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**INTEGRATED MARKETING COMMUNICATION IN EDUCATIONAL NON-GOVERNMENTAL ORGANIZATIONS IN PERU: DEVELOPMENT OF AN ADAPTED MODEL**

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Daniela Miranda Costilla, Yamely Cayturo Valenzuela, Yasser Abarca Sánchez, Urpi Barreto Rivera, Jorge Luis Diaz Ugarte and Gabriel Suyo Cruz

*SUMMARY*

*Integrated Marketing Communication (IMC) stands out for ensuring coherence and effectiveness in conveying a brand's promise. Although extensively studied in for-profit organizations, its underutilization in educational non-governmental organizations (NGOs) raises concerns as it affects their connection with and attraction of consumers. The purpose of this research is to understand the level of IMC utilization in educational NGOs and adapt these foundations for practical application, proposing a tailored model to strengthen their engagement. To achieve this, a survey was conducted with 263 young adults in southern Peru, who are potential consumers of educational NGOs. Descriptive and multivariate statistics, including exploratory factor analysis, were employed to assess the*

*implementation of IMC in educational NGOs. The descriptive analysis revealed a limited application of IMC strategies, constraining its ability to connect with consumers. The exploratory factor analysis indicated that IMC dimensions are applicable to educational NGOs, except for the issuance of receipts for services and the use of various payment methods. In response, a model adapted to NGOs is proposed, encompassing the identification of sender, receiver, message, and noise. This model details specific phases for advertising, public relations, sales promotion, and personal selling, considering the cognitive, affective, and behavioral stages of the consumer. This study provides a practical framework to enhance communication strategies in educational NGOs.*

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**Introduction**

The third sector, comprised of non-profit organizations, has seen significant growth in addressing social needs beyond

the state's capacity (Nekrasova and Mukhin, 2023). These organizations offer various social, educational, medical, and cultural services (Brilakis, 2022). However, they often lack an

effective communication strategy and underestimate the power of advertising and social networks for promotion (Child and Witesman, 2022). Integrated marketing communication is

essential for building a solid reputation; yet this sector doesn't fully capitalize on it (Tavanti, 2022).

In Peru, many NGOs lack clarity on their objectives, and

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**Daniela Miranda Costilla.** Bachelor of Business Administration, Universidad Nacional de San Antonio Abad del Cusco, Peru. Former University Alumna. Universidad Nacional de San Antonio Abad del Cusco, Peru.

**Yamely Cayturo Valenzuela.** Bachelor of Business Administration, Universidad Nacional de San Antonio Abad

del Cusco, Peru. Former University Alumna. Universidad Nacional de San Antonio Abad del Cusco, Peru.

**Yasser Abarca Sánchez.** Doctor of Business Administration, Universidad Nacional de San Antonio Abad del Cusco, Peru. Research Director of the School of Administrative Sciences. Universidad Nacional de San Antonio Abad del Cusco, Peru.

**Urpi Barreto Rivera** (Corresponding author). Doctor of Business Administration, School of Engineering, Universidad Continental, Peru. Research Professor. Universidad Continental, Peru. Address: Sector Angostura km. 10, Cusco 08000, e-mail: ubarreto@continental.edu.pe.

**Jorge Diaz Ugarte.** Doctor of Business Administration, Universidad Nacional de San

Antonio Abad del Cusco, Peru. Research Professor. Universidad Nacional de San Antonio Abad del Cusco, Peru.

**Gabriel Suyo Cruz.** Doctor of Business Administration, Universidad Nacional de San Antonio Abad del Cusco, Peru. Academic Director of the School of Administrative Sciences. Universidad Nacional de San Antonio Abad del Cusco, Peru.

## COMUNICACIÓN INTEGRADA DE MARKETING EN ORGANIZACIONES NO GUBERNAMENTALES EDUCATIVAS EN PERÚ: DESARROLLO DE UN MODELO ADAPTADO

Daniela Miranda Costilla, Yamely Cayturo Valenzuela, Yasser Abarca Sánchez, Urpi Barreto Rivera, Jorge Diaz Ugarte y José Luis Vargas Cuadros

