

**Catherine Shikovets**

*Candidate of Economic Sciences, Associate Professor,  
Associate Professor at the Department of Marketing  
and Communication Design  
Kyiv National University of Technologies and Design*

**Halyna Kvita**

*Candidate of Economic Sciences, Associate Professor,  
Associate Professor at the Department of Marketing  
and Communication Design  
Kyiv National University of Technologies and Design*

**Svitlana Bebko**

*Candidate of Economic Sciences, Associate Professor,  
Associate Professor at the Department of Smart Economics  
Kyiv National University of Technologies and Design*

**DIGITAL MARKETING STRATEGIES  
OF NON-PROFIT ORGANIZATIONS**

***Summary***

*The scientific paper defines the essence of the formation of digital marketing strategies of non-profit organizations. The concept of non-profit organizations and determinants of their development are considered. A general description and assessment of the development of the marketing activity of the Charitable Foundation "Patients of Ukraine" is provided. The Digital marketing strategy of the Charitable Fund "Patients of Ukraine" was formed. The shortcomings of the existing marketing strategy, problems in the use of digital marketing tools by the "Patients of Ukraine" foundation were identified. The external and internal positioning of the organization was studied, and a target audience portrait was drawn up. The main elements of the marketing strategy, which will be used in the further activities of the foundation, have been developed. The main goals of the Digital marketing strategy were determined: increasing the number of the audience, "rejuvenating" the audience, increasing coverage, creating the "Patient of Ukraine" brand, creating a community of patients ready to defend their rights to treatment. Annual and long-term marketing goals and a plan for their implementation were formed, a marketing mix was developed, and non-profit products of the marketing mix were analyzed for the presence of a need for them in society, as well as an analysis of the effectiveness and economic efficiency of the proposed marketing strategy was carried out.*

## **Introduction**

Marketing is an important component of the development of not only the business environment, but also non-profit enterprises. Developing a marketing strategy is one of the main stages of the marketing process, which requires conducting a number of studies of the external and internal environment of the organization – that is, both the market and the company itself.

Marketing strategy studies the main goals and objectives of the company, which help to achieve the main strategic directions of activity and certain qualitative indicators in the development of the organization.

The fundamental concept of digital marketing is a client-oriented approach. The most popular forms of digital channels include search promotion, contextual and teaser, media and banner advertising, opportunities for promotion in social media and blogs, development of mobile applications for smartphones, tablets and other media, viral advertising.

The most popular digital marketing tool today is the SMM audit. Social media audit (SMM-audit) is an analysis of the presence of a business in social networks in order to improve it. A social media audit evaluates the work of profiles in social networks and allows you to identify strengths and weaknesses, find new opportunities for development. Also, it allows you to optimize profiles on platforms and determine the effect, provides an opportunity to learn information about the opinions of consumers and competitors, and to determine the audiences of new markets.

Non-profit organizations have different goals, tasks, level of authority, territory of activity, but their socio-political purpose is to help people in solving the problems of everyday life, in identifying socio-political initiative, in performing the functions of self-government.

Consequently, non-profit organizations need to make much more effort than the business sector to achieve success and efficiency. So, in order to be successful, a non-profit organization needs to be oriented in social marketing and effectively use modern methods of digital marketing.

### **Part 1. Non-profit organizations and determinants of their development**

Marketing strategies are usually based on psychology, sociology and the economy, for a better understanding of the basic needs and motivations of customers, employees and stakeholders. However, today, namely the rapid development of IT technologies, social networks, mobile communications, etc., requires the use of Digital tools in the formation of a marketing strategy.

The development of marketing of non-profit organizations originated in the 1970s and is currently at the stage of active development, both in Ukraine and in the world.

Active development is facilitated by the fact that non-profit organizations meet people's social needs in the sphere of management, medicine, education, religion, etc.

The results of the activities of non-profit organizations affect the welfare of the population, the provision of free medical care and education, social security, and the safe existence of members of society, especially the least protected members of society.

Marketing of Ukrainian non-profit organizations is in a state of active development. However, there is still great potential for its improvement.

Part of this improvement can be the introduction of Digital marketing tools. After all, Digital marketing is an important activity of any organization, both in a commercial and non-profit environment. Its main purpose is effective work to achieve the set goals.

Currently, only a quarter of Ukrainian public organizations have a clear marketing strategy. Abroad, this indicator is higher and amounts to 34%. That is, public organizations do not use marketing tools enough, instead they are heavily dependent on promotion [1].

Such foreign scientists as B. Weisbrod, K. Arrow, D. Espirin-Andersen, D. Moore, A. Benner, Y. Pham, M. Jensen, A. Shama made a significant contribution to the development of theoretical aspects of the activity of non-profit organizations in the economy. They created a number of theories of the reasons for the existence of non-profit organizations (in particular, the theory of "public good", the theory of "market defects", the theory of "subsidies", the theory of "consumer control", the theory of "social origin" and others), studied the history of the development and formation of non-profit organizations (NPOs), highlighted theoretical approaches to NPO management [2].

The works of such domestic scientists as O. Haran, A. Karas, A. Kolodiy, V. Polokhalo, S. Ryabova, Sydorenko, V. Tkachenko, M. Tomenko, N. Likarchuk, S. Shubin, V. Poltorak, O. Agarkov, D. Akimov and others are dedicated to the study of the state of forming and developing NPOs in Ukraine [3].

