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Marketing in Social Economy and Common Welfare – Advantages and Challenges

Zusammenfassung

Marketing ist mehr als Menschen Dinge zu verkaufen, die sie nicht brauchen. Vielmehr verfolgt das Marketingkonzept das Ziel, die Bedürfnisse der Stakeholder durch geeignete Produkte und Dienstleistungen zu befriedigen. Zu diesem Zweck stellt es ein stringentes Vorgehen bereit und bringt einen großen Fundus an unterschiedlichen Techniken mit. Aus dieser Perspektive analysiert der vorliegende Artikel die Anwendbarkeit des Marketings in der Gemeinwirtschaft und im Gemeinwohl und geht dabei auf Vorteile und Herausforderungen ein. Anhand ausgewählter Beispiele für die Anwendung von Marketingtechniken wird die Ausgestaltung des Marketing-Mix für Organisationen in der Sozialwirtschaft und der Gemeinwohlökonomie dargestellt. Auch ethische Aspekte der Anwendbarkeit des Marketings werden diskutiert.

Stichworte: Gemeinwohl-Marketing; Gemeinwirtschaftliche Interessengruppen; Marketing-Ethik

Summary

Marketing is more than selling people things they do not need; the goal of marketing is to meet stakeholders' needs through the delivery of suitable products and services. For this purpose, marketing provides a stringent procedure and offers a large toolbox of different techniques. From this perspective, the present article analyzes the applicability of marketing for the social economy and for common welfare by addressing its advantages and challenges. By presenting selected examples of these marketing techniques, the article illustrates the design of the marketing mix for organizations of the social economy and common welfare sector. Ethical aspects of the applicability of marketing are also discussed.

Keywords: Common welfare marketing; Social economy stakeholder; Marketing ethics

I. Introduction

When considering the application of marketing in the context of the social economy and common welfare, many people react with skepticism. The misconception that marketing is synonymous with "selling people things they do not need" (Bruce 1995, p. 84) still appears to be widespread. Consequently, marketing still seems to be strongly related to the private pursuit of profit, and in many places, one remembers situations in which the private pursuit of profit opposes common welfare. Examples include the collapse of union-owned nonprofit construction and housing company "Neue Heimat" in the early 1980s (Euchner et al. 2005) or the privatization of the formerly state-owned "British Rail." Additionally, in many areas of the social economy and common welfare (e.g., churches), it is argued that there is no product offering that can be marketed anyway (Tscheulin/Dietrich 2008). This frequently raised argument contends that the necessary market and/or product properties are missing in the social economy and that common welfare nevertheless falls

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short. Rather, it must be recognized that if organizations in the social economy and common welfare aim to achieve their organizational objectives with a limited number of resources, the problem does not differ in principle from that of other organizations in the private sector.

The discourse outlined indicates that despite extensive work done on marketing in the context of the social economy and common welfare, there is still a need for broad clarification. For this reason, this article focuses on the compatibility of marketing in the social economy and common welfare and provides an overview of the extent to which classic marketing techniques can be transferred to the field of public and nonprofit organizations (Chapter 2). Furthermore, challenges of identifying public needs are presented (Chapter 3). Based on this, an overview of the use of marketing mix elements in the social economy and common welfare sector is given using practical examples (Chapter 4). Finally, ethical aspects concerning the utilization of marketing techniques in the social economy and common welfare sector are discussed (Chapter 5).

II. Marketing for the social economy and common welfare

The clash outlined in the first chapter demonstrates the need to examine the compatibility of marketing in the context of the social economy and common welfare and calls for an illumination of the commonly observed trend of adapting marketing techniques to public and nonprofit organizations.

Since organizations of the social economy and of common welfare aim to achieve their organizational missions using a limited number of resources, research on public and nonprofit organizations agrees on the need for marketing in public and nonprofit organizations (see, e.g., Chao/Dolnicar/Lazareviski 2009; Kara/Spillan/De Shields 2004; Macedo/Pinho 2006). Furthermore, this need is emphasized by the steadily growing number of nonprofit organizations, which leads to greater competition for a limited amount of funds available to nonprofit organizations from individual donors, governmental funding, corporations, and foundations (Katz 2005; Peloza/Hassay 2007).

