



Cooperative Education Report

**Title: Marketing in Non-profit Organization and
Overview on Project Closure**

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Title- Marketing in Non-profit Organization and Overview on Project Closure

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We have approved this cooperative report as a partial fulfillment of the cooperative education program semester 2/2017

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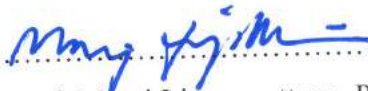
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Abstract

This internship is conducted at RTI International, which is an independent not-for-profit institute based in U.S.A. In Nepal, "Health for Life" a project launched by U.S. Agency for International Development (USAID) and implemented by RTI International for rural health development. The main objective of the report is to describe the importance of marketing activities for non-profit organization. To describe the roles and activities of an employee in the administration department. To describe the various stages and activities in the process of project closure and practices, requirements and key terms related to project close-out. The report is based on an organization operating in a developing country. All the information in report are qualitative data written in the form of experience gained in the organization. A project closure typically involves the dismissal of the teams involved in project, transfer of resources to the client or parent organization, closing of contracts and transfer of the project to next user. Marketing is also an important aspect for non-profit organizations to deliver success in their projects. Therefore, the 4Ps of marketing mix: product, price, promotion and place are also applicable to non-profit organizations.



Keywords: Qualitative data/ Project close-out/ Marketing mix

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Chapter 1: Introduction

1.1 Company Profile

RTI International, an independent not-for-profit research institute is dedicated to improving the human condition. With the help of the company's expertise across the social and laboratory sciences, engineering and international development, it aims to provide its client to answer queries that demand an objective along with multidisciplinary approaches.

With the combination of scientific rigor along with technical proficiency, the organization aims to deliver reliable data, thorough analysis, innovative methods, and sustainable programs to its clients for implementing public policies and practices. The approaches are scaled to fit according to the requirement by the project.

Initially started in 1958 with support from North Carolina government, education, and business leaders, RTI International has its offices in four continents. It's headquarters is located in Research Triangle Park, North Carolina. The organization has over 5,000 staffs working in more than 75 countries running hundreds of projects on behalf of governments, universities and several other clients. (About Us: RTI International, 23)

In Nepal, "Health for Life" a project launched by U.S. Agency for International Development (USAID) and implemented by RTI International aims to support Nepal Government for implementing national-level policies, guidelines to strengthen district and village health systems. (Health for Life, 2018)