The term "non-commercial organization" or "non-profit organization" is used in most Ukrainian scientific works and in the legislation of Ukraine. The definition of "non-profit organization" means an organization that, instead of distributing surplus funds to owners and shareholders in the form of profit, uses these funds to achieve the goals of the association. For this reason, most non-profit organizations are exempt from taxes [4].

The Law of Ukraine defines the following types of non-profit organizations [4]:

- budgetary institutions;
- public associations, political parties, creative unions, religious organizations, charitable organizations, pension funds;
- unions, associations and other associations of legal entities;

- housing and construction cooperatives (from the first day of the month following the month in which, in accordance with the law, the completed residential building was put into operation and such a residential building was built or purchased by a housing and construction (housing) cooperative), country houses (cottage houses), gardening and garage (garage-building) cooperatives (associations);
- association of co-owners of an apartment building, association of owners of residential buildings;
- trade unions, their associations and trade union organizations, as well as employers' organizations and their associations;
- agricultural service cooperatives, cooperative associations of agricultural service cooperatives;
- other legal entities whose activities meet the requirements of Clause 133.4 of the Tax Code.

The most common among various types of non-profit organizations are public associations. According to the Law of Ukraine on Public Associations, the term "public association" means a voluntary association of individuals (public organization) and/or legal entities (public union) of private law for the exercise and protection of rights and freedoms, satisfaction of public, in particular economic, social, cultural, ecological, and other interests [5].

Public associations, like other non-profit organizations, have their principles of formation and activity [5]:

- voluntary nature;
- no property or other material interest of the participants;
- self-government;
- openness, transparency and free access to information about activities (reports).

The most common types of public organizations in Ukraine are [3]: physical culture and sports (18%), professional (15%), youth (11%), veterans and people with disabilities (9%), cultural and educational (7%) , organizations created on an ethnic basis (5%), and human rights organizations (5%). Public organizations can be classified according to several types [3]:

1. According to the need to formalize the creation of:
  - a) subject to legalization (official recognition) by the state:
    - public organizations;
    - trade unions;
    - employers' organizations;
    - bodies of self-organization of the population;
  - b) are not subject to legalization:
    - parent committees;
    - bodies of student self-government;
    - physical education teams at enterprises.

2. By purpose and functions:
- a) have a common purpose and task, are created without any special features in accordance with the Law of Ukraine "On Association of Citizens";
  - b) have a special purpose (directly provided by Laws):
    - public organizations of the disabled, "Chernobyl participants", and war veterans;
    - National Olympic Committee of Ukraine;
    - Ukrainian Society for the Protection of Historical and Cultural Monuments;
    - self-regulating public organizations;
    - professional organizations;
    - organizations of professional self-government.
3. By nature of powers:
- a) have special powers defined by Laws:
    - consumer public organizations;
    - public organizations for the protection of public order and the state border;
    - Ukrainian Society for the Protection of Historical and Cultural Monuments.

b) have a general purpose and tasks, created without any special features in accordance with the Law of Ukraine "On Association of Citizens".

4. By area of activity:

- a) all-Ukrainian public organizations;
- b) international public organizations;
- c) local public organizations.

Each of the public organizations covers with its activities: humanitarian, informational, environmental, security and other spheres of public and state life of Ukraine [3]. For this reason, the issue of increasing the efficiency of their work is important.

One of the main factors in improving the efficiency of any organization is its marketing strategy. This is especially true of non-profit organizations, because by nature of their activity, they carry out constant communication with people.

Dr. Philip Kotler was one of the first to propose the use of marketing technologies for non-profit organizations. In 1969–1973, Kotler, together with other scientists, published a number of scientific works, the main idea of which was that marketing goes beyond business: "Marketing is a type of social activity that spreads rapidly and goes far beyond the sales of toothpaste, soap and of steel" [6; 7].

In their works, Philip Kotler and Alan Andersen claim that since its inception (early 1970s), social marketing, that is, that used for non-profit or non-governmental organizations, has made great strides and has a great impact on the development of various fields – from the protection health to the

preservation of the environment, as well as community participation in the development of other socially important topics [8].

Consider the differences between social and "classic" marketing. By the definition of "classical" marketing, we will understand the marketing of commercial enterprises and companies aimed at making a profit. The process of social and commercial marketing does not differ and consists in [1]:

- studying the urgent needs and wishes of the company's market group. If we talk about non-profit organizations, then studying the needs of the target audience;

- determination of the opportunities of meeting these needs;
- involving as many people as possible in receiving services or consuming products.

The main difference between commercial and social marketing is that instead of trying to sell a product, a way to improve society's life is "sold". Social marketing is also considered as a general strategy of non-governmental organizations aimed at increasing publicity and support from the public. Consequently, the key difference is the end goal.

The key tasks of the marketing of a public organization are to change the behavior of representatives of the target audience, in contrast to the coordination of the interests of market participants in the marketing system of enterprises [9]. For the public sector, the target audience whose behavior the organization is trying to influence can be a consumer, a competitor, a marketing intermediary, a contact audience, etc.

As a rule, consumers of a public organization are citizens who consciously or unconsciously use its services. For example, non-profit organizations can meet the needs of society by solving social problems. In particular, we are talking about the protection of the rights of certain population groups, the development of public institutions, the rational use of natural resources, the stimulation of the improvement of the quality of services in state institutions, etc. [9].

In order to convince the target audience to change their behavior, it is necessary to carry out communication and explanatory work with the public, as one of the parts of the marketing activities of non-profit organizations. The main essence of such communication should be the demonstration of the positive impact of behavioral changes [1].

