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DEGREE THESIS

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Evaluating non-profit organization-donor relationship: Case study of Perhehoitoliitto Ry

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Abstract:

The study was conducted to explore the relationship of one non-profit organization, Perhehoitoliitto Ry, with its donors. Donors in the case of Perhehoitoliitto Ry are the people subscribing Perhehoito –magazine as a donation. More specifically, the quality and the type of the relationship were studied by measuring subscribers' perceptions of their relationship with Perhehoitoliitto Ry. These perceptions were measured through relationship dimensions developed for evaluation of organization-public relationships. Further analysis compared the responses between long-term and short-term subscribers. The study was quantitative in nature, questionnaire as the method of research.
Theoretical framework for the study was adopted from public relations that has acknowledged developing long-term relationships with key constituent groups as its ultimate goal and developed measures for evaluating organization-public relationships. Despite the increasing attention to relationship cultivation, literature suggests that traditionally non-profit organizations have mainly focused on the relationship with major donors. By comparing the perceptions long-term and short-term subscribers have of the relationship it was possible to explore this suggestion.
The results strengthen the claims that relationship cultivation is essential for the longevity of non-profit organizations. They also support the assumption that relationship cultivation efforts have been focusing on major donors and therefore highlight the importance of relationship cultivation with all donors, not just the major ones.
Despite the fact that the survey was conducted in a proper manner, the questionnaire only resulted in 14 responses out of random sample of around 5.000 subscribers. Therefore the results of the study cannot be generalized to the whole sample. The contribution of this thesis is therefore more to function as a pilot study in a Finnish setting.

Keywords:	Non-profit organizations, organization-public relationship, relationship cultivation, donors
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Tiivistelmä:

Tutkimus pyrki arvioimaan hyväntekeväisyysorganisaatio Perhehoitoliitto Ry:n ja sen lahjoittajien välistä suhdetta. Perhehoitoliiton tapauksessa lahjoittajat ovat henkilöitä, jotka hyväntekeväisyystarkoituksessa tilaavat liiton Perhehoito –lehteä. Tarkemmin ottaen tutkimuksen kohteena oli suhteen laatu ja tyyppi, joita arvioitiin mittaamalla tilaajien näkemyksiä suhteestaan Perhehoitoliittoon. Näkemyksien mittamisessa käytettiin suhteen eri osa-alueita, jotka on kehitetty organisaation ja sen sidosryhmien välisten suhteiden arvioimiseen. Analyysivaiheessa pitkä- ja lyhytaikaisten tilaajien vastauksia vertailtiin keskenään. Tutkimusvälineenä tässä kvantitatiivisessa tukimuksessa oli kyselylomake.
Teoreettisen viitekehyksen tutkimukselle tarjosi PR. Alan ammattilaiset vahvasti korostavat merkitystä, joka tärkeisiin sidosryhmiin luoduilla pitkäaikaisilla suhteilla voi olla organisaatiolle. Alan tutkimustyö on myös tuottanut tulosta tarjoamalla konkreettiset keinot näiden suhteiden mittaamiseen. Vaikka organisaation ja sen sidosryhmien välisten suhteiden merkitystä on viime aikoina korostettu paljon, alan kirjallisuus vihjaa että hyväntekeväisyysorganisaatiot ovat perinteisesti keskittyneet lähes yksinomaan rahallisesti suurempiin lahjoittajiin. Pitkä- ja lyhytaikaisten tilaajien näkemysten vertailu pyrkiikin tutkimaan tätä väitettä.
Tulokset tukevat aikaisempia tutkimuksia, jotka viittaavat suhteiden huoltamisen olevan hyvin tärkeää hyväntekeväisyysorganisaatioiden menestykselle. Tulokset myös vahvistavat väitteitä siitä, että hyväntekeväisyysorganisaatiot ovat keskittyneet huoltamaan suhdettaan rahallisesti suurempiin lahjoittajiin, ja samalla korostavat kaikkien lahjoittajien merkitystä organisaatiolle.
Huolimatta siitä, että tutkimus toteutettiin huolellisesti, vastauksia kertyi vain 14 kappaletta noin 5.000 henkilön otoksesta. Näin ollen tutkimustuloksia ei voi yleistää koko otokseen. Tämän tutkimuksen painoarvo onkin enemmän toimia pilottitutkimuksena Suomalaisessa ympäristössä.

Avainsanat:	Hyväntekeväisyysorganisaatio, organisaation ja sidosryhmien välinen suhde, lahjoittajat
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Foreword

I would like to thank Perhehoitoliitto Ry for the opportunity to study their organization for my thesis. Everyone I worked with was very helpful and cooperative throughout the whole process. Therefore, I truly wish that my thesis will provide Perhehoitoliitto Ry with useful information for the future. ¨

1 INTRODUCTION

1.1 Background

Non-profit organizations as the focus of this thesis are highly up-to-date topic because of increasingly important and changing role of these organizations in many societies. Non-profit organisations and fundraising are constantly increasing their media attractiveness in Finland as the division between services provided by the public sector and non-profit organizations is changing. The topic is also very current for universities and polytechnics in Finland which are facing challenging times as government is withdrawing resources forcing educational institutions to increasingly rely on fundraising to meet their expenses. On the other hand 82 % of Finns would like to see government responsibility increasing over maintaining and improving the welfare of the citizens, compared to 40 % who support increasing the responsibility of non-profit organizations (Pessi, 2008). Finns give their support to strong, independent and self-sufficient public sector which is in controversy with political actions that are moving Finnish society towards the opposite by activating non-profit organizations and increasingly moving responsibility to them (Pessi, 2008). The situation of non-profit organizations is not easy; both citizens and public sector have strong expectations of these organizations starting from the provision of the basic elements of welfare and security like help for poverty and homelessness (Pessi, 2008). In the light of this information, Pessi (2008) raises question whether the budget of non-profit organizations will in the future be spent on providing citizens with basic welfare services previously taken care of by the public sector. Despite these pressures and expectations, Finnish citizens highly value non-profit organizations (Pessi, 2008).