Consequently, the introduction and application of marketing in organizations of the social economy and of common welfare seems indispensable if public and nonprofit organizations wish to achieve their organizational objectives. For example, marketing provides nonprofit and public organizations with an operational framework that helps them identify their needs, set their goals, plan implementation and monitor their use of resources to achieve their goals (Helmig/Thaler 2010). Furthermore, the use of marketing can help define organizations' unique selling propositions and core competencies (Gainer 2010) and improve fundraising and service quality (Sargeant 2009).

However, despite the mentioned opportunities and general agreement that public and nonprofit organizations have a great need for marketing, the simple transfer of marketing techniques of for-profit organizations to the field of the social economy and common welfare requires a critical review, since for-profit organizations differ from nonprofit and public organizations.

For example, organizations of the social economy and of common welfare do not necessarily follow financial objectives (Bruce 1995). In contrast to for-profit organizations, profit is not necessarily the decisive target figure for nonprofit organizations. While for-profit organizations sell their products and services to increase their profits, most organizations focused on the social economy and common welfare do not sell traditional products. Rather, these organizations pursue nonfinancial goals by selling their missions, ideas, programs and services (Blery/Katseli/Tsara 2010). Additionally, organizations of the social economy and of common welfare are characterized by their multiple stakeholders (Bruce 1995). More precisely, nonprofit organizations have a variety of different customer groups with different needs, many of which exert critical power over such organizations. For example, Helmig and Boenigk (2020) distinguish between four different customer groups. While direct customers are either direct recipients of a service or purchase a product or service from a nonprofit organization, indirect customers include all persons or organizations that are only involved in the production of a service in a broader sense (e.g., relatives of a service recipient). Internal customers support nonprofit organizations by donating their time and labor and in this way contribute considerably to the successful implementation of various projects and thus also determine the success of such organizations. Finally, donors determine the missions of nonprofit organizations through their donations of money or goods. In addition, organizations of the social economy and of common welfare have competitive-collaborative relationships with other organizations and finally need to balance financial pressure with mission achievement (Gallagher/Weinberg 1991).

These differences point to the need for marketing techniques tailored to organizations of the social economy and of common welfare, which is in line with the considerations of Andreasen and Kotler (2008), who point out that traditional marketing techniques are not sufficiently developed to enable their unchanged application in public and nonprofit organizations. For this reason, a specific approach to marketing for public and nonprofit organizations has developed over the past decades and is based on classic marketing thinking but takes into account the differences of public and nonprofit organizations from traditional for-profit organizations. Helmig and Boenigk (2020) define nonprofit marketing as a binding, basic attitude as well as involving activities and processes occurring within a nonprofit organization, which include a consistent alignment of all decisions directly or indirectly affecting the "market" with the needs of all current customers and stakeholders of the organization.

Therefore, while marketing techniques for public and nonprofit organizations have evolved in the literature, real-world studies show that many nonprofit organizations lack an understanding of an all-encompassing marketing approach. Rather, marketing is limited to sales and promotional activities. Furthermore, only a small proportion of nonprofit organization staff members working in marketing have received training in nonprofit marketing, let alone training in traditional marketing. For this reason, it is not surprising that only a fraction of nonprofit organizations adopt a holistic marketing approach that includes market research (Dolnicar/Lazarevski 2009).

For this reason, the development of a comprehensive understanding of nonprofit marketing, which ranges from market research on customer needs to the development of a holistic marketing concept with marketing mix elements tailored to public and nonprofit organizations, is essential for the long-term success of social economy and common welfare organizations.

III. The challenge of understanding stakeholder needs

Marketing in a traditional commercial sense focuses on finding the best way to meet stakeholders' needs (Kotler et al. 2016). Thus, market orientation is also known as "the operationalization of the marketing concept within organizations" (Chad/Kyriazis/Motion 2013, p. 2). For this purpose, a detailed account of stakeholder preferences is indispensable, and companies obtain this from (1) direct contact with their stakeholders or (2) via market research. Both approaches are at the disposal of managers engaged in the social economy and common welfare.

