MARKETING TARGETING AND FUNDRAISING OF PUBLIC UNIVERSITIES IN ANAMBRA STATE

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Abstract
The demand for quality education in Nigeria is so high because education is considered as not only an investment in human capital but also a pre-requisite for economic growth and development. This study investigated market targeting and fundraising in public universities in Anambra State. The objective of the study was to establish that market targeting is effective and efficient tool for fundraising in public universities. Descriptive survey research design was adopted through the use of questionnaire in cluster of B1 on 5 points scale. The population of the study comprised of 5078 teaching and non-teaching staff of public universities in the study area while a sample of 362 was selected using Taro Yamane formula. Face and content validity of the instrument was obtained using opinions of three experts in the field while Cronbach Alpha was used to test the reliability of the research instrument and correlation coefficient value of 0.71 which was considered high was obtained. Mean and standard deviation was used to answer the research question while correlation analysis was used to test the hypothesis at 0.05 level of significant. The result showed that market targeting helps in attracting more donors for fundraising of public universities in Anambra State. The results also showed that there was a significant relationship between market targeting and fundraising of public universities. Based on the findings, the researcher recommends among others that public universities should as a matter of urgency adopts market targeting in their fundraising so as to attract donors for fundraising which will help them to sustain the educational delivery. Also, educational institutions in Nigeria should adopt marketing strategies in their fundraising activities because marketing and communications enhances and protects institutional reputation, advances and strengthens the university’s brand, encourages community engagement, and reinforces the university’s relevance in the lives of key target audiences, including current and prospective students, alumni, donors, friends, and faculty and staff.

1. INTRODUCTION
The demand for quality education in Nigeria is so high because education is considered as not only an investment in human capital but also a pre-requisite for economic growth and development. Additionally, Nigerian universities are being reshaped by globalization, digital revolution, pressures related to declining sources of funds and rising cost of delivery. In view of this, the National Universities’ Commission (NUC, 2014) has encouraged Universities in Nigeria to source for funds rather than depending on declining government funding. Universities in Nigeria are asked to raise funds from philanthropists, the Alumni and form linkages with industries communities. Adequate funding would most likely result in quality educational outputs/services. The present day increase in the number of private universities result in increased competition for funds has made it increasingly important for public universities to apply market targeting strategies in their fundraising efforts (SatterWhite, 2004). Market targeting is a process of choosing which market segments to focus. Kotler (2003) stated that the application of market targeting strategies in fundraising involves choosing which donor to focus attention on. The university fundraising team can use differentiated donor targeting, concentrated approach, mass strategy, niche, and micro targeting strategy with the aim of reaching as many donors as possible (Klein, Scott & Clarke, 2001). Effective donor targeting offers universities significant cost advantage in raising funds for education delivery. It prevents wasteful spending and saves time and energy that are used in reaching donors who have little or no interest in donating to the university.
Shelley & Polonsky, 2002). According to Bongila (2003), universities in developed countries recognized that fundraising is the most readily available sources of funds and have adopted market target as fundraising strategies (Bongila, 2003). However, SatterWhite (2004) observed that African universities are performing poorly in fundraising because they lack experience in the use of market targeting in fundraising. Similarly, it could also be as a result of insufficient empirical knowledge on the effectiveness of the market targeting strategy in attracting more donors for fundraising. Therefore, this study will determine influence of market targeting on fundraising of public universities in Anambra State.

1.1. Statement of the problem
Inadequate funding of public universities in Nigeria is a prime cause of other problems that have undermined quality in university education. The issue of poor funding has its manifestation in problems such as academic staff shortage, dearth of library books and journals, decline of reading culture among students, dilapidated buildings, obsolete equipment, the desire to obtain degrees by unorthodox means among others (Ayo-Sobowale & Akinyemi, 2011). In order to overcome these challenges, public universities have been advised to raise funds from other sources, instead of depending only on government funding which continues to decline as a result of current financial challenges facing the nation (NUC, 2015). Public universities continue to struggle in their fundraising efforts as a result of stiff competition from their private counterparts, and most importantly due to lack of application of market targeting in identifying and attracting donor for fundraising (SatterWhite, 2004). This could be attributed to lack of adequate information on the influence of market strategy on fundraising. Therefore, it is imperative to ascertain if market targeting influence fundraising of public universities. This could lead to a change of approach by these institutions in a bid to raise enough funds to cover their cost of educational delivery.

