

# The Role of Strategic Fundraising in Marketing Plan of Non-profit Companies. The Case of Susan G. Komen Italy

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# Introduction

*This award, therefore, is for all of us: only working together, with dedication, updating, study, constant innovation and above all with attention to the person itself, prior to the disease, will we really be able to achieve the goal of making breast cancer a disease always treatable*

Professor Riccardo Masetti,  
“Susan G. Komen Italia”'s President and founder (2015)

When Professor Riccardo Masetti pronounced the above-mentioned quote, Susan G. Komen Italia was among the most authoritative NGOs in Italy. After 20 years of strong growth both in B2B and in B2C market, in 2020 Professor Masetti and his team had to confront with a never-experienced situation: due to Coronavirus outbreak, the spearhead of Komen Italia's events, the “Race for the Cure”, was in danger.

This matter triggered Komen Italia's President and members, requiring everybody's full dedication: how to keep the attention high on a topic this severe and on fundraising in *a moment in which it is not possible nor allowed to hold the core initiative impacting on the association's revenues?*

The Covid-19 outbreak is profoundly reshaping organizations, forcing them to adapt to a new normality and impacting heavily also on NPOs like Komen Italia that need to keep on operating to support communities.

This has forced NPOs supporting patients and convalescents to either suspend their activities or to find new solutions. On top of this, the economic aftermath of the pandemic is impacting fund-raising, threatening sustainability. The opportunity that comes from this situation is to experiment new ways to serve stakeholders that can help NPOs not only to survive as an entity but also to generate long term benefits.

Professor Masetti and his team had to deep dive into the “in distance” transformation of the event and channelling the most awareness cross-country to the association's mission and vision but, importantly, great emotional connection, also thanks to the resonance of the many ambassadors and influencers involved in it.

How to maintain the emotional bonding with the community? And how to ensure sustainability of a NGO that relies mostly on donation for its broad range of activities?

# Susan G. Komen: history and the Italian branch

## *The foundation and the development of the global organization*

“Susan G. Komen” was founded in 1982 by Nancy G. Brinker: she promised her late sister Susan that she would put an end to the stigma associated with this neoplasia. Susan died at the age of 36 of breast cancer, in a period in which the disease was not well known. Nancy Brinker created the foundation in the same year in which her sister died, in a period in which breast cancer was a hard matter to discuss about: indeed, the topic dragged prejudice and stereotypes. In the Fifties, the NY Times refused to publish an advertising for a breast cancer support group stating that it would not print the words “breast” nor “cancer”. Same happened 30 years later, when Brinker turned to the press to raise awareness: she was told that it wasn’t decent to publish articles on breast cancer. There was no open talk about the matter and very few support groups for patients, as few were the treatment options for patients.<sup>1</sup>

The initiative gained immediate positive traction in the public opinion: a year after founding the organization, Brinker created the “Susan G. Komen Race for the Cure”, the most successful fundraising event of the organization. She then promoted corporate social responsibility initiatives,<sup>2</sup> which have enabled millions of people to actively participate in the fight against breast cancer. Her determination, combined with her ability in “enlisting”, was recognized with the appointment in important positions worldwide.<sup>3</sup> In May 2009, the WHO<sup>4</sup> awarded her the role of “Goodwill Ambassador for Cancer Control”, highlighting the abilities demonstrated worldwide by herself and through the network of affiliates of the association she created.

Since its establishment as a NPO, Komen succeeded in establishing a network made up by 125 affiliates worldwide and has raised and distributed nearly two billion dollars aiming at supporting the advancement of research in this field, together with the development of education, screening and treatment programs for breast cancer. Susan G. Komen had solely operated in the United States’ territory until 1998. From the following year, the non-profit organization started considering international expansion, evaluating different alternatives to run a “pilot project”. The main international affiliates of “Susan G. Komen” are currently in Italy, Germany and Puerto Rico: 100% funds raised by Affiliates remain in country to fund screening, education, and treatment.<sup>5</sup>