### RESUMEN

*La Comunicación Integrada de Marketing (CIM) se destaca por garantizar coherencia y eficacia al transmitir la promesa de una marca. Aunque ha sido extensamente estudiada en organizaciones con fines de lucro, su subutilización en Organizaciones No Gubernamentales (ONGs) de carácter educativo genera preocupación ya que afecta su conexión con la atracción de consumidores. El propósito de esta investigación es comprender el nivel de utilización de CIM en ONGs educativas y adaptar estos fundamentos para su aplicación práctica, proponiendo un modelo práctico ajustado para fortalecer su participación. Para lograr esto, se realizó una encuesta a 263 adultos jóvenes en el sur de Perú, quienes son consumidores potenciales de ONGs educativas. Se empleo estadística descriptiva y estadística multivariante a través del análisis factorial exploratorio para evaluar*

*la implementación de la CIM en ONGs educativas. El análisis descriptivo evidenció una escasa aplicación de estrategias de CIM, limitando su capacidad de conexión con los consumidores y el análisis factorial exploratorio reveló que las dimensiones del CIM son aplicables a ONGs educativas, a excepción de la emisión de recibos de pago por servicios prestados por la organización y el uso de diferentes métodos de pago. En respuesta, se propone un modelo adaptado a las ONGs, que abarca la identificación del emisor, receptor, mensaje y ruido. Este modelo detalla fases específicas para la publicidad, relaciones públicas, promoción de ventas y ventas personales, considerando las etapas cognitiva, afectiva y conductuales del consumidor. Este estudio proporciona un marco práctico para mejorar las estrategias de comunicación en ONGs educativas.*

## COMUNICAÇÃO INTEGRADA DE MARKETING EM ORGANIZAÇÕES NÃO GOVERNAMENTAIS EDUCACIONAIS NO PERU: DESENVOLVIMENTO DE UM MODELO ADAPTADO

Daniela Miranda Costilla, Yamely Cayturo Valenzuela, Yasser Abarca Sánchez, Urpi Barreto Rivera, Jorge Diaz Ugarte e José Luis Vargas Cuadros

### RESUMO

*A Comunicação Integrada de Marketing (CIM) destaca-se por garantir coerência e eficácia ao transmitir a promessa de uma marca. Embora tenha sido amplamente estudada em organizações com fins lucrativos, sua subutilização em Organizações Não Governamentais (ONGs) educacionais gera preocupação ao afetar sua conexão e atração de consumidores. O propósito desta pesquisa é compreender o nível de utilização da CIM em ONGs educacionais e adaptar essas bases para sua aplicação, propondo um modelo prático ajustado para fortalecer sua participação. Para isso, foi realizada uma pesquisa com 263 adultos jovens no sul do Peru, potenciais consumidores de ONGs educacionais. Foram empregadas estatísticas descritivas e estatísticas multivariadas, incluindo análise fatorial exploratória, para avaliar a implementação*

*da CIM em ONGs educacionais. A análise descritiva evidenciou uma aplicação limitada de estratégias de CIM, restringindo sua capacidade de conexão com os consumidores, e a análise fatorial exploratória revelou que as dimensões da CIM são aplicáveis a ONGs educacionais, com exceção da emissão de recibos de pagamento por serviços prestados e o uso de diferentes métodos de pagamento. Em resposta, propõe-se um modelo adaptado para ONGs, abrangendo a identificação do emissor, receptor, mensagem e ruído, e detalhando fases específicas para publicidade, relações públicas, promoção de vendas e vendas pessoais, considerando as etapas cognitiva, afetiva e comportamental do consumidor. Este estudo fornece um quadro prático para aprimorar as estratégias de comunicação em ONGs educacionais.*

their disinterest affects their visibility. Communication issues lead to a lack of public recognition for NGOs in the country (Gallardo and Fernández, 2010). Social enterprises face difficulties in defining and directing activities due to inefficient management and communication (Moreno, 2014). In this context, Peruvian NGOs must focus on projects aligned with their purpose to enhance

their development and reputation (La Porte, 2005).

The research focuses on potential clients of Non-Governmental Organizations (NGOs) in the education sector. The objective is to validate the theoretical foundations of integrated marketing communication in educational NGOs and to propose a model for implementing this strategy. To achieve these goals, a

preliminary literature review was performed to support the key dimensions of the variable under study. These dimensions were organized into 20 elements that served as the basis for creating a questionnaire. The questionnaire was administered to 263 individuals using non-probabilistic sampling. Statistical analysis included descriptive techniques and principal component analysis to

validate the initial model proposed. Based on the results, a model program for implementing integrated marketing communication was developed.