1.3. Objective of the Study
The objective of the study was to determine the extent market targeting attracts more donors for fundraising of public universities in Anambra State.

1.4. Research Question
1. To what extent does market targeting attracts more donors for fundraising of public universities in Anambra State?

1.5. Hypothesis
Ho. There is no significant relationship between market targeting and donors’ attraction for fundraising activities of public universities in Anambra State.

2.0. LITERATURE REVIEW
2.1. Conceptual Review
2.1.1. Market Targeting
Market target is a group of customers a business has decided to aim its marketing efforts and ultimately its merchandise towards (Kurtz, 2010). Kurtz stated that a well-defined target market is the first element of a market strategy. It is proven that businesses must have a clear definition of their target customers and analyze what their needs and suitability is (Kaleikini, n.d). According to Credo (2011), a target market consists of customers that share similar characteristics, such as age, location, income and lifestyle to which a business directs its marketing efforts and sells its products. Nickels et al. (2002) on the order hand stated that target marketing is marketing directed towards those groups (market segments) an organization decides it can serve profitably.

2.1.2. The General Market Segmentation Model
According to Kotler (2003), market targeting involves the following types:
Undifferentiated/Mass Marketing: this involves ignoring the market segmentation difference and serving the whole market with one offer. By so doing, the firm reaches as many people as possible with its offers.
Differentiated/Segmented Marketing: this involves targeting several market segments and designs separate offers for each segment.
Concentrated/Niche Marketing: this involves targeting one or few market segments or niches and designs specific offers for the segment or few segments it chose to concentrate on.
Micro Marketing: this involves targeting and tailoring offers to suit the taste of specific individual and locations. It includes local marketing (cities and neighborhoods), individual marketing (one-on-one marketing).

2.1.3. Market Segmentation and University Fundraising
Market targeting enhances fundraising of universities. Haguewood (2014) stated that by applying market targeting in fundraising, it improve the effectiveness of appeals, engagement, and communications with donors. Identifying donor using different market targeting strategies helps fundraising team to appropriately segment donors based on demographic, geographic, behavioural and psychographic. By so doing, fundraising team meet donors where they are. Haguewood (2013) likewise stated that university fundraising teams utilize market targeting to define donor which enable them to learn more about the donor, and illuminates ways to engage, interact, and provide service to these donors. Identifying a target market is a key step in this process in universities developing various types of marketing plans to attract prospective donors for fundraising activities (Miller et al. 2004; Pappas & Shaink 1994). Recognizing the differences among potential students, donors enable the development of a target marketing approach. Identifying and selectively targeting the most promising individuals, in turn, is likely to optimize the ratio of successful approaches to total approaches.

2.1.4. Fundraising
Kelly (1998) defined fundraising as the management of relationships between a charitable organization and its donor publics. The author further stated that many practitioners agree that fundraising is concerned with relationships. Communication is considered by most to be the basis of relationships; as such, the management of an organization’s formal communication with donor publics is the defining characteristics of fund raising. Burnett (2002) called fundraising “an approach to the marketing of a cause that centers on the unique and special relationship between a nonprofit and each supporter. Its overriding consideration is to care for and develop that bond and do nothing that might damage or jeopardize it. In another view, Drozdowski (2003) defined fundraising as the time spent soliciting donors for funds. Mack (2009) in her view described fundraising as the identification, the facilitation, and the appreciation by a qualified development professional and his team of volunteers of charitable gifts from individuals, corporations and foundations toward the end of helping non-profit organizations better fulfill their missions.

2.2 Theoretical Framework
2.2.1. Relationship-marketing theory
A key goal of relationship-marketing theory is the identification of key drivers that influence important outcomes for the organization and a better understanding of the causal relationship between these drivers and outcomes (Hennig, Gwinner, & Gremier, 2002). The basic premise of relationship-marketing theory is that customers vary in their relationships with an organization on a continuum from transactional to highly relational bonds (Garbarino & Johnson, 1999). This study is built by the relationship marketing theory of marketing strategies and service marketing of Nigerian universities for fundraising through the attraction of endowment funds and professional chairs. The focus of relationship-marketing theory is on cultivating and sustaining positive relationships between an organization and its key constituent groups. In the case of a university campus, those groups include alumni, governance, corporations, "friends," and foundations. Communication is a key variable that impacts relationship-marketing. Finding the relationship between marketing strategies and university fundraising activities could provide insight into community participation, charitable and other behaviour desired for university and citizens in general. This insight could be used by universities to promote experience related to positive behaviour outcomes. Thus, better understanding the relationship between market segmentation, targeting, differentiation and positioning and university fundraising activity is very important both to management of higher education and to the public at large which helps in increasing revenue generation.