1. Indeed, the standard therapeutic procedure for women diagnosed with breast cancer was the complete mastectomy, today one in between the many options available.
2. Such as partnerships with major companies (Johnson & Johnson and Pfizer just to cite two of the many association’s partners), free screenings and medical inspections for women and girls throughout entire months, and so on.
3. Including the office of United States Ambassador to Hungary and the role of Head of the White House Protocol under the presidency of George W. Bush.
4. World Health Organisation.
5. In Germany, “Susan G. Komen Deutschland e.V.” was established in 2000. The association patronized and held its first “Susan G. Komen Race for the Cure” in August 2000 in Frankfurt. In 2013, Races were also hosted in Cologne and Hamburg. One of the German branch’s goals is to reach each newly diagnosed woman in Germany the breast clinic with Komen Deutschland’s “Pink Info Bag”, providing patients with guidance, important information and a sense of community from the very beginning of their journey with breast cancer. “Susan G. Komen Puerto

### *The history of the Italian branch*

Susan G. Komen Italia was born in Rome under the guidance of Professor Riccardo Masetti, current President and Director of the Integrated Center of Senology of the “Agostino Gemelli” Polyclinic in Rome. Under his leadership, Komen Italia has invested 13,000,000 euros in over 700 health projects.

In a contribution he gave to a storytelling project named “Io Scrivo” (“I write”), Professor Masetti clearly stated his mission in life:

“Breast cancer is nowadays highly treatable, but really what remains afterwards in women is a psychological wound”

In 1999, the dream of a motivated group of doctors and patients from Rome took place: the most important association dedicated to the fight against breast, Susan G. Komen, started looking for International Affiliates to increase the association’s presence. Thus, the “Educational Program on Breast Cancers in Italy” started and in February 2000 the first International Affiliate of Susan G. Komen for the Cure was born: Susan G. Komen Italia. In May 2000, Komen Italia introduced in Rome the “Race for the Cure”, the first ever held in Europe.

Susan G. Komen Italia is an organization based on volunteering, at the forefront of the fight against breast cancer.<sup>6</sup> The five main areas of activities are:

Public information on breast cancers, through the use of media and the distribution of specific material

- Organization of events and awareness campaigns, also related to fundraising
- Organization of educational sessions
- Organization of trainings for healthcare professionals
- Promotion of early diagnosis through secondary prevention

Today the association operates in 6 Italian Regions<sup>7</sup> and collaborates with a vast network of “friendly” associations in over 100 cities across Italy. In each Region, prospective donors or people who are simply interested in the cause can interface with a Committee<sup>8</sup>: each one supports specific projects dealing with prevention, cure, education, information.

Rico” was established in March 2003 and held its first “Race for the Cure” in October 2005 in San Juan. The Affiliate has grown to be the leading breast cancer organization on the island with the mission to save lives by educating the public about the importance of early diagnosis . Since 2010, the Affiliate has invested 800,000 dollars in its community grants program aiming at providing access to quality care to underserved populations.

6. Main objectives of the association are: to promote breast cancer early detection; to support and improve care opportunities for women affected by breast cancer; to empower scientific research ; to help associations to bring virtuous ideas into play.
7. Lazio (Rome), Puglia (Bari), Emilia Romagna (Bologna), Lombardy (Brescia), Abruzzo (Pescara) and Basilicata (Matera).
8. Presided by a Chairman/woman and located in the Region’s chief town or, in turn, in densely inhabited centers.

# Italian charity market

## *Breast cancer incidence in Italy*

Over 800 thousand women currently have or have been diagnosed with breast neoplasia,<sup>9</sup> equal to 44% of all women who live with a previous cancer diagnosis. This is equivalent to 2.7% of the Italian female population, differentiated by age segment:

- 1/40 among those under 49 years old falls ill
- 1/20 between 50 and 69 years old
- 1/25 between 70 and 84 years old<sup>10</sup>

The incidence curve increases exponentially up to menopause,<sup>11</sup> then slows down and then starts to rise again after the age of 60. Penetration of the disease is different among Italian Regions, with the highest rate recorded in Friuli-Venezia Giulia<sup>12</sup> and the lowest in Calabria.<sup>13</sup> Male breast cancer accounts for 0.5 - 1% of all breast cancers: in Italy it is estimated that 1/620 men can be affected by this neoplasia.<sup>14</sup>