### Theoretical framework

Integrated Marketing Communication (IMC) is defined as the coordination of the marketing communication mix, also known as promotional

tools, with the goal of attracting customers and consumers through a clear, consistent, and persuasive message about the organization and its brands (Keller and Armstrong, 2016). IMC encompasses a variety of promotional tools or methods, presented both personally and impersonally, that should form a coordinated promotional program within the overall marketing plan (Stanton *et al.*, 2009). This process involves coordinating and integrating all promotional components as well as all tools, channels, and sources of a company's marketing communication into a singular, interpretable program, both at a personal and impersonal level (Clow and Baack, 2010). Signals or messages transmitted by the company to a diverse audience are conveyed through four main communication tools, collectively referred to as the marketing communication mix (Jacques *et al.*, 2009).

Integrated Marketing Communication (IMC) is a process that can improve marketing performance and develop long-term relationships (Sukmayana and Mukti, 2017). A study found that innovation orientation is a key factor in the effective implementation of IMC. Additionally, community donations, party orientation, and value of information can positively influence public satisfaction and account for 65% of the satisfaction level (Pisicchio and Toaldo, 2021). However, the effective implementation of IMC presents practical challenges in the client-agency relationship, requiring strong leadership, transparent compensation systems, and the strategic contribution of agencies (Laurie and Mortimer, 2019). To facilitate IMC, a collaborative and supportive corporate culture is more effective than a controlling culture and can enhance brand performance (Porcu *et al.*, 2020). (Wisetsri *et al.*, 2021) emphasize the importance of marketing in attracting capital, volunteers, and donors in Non-Governmental Organizations. Social marketing seeks to

increase social awareness of companies and enhance brand value through an image of social, ecological, and socially responsible awareness (Urribarri *et al.*, 2023).

Currently, organizations face new marketing communication challenges arising from three factors: first, consumers, as they have easy access to the Internet and are more informed; second, marketing strategies are shifting from mass marketing to targeted marketing; and finally, the development of digital technology and social media has generated a new model of marketing communications.

Various authors agree that IMC is composed of personal communication and impersonal communication (Clow, 2010; Jacques *et al.*, 2009; Keller Armstrong, 2016; Stanton *et al.*, 2009). The components of these are developed below.

#### *Impersonal communication*

Communication takes place in large groups, allowing for formal and perceptual dynamism (Stanton *et al.*, 2009). Communication occurs after the encoding of the message and the transformation of thought into symbols (Cuenca, 1999). Promotional tools, namely advertising and public relations, are components of impersonal communication. Despite technological advances, it is not always possible to respond to inquiries and receive feedback.

#### *Advertising*

Advertising is the transmission of ideas in an impersonal manner through mass media (Keller and Armstrong, 2016). Its objective is to attract and build relationships with the target audience, encouraging them to make a purchase. Advertising must be communicated to a specific group for a defined period to be effective. A study examined the relationship between advertising and transparency in democratic communication and found that advertising is the central

means through which transparency distributes communicative power (Wood and Aronczyk, 2020).

#### *Public Relations*

Public relations are defined as a set of activities aimed at maintaining good relations between an organization and its audience (Duran, 2014; Reddi, 2019). These activities can be carried out through various means such as press releases, sponsorships, websites, events, and informative notes (Keller and Armstrong, 2016). In the current context of a networked society, public relations professionals must understand and respond to complex networks to build effective relationships (Yang and Saffer, 2019). Finally, public relations are defined as the information provided to the public, the development of a strategy to modify the attitudes and actions of the public and the alignment of an organization's activities and actions with its audience for mutual benefit.

#### *Personal Communication*

Interpersonal communication, also known as communication between two or more individuals directly (Stanton *et al.*, 2009; Yang and Saffer, 2019), involves distinct, analytical individuals capable of making decisions (Keller and Armstrong, 2016). The importance of word-of-mouth and referrals as dissemination tools in a digitalized context is emphasized, with a focus on the relevance of referral incentive programs to strengthen the company-client relationship (Barrientos-Báez and Caldevilla-Domínguez, 2022).

#### *Sales Promotion*

This set of tools stimulates the purchase of a product and/or service, achieving greater movement in distribution channels (Camino and De Juan Vigaray, 2002). The main objective of sales promotion is to encourage the immediate acquisition of a

good and/or service. To achieve this, it must be integrated with the other tools in the promotional mix (Stanton *et al.*, 2009). In the integrated marketing communication program, the objective and tools of sales promotion should be taken into account.