2.3. Empirical Review
Dolnicar and Lazarevksi (2009) carried out a study on marketing in nonprofit organizations: An international perspective. The purpose of the study was to examine whether nonprofit organizations follow a customer-centered approach to marketing and cross-continental difference in the adoption of marketing in the UK, the USA, and Australia. Survey research method was used. The finding of the study was that nonprofit managers indicated that the most important marketing activities are
promotional in nature. The importance of market research and strategic marketing was acknowledged only by a small proportion of nonprofits. Andreasen and Kotler’s (2003) asserted that nonprofit organizations in the UK, USA and Australia did not differ in their use of marketing and marketing operations, suggesting that the similarity of market pressures may be more influential than the differences in operating environments. The implications of the study was shifting from an organization-centered to a customer-centered approach to marketing that represents a key opportunity for nonprofit organizations to increase their competitive advantage and improve their outcomes in terms of the organizational mission. The relationship between the study of Dolnicar and Lazarevski (2009) and the present studies were that both focused on the marketing strategies in nonprofit organizations but differ in the variable of marketing strategies each studied.

3.0 RESEARCH METHODS
3.1 Research Design
The study adopted a descriptive survey design.

3.2 Area of the Study
The study was conducted in Anambra State.

3.3 Population of the Study
The population of the study comprised 5078, teaching staff and non-teaching staff in Nnamdi Azikiwe University, Awka, and Chukwuemeka Odumegwu Ojukwu University, Uli, Anambra State.

3.4 Sample Size and Sampling Technique
Convenience sampling was used and sample size was determined using Taro Yamane formula (1967). Yamane formula to calculate sample size as follows:

\[
n = \frac{N}{1 + N(e)^2}
\]

Where:
\(n\) = sample size desired
\(N\) = population size
\(e\) = maximum acceptable margin of error (0.05)
\(l\) = theoretical constant

Thus, applying this formula in determining the sample size for this study, we substitute as follows:

\[
n = \frac{5078}{1 + 5078(0.05)^2}
\]

\[
n = \frac{5078}{1 + 5078(0.0025)}
\]

\[
n = \frac{5078}{14}
\]

\[
n = 363\]

Therefore, the sample size for the study is 362.

To determine the sample size for teaching staff (n1), the formula is applied thus:

\[
n1 = \frac{2337}{5078} \times 362
\]

\[
n1 = 167
\]

To determine the sample size for non-teaching staff (n2), the formula is applied thus:

\[
n2 = \frac{845994}{5078} \times 362
\]

\[
n2 = 564
\]
\[
\frac{2711 \times 362}{5078} = \frac{981382}{5078}
\]
Sample size of non-teaching staff = 193

<table>
<thead>
<tr>
<th>University Staff</th>
<th>population</th>
<th>Number Sampled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching Staff</td>
<td>2337</td>
<td>167</td>
</tr>
<tr>
<td>Non-teaching Staff</td>
<td>2711</td>
<td>193</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5078</strong></td>
<td><strong>362</strong></td>
</tr>
</tbody>
</table>

3.5 Measuring Instrument
The data for the study were obtained from primary source. The major source used to obtain primary data for this study was questionnaire.

3.6. Validity of the Instrument
Face and content validity of the instrument were established using opinions of three experts in the field.

3.7. Reliability of the Instrument
This was done using Cronbach Alpha. 30 copies of the instrument were administered on universities staff out the study area. The reliability coefficient obtained was 0.71 which was considered reliable. The Cronbach Alpha is the most common measure of internal consistency of the instrument.

3.8. Data Administration
Copies of the questionnaire were administered on the respondents with the help of four research assistants adequately guided on the modalities for distribution and collection of instruments. The researcher followed-up the research assistants to ensure that the exercise was carried out effectively. A total of 362 copies were distributed to the respondents on the spot which ensured a high response rate as 358 questionnaires were filled and returned.