Survival at 5 years of women diagnosed with breast cancer is roughly equal to 87% on average. It does not have high heterogeneity between age groups.<sup>15</sup>

## *The Italian non-profit sector*

The “Third Sector White Paper”<sup>16</sup> states that the economy produced by the Third Sector system reaches now almost 5% of GDP of the entire Union. A fact that becomes even more significant if we consider the quantification social savings from working hours spent for free from almost 5,500,000 of volunteers and, even more, from material and intangible well-being of the beneficiaries. Budget revenues also testify how increasingly dynamic the sector is: the economic value of the sector is estimated at around 80 billion euros, equal to 5% of Italian GDP. 77.6% of the revenues is concentrated in five main areas of intervention.<sup>17</sup>

9. Source: AIOM – AIRTUM – Fondazione AIOM (2019).

10. In 2019, 1/8 women in Italy were diagnosed with breast cancer, the most frequent in the population, growing especially in the areas of the Center and North of Italy due to the extension of screening programs and the target population, but experts do state that this increase does not constitute a downside, as this means that people are more keen on adopting prevention measures.

11. Estimated around 50-55 years on average.

12. 204 cases per 100 thousand inhabitants.

13. 124 cases per 100 thousand inhabitants.

14. In 2017, the National Cancer Registry estimated around 500 new cases of male breast cancer (compared to over 50,000 of women).

15. 91% of survival probability in young women (15-44 years); 92% between 45-54-year-olds; 91% among 55-64-year-olds; 89% among 65-74-year-olds; Slightly lower, 79%, among over 75-year-olds.

16. Report released by the European Union on an annual base.

17. Healthcare (17.1%), Culture and sports (16.9%), Social assistance and civil protection (16.7%), Other activities (15.8%), Education and Research (11.1%).

It is a fragmented world internally characterized by realities different in the organizational structure: foundations and social cooperatives, recognized associations, volunteering organizations, non-governmental organizations, companies of mutual aid, social enterprises, non-profit organization. In the last years the economic landscape has been also entered by the so-called Siavs,<sup>18</sup> mashing-up innovation and social vocation. The latest Istat census includes 350,492 non-profit institutions (+ 2.05% compared to 2016, + 48.99% on 2001).<sup>19</sup>

In the 85.5% of cases, Italian non-profit institutions funding source is mainly of private origin, while in 14.5% of cases it is mainly public (figure increasing slightly compared to the value recorded in 2011, equal to 13.9%). Institutions that mostly use sources of public funding are mainly active in the healthcare sector, constituted by 114 associations. Several years after the emergence of one of the world's largest economic crises<sup>20</sup> and despite the decline in confidence in non-profit organizations, 20% of Italians over 14 have significant experiences of donation, of which 14% at least donating to organizations.<sup>21</sup> The number of donors is growing again in 2018 (+ 385,000), and the absolute number of people who donate medium-high amounts of money is growing on a yearly basis.<sup>22</sup>

Far from over, crisis has proven to be a real brake on fundraising, as well as the wave of criticisms against the non-profit sector and the NGOs.<sup>23</sup> There is therefore a “hard” component of the world of donation that is poorly exposed to endogenous factors contrasting donor behavior. Researches highlight a tendency towards disintermediation and informality of donors, linked to peculiar Italian cultural traits<sup>24</sup> but also to the wider phenomenon of the growth of subjectivity, leading individuals to bypass traditional forms of collective actions or to give life to more volatile forms. Important fundraising actions that have taken place recently<sup>25</sup> are all signs that must be captured in this context.<sup>26</sup>

18. Innovative startups with a social cause.

19. Furthermore, if compared to 2016, the growth in the number of institutions is more sustained in the South of Italy (+ 3.1%), compared to the North-West (+ 2.4%) and the Center (+ 2.3%). The most dynamic regions are Campania (+ 7.2%), Molise (+ 6.6%), the Autonomous Province of Bolzano (+ 4.2%), Calabria (+ 3.3%) and Lazio (+ 3.1%), while a decrease is marked from Sardinia (-5.6%) and, to a lesser extent, from Puglia (-1.2%).