As public and nonprofit organizations regularly interact with a large number of individuals, they can benefit from them as a reliable source of information. For example, nonprofit organizations can use comments from donors and volunteers to evaluate their past activities and obtain new ideas for future activities (Bennett 2005; Chad 2014). Public organizations are also increasingly using this source of information by soliciting immediate feedback after interacting with citizens (Buntaine/Hunnicutt/Komakech 2021). This path is becoming more accessible with the catch-up process of digitization (Allen et al. 2020). In addition to the fact that information obtained can be used for market orientation, providing channels for feedback and participation can also increase citizens' commitment to and trust in public organizations (Fledderus/Brandsen/Honingh 2014; Kim/Lee 2012; Nabatchi 2010; Sjoberg/Mellon/Peixoto 2017). The moment at which citizens, volunteers and donors are directly involved in the information generation process is also referred to as the concept of coproduction. As the term suggests, the concept describes in its most basic sense the participation of at least two parties to produce a certain output (Nabatchi/Sancino/Sicilia 2017). The term distinguishes between regular producers (i.e., public and nonprofit organizations) and voluntary producers (i.e., citizens, donors and volunteers). Research concludes that especially in view of rigorous advances in information and communication technologies, coproduction in terms of information sharing plays a key role in the demand-oriented provision of services (Clark/Brudney/Jang 2013). However, to date, there is a considerable gap in research examining the multiple approaches that public and nonprofit organizations can use for information acquisition through coproduction (Moon 2018; Van Wissen/Wonneberger 2017).

With a view to the second source of information (i.e., market research), in commercial organizations, market research has become an important and established method, as it improves companies' market orientation by providing information regarding customers' needs (Javalgi/Martin/Young 2006). Thus, managers invest a considerable amount of resources to gain relevant insights into customers' desires and expectations. In 2019, global market research turnover was valued at nearly US$ 90 billion with North America and Europe accounting for the majority (ESOMAR 2020). For public and nonprofit organizations, market research is an important means of identifying stakeholder needs as well (Chad/Kyriazis/Motion 2013; Mayo 2010). However, it is challenging to take into account the numerous different interest groups. While for-profit organizations can basically focus on their rather homogeneous target customers, public and nonprofit organizations are confronted with much more heterogeneous "customers." Thus, for example, the stakeholders of nonprofit organizations include service recipients, donors, volunteers, governments and companies, among others. Even public organizations address a large number of different interest groups with their services, such as service recipients, citizens, companies, public institutions, civic organizations, and politicians. Especially since organizations from the social economy and common welfare sector have to address these numerous stakeholders, a dedicated information base is necessary to satisfy heterogeneous needs. Although public and nonprofit organizations have recognized the relevance of market research, there has been little research on which market research instrument is best suited for which stakeholders to most effectively generate relevant information (Molander/Fellesson/Friman 2018; Wellens/Jegers 2014). This pattern is also reflected in the share of sales generated by market research. In Germany, for example, only approximately four percent of the total turnover of the market research market belongs to public sector customers (ESOMAR 2020).

Despite the apparent relevance of information for a market-oriented strategy of organizations in the social economy and common welfare sector, the mission of the organization should be constantly based on the information generated. Thus, especially in fields in which normative values are decisive for activities, it is necessary for managers to consider all stakeholders. Therefore, organizations in the social economy and common welfare sector in particular should complement information they gather from their daily encounters with stakeholders with targeted market research activities related to relevant but, in daily interactions, underrepresented stakeholders.

IV. Marketing mix for the social economy and common welfare

Once organizations of the social economy and common welfare have identified their various stakeholders as well as their needs, they need to develop a holistic marketing concept based on the collected information. In developing a holistic marketing concept, for-profit organizations rely on the 4 Ps model of traditional marketing, which was already developed in the early 1950s (Borden 1964). In doing so, organizations develop their marketing activities based on the elements of product, price, place and promotion.

As with for-profit organizations, the marketing mix also serves public and nonprofit organizations as a framework for their marketing activities. The appropriate combination of the 4 Ps enables the shaping of market demand and the facilitation of transactions between stakeholders and organizations and aims to meet the needs of various stakeholders in a targeted manner (Wymer/Knowles/Gomes 2006). Knowing how to use the 4 Ps is essential for public and nonprofit organizations, as it helps them make decisions about the allocation of their limited resources. However, as discussed in chapter 2, a simple transfer of the traditional marketing techniques of for-profit organizations should be viewed critically. Due to differences between social economy and common welfare organizations and for-profit organizations, care should be taken to ensure that marketing techniques are tailored to public and nonprofit organizations. While the transferability of traditional marketing techniques to the field of public and nonprofit organizations has been thematised in scientific literature, there is still a need for further research in this area. More specifically, in addition to the targeted development of traditional marketing techniques tailored to the organizational mission, the identification of universal barriers to the transferability of traditional marketing techniques to the social economy and common welfare should be the focus of future research. In the following, a number of recent examples of the successful application of marketing techniques to different areas of the social economy and common welfare are presented.