3.9. Method of Data Analysis
Data were analyzed using descriptive mean and standard deviations while correlation analysis was used to check the overall significance of market targeting on public university fundraising. Statistical package for Social Sciences (SPSS) software was used to carry out these analyses. The respondents were placed on a five point Likert scale. The response scoring weights were Strongly agree – 5 points, Agree – 4 points, Undecided – 3 points, Disagree – 2 points, and Strongly disagree – 1 point.

4.0 DATA ANALYSIS
This chapter presents and analyzes data collected based on the questionnaire administered on the respondents.

Table 1: schedule of Questionnaire Administered and Returned

<table>
<thead>
<tr>
<th>Number of Questionnaire Administered</th>
<th>362</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Questionnaire returned</td>
<td>358</td>
<td>99%</td>
</tr>
<tr>
<td>Number not Returned</td>
<td>4</td>
<td>1%</td>
</tr>
</tbody>
</table>

Source: field survey (2015)

4.1 Information on Administered Questionnaires
A total of 362 questionnaires were administered on the respondents. 358 were correctly filled and returned while 4 were not returned.

4.2 Market Targeting and Fundraising
The opinion or responses of university staff in regard to link between market targeting and fundraising are hereby presented.
Table 1: mean ratings on market targeting and increase in donors’ commitment for fundraising of public universities.

<table>
<thead>
<tr>
<th>S/NO</th>
<th>Market Targeting</th>
<th>Mean</th>
<th>SD</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Direct university effort in achieving their goals</td>
<td>4.41</td>
<td>.83</td>
<td>Agreed</td>
</tr>
<tr>
<td>2.</td>
<td>To improve a productivity of university employees</td>
<td>4.30</td>
<td>5.70</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>To strengthen universities competitive position</td>
<td>4.19</td>
<td>1.04</td>
<td>Agreed</td>
</tr>
<tr>
<td>4.</td>
<td>The university to focus on specific target groups or institution for fundraising</td>
<td>4.16</td>
<td>1.00</td>
<td>Agreed</td>
</tr>
<tr>
<td>5.</td>
<td>in increasing donors commitments</td>
<td>4.20</td>
<td>0.93</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Prevents wasteful spending and saves time and Energy</td>
<td>4.15</td>
<td>1.09</td>
<td>Agreed</td>
</tr>
<tr>
<td>7.</td>
<td>Efficient use of funds</td>
<td>4.24</td>
<td>.99</td>
<td>Agreed</td>
</tr>
<tr>
<td>8.</td>
<td>Offers a university significant cost advantages in the production, distribution and promotion of an educational services mix.</td>
<td>4.33</td>
<td>.90</td>
<td></td>
</tr>
</tbody>
</table>

Overall mean 4.25 Agreed

Source: Field Survey (2015)
The overall mean of 4.25 in Table 1 show that market targeting increase donors’ commitment for fundraising of public universities in Anambra State to agreed level. The item by item analysis indicates that all the eight listed items on the market targeting in increasing donors’ commitment for fundraising of public universities are rated agreed. Their mean ranges from 4.15 to 4.41. The standard deviations for all the items are within the same range showing that the respondents are not wide apart in their mean ratings.

4.3 Hypothesis Testing
There is no significant relationship between market targeting and increase in donors’ commitment for fundraising of public universities in Anambra State.

Table 2 Correlation result of the relationship between market targeting and increase in donors’ commitment for fundraising activities

<table>
<thead>
<tr>
<th>Variables</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Direct university effort in achieving their goals</td>
<td>Pearson Correlation</td>
<td>.279*</td>
<td>.245*</td>
<td>.177*</td>
<td>.525*</td>
<td>.659*</td>
<td>.483*</td>
<td>.357*</td>
</tr>
<tr>
<td>N</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
</tr>
<tr>
<td>2. To improve a productivity of university employees</td>
<td>Pearson Correlation</td>
<td>.320</td>
<td>.038*</td>
<td>.952</td>
<td>.180*</td>
<td>.704*</td>
<td>.379*</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
</tr>
<tr>
<td>3. To strengthen universities competitive position</td>
<td>Pearson Correlation</td>
<td>.245</td>
<td>1</td>
<td>.361</td>
<td>.319</td>
<td>.421*</td>
<td>.814*</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
</tr>
<tr>
<td>4. Make already attracted people to increase</td>
<td>Pearson Correlation</td>
<td>.177*</td>
<td>.079</td>
<td>.038</td>
<td>1</td>
<td>.461</td>
<td>.821*</td>
<td>.542*</td>
</tr>
<tr>
<td></td>
<td>.003</td>
<td>.525</td>
<td>.000</td>
<td>.043</td>
<td>.645</td>
<td>.553</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
their financial commitment to the university for suitable offering