However, public organizations in such communication work immediately face difficulties, because the real problem and distinguishing feature of social marketing is that the organization cannot always promise the client a real result, especially in the near future. Therefore, convincing a person that as a result of changing his/her actions he/she will receive certain preferences in the future requires significant efforts from a public organization [1].

Another problem with which the vast majority of non-profit organizations have to work is the limitation of resources that could be used in marketing. It is about the limitation of professional human resources, i.e. the insufficient number of professional marketers, and financial resources. Public organizations can receive funding from various sources. The main sources of obtaining funds are economic activities that the organization can carry out, and charitable contributions and grants [1].

The difference between social and commercial marketing can be determined using the basic components of the marketing mix or the 4P rule (product, place, price, promotion) (Table 1) [1].

Table 1

**Comparison of commercial and social marketing**

<b>Marketing mix</b>	<b>Commercial marketing</b>	<b>Social marketing</b>
Product	Tangible goods and services	Desired behavior of people, changes in society
Price	Financial resources	Intangible – time, effort, change of views
Place	Sale of goods and provision of services where there is a need	Delivering messages to the information environment of the target audience
Promotion	Selling a solution to a problem, not a specific product	Selling an idea. Communication through channels closest to customers

1. Product. The services of public organizations, for the most part, fall under one of the categories of products: a material product (for example, donor medicines for underprivileged patients); services (for example, educational services for a certain category of people); practices (for example, encouraging people to give up bad habits); ideas (for example, the idea of introducing a culture of waste sorting in Ukraine). However, in all cases, the product is a solution to a specific problem – poor access to medicine or education, health and environmental problems, etc. The task of marketing will be to identify these problems, how important it is to solve them, and whether people are willing to support your organization to solve the problem [1].

2. Price. If the concept of "price" in commercial marketing is quite clear and means how much the customer has to pay for a product or service, then in social marketing the concept of price is more complicated. Of course, public organizations can conduct economic activities and receive payment for their services, just as businesses do. There are several reasons for this: the cost of a service can mean its quality and also be an additional incentive to use it. But mostly the "price" paid for a product or service by the clients of a public organization is something intangible. For example, the time that a person

spends on services, the effort that needs to be put in, the change in beliefs and habits. The price that clients are willing to pay depends on the importance of the problem and the effectiveness of its solution on the part of the public organization. The price and the product should match each other [1].

3. Place. A product or service will be more successful if it is offered where there is a need for it. That is, with the product, you should first of all go to the people. When it comes to changing people's behavior, it's important to get the message across. For example, information about the consequences of smoking is placed on cigarette packs so that a person addicted to smoking receives this message every time. If a public organization wants to sell an idea, then it is absolutely necessary to convey its message in the information environment, because usually people do not want to simply change their beliefs [1].

4. Promotion. Promotion is what message the organization wants to convey to consumers and what channels it will use. The message should have a problem and a way to solve it. To spread the message, non-profit organizations should choose those channels that lead to the target audience. It is necessary to communicate through those channels that are closest to the client [1].

Non-profit organizations have different audiences: direct consumers of services, potential donors (that is, people and organizations who can support financially), the government. Therefore, there is a need to develop a separate marketing plan for each of these groups so that they understand the problem and the public organization receives support [1].

## **Part 2. General features and evaluation of the development of marketing activities of the Charitable Foundation "Patients of Ukraine"**

In Ukraine, there was an urgent need to create an organization for open communication between pharmaceutical companies, the state and patients. One of such organizations was the Charitable Foundation "Patients of Ukraine" [10].

The fund was created by public activists Dmytro Sherembey and Inna Ivanenko on December 10, 2010 under the name UCAB (Ukrainian Community Advisory Board) at the initiative of the public organization "All-Ukrainian Network of PLHIV" (people living with HIV) by analogy with the European body – European Community Advisory Board, whose processes and policies were based on the best international practices [10].

In order to expand its activities, UCAB separated from the All-Ukrainian network of people living with HIV and quickly became leaders in defending patients' rights to quality treatment. At the end of 2013, the organization was renamed the Charitable Foundation "Patients of Ukraine" [10].

The main goals of the "Patients of Ukraine" charitable organization are [10]:  
– providing full financing of state treatment programs;



- transparency and reporting of state tender procurement processes;
- exerting pressure on the government and pharmaceutical companies in order to reduce the prices of medicines;
- establishment of cooperation with main partners;
- promoting the development of the patient community of Ukraine.

Over the years of its existence, the Foundation has successfully implemented dozens of projects [10].

With the assistance of "Patients of Ukraine", they started the process of reforming the health care system and state procurement of medicines in 2015. The foundation's employees directly participated in the development of the medical reform strategy until 2030 [10].

In 2011, the organization managed to double state funding for the treatment of people with HIV/AIDS. The all-Ukrainian action "Help to survive" was held. For the first time in the entire history of the patient movement, patient activists were included in the process of forming the list of drugs purchased by the Ministry of Health [10].

In 2012, an ineffective drug for the treatment of cystic fibrosis was not allowed to participate in tenders. In 2013, after the "Doomed" campaign, the State Hepatitis Treatment Program was approved and 340 million was allocated from the state budget for the treatment of hepatitis C patients [10].

In 2014–2015, the foundation managed to achieve the following results [10]:

- as a result of the "Excises Save Life" advocacy campaign, a law was passed on increasing excise taxes on tobacco and alcohol;
- a drug for the treatment of hepatitis C of unproven quality and effectiveness, not allowed to participate in tenders of the Ministry of Health;
- prevented any of the candidates involved in high-profile corruption cases from being appointed to the post of Minister of Health;
- the budget of the Ministry of Health for the treatment of patients with serious diseases was increased by 2 billion hryvnias.