Nonprofit organizations such as charity organizations need both donors and volunteers to realize services for beneficiaries and to bring positive changes to society (Traeger/Alfes 2019; Willems/Jegers/Faulk 2016). However, competition among nonprofit organizations has intensified such that a plethora of nonprofit organizations lose up to 60% of their first-time donors (Sargeant/Woodliffe, 2007; Topaloglu/McDonald/Hunt 2018). Thus, it has become essential for nonprofit organizations to apply marketing techniques to attract potential donors and volunteers (Zogaj et al. 2020), which is why organizations from the social economy and common welfare sector have already started to deploy marketing techniques from the for-profit sector to positively influence (potential) donors' and volunteers' perceptions and behaviors. In doing so, the importance of social media has increased, as organizations can promote themselves by publishing social media posts (e.g., videos) on social media channels such as Instagram, Facebook, and Twitter (Lam/Nie 2020). Since social media endorsers play an eminent role in social media marketing, an increasing number of nonprofit organizations have started to partner with social media endorsers. For example, through the social media campaign *#entwicklung-wirkt,* various nonprofit organizations focused on different issues partnered with social media endorsers to promote and highlight the importance of nonprofit organizations' work. Specifically, various nonprofit organizations (e.g., German Doctors) together with social media endorsers created short social media video clips that were posted on social media sites such as Instagram and showed how aid projects of nonprofit organizations can improve beneficiaries' welfare (www.entwicklung-wirkt.de).

This kind of marketing is very relevant for organizations of the social economy and common welfare sector, as individuals such as (potential) donors and volunteers compare their own self-concept to another self-concept (e.g., an organization's self-concept or social media endorser's self-concept). This comparison between one's own self-concept and another self-concept is called self-congruence, and it has a positive impact on individuals' perceptions and behaviors (Malär et al. 2011). Its relevance has also been confirmed in the social economy and common welfare sector by showing that volunteers of charity organizations and ecological organizations differ in their personalities (Beerli/Díaz/Martín 2004). That is, volunteers not only support organizations for utilitarian reasons (i.e., helping beneficiaries) but also confirm their own personal values and enhance their self-concept (Konrath/Handy 2018; Ottoni-Wilhelm 2017). Zogaj et al. (2020) more closely examined the relationship between self-congruence and donor behavior and found that ideal self-congruence, or perceived matching between a donor's ideal self-concept and an organization's self-concept, significantly impacts donor behavior, while actual self-congruence, or perceived matching between a donor's actual self-concept and an organization's self-concept, only affects donor behavior when donors show a high level of issue involvement. Moreover, the authors confirm the importance of organizations' functional attributes by demonstrating that functional congruence (i.e., matching of organizations' performance with donors' expectations) positively affects donor behavior. Thus, overall, organizations from the social economy and common welfare sector, such as charity organizations, should not only promote their effectiveness (i.e., performance) but also their values and other symbolic traits to create perceived similarities between donors/volunteers and nonprofit organizations' values (Bahat 2020; Zogaj et al. 2020). Basically, the positive effect of perceived self-congruence found between individuals and nonprofit organizations can be explained by similarity-attraction theory, which indicates that perceived similarity increases cognitive consistencies (Byrne 1971) and, in turn, perceptions such as trust (Wijnands/Gill 2020; Zogaj/Tscheulin/Olk 2021). As Zogaj, Tscheulin and Olk (2021) show with their study, partnering with social media endorsers is of vital importance when it comes to self-congruence because social media endorsers can create both actual and ideal self-congruence. Based on the authors' results, it can be stated that nonprofit organizations should partner with social media endorses who match individuals' actual (ideal) selves to create trustworthiness (competence).

