one message covers the forthcoming programs with extra emphasis on the next one, and also containing a short summary of the previous one. It is also crucial to make further information available by referring to the website or the Facebook-page of DÖKE.

Apart from e-mails, DÖKE should regularly send personalised letters to those who do not have an electronic mail box – or it is unknown. In order to reduce postage costs, the letter should contain that DÖKE is available on Facebook and on <http://www.doke.hu>, moreover, if (s)he wishes to be informed about the programs via e-mails, there is nothing else to do but to send a mail to the betty@doke.hu address.

Nevertheless, the overall aim is to expand the database of DÖKE with as many participants and email addresses as possible because, on the one hand, it could be a really cost-effective and personalised way of communication, on the other hand, e-mails have a huge advantage in their characteristics: receivers can easily send them to others, as a kind of “word of mouth”.

7.2.2. The Efficiency of the Word of Mouth

The word of mouth is a form of recommendations when relatives, friends or acquaintances offer products/services to each other. In other words, if our services give extraordinary pleasure and experience to customers, we have a good chance that, apart from returning participants, they will also share their experiences with their friends, family members, school mates and others, which can generate that these listeners will be interested in the program and they will join next time. Currently, when community sites are extremely popular, everybody shares his/her experiences with others in the form of comments, links and pictures. It is a completely free but really efficient way of increasing the reputation of DÖKE. Moreover, DÖKE can generate the word of mouth as well, by starting to post messages to the post wall, or comment on pictures and events, etc. The opportunities are infinite.

Based on the results of the questionnaires, where 32% named acquaintances and 20% named family members as an information source, it can be observed that the word of mouth has worked successfully, nevertheless, it can be improved.

7.3. Combining the Two Methods by Generating the Word of Mouth - Making Participants Attract Further Participants

Apart from community sites, the word of mouth could be much more expanded. DÖKE should create awards, provide discounts and find additional motivation factors which will make people talk about the forthcoming programs, moreover, will make them attract further participants.

7.3.1 “The Sportiest School” and “The Most Motivating Teacher” Awards

Since DÖKE is a non-profit public organization, its aim is not to gain extra profits which is well-known by each school in Komló. They are aware of the

fact that DÖKE determines minimal registration fees which are necessary to cover its expenses. They are also familiar with the noble aim of DÖKE, which can be simplified as making more and more pupils active and sport-oriented, thus helping them a lot to be healthy. Thanks to the above-detailed facts, DÖKE and its programs are welcome in every school. This opportunity should be grabbed, since it is really hard to reach each and every pupil with any kind of marketing communication tool, however, if we named “schools” as a target market instead of “pupils” we could benefit a lot from it.

In order to make schools motivated to advertise DÖKE, two kinds of competitions could be advertised. “*The Sportiest School*” award could consist of a series but it could even be given on every program. In order to avoid inequality and give a chance to schools where there are less children, the participation rate should be taken into account instead of the number of participants. After every program, the winning school could get a really nice trophy. Additionally, the participation rate could be added up and, at the end of the year, those three schools where the participation rates were the highest (throughout the year) could get really valuable packages, like a free entrance to spas or the swimming-pool, sports equipment, etc. By awarding three schools out of the existing six in Komló – but, of course, schools from other towns can also participate – it could be a really good motivating factor to persuade children about participation. However, determining a minimum participation rate in order to be entitled to the presents is crucial. It could be about an average of 10%, which means that it is acceptable, if on a certain event only 8% of pupils was present, meanwhile, on the next program, the rate should be 13%.

Making “The Sportiest School” more successful, the introduction of “*The Most Motivating Teacher*” award can help a lot. It could be won after each program and a completed year as well. By putting an additional line on the registration papers (“the name of the proposing teacher”), it could be easily calculated. However, in this case, the rate would be difficult to calculate because DÖKE has no information about how many pupils are taught by the given teacher; therefore, the number of pupils who named the teacher as a proposer would be

determinative. After each program, “The Most Motivating Teacher” award could be won in the form of a trophy, moreover, the three most motivating teachers throughout the year could get unique sport clothes with “The Most Motivating Teacher 2012” logo, a free entrance to spas and gift packs.

In my opinion, such a competition among schools and teachers could do a lot to attract more pupils to sport events.