20. November 2008.

21. According to other surveys, 49% of the adult Italian population in 2018 made at least one donation.

22. Source of information: [mestiereimpresa.bnl](http://mestiereimpresa.bnl).

23. E.g., OXFAM reputational crisis in 2018.

24. Which have always privileged informality and personal relationships.

25. See the case of support for the Open Arms or the worldwide activation of large and small donors following the fire of Notre Dame de Paris.

26. Source of this paragraph: “I nuovi scenari economici di fronte alla sfida del Covid-19. Il ruolo dell'economia sociale in Italia e nel Mezzogiorno” (2020), Report by SRM.

### ***Competitive set***

In terms of competitive situation, Komen Italia considers as:

- Direct Competitors: entities seeking the same “target audience” and offering the same value offer –fight against breast cancer
- Indirect Competitors: all responding to the same need, but with different value propositions

Both these two entities are grouped into the macro-area of NGOs of which the aim is speeding up research against diseases in general, those known as “Health-care NGOs”.

Starting from Doxa’s annual Donare 3.0 study,<sup>27</sup> it is possible to analyze the propensity of Italians who choose to donate via Internet, understanding their habits, behaviors and preferences. The 2018 data show that 35% of Italians prefer to donate to a single association.<sup>28</sup>

Within the “Health and Research” category, it is possible to retrieve Komen Italia’s direct competitors and all those non-profit institutions of which the aim is to play a part in cancer research and in the promotion of health and well-being, with particular attention for those who deal with same specific area: breast cancer.

### ***Breast cancer donation segment***

The most important recognized foundations involved in the fight against breast cancer are divided into the several geographical areas in Italy, referring to specific Regions.<sup>29</sup>

More frequently, non-profit organizations operating in the fight against cancer don’t have a specific focus on a single neoplasia. This peculiarity makes Susan G. Komen Italia an authoritative actor on this stage, as for its focus on the cause. However, it is possible to point out two other players: Europa Donna and IncontraDonna.

**Europa Donna** encourages small and medium size associations to join forces to be compact in the relationship with the social and scientific community, as well as with institutions; to optimize resources by sharing strategies and operational tools; to compare and support each other; to work with more efficiency in shared projects. There are 152 members today, coming from all Italian regions. The conglomerate’s greatest peculiarity relies on the network effect: voluntary associations work in a specific area and are in direct dialogue with women and with the local scientific community.

27. Updated in 2018.

28. The associations to which donations have been made in the last twelve months were mainly those related to the category “Health and research” (58%), followed by “Social assistance” (28%), “Emergency and civil protection” (25%), “Protection of the environment and animals” (25%) and “Support and services for the disabled” (24%).

29. Abruzzo - 11, Basilicata - 6, Calabria - 9, Campania - 36, Emilia Romagna - 45, Friuli Venezia Giulia - 12, Lazio - 53, Liguria - 16, Lombardy - 116, Marche - 7, Molise - 1, Piedmont - 44, Puglia - 36, Sardinia - 11, Sicily - 33, Tuscany - 39, Trentino Alto Adige / Bolzano - 4, Trentino Alto Adige / Trento - 3, Umbria - 11, Valle d’Aosta - 3, Veneto - 502.

**IncontraDonna**, on the other hand, is a single voluntary non-profit association founded in June 2008, aimed at supporting women and men who want to be properly informed on breast cancer and how to prevent it. IncontraDonna was born primarily to meet the needs of women, with the intent of providing tools to face the path of diagnosis and treatment, but above all, so as not to feel abandoned in the “after”. The association promotes communication between survivors, between women and health experts, families and caregivers, the work environment and institutions.

### *Cancer donation segment (overall)*

Among other players, it is possible to list other Italian associations engaged on a wider range of action in the field of the research against cancer, as the Italian Association for Cancer Research (AIRC), Italian Leukemia Association (AIL), Italian Association against leukemia-lymphomas and myeloma (LILT).