1.2 Organizational structure

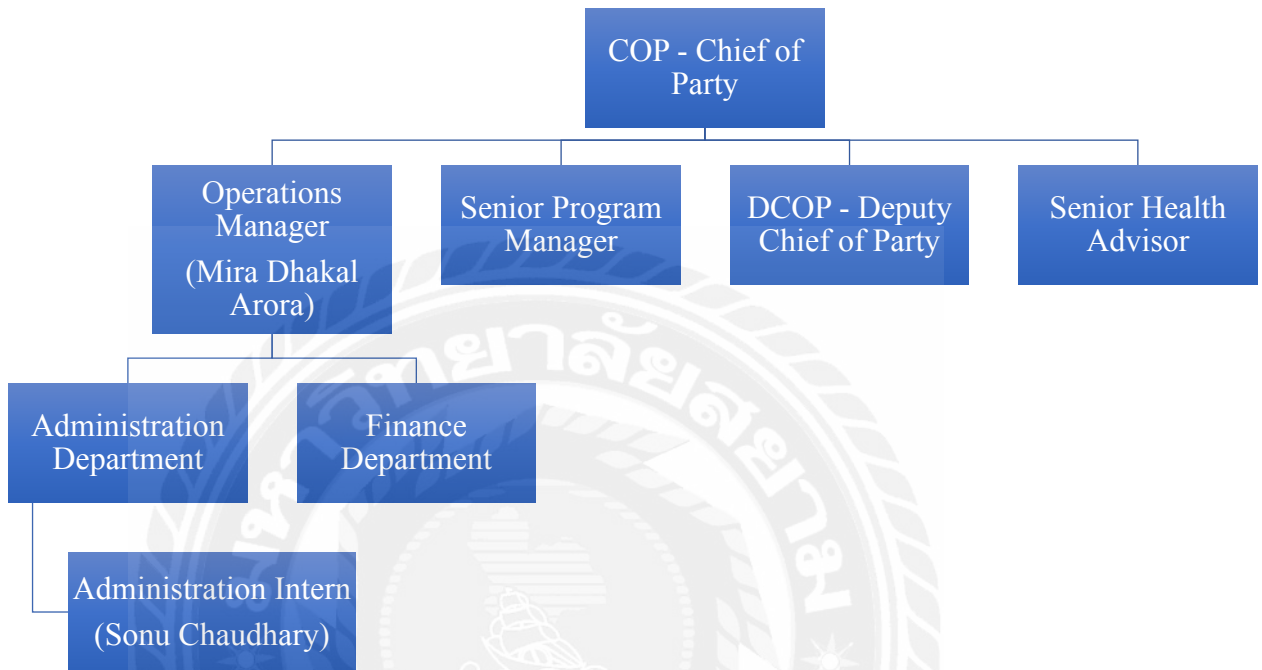


Figure 1: Organizational Structure

1.3 Statement of the report

For an organization, closing a project is as important as starting any new project. Project closure generally results into addition of costs which is undesirable by any organization. A good project closure gives an organization a better view on the outcomes and shortcoming in order to better implement for future other projects. A good project closure requires series of practices to ensure a smooth closure. Therefore, the administration department of the organization plays a major role in conducting all the activities necessary for smooth closure.

Similarly, marketing is an important aspect even for non-profit organization. People do not realize how important marketing is to reach to the target audience which in the case of non-profit organizations are clients or the donors.

1.4 Objectives of the study

The main objective of this report are:

- i. To describe the roles and activities in the administration department.
- ii. To describe the 4P's of marketing for non-profit organization.
- iii. To describe the STP of non-profit organization.
- iv. To describe the various stages and activities in the process of project closure.
- v. To describe the practices, requirements and key terms related to project close-out.
- vi. To identify the various outcomes of a project close-out by an organization.

1.5 Expected outcomes

The expected outcome of the report will include information regarding the differences between non-profit projects managements compared with traditional project management. The report will discuss the importance of marketing for non-profit organizations. The report will also provide information regarding the role of an employee in the administration department particularly during a project closure. There are various activities to be performed during a project closure stage which will be discussed in the report. The report will provide better theoretical understanding of the practices, requirements and key terms during project closure. Also, the report will provide both the positive as well as negative outcomes as the result of project closure.

1.6 Limitation of the study

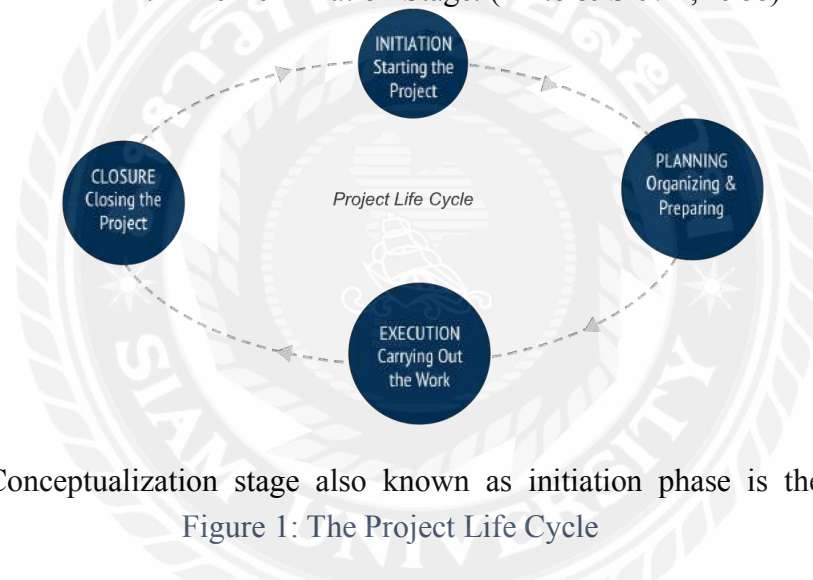
The report will not discuss on barriers such as cultural barriers inside an organization that may impact on the results during the project closure. Also, the marketing activities for an organization may differ according to the country they are operating in. The report is based on an organization operating in a developing country. Therefore, the practices may differ from the organization operating in a developed or under-developed countries. Also, the report lacks any type of quantitative data that can bring any type of changes to the conclusion.