In addition, draft laws were created and advocated that transferred the function of purchasing medicines and vaccines to international companies, thanks to which the budget of Ukraine saved almost 1 billion hryvnias [10].

The website of the organization "There are medicine" has been created, which collects information about the availability of free medicines in almost 2 thousand hospitals of Ukraine. Each patient can view publicly available medication data from home. The "Health Number" hotline has been launched, where patients receive information about free medical services and medicines in health care institutions [10].

In 2020, during the COVID-19 pandemic, the organization completely changed its direction of work. With the collected 23 million hryvnias, the fund equipped 241 hospitals with the necessary equipment to fight against COVID,

and also provided more than 8 thousand medical workers with personal protective equipment [11].

Today, during the war, the main focus is on hospitals in hot spots and evacuation sites. The fund tries to provide them with the necessary medicines and medical products. More than 44 million hryvnias worth of medical drugs were received and transferred, and the foundation independently allocated about 40 million hryvnias for drugs and equipment [10].

A program has also been launched to rebuild hospitals damaged by hostile actions. Together with partners Crown Agents in Ukraine, several medical facilities in the Kyiv region were restored and a considerable list of those who still need help was created [10].

The "DoctorHERE" project was launched with the support of the USAID Ukraine "Health Care Reform Support" project, which is aimed at those who lost access to medical consultations and medical care as a result of terrorist acts. Online consultations with doctors of various specialties are held twice a month, where patients get answers to their questions immediately. Cooperation is carried out with proven specialists who give advice based only on evidence-based medicine [10].

Together with the Swiss Agency for Cooperation and Development, work is being carried out on the implementation of the project "Rehabilitation of war injuries in Ukraine". It is envisaged to build a high-quality, new, effective rehabilitation system, which will be based on a multidisciplinary approach and the principles of evidence-based medicine [10].

Partners of the Charitable Foundation "Patients of Ukraine" are more than 50 organizations, including Ukrainian: "International Renaissance Fund", "100% LIFE" and others, and foreign: "Unicef", "World Health Organization", "World Bank Group" and others [10].

To form a Digital marketing strategy, we will determine the strengths and weaknesses of the Charitable Foundation "Patients of Ukraine", its development opportunities and external threats that hinder this development (Table 2).

Strengths: CF "Patients of Ukraine" has extensive experience in advocacy and protection of patients' rights, and, accordingly, a large number of successful cases in this direction. This is one of the largest and oldest patient communities in Ukraine. The organization cooperates a lot with large and authoritative Ukrainian and international organizations and foundations. The members and team of the foundation have great expertise and authority in the field of health care, so they have an influence on the formation of public policies in this direction. In addition, the foundation's activities are completely transparent [10].

Table 2

### SWOT analysis of CF "Patients of Ukraine"

	<b>S (strengths of the organization)</b>	<b>W (weaknesses)</b>
Internal environment	<ul style="list-style-type: none"> <li>• Extensive experience</li> <li>• Trust of the community and donors</li> <li>• Cooperation with the authorities</li> <li>• Cooperation with reputable international organizations and companies</li> <li>• Cooperation with other Ukrainian patient organizations</li> <li>• Successful cases</li> <li>• Influence</li> <li>• Authority</li> <li>• Expertise of the team</li> <li>• Transparency of activity</li> </ul>	<ul style="list-style-type: none"> <li>• Small team</li> <li>• Dispersion of attention due to a large number of projects</li> </ul>
	<b>O (opportunities)</b>	<b>T (threats)</b>
External environment	<ul style="list-style-type: none"> <li>• Involvement of more CAs</li> <li>• Access to other communication platforms, in particular, popular social networks</li> <li>• Creation of a brand (ideal model) of the "patient of Ukraine"</li> <li>• Popularization of the organization and creation of a community</li> </ul>	<ul style="list-style-type: none"> <li>• Destabilization of work as a result of the war</li> </ul>

Source: [10]

Among the weaknesses of the foundation is the insufficient number of team members, which partly affects productivity. After all, one person is often engaged in several projects, his/her attention and work are dispersed [11].

The analysis shows that the foundation has more strengths than weaknesses. However, there is great potential for engaging the target audience. In particular, due to advertising and access to new platforms.

There is also a need to develop the brand of the organization and create a separate community – knowledgeable and ready to defend their rights and better access to patient treatment.

We will analyze the advantages and disadvantages of the existing marketing strategy of the organization (Table 3).

Having analyzed the foundation's use of digital marketing tools, we can state a number of problems in their application (Table 4).

So, the most common problem is lack of strategy and regular use of tools. In addition to problems with the tools that the foundation actively uses, it can be noted that the foundation generally ignores SEO marketing and billboard marketing. These tools would be helpful in spreading the brand of the organization.

Table 3

**Disadvantages and advantages of the existing marketing strategy  
of the "Patients of Ukraine" foundation**

<b>Disadvantages of the existing marketing strategy</b>	<b>Advantages of the existing marketing strategy</b>
Lack of a unified approach to the company's marketing concept	A large number of digital marketing tools are involved
Orientation on the implementation of projects, not on communication	Trust from the audience
Lack of a feedback system with the target audience	Created branding
Communication is aimed at an existing audience, not a target audience	Availability of regular content.
Ignoring successful digital marketing tools	
Too official tone of voice	
Low audience engagement	
A small number of communication channels.	