**AIRC** is a non-profit private organization born in 1965 thanks to the initiative of some researchers of the Milan Cancer Institute<sup>30</sup> and to the financial support of Milanese entrepreneurs.<sup>31</sup>

Every year AIRC distributes the funds raised between the research projects that are considered valid and patronizable.<sup>32</sup> AIRC raises funds for oncology research through national initiatives and it has been one of the first non-profit Italian associations to set up its own foundation as an independent legal entity (FIRC), capable of accepting donations and buying goods, which went to constitute a separate patrimony tied to the purposes, a source of self-financing that also made it possible not to lose the nature and the benefits provided for by the law in favor of non-profit organizations and associations recognized by the state.<sup>33</sup>

**AIL**<sup>34</sup> was established on April 8, 1969 in Rome: it is a non-profit organization operating on the national territory thanks to the activity of 81 provincial sections that collaborate closely with haematology centers. AIL collects funds for scientific research and patient assistance through various national initiatives.<sup>35</sup> Since 2006, fundraising through the 5x1000 has also allowed the association to disburse sums that have been earmarked for research and assistance projects.<sup>36</sup>

30. Including professor Umberto Veronesi and professor Giuseppe Della Porta.

31. Since its birth, AIRC has committed itself to: raise funds and finance cancer research projects carried out in university laboratories, hospitals and scientific institutes; award scholarships to young researchers; involve and inform the public on the progress made by cancer research.

32. Following an evaluation work that is carried out by the technical-scientific committee (made up of oncological scientists from all over Italy, supported by more than 600 foreign researchers).

33. Moreover, in 2015 AIRC had 17 Regional Committees and enjoys the support and support of about 4,500,000 supporters and about 20,000 volunteers, who lend their work free of charge to support research on the occasion of the events organized by the Foundation.

34. In English “Italian Association against leukemia-lymphomas and myeloma”.

35. The most important are the Poinsettias, the Easter Eggs and the National Day against leukemias, lymphomas and myeloma which takes place every June 21st.

36. AIL has committed itself to: funding research through GIMEMA, a non-profit foundation for the development and training of scientific research; organizing the home care to avoid hospitalization; creating schools and



**LILT**<sup>37</sup> is an association-based public entity born in Rome in 1922. As for its competitors, LILT operates on a non-profit basis and has cancer prevention as its primary institutional task.

**Health care donation segment (overall)**

The health sector in the non-profit world is utterly relevant and present in the Italian territory. It is in first place for the number of employees hired (22.8%) and revenue achieved (18.8% of the overall sector's revenue). It is characterized by the extreme dimensional variety of the organizations: large private associations such as ANFFAS that make use of highly professional private hospitals and health facilities, together with small and numerous organizations with a prevalence of voluntary work offering health care services and additional support such as assistance to terminally ill patients, and so on. It is characterized by the compresence of manifold aims, all dealing with the wellbeing of the population and the education to prevention. It has been highlighted that the number of institutions currently present in the health sector counts 11,5901 members.<sup>38</sup>

game rooms in children's hospitals; supporting the training and updating of doctors, biologists, nurses and laboratory technicians; promoting seminars for patients to guarantee them a direct comparison with sector specialists and up-to-date information; collaborating to support expenses to ensure the functioning of the Hematology and Stem Cell Transplantation Centers.

37. Italian League for the Fight against Tumors.

38. Between these, 88.7% appear to have as their main purpose the public utility, while the remaining 11.3% is mainly driven by a mutual purpose.

# Go-to-market segmentation

Donation to no-profit association derives from two different streams:

- Individuals who decide to donate part of their personal wealth
- Institutions/Firms, donating as part of their corporate budget

In academic literature, one of the main reasons why people are willing to donate to charity has been promptly identified: donors have been introduced to the charity by someone they care about, who itself has persuaded them to donate. More in general, some variables have been underlined when dealing with donations: donors respond to incentives; the way in which they are approached by recruiters plays a role in the process; and so on.<sup>39</sup> As a consequence, the plan to engage different groups in fundraising is different, mirroring B2C and B2B dynamics as well.