#### *Personal Selling*

Personal selling is the presentation of the company representative to attract customers, sell, and establish relationships with them (Keller and Armstrong, 2016). Personal selling allows for the creation of preferences and convictions among buyers, encouraging them to take action. It is an important tool in the later stages of the purchasing process, to strengthen the establishment of long-term relationships (Chavarría García, 2011).

#### **Methodology**

According to the theories discussed in the preceding paragraphs, Table I presents the items that will be used to measure the dimensions of personal communication and impersonal communication, which belong to the CIM variable. These items were classified into 20 groups that served as a basis for creating a questionnaire. Subsequently, its implementation was carried out, and the questionnaire was administered to 263 individuals who are beneficiaries of educational NGOs in the southern region of Peru. The established sample was non-probabilistic. Descriptive statistical analysis was used as the initial statistical technique, followed by a complementary technique called principal component analysis. The latter serves as input, along with the theoretical foundations, in developing a proposal for a model that enhances CIM in NGOs. Subsequently, a model for an integrated marketing communication program was developed.

Table II presents the survey results related to the frequency of responses from participants

TABLE I  
COMPONENTS FROM THE DIMENSIONS OF IMPERSONAL COMMUNICATION AND PERSONAL COMMUNICATION

Dimension	Item
Impersonal Communication	1 Participation in a street game organized by the organization
	2 Sharing posts from the organization's Facebook page
	3 Confirmation of attendance through Facebook for a talk or workshop organized by the organization
	4 Receipt of messages via WhatsApp about talks or workshops organized by the organization
	5 Continuous viewing of posts on Instagram made by the organization
	6 Receipt of introductory brochures with information about the organization
	7 Viewing of information through a poster or sign from the organization
	8 Viewing and purchasing books from the organization at the Book Fair
	9 Attendance at exhibitions organized by the organization
	10 Participation in cultural talks organized in strategic alliances
	11 Participation in music contests organized in strategic alliances with universities
Personal Communication	12 Knowledge about the discounts offered by the organization.
	13 Granting of scholarships for courses.
	14 Recording of personal data to provide better advertising.
	15 Clear explanation of the activities carried out and the benefits offered.
	16 Ease of understanding of the services provided.
	17 Issuance of payment receipts for services provided by the organization.
	18 Use of different payment methods.
	19 Promptness in the execution of the service acquisition process from the organization.
	20 Ease in the enrollment process with the organization.

TABLE II  
FREQUENCY OF STUDIED ITEMS

Item	Always (%)	Almost always (%)	Sometimes (%)	Almost never (%)	Never (%)	Total (%)
1	2	1	11	13	72	100
2	1	3	21	18	58	100
3	2	3	19	18	58	100
4	5	3	12	15	65	100
5	2	5	25	16	52	100
6	1	5	21	20	53	100
7	2	3	31	23	40	100
8	1	3	12	12	72	100
9	2	3	13	18	65	100
10	1	3	13	16	67	100
11	2	2	7	9	80	100
12	1	5	19	18	57	100
13	2	4	29	15	50	100
14	6	6	18	15	55	100
15	7	11	19	17	46	100
16	8	19	19	16	38	100
17	6	2	10	13	69	100
18	1	1	7	10	81	100
19	5	8	20	11	55	100
20	10	8	21	10	50	100

regarding various items that are part of the dimensions and the studied variable,

revealing a comprehensive deficit in the effective implementation of integrated

marketing communication. As for participation in street game dynamics (Item 1), the

majority (72%) indicated that they never participate, signaling low involvement in this activity. Most (58%) responded "Sometimes" and "Almost never" regarding sharing posts on the Facebook page (Item 2), suggesting variable participation. Regarding confirming attendance at talks or workshops through Facebook (Item 3), the majority (58%) indicated irregularity by responding "Sometimes" and "Almost never." In relation to receiving messages via WhatsApp about talks or workshops (Item 4), the majority (65%) noted that this is uncommon, responding "Almost never" and "Never." The visualization of posts on Instagram (Item 5) showed variable participation, with the majority (52%) responding "Sometimes" and "Almost never." As for receiving introductory brochures (Item 6), the majority (53%) indicated that this is not very frequent, responding "Sometimes" and "Almost never." The visualization of information on posters or flyers (Item 7) is limited, with the majority (40%) responding "Almost never" and "Never." The visualization and purchase of books at the Book Fair (Item 8) show low participation, as the majority (72%) responded "Almost never" and "Never." Attendance at NGO exhibitions (Item 9) and participation in cultural talks in strategic alliances (Item 10) are very low, with 65% and 80%, respectively, responding "Almost never" and "Never." Participation in music contests in strategic alliances with universities (Item 11) is limited, with the majority (57%) responding "Almost never" and "Never." Knowledge about discounts offered by NGOs (Item 12) is scarce, as the majority (57%) responded "Almost never" and "Never." The granting of scholarships for courses (Item 13) is infrequent according to the majority (50%) who responded "Sometimes" and "Almost never." The registration of personal data for enhanced advertising (Item 14) is uncommon, with 55% responding "Almost never" and