Chapter 2: Literature reviews

According to Project Management Institute (PMI), project management is defined as the application of knowledge, skills, tools and techniques to meet the objectives of the project in an effective and efficient manner. It is basically the practice of initiating, planning, executing, controlling and closing of the project.

A project is divided into various stages know as project life cycle. A project life cycle typically has four stages:

1. The Conceptualization Stage,
2. The Planning Stage,
3. The Execution Stage, and
4. The Termination Stage. (Pinto & Slevin, 1988)



Conceptualization stage also known as initiation phase is the point of
Figure 1: The Project Life Cycle

starting of any project. In the initiation phase, upper management of the company determines the strategic need for the project. This stage includes determining the underlying problem or the specific goals of the project. It is in this stage the statement of work is created and business contracts is created or signed between the parties for starting of the project.

The second stage of the project life cycle is planning stage. Planning stage is an important stage of project lifecycle. It draws the outline for the progress of the project and how the goals will be achieved during the project tenure. After the contract for the project is signed, the planning stage starts. The projects vision, mission is stated during this stage. All the information regarding the budget, allocation of resources, performance metrics are created formally in the form of reports.

The third stage which the execution phase is a very important stage of the project life cycle. It is during this stage that actual work is done. All the goals and objectives stated in the first two stages are started to worked upon. The main goal of the management during this stage is to make sure the resources are spent optimally according to the project. Time is also a major factor that the management need to keep track. Project extension leads to increase in budget requirement as well reflects the inability of the management to reach the targets.

There are various things to be considered while executing a projects. They are:

- Progress measurement accurateness
- Cost and time analysis
- Forecasting and changing

(Carson, 2018)

The termination stage of the project life cycle also known project closure is the final stage. This stage begins after the project's main objectives are completed, or even sometimes when a client decides to terminate the project. Project closure step typically involves:

- The dismissal of the teams involved in project.
- Transfer of resources to the client or parent organization.
- Transfer of the project to next user.
- Closing of contracts

The practice of project closure is generally conducted in two main activity groups:

1. Administrative closure
2. Contract Closure

Administrative closure includes activities related to collecting all the project records, transfer of ownership of the resources, analysis of project success/failure, as well as archiving all the information for future use.

Contract closure includes activities to settle and close the existing agreements of the third party involved in the project. (Library, 2018)

Marketing is a key activity for any organization in order to reach to their target customers and provide higher customer satisfaction. There are key marketing theories among which one is the marketing mix. Marketing mix consists of 4Ps which are:

1. **Product:** Product consists of any tangible or intangible goods/services an organization can offer to its customers that can fulfill their needs and want. For an non-profit organization, product refers to cause that the organization is supporting or working to achieve.
2. **Price:** Price refers to the monetary value a company sets for their product/service at which the customers can get the product. Pricing helps an organization to position them in the market. Every non-profit organization creates budget for their project which is presented to the donor which is the price for an NPO.
3. **Promotion:** Promotion refers to all the activities an organization does so that their product/service can be recognized and differentiated by their customers compared to their competitors. Non-profit organization also performs set of communication activities to achieve their goals which is a form of promotion.
4. **Place:** Place refers to the market place where the customers can get the product/service of an organization. The main goals of the organization to place a right product/service at a right place at a right time. Place for non-profit organization is the offices the organization sets up at different places to achieve the goal.