For individuals, one of the main objectives is to increase the awareness of the association and the reach of potential donors. Core population is identified as female, more mature women, and already experiencing directly or indirectly diseases.<sup>40</sup>

The segmentation for donating firms/institutions, on the other hand, is not relying on a structure or on a taxonomy of “ideal donors”. According to a report released by Edelman Intelligence,<sup>41</sup> the 85% among Italians firmly believes that a company should undertake specific actions contributing to the creation of profit but at the same time improving the economic and social conditions of the community in which it operates. This said, according to the Italy Giving Report,<sup>42</sup> Italian companies are confirmed in the rear in Europe in the propensity to donate, as for only the 1.2% of them – especially joint stock companies – have specific policies for this. Such trend has been partially offset by the greater commitment to sustainability and corporate welfare.

39. Source: Castillo, M., Petrie, R., & Wardell, C. (2014). Fundraising through online social networks: A field experiment on peer-to-peer solicitation. *Journal of public economics*, 114, 29-35.

40. If the health-care sector is considered.

41. Edelman Trust Barometer, 2016.

42. Source: Vita Magazine, Jan./2020.

# Economics

As a non-profit organization, the financial structure of the association in its whole relies upon donations, public and private, and fundraising through the various initiatives undertaken, as well as agreements, sponsorships and 5x1000.<sup>43</sup> The social nature of the organization impacts on the need to increase its visibility year by year, its brand awareness and to push on the core topic in order to obtain greater awareness and allow a constant increase in revenues over time.

Within the association's financial structure, two macro-areas must be identified: individual fundraising (the set of activities generating revenues from individuals), and corporate fundraising (revenues generated by partnerships with companies).

In 2019, individual fundraising and corporate fundraising contributions weighted the 64% and 36% respectively on total revenue, € 2,772,265 and € 1,611,000 out of € 4,383,000 in value.<sup>44</sup> Revenues from private individuals recorded +17% compared to the 2018 revenues, around 400,000 euros, in line with the positive trend that characterized the individual fundraising. It is made up by several initiatives:<sup>45</sup>

- Race for the Cure
- 5x1000
- Komen-branded events
- Events organized in Komen's favour
- Merchandising and special campaigns
- Donations

**Race for the Cure** is Komen symbolic event and it is indeed the largest one for the fight against breast cancer worldwide. In 2019 the Race for the Cure celebrated its 20 years anniversary in Italy<sup>46</sup> with 6 editions in Italy and over 140,000 runners.

The initiative is dedicated to the so-called "Women in Pink", fighting or having fought against breast cancer, real protagonists of cultural change in the approach to the neoplasia. With their special pink T-shirt, in addition to raising public awareness of the importance of prevention, they send a strong message of encouragement and hope to the 53,000 women who face the disease in Italy every year.

43. 5x1000 indicates a portion of the IRPEF tax, which the Italian State allocates to provide support to entities that carry out socially relevant activities (for example, non-profit, scientific research). The payment is at the discretion of the citizen-taxpayer, together with the tax return. Each taxpayer who makes this choice allocates five per thousand of his actual taxes to the institution he has chosen.

44. From these data it is clear that the majority of the funds raised by the non-profit organization, 64% (i.e. approximately 2,772,265 euros) come from individual donors, while the remaining 36% from donor companies (1,611,000 euros). Most of the formers are women, who represent 75% of the target audience and who are aged between 30 and 40 years old.

45. The most important source of revenues for the organization are the "Race for the Cure event", which covers (according to data from 2019) the 76% of total revenues, and the "Carovana della Prevenzione", while donations through 5x1000 cover only 7% of the total.

46. Rome, Bari, Bologna, Pescara, Brescia and Matera.

Peculiar is its Health Village, offering specialists advice for anyone asking for it. The Race for the Cure culminates with the competitive run and the walk in the city centers.