7.3.2. A Discount for New and Returning Participants

How much is a new participant worth for DÖKE? Hardly could it be quantified but its value is unarguably significant. Furthermore, flirting with the idea that if everybody brought an additional person to the next event, DÖKE could easily turn sport events into mass sport. Taking the following fact into consideration that everybody knows hundreds of people, out of which only one should be convinced to participate, it could be manageable. That was the reason why I decided to try it. For the closing round of the “Four Seasons Running” (4th December, 2011) I promoted the following discount: if someone who had already participated in the previous round(s) of the “Four Seasons Running” took someone with him/her, both of them could run for 300-300,- HUF, instead of 500,- HUF/person – so the discount was 40%-40%. It was meant to aim at both the existing customers to come again plus to attract new participants via older ones, which is a brilliant method where everyone wins. Although DÖKE, in a certain sense, loses 400,- HUF by this discount, it wins much more: (1) the return of former participants, (2) new participants, (3) personal data from new participants which can be used to expand the database, (4) a positive feedback that the word of mouth works smoothly and efficiently.

8. Conclusion

It is essential for DÖKE to communicate with its target audience, that is why it must devote a certain part of its budget to marketing communication in order to make it work more efficiently. However, it is crucial to find the most appropriate methods, since its budgets are extremely limited.

Thanks to the 250 pupils who filled in the questionnaires, a really profound analysis could be executed and several recommendations could be made.

It was really interesting to see that the most efficient marketing communication tool was interpersonal communication, and the previously overemphasized newspaper advertisements turned out to be a waste of money. Nevertheless, it is really advantageous for DÖKE, since instead of money, it requires people, and there are several volunteers at DÖKE who could fulfil the tasks related to interpersonal communication.

Generating the word of mouth could be another factor of success, since pupils are really open to their teachers', friends' and relatives' opinions. The aim is to inspire former participants to share their positive experience with others. It is another cheap method of making marketing communication more efficient. In order to boost the word of mouth, DÖKE should organise outstanding programs and create interesting competitions, such as "The Most Motivating Teacher" award and "The Sportiest School" award, which are worth talking about.

As the executive chairwoman of DÖKE, I will make good use of this paper, while working at DÖKE. In 2012, I am going to organise both "The Most Motivating Teacher" and "The Sportiest School" awards. Hopefully, it will generate a significant increase in connection with participation rates on DÖKE's sport events. Furthermore, I will visit primary schools more often, in order to keep in touch with pupils and inspire them to spend their free time

actively within the framework of DÖKE. Moreover, I am planning to create another game related to DÖKE's website or its Facebook site, in order to make them more popular among pupils and make communication via the Internet more efficient as well.

Nevertheless, in order to gain more detailed information about the improvement of the ways and methods related to marketing communication tools, a further – qualitative – research, like in-depth interviews and focus group interviews, must be conducted, however, the results of this paper are extremely useful to make DÖKE one step closer to the success of marketing communication among pupils.

9. Summary

This paper embraced the features of non-profit organisations with special emphasis to a sport association operates in Komló, called DÖKE. A really important feature of NPOs is that they operates like other companies with an exception that they reinvest all the profit to their activities. That is why even at NPOs marketing strategy and related marketing communication has its crucial role.

It is essential for NPOs to communicate with their target audience, that is why they must spend money on marketing communication in order to make it work more efficiently. However, it is crucial for them to find the most appropriate methods, since their budgets are extremely limited.

In case of DÖKE a research was conducted in order to find the best way to promote its program. Thanks to the 250 children who filled in the questionnaires, a really profound analysis could be executed.

It was really interesting to see that the most efficient marketing communication tool were personal contact and interpersonal communication, and the previously overemphasized newspaper advertisements turned out to be waste of money.

Based on the results of the research, further recommendations could be phrased in order to reach higher participation rates at forthcoming sport event. Cheapest of them could be to generate word of mouth about DÖKE and inspire former participants to share their positive experience with other. According to another suggestion if DÖKE could appreciate the most active school and the most motivating P. E. teacher, it lead to increased number of pupils at programs as well.

The list of making marketing communication more efficient is endless. With the help of the conducted research its framework could be determined. Nevertheless, in order to gain more information about the ways and methods

how a certain marketing communication tool could become more efficient, it is crucial to conduct further – qualitative – researches like in-depth interview and focus group.