*Source: [11]*

Table 4

**Problems in the use of digital marketing tools  
by the "Patients of Ukraine" foundation**

<b>Tool</b>	<b>Application errors</b>
Email marketing	The Foundation actively uses the newsletter to inform partners about key events and changes, but this tool is used only in urgent cases – irregularly.
Pay-per-click advertising	There is no single strategy for using targeted advertising, for this reason, targeting does not produce the desired results.
SMM marketing	The fund is actively promoted through only one social network – Facebook. The rest of the social networks: YouTube, Instagram and Telegram are used for separate projects and are not associated with the foundation.
Content marketing	The foundation uses content marketing for promotion, including explanatory posts, columns and informational videos. But such content does not gain enough coverage. A possible reason for this is too formal and "dry" presentation of information.
Affiliate marketing	There is no single approach to affiliate marketing, and accordingly, no regularity.
Video marketing	The foundation produces a large amount of video content, while not using such important tools as Reels and Stories.
Television marketing	Representatives of the foundation are often speakers on television, but there is no regularity. That is, each use of this tool is associated with some events.
Radio marketing	Representatives of the foundation are often speakers on the radio, but there is no regularity. That is, each use of this tool is associated with some events.

*Source: developed by the authors*

### Part 3. Formation of the Digital marketing strategy of the Charitable Foundation "Patients of Ukraine"

The first stage of developing a marketing strategy is the definition of the main marketing goals with quantitative indicators that are set for implementation for a certain period of time. At the second stage, a plan is created with a description of specific tasks and clearly defined terms (Table 5).

Table 5

#### Quantitative marketing goals for the "Patients of Ukraine" foundation

Goal	Indicator	Implementation period
1. Double the number of the audience.	Reach 40,000 readers	1 year
2. To "rejuvenate" the audience – to attract regular readers of the 25+ age category.	1/3 of the audience (that is, about 13,000 readers) aged 25+	1 year
3. Increase coverage.	Currently, the reach of materials – posts, publications, statements – is on average 2–4,000 readers (10–20% of the number of readers). It is necessary to increase this indicator to 40–50%.	1 year
4. Creation of the "Patient of Ukraine" brand.	Creation of an ideal image of the "Patient of Ukraine" – knowledgeable, persistent, valuable, to which they will strive.	5 years
5. Creation of a community of patients ready to defend their rights to treatment.	Association of people interested in the development of evidence-based and effective treatment in Ukraine.	5 years

*Source: developed by the authors*

We will consider each of the goals in more detail and draw up an action plan.

Goal 1: To double the number of the audience – to reach the indicator of 40,000 readers in social networks.

More than 20,000 people read the CF "Patients of Ukraine" page on Facebook. Since every citizen of Ukraine is a potential user of the medical system, and therefore a patient who would like to know what medical services and treatment he can receive for free and what he is entitled to, we see here a great potential to increase the audience of the charitable foundation. And its doubling in a year seems to be quite a real and adequate indicator. Such an indicator can be achieved in several ways:

– coverage of other social networks besides Facebook – in particular, popular in Ukraine YouTube, Instagram, Twitter, TikTok and Telegram;

– creation of a unified strategic approach to the launch of targeted advertising in order to increase brand recognition and subscriptions to the page.

Both options are suitable for the charitable foundation. However, it is necessary to take into account the specifics of each social network, its audience and purpose, as well as take into account the instability of charitable foundation financing, which depends on donor income, in order to create a strategy and launch targeted advertising in social networks.

We draw up a detailed plan with clear deadlines (Table 6).

Table 6

**Annual planning of increasing the number of audiences**

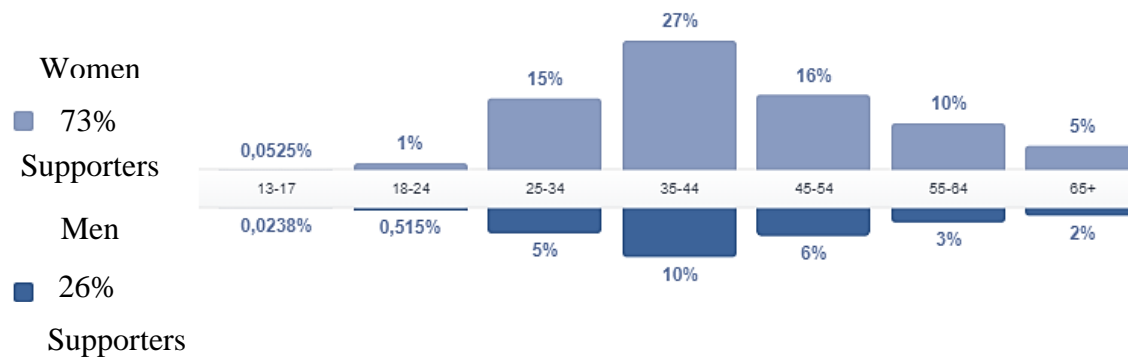
Quarter I	Quarter II	Quarter III	Quarter IV
Creating and filling YouTube, Instagram, Twitter, TikTok and Telegram accounts with content.	Content filling of accounts on Facebook, YouTube, Instagram, Twitter, TikTok and Telegram. Organic growth of subscribers in each of the social networks up to 1,000 readers.	Filling accounts with content. Growth of subscribers in each of the social networks with the involvement of organic methods of promotion.	Filling accounts with content. Growth of subscribers in each of the social networks with the involvement of organic methods of promotion.
Creating an advertising strategy. Three launches of targeted advertising through the Facebook advertising cabinet. Increased Facebook audience by 2,000 readers.	Three launches of targeted advertising through the Facebook advertising cabinet. Increased Facebook audience by 2,000 readers. Launches of the target on other social networks.	Six launches of targeted advertising on Facebook and other social networks. Increased Facebook audience by 2,000 readers. Increase in subscribers on YouTube, Instagram, TikTok by about + 1000	Six launches of targeted advertising on Facebook and other social networks. Increased Facebook audience by 2,000 readers. Increase in subscribers on YouTube, Instagram, TikTok by about + 1000

*Source: developed by the authors*

Thus, due to the organic growth of subscribers and paid promotion, we can achieve the set goal 1.