Similarly, another theory of marketing is the segmentation, targeting and positioning (STP) model. Segmentation refers to dividing the whole consumer market into a specific, more narrower market by determining their needs and wants. Targeting refers to selecting from the segmented market whose needs and wants matches to the organizations offerings. Whereas, positioning refers to communicating the products/services to their target consumers in order to position it in a unique way in the mind of consumers. (Arora, 2018)

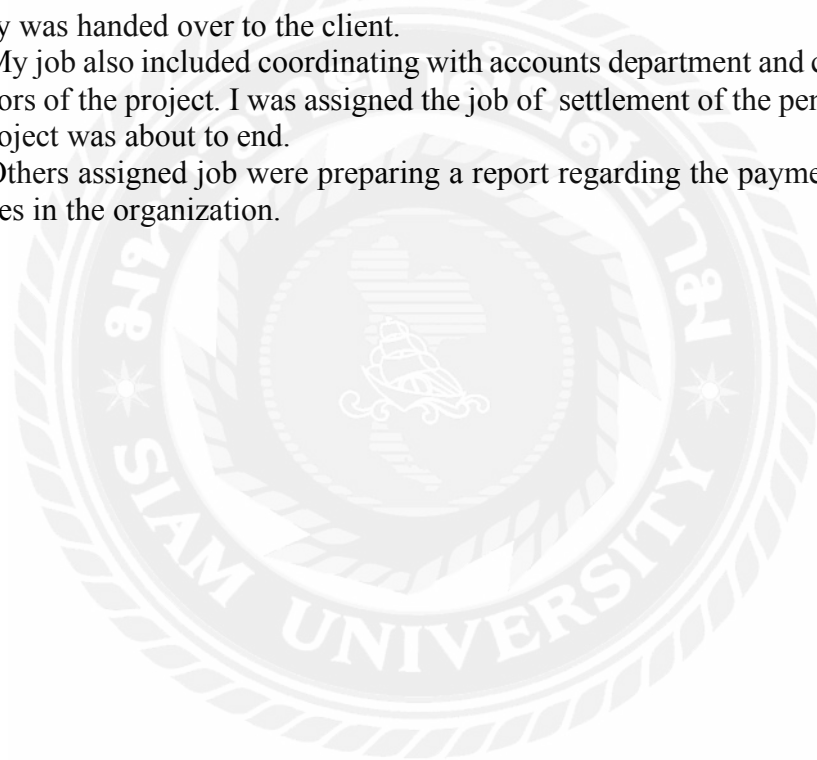
Chapter 3: Methodology

3.1 Roles and responsibilities assigned by the company.

As an administrative intern, I was assigned the responsibility of management of inventory. My work involved correctly recording and maintaining a excel sheet of the inventories inside the office. The project in which I was working was about to end hence, my job also included preparing a disposition plan for the inventories in order to handover to its client. I had to ensure that the right inventory was handed over to the client.

My job also included coordinating with accounts department and contacting the vendors of the project. I was assigned the job of settlement of the pending bills as the project was about to end.

Others assigned job were preparing a report regarding the payments of the employees in the organization.



Chapter 4: Results and Discussion

4.1 Contributions of student made during the internship

My contribution as intern to the company was I contributed in the company's daily operation works and carrying out activities in order for smooth closure of project. My work involved recording and maintaining a excel sheet of the inventories inside the office which was helpful for the company while creating a disposition plan for the inventories. I contributed to the company by making sure the right inventories were handed over to the right clients.

Disposition of inventory was an important activity for the project during its final stage. During my first few week of internship, I did the job of filing and verifying the disposition documents of regional office. The verification was done in order to make sure that right inventories were handed over to right district health offices.

During the second week of my internship, I did the work of checking and maintaining the staff leave records. Since, the project was coming to close, most of the employees were getting laid off in phases. Hence, the employees were to be paid off by the company after their tenure is finished. I did the job of verifying the staff leave records that were maintained by the regional offices. After the verification, the files were forwarded to accounts department for the final payment to the laid off employees.

I also contributed to the company by working closely between the operations department and accounts department for the settlement of the pending bills by contacting the vendors. Also, I visited the government offices for the monthly payment of tax by the company which was also the part of daily operation.

Since, the project "Health for life" was about to end, all the confidential documents were required to be shipped to their warehouse in California. There were certain regulations and guidelines provided for shipping the documents. I contributed to the company by monitoring and initiating the packaging of the documents as per the guidelines provided. The packaging of the documents was an important task for a successful project closure.

With the help of supervisor, I also created the 4Ps of marketing mix for the organization. Marketing mix is an important tool used by organizations to reach their goals. Even though the project was to the end, by recreating the 4Ps, I was able to contribute to the analysis for writing the short-comings and recommendations to similar type of projects to improve in the future.