In addition to the matching of personalities with organizations, the matching of motivations with opportunities to contribute also plays a central role in recruiting volunteers. The concept of functional motives has become established here (Snyder/Clary/Stukas 2000). This concept assumes that different individuals can pursue the same activity for quite different reasons. The concept distinguishes between six types: 1) values, to follow principles that are personally important; 2) understanding, to better understand oneself, one's fellow human beings and the world; 3) social, to develop and expand social relationships; 4) enhancement, to develop oneself psychologically; 5) career, to gain experience and qualifications relevant to one's profession; and 6) protective, to reduce one's own negative feelings. In keeping with the classic understanding of commercial marketing, the various needs of individuals as their own personal motivations should be taken into account when recruiting them. Thus, research shows that addressing relevant motivations has a significant effect on the willingness to volunteer (Güntert/Neufeind/Wehner 2015).

Another example of the effective implementation of marketing techniques in the social economy and common welfare sector can be found in crisis communication in the context of disasters. For readers who still understand marketing as the manipulation of customers to fulfill corporate interests (i.e., maximize profit), this connection may seem questionable at first. Disasters – whether natural or man-made – are generally characterized by numerous unpredictable events and associated risks for the population. How should the use of marketing techniques help in the midst of a disaster? Baker (2009) counters the view of marketing as a profit maximization strategy by arguing that market orientation seeks to satisfy the needs of all stakeholders and thus has the common good as its goal. Since stakeholders are directly involved in the decision-making process, the marketing concept reflects a form of deliberative democracy. Thus, the author shows the intersection between disasters in which the needs of citizens are unsatisfactory and marketing as an appropriate concept for satisfying the needs of stakeholders. As a specific illustration, citizens react highly sensitively to information due to the unique conditions of a disaster. Therefore, uncertainty can lead them to avoid information completely or to perceive it only selectively (Kreuter/McClure 2004). However, the selective perception of information is not a new phenomenon from a marketing point of view. Companies have to assert themselves with their offer presentations in the midst of an oversupply of competing advertisements (Taylor/Franke/Bang 2006). The opportunity to influence the perception of the transmitter of a message by the message receiver with specific communication styles and elements and thus to reduce concerns about the message and the transmitter of the message is also a familiar field in marketing (Li/Chan/Kim 2019). Building on the findings of marketing research, Olk, Tscheulin and Zogaj (2020), for example, show how the use of certain communication elements (i.e., using loss frames in combination with emojis) in crisis communication via a COVID-19 chatbot can lower perceived risk and increase compliance with preventive actions among the public.

The application of marketing techniques can also be found outside of crisis communication in prevention programs. In this context, the concept of social marketing has become established in recent years. This concept is "commonly used as an intervention strategy in global health" (Firestone et al. 2017, p. 111). Therefore, social marketing draws on a variety of established techniques of the commercial marketing concept, which not only involves appropriate communication but also the three other Ps of the classic commercial marketing mix. However, following the aim of social marketing, commercial channels (e.g., for the distribution of products) can also be used if they serve as an effective way to bring about the desired behavioral changes among citizens (Cheng/Kotler/Lee 2011). For example, social marketing adapts the approach used when the service design must distinguish between the actual service and the service desired by citizens. Therefore, citizens' needs should always be taken into account when designing services (Kotler/Roberto/Lee 2002). In terms of pricing, social marketing is also based on the techniques of the commercial marketing concept and takes into account incentives and inhibitions due to costs as part of the social marketing strategy (Lefebvre 2011).

By adapting marketing techniques in the context of religious communities, Dietrich and Tscheulin respond to the partly precarious prospects of Christian denominations (dwindling numbers of church members, a lack of worshipers, declining financial sources and income from church tax, forced mergers of church congregations for cost reasons, and sales of churches) especially in German-speaking countries (Dietrich/Tscheulin 2002; Tscheulin/Dietrich 2006). To counteract this development, the authors discuss the applicability of management and marketing concepts to the problematic situation of Protestant and Catholic churches. The authors conclude with the applicability of marketing techniques in the context of religious communities. However, due to the historical structures of religious institutions, Tscheulin and Dietrich (2001) point out that the introduction of marketing must be carried out with appropriate care to prevent possible resistance. Since church congregations represent relatively small autonomous entities that do not have the necessary resources to develop holistic marketing concepts, the authors recommend a superordinate development of marketing techniques tailored to the organization. This is particularly important because only a holistic marketing concept will counteract the critical development of Christian churches. In addition, the authors point out various limits of church marketing. For example, church marketing must not manipulate the core principles of Christian doctrine, as these are unchangeable elements of the Christian church.