Goal 2: "Rejuvenate" the audience – attract regular readers in the 18–24 and 25+ age categories.

Currently, the auditorium of the Charitable Foundation "Patients of Ukraine" looks like this (Figure 1).



**Figure 1. Distribution of the CF audience by gender and age**

*Source: developed by the authors*

37% of the audience is in the 35-44 age group, another 42% is over 45, and only 20% are 25–34-year-olds.

Since the medical system in Ukraine is used not only by people 35+, but all patients, including active young people who are ready to defend their rights, should be informed about their rights and opportunities, it is necessary to attract regular readers of the age categories 18-24 and 25+ – no less than 30% of the planned number of readers, i.e., about 13 thousand.

For a general vision of the foundation’s target audience, it is necessary to create several portraits of the CA (Table 7–8).

Table 7

**Development of a portrait of the target audience No. 1**

Name, history	Behavior
<ul style="list-style-type: none"> <li>• Oleh</li> <li>• 25 years old</li> <li>• Works as a designer</li> <li>• Kyiv</li> </ul>	<ul style="list-style-type: none"> <li>• eats fast food or homemade food, often goes to coffee shops</li> <li>• mainly works remotely</li> <li>• likes to gather with friends and play board games, discuss current topics</li> <li>• always consults with mother about medication</li> <li>• if necessary, looks for proven and reliable methods of treatment</li> </ul>
Facts	Needs, desires
<ul style="list-style-type: none"> <li>• lives in Kyiv</li> <li>• rents an apartment</li> <li>• has a girlfriend</li> <li>• salary 450 thousand UAH per year</li> <li>• interested in design trends, electronics and computer games</li> </ul>	<ul style="list-style-type: none"> <li>• wants to get a dog</li> <li>• wants to be healthy and look good</li> <li>• helps those who need it</li> <li>• is interested in disease prevention and what preventive medical services he can get free of charge.</li> </ul>

*Source: developed by the authors*

**Development of a portrait of the target audience No. 2**

<b>Name, history</b>	<b>Behavior</b>
<ul style="list-style-type: none"> <li>• Olena</li> <li>• 47 years old</li> <li>• Works as a Math teacher</li> <li>• Zhytomyr</li> </ul>	<ul style="list-style-type: none"> <li>• eats homemade food, which she prepares herself</li> <li>• has a full work week at a public school, 8th grade class tutor</li> <li>• watches entertainment shows on television in her free time</li> <li>• likes Doctor Komarovsky's YouTube channel</li> </ul>
<b>Facts</b>	<b>Needs, desires</b>
<ul style="list-style-type: none"> <li>• lives in Zhytomyr in her own apartment</li> <li>• has a husband and two minor children</li> <li>• salary UAH 100,000 per year</li> <li>• is interested in news in the country and the world</li> <li>• likes reading</li> </ul>	<ul style="list-style-type: none"> <li>• wants all family members to be healthy, so she takes care of disease prevention in advance, in particular, vaccinations</li> <li>• needs cheap treatment, because the teacher's salary is small and there is no possibility to be treated in private medical institutions</li> <li>• needs more rest, less stress at work.</li> </ul>

*Source: developed by the authors*

The foundation can attract the target audience of 18+ in several ways:

- go to platforms where the relevant CA is most active – YouTube, Instagram, Twitter, TikTok;
- change the tone of voice to a less official one, add more informative and partially entertaining content;
- use video marketing;
- use affiliate marketing – involve in communication about the foundation leaders of public opinion among young people.

All the specified tools are suitable for use by the foundation and should be applied immediately.

Goal 3: Increase coverage.

Currently, the reach of materials – posts, publications, statements – on the foundation's Facebook page is on average 2,000 – 4,000 readers (10–20% of the number of readers) (Fig. 2–3).

Depending on the topic, design and other factors, individual posts can reach 12,000 – 16,000 or more, which is 60% and 80% of the number of readers, respectively (Fig. 4).

Therefore, the goal is quite realistic – to increase the average indicator of audience coverage and engagement to 40-50%. The foundation can achieve this indicator after a detailed analysis of each of the posts for a certain period of time and making assumptions about coverage. Let's consider such an analysis on the example of a successful post (Table 9).



2322	The reach of audience		
<hr/>			
66	Likes, comments, shares		
<hr/>			
131	Post clicks		
73	9	49	
Views of the photo	Clicks of the link	Other clicks	

**Figure 2. Coverage of the post of the CF "Patients of Ukraine" on Facebook**

*Source: statistics from the foundation's Facebook page*

4399	The reach of audience		
<hr/>			
227	Likes, comments, shares		
<hr/>			
312	Post clicks		
117	0	195	
Views of the photo	Clicks of the link	Other clicks	

**Figure 3. Coverage of the post of the CF "Patients of Ukraine" on Facebook**

*Source: statistics from the foundation's Facebook page*

**The efficiency of your post**

13873	The reach of audience		
<hr/>			
333	Likes, comments, shares		
<hr/>			
545	Post clicks		
299	59	187	
Views of the photo	Clicks of the link	Other clicks	

**Figure 4. Coverage of the post of the CF "Patients of Ukraine" on Facebook**

*Source: statistics from the foundation's Facebook page*

**Post analysis**

<b>Post: details</b>	<b>Coverage</b>	<b>Possible reasons for such indicators</b>
Date: October, 1 Topic: Doctors who accept without a referral.	~33 000 (organic)	<ul style="list-style-type: none"> <li>• successful design</li> <li>• correct placement time</li> <li>• a current topic that worries many</li> <li>• interesting text</li> <li>• explanatory post type.</li> </ul>

*Source: developed by the authors*

After conducting such an analysis for several posts, an understanding and approach to managing the page will appear.