5. The university estimates the size of its market to ensure the possibility of reaching all the members of the market

6. The university to classify donors relative to fundraising

7. The university in building and maintaining relationship through effective communication

8. Create endowed chairs to the university

\[
\begin{array}{cccccccc}
\text{Pearson} & .525^* & .633^* & .356^* & .441^* & 1 & 252^* & .455^* & .972^* \\
\text{Correlation} & .246 & * & .132 & .322 & .221 & * & .054 \\
\text{Sig. (2-tailed)} & .421 & .431 & .388 & .388 & .388 & .388 & .388 & .388 \\
\hline
\end{array}
\]

\[
\begin{array}{cccccccc}
\text{Pearson} & .659^* & .830^* & .449^* & .603^* & .408^* & 1 & 434^* & .754^* \\
\text{Correlation} & .493 & .087 & .053 & .127 & .081 & .092 & .109 \\
\text{Sig. (2-tailed)} & 388 & 388 & 388 & 388 & 388 & 388 & 388 & 388 \\
\hline
\end{array}
\]

\[
\begin{array}{cccccccc}
\text{Pearson} & .483^* & .814^* & .719^* & .632^* & .137^* & .726^* & 1 & .378^* \\
\text{Correlation} & .471 & .292 & .421 & .122 & .035 & .435 & .121 \\
\text{Sig. (2-tailed)} & 388 & 388 & 388 & 388 & 388 & 388 & 388 & 388 \\
\hline
\end{array}
\]

\[
\begin{array}{cccccccc}
\text{Pearson} & .357^* & .035^* & .376^* & .449^* & .751^* & .304^* & .745^* & 1 \\
\text{Correlation} & .025 & .132 & * & * & * & * & * & * \\
\text{Sig. (2-tailed)} & .043 & .087 & .422 & .044 & .143 & .378 & 388 & 388 \\
\hline
\end{array}
\]

Results in Table 2 show that all the variables in the have positive correlation. From this result the null hypothesis is rejected. This indicates that market targeting increases the commitment of donors for fundraising of public universities in Anambra State.

5.0. RESULTS

5.1 Discussion of Results

Results of the study indicated that all the item statements that provided answer to the second research question, obtained a mean score that was above 3.50 which represented the criterion mean set for the study. It was revealed that the respondents rated all the items agreed on market targeting in increasing donors commitment for fundraising in public universities in Anambra State. Market targeting helps universities to focus on specific target groups or institution for fundraising and in increasing donors’ commitment. This is supported by Haguewood (2013) study which revealed that applying market targeting in fundraising will improve the effectiveness of appeals, engagement, and communications with donors. Cavanagh (2002) posited that depending on the type and number of market segments to be targeted, the university could pursue one or more target marketing alternatives: differentiated marketing, concentrated marketing or orchestrated marketing.

The findings from the correlation analysis of the second hypothesis revealed that, there was a positive relationship between market targeting and increase in donors’ commitment for fundraising in public
universities in Anambra State. The implication is that identifying and selectively targeting the most promising individuals, in turn, is likely to optimize the ratio of successful approaches to total approaches.

5.1. Conclusion
In the light of the findings of this study, the researcher concluded that public universities in Anambra State would benefit from adopting market targeting in their fundraising activities as it will help universities to focus on specific target groups or institution for fundraising thus increasing donors’ commitment. As public universities in Nigeria is facing decreased government funding coupled with rising delivery cost, application of market target strategy is indispensible as it would improve revenue generation capacity of universities by helping to attract more donors for fundraising.

5.2. Recommendations
Based on the findings and conclusion of the study, the researcher offers the following recommendations:
1. Public universities should as a matter of urgency adopts market targeting in their fundraising so as to attract donors for fundraising which will help them to sustain the educational delivery
2. Educational institutions in Nigeria should adopt marketing strategies in their fundraising activities because marketing and communications enhances and protects institutional reputation, advances and strengthens the university’s brand, encourages community engagement, and reinforces the university’s relevance in the lives of key target audiences, including current and prospective students, alumni, donors, friends, and faculty and staff.
3. Good governance are essential for fund generation, universities in Anambra State must recruit good managers to top positions and assurance of transparency and accountability in operations.

References