The 4Ps for the non-profit organization are:

1. Product: The product for a non-profit organization is their cause or the project title that the organizations supports or is working for. For example: The cause that RTI International was working for in Nepal was improving the health condition of the people in rural areas so that they can improve their lifestyle.
2. Price: Price for non-profit organization is the total budget required for the completion of the project. It is the price asked by the organization by their clients/donor to achieve the goals of the project. For example: RTI International has set a certain budget after thorough analysis which was presented to the client USAID.
3. Promotion: Promotion refers to the activities done by the organization for the promotion and communication of their social cause. For example: RTI International used the means of radio and short-documentaries to reach to their target audiences in the rural areas of Nepal.
4. Place: Place refers to setting of regional offices/sites at convenient places to reach to their target people. It is also the place at which the organization can easily deploy their employees and can evaluate the progress as well. For example: RTI International had set-up 1 regional office and 3 field offices to ensure the completion of the project.

4.2 Details of related learning process and new knowledge student has received

The cooperative education program has been a good learning experience for me. It has helped me to know a lot about the non-profit organizations (NPO) and its operations. Non-profit organization are entities that are not driven by profits but rather are dedicated to working for/on a particular social cause and development. Non-profits organizations are usually supported by government organization which in my case was funded by USAID (U.S. Agency for International Development).

All the projects are unique on its own but there exists basic project management principles that is applicable to wide range of projects. Even after similarities in principles, every project management requires tailoring to achieve the target of the project. Similarly, the non-profit project management differs with the traditional project management in various aspect. They are:

- The hierarchies in non-profit project tends to be less structured compared to the traditional projects. It is because NGOs are mostly dependent on volunteers. In such situation, influencers and leadership personality play

major roles in getting the work done. Moreover, it adds challenge to the human resource management in non-for-profit projects.

- In non-profit project, budgets are dependent on the clients or the donor. It adds up to the uncertainty in the budget management. The funds are more restricted and any changes to the budget requires series of difficulty.
- Non-profit projects have influence from governments as well. There are many projects which are supposed to be worked in line with government and require supports from certain government authority. (Trentim, 2016)

I learned many aspects in an non-profit organization such as making a project closure report. A project closure report starts with a statement consisting of the purpose of the project closure. A project is closed usually when the goals of the project are achieved.

A project closure report consists of project closure summary which is used by the senior management to assess the success of the project. The report also helps the senior management to work on future projects by identifying the shortcomings and working upon it.

The next part of the project closure summary is project background overview. In the project background overview, all the project's original goals, objectives and success criteria are stated. Then comes the next part which is the project highlights and best practices. This part consists of the major highlights and the best practices that is worthy of mention in the report. Lastly, the project closure summary consists of project closure synopsis. This part consists of brief description stating why the project is being closed.

The next title in the project closure report is the project metrics performance. In this part, all the aspects of the projects such as the resource management, budget performance, success criteria performance, schedule performance are measured according to the performance metrics set by the management. This title also consists of metrics performance recommendations for better setting of performance metrics in the future.

And finally the last part of the project report consists of project closure tasks. Project closure tasks contains information regarding explanation of how the resources were managed, outstanding issues, risks mitigated, quality management steps, post project tasks and lesson learned. This section is useful for future continuation of the report.

RTI have targeted the people living in the hilly and mountainous region in central and western parts of the Nepal. This is because in these parts of Nepal, the people do not have easy access to basic health facilities due difficulty in terrain.