One can also increase the reach by expanding the number of platforms – go to other social networks, communicate with the media, use partner marketing.

In addition, the fund can increase its reach with the help of advertising tools.

Goal 4: Creation of the "Patient of Ukraine" brand.

Creation of the "Patient of Ukraine" brand is a long-term goal, its implementation is planned for 5 years. The final result should be the creation of an ideal image of the "Patient of Ukraine" – knowledgeable, persistent, valuable, to which they will strive [10].

The idea is that all Ukrainian patients strive to change the health care system in the country for the better – demand to use only medicine and procedures with proven effectiveness, do not tolerate bribery, know about their rights and opportunities and know how to protect them [10].

This goal requires long and painstaking work to deliver the right messages to Ukrainians. In particular:

- regular explanatory content on the foundation's pages in social networks;
- involvement of public opinion leaders within the framework of affiliate marketing;
- active use of television and radio marketing;
- use of billboard marketing.

Goal 5: Creating a community of patients ready to defend their rights to treatment.

Similar to the previous one, the goal of creating a community of Ukrainian patients is long-term and designed for 5 years. This goal is a logical continuation of the previous one, because if many "ideal" Ukrainian patients appear, they will need a community to share experiences.

Another component of the marketing strategy after setting goals and creating detailed plans is the determination of the marketing mix of a non-profit enterprise (Table 10).

Table 10

### Marketing mix of CF "Patients of Ukraine"

Product	<ul style="list-style-type: none"> <li>• availability of medicines for each patient</li> <li>• overcoming corruption in the health care system</li> <li>• patient advocacy of their rights</li> </ul>
Price	<ul style="list-style-type: none"> <li>• efforts to fight for their right to treatment</li> <li>• changing views on the work of the health care system</li> </ul>
Place	<ul style="list-style-type: none"> <li>• conveying messages to the information environment of the target audience – through social networks, television</li> </ul>
Promotion	<ul style="list-style-type: none"> <li>• selling the idea of affordable treatment.</li> </ul>

*Source: developed by the authors*

The effectiveness of the developed Digital strategy of the Charitable Foundation "Patients of Ukraine" can be evaluated according to several criteria.

A non-profit product, and in the case of CF "Patients of Ukraine", the idea of making treatment accessible to everyone and changing society's behavior in terms of overcoming corruption and defending one's rights, similar to a commercial product or service, has a certain quality and competitiveness. Quality here should be understood as the correspondence of the idea to the needs of society.

Competitiveness is manifested in the competition of non-profit organizations among themselves for the right and priority of funding and stimulation of their activities from sponsors. To win in such competition is possible only by using means and tools of marketing.

We will consider these indicators in more detail in relation to the marketing strategy of CF "Patients of Ukraine".

The product "sold" by CF "Patients of Ukraine" is:

- Availability of medicines for each patient;
- Overcoming corruption in the health care system;
- Patient advocacy of their rights.

We will analyze each one for the presence of a need for it in society (Table 11).

Therefore, all non-profit products of CF "Patients of Ukraine" are high-quality and relevant for Ukrainian society.

We will calculate the economic efficiency of implementing an improved marketing strategy using the example of the first goal – to double the number of readers, that is, to attract about 20,000 new readers in total in all social networks of the foundation.

To achieve this aim, we will calculate the approximate value of organic and paid increase of subscribers. Organic promotion on the social networks that are planned to be used, including Facebook, YouTube, Instagram, Twitter, TikTok

and Telegram, although possible, is limited by the tools. Therefore, the organic growth of readers will be less than the paid one.

Table 11

**Society’s need for non-profit products of CF "Patients of Ukraine"**

<b>Product</b>	<b>Need</b>
Availability of medicines for each patient	According to the research "Health Care Costs and Access to Treatment", one euro for the purchase of innovative treatment is spent for one Ukrainian per year. While in the neighboring countries of Eastern Europe – about 140 euros. According to the same study, Ukrainian patients do not have full access to modern treatment. The state provides the vast majority of the cheapest drugs [11].
Overcoming corruption in the health care system	The reform of the health care system in Ukraine, namely its main principle – "money follows the patient", partially managed to fight corruption in medical institutions, but it was not possible to eradicate it completely. Therefore, the relevance of the problem remains.
Patient advocacy of their rights	This problem stems in part from the previous one, because patients often pay for services already paid for by taxes instead of asserting their right to free medicine and treatment.

*Source: developed by the authors*

In view of the above, we will calculate the ratio of organic readers to paid readers as 40/60% for the best development of events. We will focus on this indicator in the calculations. At the same time, advertising tools on YouTube, Twitter, TikTok and Telegram are difficult to access, so paid promotion means launching targeted advertising for Facebook and Instagram.