"Never." The clear explanation of activities and benefits (Item 15) is limited, as the majority (46%) responded "Almost never" and "Never." The perception of ease in understanding the services offered (Item 16) is low, with 38% responding "Never." The issuance of payment receipts (Item 17) is limited, as 69% responded "Almost never" and "Never." The use of different payment methods (Item 18) is rare, according to 81% who responded "Almost never" and "Never." The speed of the process of acquiring services (Item 19) is limited, with 55% responding "Almost never" and "Never." The ease in the enrollment process (Item 20) is limited, with 50% responding "Almost never" and "Never."

Using the principal component approach, an exploratory factor analysis was conducted to establish the real dimensions and confirm that they align with the previously determined ones. A Varimax approach was employed to reduce the number of variables with high saturations in each factor. Bartlett's sphericity test yields a value of 0.00, demonstrating the existence of some degree of statistically significant correlation. The strength of the relationship between the items has been determined from partial correlations, once the effect of the others has been removed using the Kaiser Meyer Olkin (KMO) index, which has a value of 0.94, indicating that this value is very high.

In Table III, a rotated component matrix classifies the variables that help explain the dimensions of integrated marketing communication. The factors have been rotated so that the variables load onto one factor or another using the VARIMAX rotation approach, as it is the most common rotation and is appropriate when the number of components is modest. Absolute values below 0.300 have been omitted to eliminate factors with no significant association. It is observed that the classification of the initial dimensions and the new dimensions obtained in

Table III, which are formed by their respective elements, coincide. This implies that the theory developed by the authors defining integrated marketing communication can also be applied to NGOs, as these authors and related research on this topic are applied to private companies in the context of the study.

However, items 17 and 18 have been omitted to provide better consistency to the model, because these two items are grouped as a single dimension, not statistically generating the appropriate grouping for this dimension (Montanero, 2019). Likewise, items 17 (Issuance of payment receipts for services provided by the organization) and 18 (Use of different payment methods) correspond to a revenue indicator, which is neither common nor a priority in this type of organization.

## Results and Discussion

In southern Peru, educational-focused NGOs exhibit a deficiency in the execution of IMC. Low participation in street activities, variability in social media interaction, and limited attendance confirmation are notable. IMC

implementation aims for long-term relationships and organizational improvement. Overcoming these deficiencies is crucial for more effective communication (Pisicchio and Toaldo, 2021). Additionally, there is infrequent use of WhatsApp for event communication, and limited visibility on Instagram, aligning with Henley (2001)'s recommendation to use rapidly transmitting media like the internet for timely information. Minimal participation in cultural events and other NGOs' exhibitions is observed. The lack of clear objectives, as per (Henley, 2001), is a crucial obstacle to effective IMC implementation. Strategic partnerships between businesses and non-profit organizations can create competitive advantages and add value to the brand (Palakshappa *et al.*, 2010). Overall, the population has limited awareness of NGO discounts and scholarships, coupled with scarce use of diverse payment methods. Improving IMC implementation in these organizations could enhance participation, awareness, and public perception (Whitburn *et al.*, 2020).

Based on the exploratory factor analysis, it was found

that the dimensions in educational NGOs are the same, except for two indicators. The alignment between the initial and new dimensions implies that the theory of IMC can be applied to NGOs. However, it is important to clarify that within this model, the elements of issuing payment receipts for services provided by the organization and using different payment methods have been omitted. This may be due to the belief that NGOs do not issue receipts and invoices (Kuruppu *et al.*, 2022). Furthermore, as various studies have shown, NGOs have poor accounting and reporting practices, leading to a lack of adequate oversight and control (Zhang *et al.*, 2020). This lack of transparency can affect public trust in NGOs and their sustainability (Lequericaonandia and Sánchez, 2018).