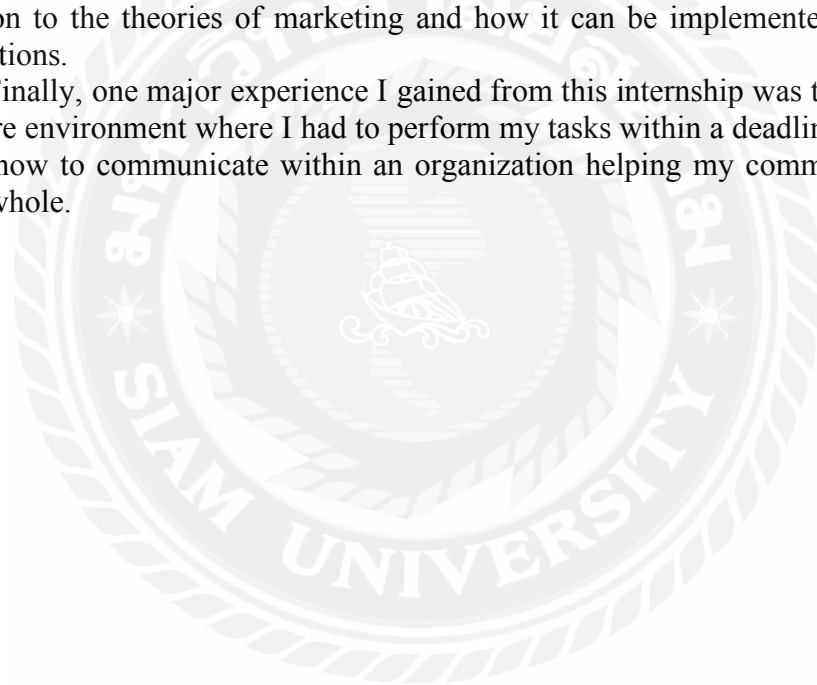
RTI have positioned themselves by building regional offices in plain regions which are connected to the targeted districts. Since the plains have

interconnected network of roads, these allows the organization to work effectively and provide facilities to villages in hilly regions

Being a professional working in this type of field, there are several advantages and disadvantages as the result of project closure. One major disadvantage of project closure is that it leads to layoff of several employees after the project. Once the project objectives are achieved, most company starts to lay off their employee in phases. This is more prominent in projects that involves lots of field and regional offices. Hence in such situations, an employee's retention rate is not dependent upon his/her performance.

But there's also an advantage to working in projects with fixed tenure. For interns like myself, by working in such projects one can gain huge experience in short period of time. Marketing for non-profit organization is also an important aspect for them to get funds. Hence, as a marketing student it adds up to new dimension to the theories of marketing and how it can be implemented to such organizations.

Finally, one major experience I gained from this internship was to work in a pressure environment where I had to perform my tasks within a deadline. Also, I learned how to communicate within an organization helping my communication skill as whole.



Chapter 5: Conclusions

5.1 Self-assessment as future professional

For undergraduate students like myself, internships are very good opportunity for getting ready for the corporate world. With the globalization, the competition for good jobs continue to increase. Internship helps students like us to make our portfolios better and build PRs. (McGuire, 2011)

Being a student of marketing major, I did my internship at non-profit organization. The organization had very minimal marketing activities due to which I was not able to use most of the marketing knowledges which I had gained in my classes. But despite that, I was able to use my knowledge on other subjects such as organizational management, supply chain management, strategic management, etc. in a professional manner.

I strongly believe I was able to contribute to the organization in a fully professional manner with my utmost dedication. I completed my responsibilities and task within the given time frame. By showing the proactive approach in all the task, I was able to leave a good impression on my seniors and supervisors. And because of this, my supervisor was willing to employ me in the company in the future. The internship has helped me to develop as a professional individual and improve my communication skills.

The internship has provided me with enough confidence to work as professional individual in future. I have also built up good PRs (public relation) during three internship which I have done during my undergraduate education. I believe I can even pursue my entrepreneurial carrier in near future with the help of all the knowledge and experience gained during my undergraduate studies.

5.2 Comparison of practical learning vs theory

This internship has helped me to implement the theories learned in classes in the real organizational scenario. One example of theory which was useful to me in my internship is creating key performance indicators (KPI) of a short movie. The short movie was targeted to the rural audience to educate them about safe sex. In order to study the effectiveness of the short movie, KPI was created to evaluate the success of short movie in creating awareness.

Another example is use of the most basic theory of marketing is the "4P's of Marketing". Implementing the 4P's of marketing to a non-profit organization is difficult compared to any traditional profit making organization. In our classes, the

most of the theory we had learned were based on the profit making organizations. But, even though the nature of the organizations being different, my having good basics, we can implement the theories to the non-profit organizations as well.

But despite the use of theories, I also came to know the fact that not all the theories learned in the classes can be implemented in the real life scenarios. There comes situation where we have to take decisions on the basis of our experience and expertise gained in the particular field.



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