In order to recruit participants, Komen structured a well-rounded model defined “the Race for the Cure Model”, consisting in:

- “Door to door” recruiting: recruiting via traditional paper forms distributed by Komen’s activists, via Internet or directly available by going to specific stands in hot points across the city. About ¼ of the subscribers interfaced with Komen online. In Italy the paper form registration still has a lot of grip:
- Participation in teams: typically, the target segments enrolls to the Race as single runners (31%), but more frequently as teams (69%).

Special initiatives dedicated to a specific target:

- “*Capitani Famosi*” (Famous Captains): teams in which people from show business are the captains. This initiative particularly impacted on the communication of the message
- “*Capitane in Rosa*” (Captains in Pink): teams in which survivors from breast cancer are the captains
- *Carovana della Prevenzione*:<sup>47</sup> an itinerant national program to promote women’s health as a whole. This project allows an ever wider public to receive opportunities for prevention and awareness about early diagnosis of main oncological diseases

This program is the most important operation for Komen’s mission. The ultimate goal is to bring medical access to places where prevention comes with more difficulties due to the inefficiencies of the national health system. Operationally, The “Carovana” is a high volume, low variety, with low variation in demand and high visibility process.<sup>48</sup>

5x1000 is the most traditional fundraising technique, and Komen Italia is at the 187 place in the Italian ranking, among 40,000 non-profit organizations. 5x1000 collection takes place on several channels:

- *Direct Marketing and SMS campaigns*
- *Diffusion via press and the Internet*
- *Offline diffusion:*
- *Structured partnerships*

**Events** are initiatives with multifaceted aims: they help to increase brand awareness and visibility of Komen’s mission, they are targeted, they strengthen and consolidate relationships with supporters, they increase fundraising and help expand networks and stakeholders, also with an eye

47. In English “Convoy of Prevention”.

48. During 2019, the NPO organized 124 days of preventions, with 11,162 clinic exams performed and 55 breast cancer diagnosed.

on territorial expansion. Among the Komen-branded events, the spearhead is the PinkTie Ball.<sup>49</sup> On the other hand, events in Komen favour can be promoted by several testimonials, such as the Women in Pink, volunteers of the association, even associations benefiting from Komen's funds, but also local communities and companies aiming to take part to the fight. Therefore, they assume various and variable forms.<sup>50</sup> Komen gives support to these events by promoting them on Komen channels, providing the organizers with the presence of Komen representative, supplying them with dedicated graphic material, gadgets and educational material for participants. Several advantages for the associations come with such initiatives.<sup>51</sup>

49 "Pink Tie Ball" is the prestigious Charity Gala that Komen Italia organizes since 2008 to raise funds for the fight against breast cancer. It is a high-profile event, with a refined dinner, a silent auction and moments of entertainment, which over the years has consolidated among the most popular events in Rome.

50. E.g., walks, runs, fitness activities, sports tournaments, parties, dinners, etc.)

51. Spreading the message of prevention, raising funds for the common mission, increasing participants in the Race for the Cure, favoring territorial expansion and, importantly, realizing events that enhance the resonance of the association at zero cost.

# Corporate donors

## Engagement, communication and marketing plan

Corporate fundraising expresses the revenues generated by the relationship that Susan G. Komen Italia builds and maintains overtime with companies. Three appear to be the main types of Corporate giving in the Italian landscape:

- *Philanthropic approach*: companies and institutions tend to donate in a less structured way, because donations are mostly constituted by in-kinds. Partners do not provide support to the association for reputational issues, and in fact typically those who employ a philanthropic approach do not require visibility
- *Stakeholders-oriented approach*: companies and institutions provide donations through the direct involvement of their employees, and typically it assumes the shape of corporate volunteering. It is a well-rounded partnership aimed at supporting the NGO in the medium/long term with a bottom up approach that can increase the spirit of belonging to a company<sup>52</sup>
- *ROI-oriented/Commercial approach*: the company focuses on “commercial sponsorship” on the basis of annual objectives, launching new products and communication; indeed, in this approach the donor requires visibility and an economic return for the company, mostly in terms of contacts. This approach is always structured in a formal agreement and it gives mutual benefit to both parts

As regards Corporate Fundraising, in Komen Italia’s vision the partner company revolves around the association at 360 degrees, both as regards special projects, but also through other initiatives, such as galas, social marketing initiatives and so on. There are basically two ways in which Komen allows companies to contribute to its cause: the *cash contribution* and the *coverage of direct/in-direct costs*. In general, cash disbursements tend to prevail.