60% of the planned number of engaged readers is 12,000 followers. During the development of the marketing strategy, it was planned to use 18 advertising launches to achieve this goal (three launches each in the first and second quarters of 2023, as well as six launches in the third and fourth quarters of 2023 – that is, one or two ads per month depending on the quarter).

To calculate the number of readers one plan to attract per ad integration, we need to divide the planned number of readers attracted by the planned number of ad runs:

$$\frac{12000}{18} \approx 667 .$$

Therefore, it is necessary to attract 667 readers for one advertising campaign of the Foundation. We need to calculate the total amount of funds that must be invested in advertising using the CPF formula, which means cost per follower, i.e. the cost of one subscriber, where:

$$CPF \text{ ratio} = \frac{Ad \text{ costs}}{Number \text{ of subscribers}} .$$

So:

$$Ad\ costs = CPF\ ratio \times Number\ of\ subscribers .$$

The CPF ratio, i.e., the price per subscriber in Ukraine varies from 0.1 to 0.25 dollars. We take an average price of \$0.175 per subscriber.

We determine the amount that the fund must pledge for one advertising campaign:

$$Ad\ costs = CPF\ ratio \times Number\ of\ subscribers = 0,175 \times 667 \approx 117\ dollars$$

So, for one advertising campaign of CF "Patients of Ukraine" to attract the desired number of subscribers, it is necessary to invest about 117 dollars. The total budget for 18 such campaigns will be:

$$117 \times 18 = 2106\ dollars\ per\ year .$$

If we evaluate not only readers, but also the reach of the target audience from advertising, then for \$2,106 the Foundation will be able to show its advertising to almost 1.3 million users of social networks. Reaching such an audience in other ways, for example, advertising with influencers, will be more expensive.

Having analyzed the market of influencers in the Instagram social network, we can say that the coverage in Stories is about 20% of the total number of readers of the blog owner. That is, bloggers with an audience of one million have a reach of 200,000. In order to reach 1.3 million users of social networks, the Foundation will need to buy advertising from six such influencers. The average cost of one story for a millionaire blogger is 25,000 hryvnias. Therefore, it would be necessary for the Foundation to invest twice as much, namely more than \$4,000, for advertising with the influencers.

Therefore, launching targeted advertising to attract a target audience is a more effective tool than other types of advertising, in particular, advertising services of influencers.

### **Conclusions**

The Ukrainian and global experience of the development of marketing of non-profit organizations shows the existence of great potential. However, in Ukraine, this area is at a lower level. In many countries of the world, there are already effective marketing tools used by the non-profit sector.

The analysis of the activity of a non-profit enterprise using the example of the Charitable Foundation "Patients of Ukraine" made it possible to identify the shortcomings of the existing marketing strategy, problems in using digital marketing tools, conduct a study of the organization's external and internal positioning, and create a portrait of the target audience

The results show that the CF "Patients of Ukraine" has a great potential to attract the target audience, and therefore the marketing strategy should be aimed at working with it and include a greater number of Digital tools.

Therefore, the main goals of the Digital marketing strategy are: increasing the number of the audience, "rejuvenating" the audience, increasing coverage, creating the "Patient of Ukraine" brand, creating a community of patients ready to defend their rights to treatment.

Increasing the target audience can be achieved by: reaching other social networks and creating a single strategic approach to launch targeted advertising in order to increase brand awareness and page subscriptions.

Calculations of the effectiveness of the proposed goals of the Digital marketing strategy indicate that the launch of targeted advertising to attract the target audience is a more effective tool than other types of advertising, in particular, the advertising services of influencers.

### References:

1. Pavlyk H., Bordun N. (2011) The effectiveness of the use of non-commercial marketing by public organizations of Ukraine. Lviv: SPOLOM, 47 p.
2. Borysova T.M. (2015) Marketing of non-commercial organizations in terms of spheres of activity: theory and practice: Monograph. Ternopil: Aston, 2015. 284 p.
3. Characteristics of public formations as institutions of civil society. Available at: [https://minjust.gov.ua/m/str\\_33565](https://minjust.gov.ua/m/str_33565).
4. On amendments to the Tax Code of Ukraine regarding taxation of non-profit organizations: Law of Ukraine dated July 17, 2015 No. 652-VIII. Information of the Verkhovna Rada of Ukraine. 2011. (No. 13–17). P. 112.
5. On public associations: Law of Ukraine dated March 22, 2012 No. 4572-VI. Information of the Verkhovna Rada of Ukraine. 2013. (No. 1). P. 1.
6. Kotler P. (1986) Broadening the Concept of Marketing. *Journal of Marketing*, no. 33, pp. 10.
7. Kotler P., Zaltman G. (1971) Social Marketing: An Approach to Planned Social Change, *Journal of Marketing*, pp. 3–12.
8. Andreasen A, Kotler F. (2013) Strategic marketing for non-profit organizations. Kyiv: UAM, 708 p.
9. Horbovska O.O., Yazvinska N.V. (2018) Marketing management of public organizations. *Economy and society*, no. 15, pp. 257–265.
10. Charity Fund "Patients of Ukraine". Available at: <https://patients.org.ua>.
11. Regulations on the Charitable Fund "Patients of Ukraine" dated February 4, 2014. Kyiv. 2014.
12. Charter of the "Patients of Ukraine" Charitable Fund dated February 16, 2021. Kyiv, pp. 2–4.
13. Health care costs and access to treatment in Ukraine. Available at: [http://publications.chamber.ua/2020/HCC/ACC\\_APRaD\\_Presentation\\_12.12\\_final.pdf](http://publications.chamber.ua/2020/HCC/ACC_APRaD_Presentation_12.12_final.pdf).