V. Ethical aspects of marketing in the social economy and common welfare

Regardless of the marketing opportunities and challenges illustrated in the previous chapters, there are limits to the use of these techniques for the social economy and common welfare. On the one hand, the information to be generated in market research is essential for a targeted service policy. On the other hand, an uncritical transfer of market data to the goal-setting of common welfare-oriented organizations is not suitable. In particular, it is necessary to distinguish configurable from non-configurable elements of the offers of public and nonprofit organizations, which applies to all areas of the social economy and common welfare, e.g., for churches for which goal formation should not be subject to the dictates of the market (Tscheulin/Dietrich 2001).

Noll (2002) distinguishes between two fundamental ethical approaches with regard to the appropriateness of management methods. The deontological approach assumes that the fidelity of principles is the measure for the evaluation of an action. Consequently, the agent feels obliged to a principle as the basis of his action. In contrast, the teleological approach evaluates the goal or consequences of an action and emphasizes the responsibility of the agent for the foreseeable consequences of his actions. Critical attitudes of the social economy and of common welfare with regard to the use of marketing techniques are mostly based on fundamental arguments and therefore place the deontological ethic in the foreground.

It therefore seems expedient to use the deontological approach as a framework of values, which conveys principles to those involved in the social economy and in common welfare, which can be used as a guide. Ethically good actions are therefore those that do justice to these principles (Tscheulin/Dietrich 2008). At the same time, in the sense of the substitution principle, there are also situations in which the revenues generated by additional marketing efforts exceed the corresponding expenditures such that the principle of usefulness must dominate the principle of justice (Noll 2002). This is particularly evident when the failure to take marketing actions causes greater damage to organizations of the social economy and common welfare sector. It can therefore be concluded that appropriate marketing activities do justice to the principle of substitution.

Viewed from a different perspective, the question of economic ethics arises in the sense that social economy and common welfare organizations should use the funds made available by the public sector or by private donors as sensibly as possible. Not wanting to follow the principles of economic efficiency means leaving unexploited potential idle or accepting waste (Tscheulin/Dietrich 2008). In relation to the marketing mix approaches presented in the previous chapter, this finding is certainly not a problem in areas such as product and service policy. Against the background outlined above, however, the use of instruments of communication policy can be discussed controversially. For example, philanthropic institutions are repeatedly criticized and classified by the German Central Institute for Social Issues (DZI) as not worthy of funding if a high proportion of donations are spent on fundraising with mailings and gifts intended to motivate the targeted audience to make new donations (DZI 2019). According to the DZI standard, "unjustifiably high" is defined as a share of advertising and administrative expenditures of total expenditures that exceed 30%. Such marketing campaigns are problematic not only from the point of view of deontological ethics. In terms of economic ethics, it is important to weigh up whether in this way a real improvement in welfare can exceed the costs of communication policy measures.

In general, it can be concluded that the use of marketing methods is desirable if it does justice to the principles of deontological and economic ethics. In terms of economic ethics, it can even be postulated that the fulfillment of the mandates and goals of organizations of the social economy and common welfare sector makes it imperative to develop the greatest possible effect with the given means using marketing instruments.

VI. Conclusion

As Mick concludes, "the goal of marketing […] must be the common good" (Mick 2007, p. 291). The present article demonstrates the applicability of marketing for the social economy and to common welfare based on a holistic view of the marketing concept. Thus, organizations can fulfill stakeholder needs best through market orientation. Additionally, challenges such as numerous and heterogeneous stakeholders or the normatively derived missions of organizations need to be taken into account when applying the marketing concept. A distinctive generation of information from all stakeholders provides a suitable basis for this purpose. Therefore, as shown in Chapter 3, in addition to direct interactions with organizations' own stakeholders, market research in particular should serve as a source of information to identify the needs and expectations of all relevant interest groups. With careful consideration of different interests and constant reflections of strategies based on one's own mission, concrete marketing techniques can then be used to achieve organizations' missions. Therefore, as exemplarily demonstrated in Chapter 4, techniques from the entire marketing mix can be used. However, the application of marketing techniques should always adhere to the principles of deontological and economic ethics. Especially in view of the increasing digitization and networking of organizations and people, the increasing polarization of society and an increasing number of natural and sociopolitical events, fulfilling the different needs of the social economy and of common welfare is becoming an increasingly important but also challenging task. Research and practice should therefore carefully examine which advantages can be generated by the targeted use of the marketing concept for stakeholders under future conditions.

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