Given the deficiencies identified in organizations regarding descriptive statistics and the validity of the proposed dimensions, a model applicable to this type of organization is proposed, based on the framework presented by (Belch and Belch, 2004) and (Keller and Armstrong, 2016). Following the process outlined by (Keller and Armstrong, 2016), which elaborates on the communication process, identifying the sender, receiver, message, and noise, a specific foundation for integrated marketing communication is constructed. This serves as a tool to assist the organization in positioning itself in the market. From this point on, the integrated communication model established by (Belch and Belch, 2004) and the consumer response model by (Keller and Armstrong, 2016) is integrated to develop an applicable CIM program for NGOs.

The process begins with the identification of the sender by encoding the message, followed by the receiver's decoding, recognizing different types of noise, and establishing suitable channels for effective communication. As a second phase, the CIM program is developed. This starts by

TABLE III  
ROTATED COMPONENT MATRIX

Item	Component	
	1	2
1	0.716	
2	0.664	0.414
3	0.717	
4	0.693	
5	0.575	0.495
6	0.532	0.522
7	0.452	0.482
8	0.707	
9	0.712	0.345
10	0.751	
11	0.751	
12	0.590	0.521
13	0.371	0.721
14	0.348	0.729
15	0.334	0.808
16	0.163	0.863
19	0.280	0.793
20		0.833

defining the objective of the advertisement, allowing the application of informative, persuasive, or reminder advertisements. The relevant public relations are then established, depending on the target interest group. Subsequently, the sales promotion strategy is set, which may include discounts, clearances, giveaways, discounts, and special offers, and is defined by the type of activity the NGO engages in. Finally, policies for personal selling are defined, covering how to identify potential customers, argumentation, and transactions, components established after the sales management steps.

In the third phase, the objectives and means for the CIM program are described, that is, the "what" and "how," respectively, based on the four sub-components of the second phase. Finally, in the fourth phase, once the objectives and means have been set, a detailed description of the actions to be taken in each stage of the micro model of consumer response is provided. This is done to obtain genuine responses from consumers. In the cognitive stage, it achieves the consumer's attention; in the affective stage, it achieves the interest and desire of the consumer; and in the behavioral stage, it achieves the action taken by the consumer. This process is described in Figure 1.

Figure 2 presents the development of a proposal for an IMC program in NGOs for advertising. It describes the main activities to be carried out in print, online, and outdoor advertising, to attract beneficiaries and establish relationships with them. At the same time, it observes the response we can expect from beneficiaries in the cognitive, affective, and behavioral stages.

Figure 3 shows the development of a proposal for an IMC program in NGOs for public relations. It descriptively suggests the main activities to be carried out in events, agreements, and public service activities, to create a positive image

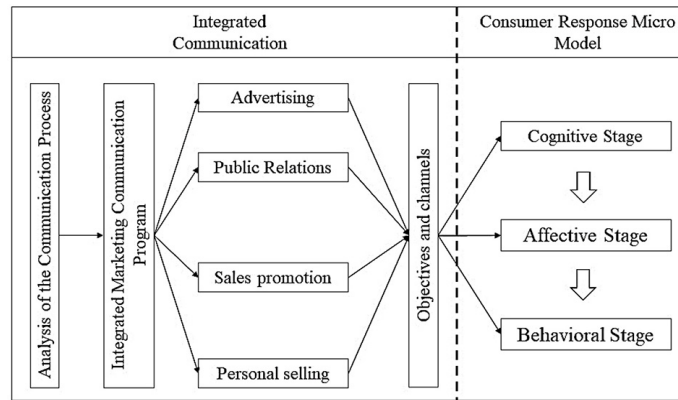


Figure 1. Integrated Marketing Communication Program Outline. Own elaboration based on (Belch and Belch, 2004; Keller and Armstrong, 2016).

of the organization. Simultaneously, it observes the response we can anticipate from beneficiaries in the cognitive, affective, and behavioral stages.