Appendices

Appendice 1.

Szabadidősport kérdőív

Az alábbi kérdőív segítségével szeretnénk pontosabb képet kialakítani a komlói szabadidősport helyzetéről. Az eredményeket a rendezvények fejlesztéséhez, kommunikációjuk hatékonyabbá tételéhez használjuk fel. Kérlek, töltsd ki az alábbi 13 kérdésből álló kérdőívet, hogy a Te véleményedet is megismerhessük! A kérdőív kitöltése **5 percet** vesz igénybe.

A kitöltött kérdőíveket a **DÖKE információs pultjánál** tudod leadni, ahol a leadott kérdőívért egy **csokit** is átvehetsz.

Köszönjük az együttműködésedet!

Iskolád neve:

Évfolyamod: 1 2 3 4 5 6 7 8 Egyéb:...

Nemed: ☐ Fiú ☐ Lány

1. Szeretsz sportolni?

☐ Igen ☐ Nem

2. Sportolsz legalább heti 1 alkalommal az iskolai testnevelésórákon kívül?

☐ Igen ☐ Nem

3. Vettél már részt szabadidősport-rendezvényen?

☐ Igen ☐ Nem

4. Honnan szoktál értesülni a komlói szabadidősport-programokról? (Több válasz is megjelölhető.)

- ☐ Testnevelő-tanártól
- ☐ Szórolapról
- ☐ Újsághirdetésből
- ☐ Plakátról
- ☐ Ismerőstől
- ☐ Családtagtól
- ☐ Interneten keresztül (honlap, e-mail)
- ☐ Egyéb helyről (és pedig):
- ☐ Nem szoktam értesülni a programokról.

5. Ha vettél már részt szabadidősport-rendezvényen, kérlek, sorold fel az esemény (vagy a szervező egyesület) nevét. Ha nem emlékszel az esemény nevére, akkor a programot mutasd be!

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6. Ha még nem vettél részt szabadidősport-rendezvényen, mi ennek az oka? (Több válasz is megjelölhető)

- ☐ Nem tudom hol és milyen rendezvények vannak.
- ☐ Nem olyan sportágakban szerveznek rendezvényeket, amiket szeretek.
- ☐ Más programom volt/Nem értem rá.
- ☐ Nem tudok erre pénzt fordítani/Sokallom a nevezési díjat.
- ☐ Nem érdekel a sport.

7. Milyen szabadidősport-rendezvényeken vennél részt szívesen? (Több válasz is megjelölhető)

- ☐ Futás
- ☐ Gyalogtúra
- ☐ Kerékpártúra
- ☐ Sorversenyek ügyességi feladatokkal
- ☐ Úszás
- ☐ Kosárlabda
- ☐ Labdarúgás
- ☐ Egyéb:.....
- ☐ Nem vennék részt szabadidősport-rendezvényen.

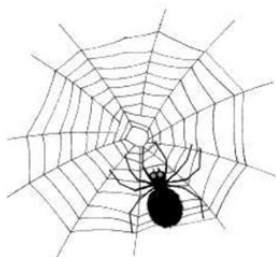
8. Hallottál már a **DÖKE**-ről?

- ☐ Igen ☐ Nem

9. Milyen területen tevékenykedik a DÖKE?

- ☐ Sport ☐ Kultúra ☐ Diákönkormányzat

10. Az alábbiak közül melyik a DÖKE logója?

☐☐☐

11. Melyik eseményt nem a DÖKE szervezte?

- ☐ 2009 másodperces futás
- ☐ 2009 perces kosárlabdagála
- ☐ 2009 perces úszás

12. Melyik programról hallottál? (Több válasz is megjelölhető)

- ☐ Napfordí-tó-futás
- ☐ Fut a Komló
- ☐ 2011 másodperces futás
- ☐ Négy Évszak Félmaraton, Minimaron, Maratonka és Törp-maraton
- ☐ DÖKE 25/50/75 kerékpáros teljesítménytúra
- ☐ Általános Iskolások Olimpiája
- ☐ 2010 perces kosárlabdagála

13. Amennyiben a fenti (12. kérdésnél felsorolt) programok valamelyikén részt vettél, azokat húzd alá!

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