Corporate *in-kind revenues* consist of the cross-sectoral support of various types of goods and services, provided by companies to the non-profit organization and divided as follows:

- *Necessary in-kinds*: goods and services essential for an event
- *Optional in-kinds*: unnecessary goods and services, which may contribute to enriching the value of the event
- *Underwriting*: the direct coverage of invoices from other companies<sup>53</sup>

Instead, as regards corporate cash revenues in 2019, these amounted to 1,600,000 euros, about 300,000 euros more than the previous year (+ 24%).

52. An example for Komen is the structured partnership with Johnson&Johnson, Race for the Cure’s official long-term partner.

53. E.g., race kits made by a supplier and paid by a partner company.

With reference to the corporate dimension, it is noted that in this case too Race for the Cure is the source of greater revenue for the association.<sup>54</sup> In 2019, underwriting covered only 6% of total non-cash revenue while optional in-kind and necessary in-kind covered 26% and 68% respectively. The importance of underwriting lies in the fact that this type of contribution does not underlie the classic rule relating to other forms of donation, according to which each of them must generate revenue equal to 4 times its value.

There are different levels of contribution, each of which corresponds to a level of visibility: the contribution levels are between 10,000 euros, the minimum contribution to get in touch with Komen, and 160,000 euros.

Despite a worsening in the last few years of the corporate results and general economic conditions of civil society, the result of the unfavorable economic-international situation, the propensity to philanthropy and to donation have allowed Komen to grow and prospect of continuing to do so.

54. In fact, it covers 56% of total cash revenues, equal to €1,604,153, an increase of 23.8% compared to the previous year. The other hard core of the division comes from Mission-oriented projects (integrated oncology therapy projects, caravans of prevention, etc.), which provide 36% of the cash revenue, and the PinkTieBall, the charity gala in pink, which brings 3% of the total.

## Alternative scenario

When Professor Riccardo Masetti and his team of researchers decided to undertake the challenge of becoming the first International Affiliate of the successful Susan G. Komen association from Dallas, they started to implement the potential donors' awareness of the newly born Italian branch in an already crowded sector. When the Coronavirus pandemic exploded, they were just about to celebrate the 20 years anniversary of the successful establishment of Susan G. Komen Italia and another Race was about to be run in Naples.

In this *next-normal*, imposed by the consequences of the Covid-19 pandemic, Komen Italy needs to find alternatives to fulfil the mission. The new legal framework imposed by the government limits the even service industry, imposing stringent conditions to public gatherings.

The question is now how to turn obstacles into opportunities and make sure on one side the attention on breast cancer remain central in the public debate, on the other side to keep receiving donation to ensure continuity on the activities of the association. Crucial will then be to understand how to exploit the potential derived from fully integrating digital into business, utilizing technology as a backbone and as a differentiating factor for different donor experiences overtime.

A core challenge for the President and for the Directors of Susan G. Komen Italia would be to provide a more precise answer on:

- A. What would be, in the “Next Normality” consequent to Covid-19 pandemic, the role of strategic fundraising in a non-profit organization’s marketing plan?
- B. What could be a new perspective on fundraising process design that can improve both the operational design and the organizational design of the Association?
- C. How to maintain distinctiveness of Susan G. Komen Italia vs. competitors across the “Donors Decision Journey”?
- D. Which shape would the “Donors Decision Journey” assume?
- E. How can it be possible to activate users and convert them into donors during a pandemic in B2C (individual donors)? And in B2B (corporate donors)?
- F. Which are the best digital touchpoints that Susan G. Komen should use, considering the specific sector, the Decision Journeys that could be developed and the fact that the association relies on revenues deriving from donations?
- G. What are the next plans the organization should make in order to confront with a new normality after the ending of Coronavirus pandemic?
- H. Can any of the technology used during the pandemic period remain in the “next normal” as key pillars of the marketing plan?