Figure 4 shows the development of a proposal for an IMC program in NGOs for sales promotion. It descriptively describes the main activities to be carried out in discounts and promotional campaigns, to promote awareness of the services offered by the organization. Furthermore, it observes the response we can anticipate

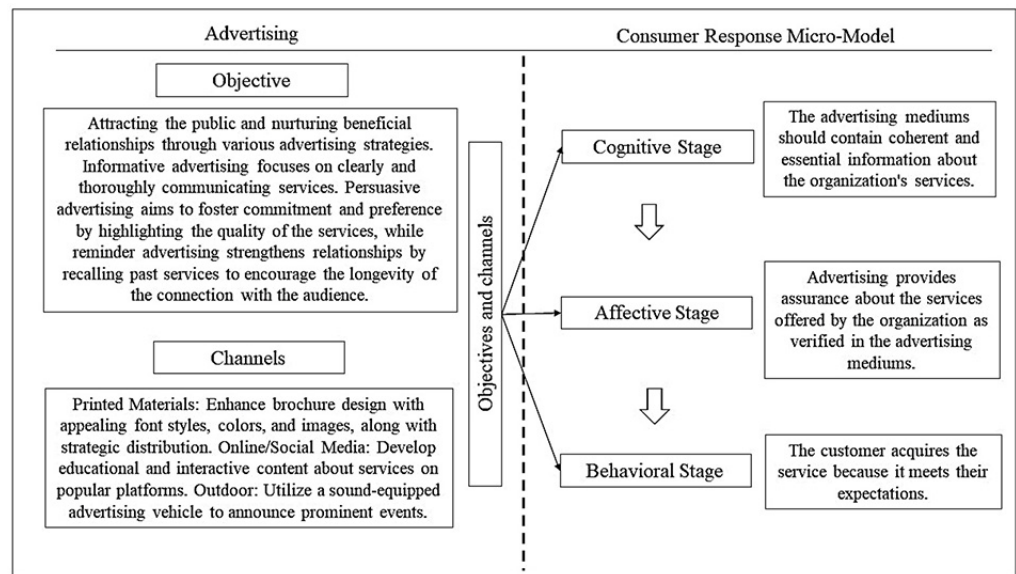


Figure 2. Development of advertising activities.

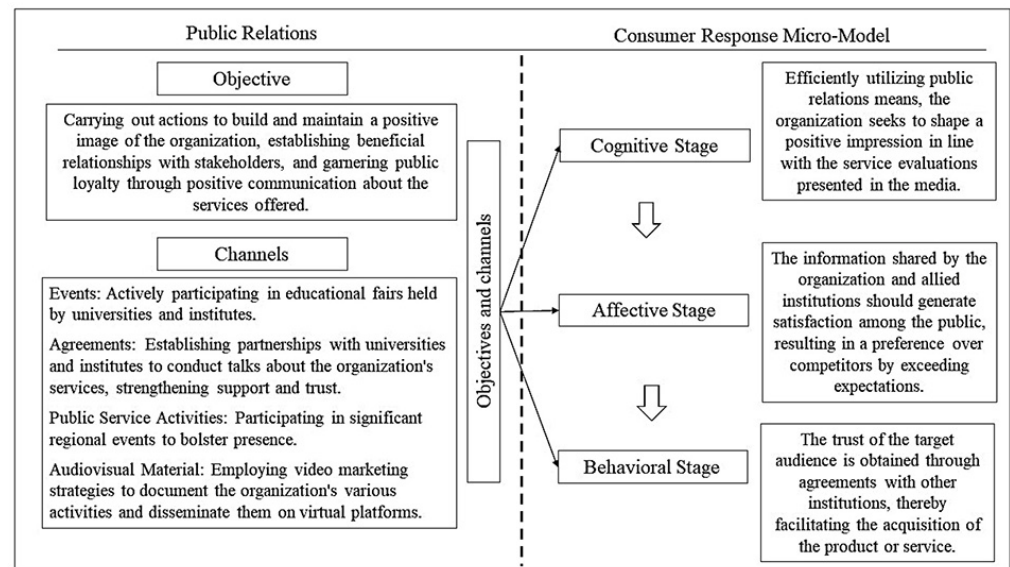


Figure 3. Development of activities for public relations.

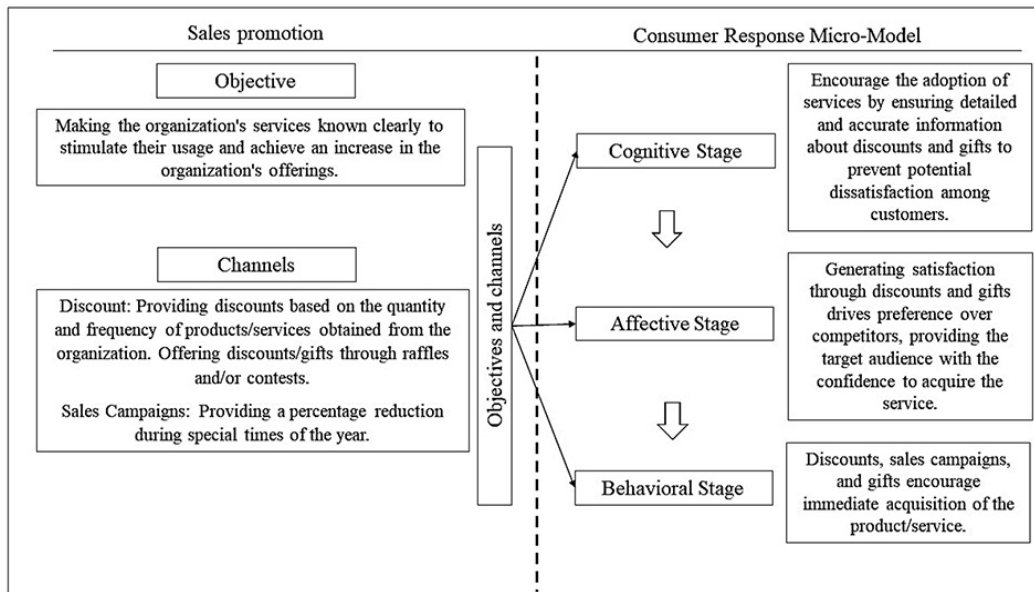


Figure 4. Development of activities for sales promotion.

from beneficiaries in the cognitive, affective, and behavioral stages.

Figure 5 shows the development of a proposal for an IMC program in NGOs for personal selling. It descriptively suggests the main activities to be carried out in both external and internal sales, to improve sales. In addition, it observes the response that we can expect from beneficiaries in the

cognitive, affective, and behavioral stages.

### Conclusion

The research revealed that nongovernmental organizations do not effectively utilize integrated marketing communication, meaning that promotional components do not effectively promote the organization's services despite their ease of use

and affordability. As a result, organizations do not reach their target audience. The theoretical model that proposes the dimensions of CIM in this type of organization is valid, which has been confirmed through exploratory factor analysis. A model of integrated marketing communication is proposed for NGOs, which explains the development of a CIM program that includes

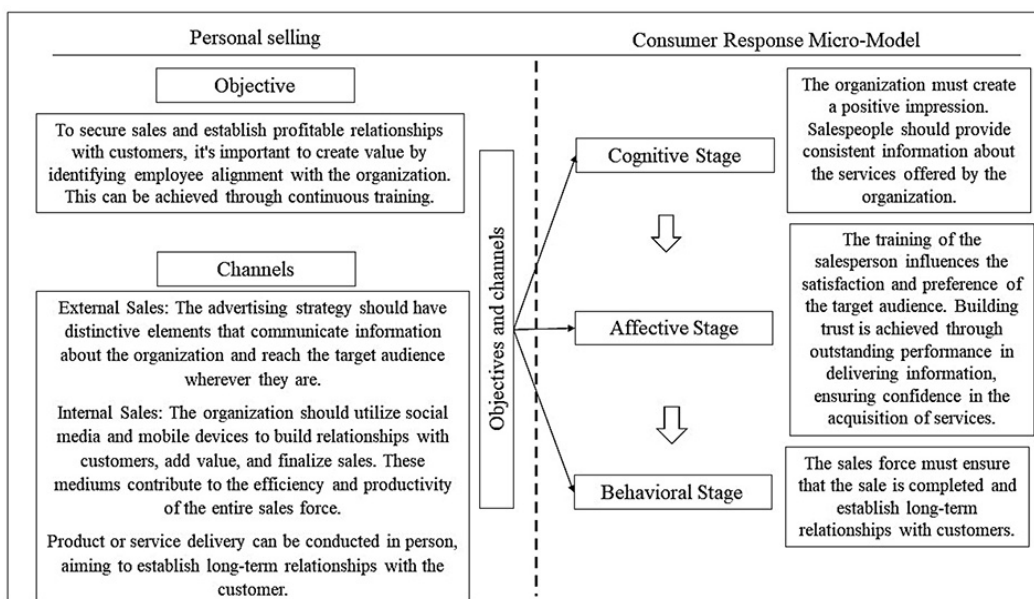


Figure 5. Development of activities for personal selling.

advertising, public relations, sales promotion, and personal selling; establishing objectives and means, and describing the actions to be taken to obtain genuine consumer responses. This proposal is a valuable contribution for NGOs, providing a framework for a CIM program, and strengthening their capacity to impact and achieve goals.

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