In the light of this information the role of non-profit organizations should not be underestimated since they have important functions in almost every society providing healthcare, education and social welfare to millions of disadvantaged people and employing millions of people world-wide (Sargeant, 1999). Also Finns are active in philanthropy as 73 % of the population has donated money for non-profit organizations and 35 % has taken part in volunteer work (Pessi, 2008). Non-profit organizations have become an integral part of most developed and developing societies with strong links and contacts to civil society, governments and commercial organizations (Sargeant, 1999). Taking these facts into consideration Sargeant (1999) even suggests that the traditional view of two-sector societies can be challenged by the third emergent non-profit sector that is increasing its importance.

Personal interest towards non-profit organizations was also inspired by the author's mother who has made a long career in child care in Finland and works as the executive manager of Perhehoitoliitto Ry. Perhehoitoliitto Ry (Finnish Federation of Foster Care Associations) is a national non-profit organization specialising in foster care. Perhehoitoliitto Ry functions as a roof organization for 25 regional associations. These associations provide foster care for people not able to live with their own family. Usually the main groups in need are children, adolescents and elderly and disabled people. Perhehoitoliitto Ry was interested in conducting a reader survey of their member magazine, Perhehoito, which also functions as a mean for fundraising. The author then discovered an interesting article by Richard D. Waters (2008) studying the relationship between non-profit organizations and their donors. These two opportunities were easily combined into pilot study of the same kind in Finland which will provide new insights for Perhehoitoliitto Ry about the relationship with its donors. The strength of this study is that it has pre-tested measures for studying the relationship and a model study to follow.

1.2 Aim of research

The aim of this thesis is to study the relationship between non-profit organization and its donors. To be more specific, the aim is to reveal the quality (1) and the type (2) of the relationship between the donors and the organization. The organisation in question is Perhehoitoliitto Ry and the donors are people subscribing Perhehoito -magazine. Perhehoito –magazine is a member magazine and provided for free for members of Perhehoitoliitto Ry e.g. foster parents. The focus of interest for this study is the fact that Perhehoito –magazine also functions as a mean for fundraising as it is actively sold by phone sellers to non-members and the profits created by the subscriptions are used to support the operations of Perhehoitoliitto Ry. It is therefore assumed that the majority of subscribers only subscribe the magazine as a charity when the main reason for subscription is to support a good cause. To further analyse the relationship a distinction was made between long-term subscribers and short-term subscribers which enables comparing the results of these two groups. The study was conducted by creating a questionnaire including a list of statements measuring dimensions of organization-public relationship (OPR) i.e. organization's relationship with one of its publics - donors. The relationship of Perhehoitoliitto Ry with its donors is then evaluated through these relationship dimensions. As relationship dimensions are essential for this study they will be defined in detail later in the text. The survey in this thesis is modified from a study "Applying relationship management theory to the fundraising process for individual donors" conducted by Richard D. Waters (2008). The purpose of the original study was to measure the relationships non-profit organisation develops with its smaller and major gift donors and to compare the differences between the two groups.

1.3 Research questions and hypothesis

As stated above, the aim of research is to study the relationship between Perhehoitoliitto Ry and its donors i.e. subscribers. This relationship is studied in terms of the quality (1) and the type (2) of the relationship which will be measured and defined through according relationship dimensions. Based on this information, two research questions can be formulated:

RQ1. How do subscribers rate Perhehoitoliitto Ry on the relationship dimensions measuring the quality of the relationship?
RQ2. How do subscribers rate Perhehoitoliitto Ry on the relationship dimensions measuring the type of the relationship i.e. do subscribers perceive Perhehoitoliitto Ry as having more communal or exchange type of relationship?

Research questions stay in the general level aiming to reveal the nature of the relationship between Perhehoitoliitto Ry and its donors in general. In the hypotheses the research goes further into studying the possible differences between the perceptions of long-term and short-term subscribers. The hypotheses are drawn from the suggestion by literature, noted by Waters (2008), that organizations have traditionally put more resources into relationship cultivation with major donors which in this study correspond to long-term subscribers. However, Waters (2008) continues, lately there has been an increasing amount of evidence to support the statement that it is very beneficial to the organization to also cultivate the relationship with smaller donors. The focus of this research is therefore to discover whether long-term subscribers perceive the nature and the type of the relationship with Perhehoitoliitto Ry more positively than short-term subscribers which according to the above mentioned assumption would be a result of the organization's focus on major donors i.e. long-term subscribers. Therefore the following two hypotheses can be formulated to support the research questions:

H1. Compared to short-term subscribers, long-term subscribers will rate Perhehoitoliitto Ry more favourably on the relationship dimensions measuring the quality of the relationship.
H2. Compared to short-term subscribers, long-term subscribers will rate Perhehoitoliitto Ry more favourably on the dimensions measuring the type of the relationship i.e. long-term subscribers will perceive the relationship as more communal type than short-term subscribers.

2 THEORETICAL PART

2.1 Review of literature

As an introduction to the topic some general theoretical information about non-profit organizations will be covered to build understanding about the topic. The topic of non-profit organizations will be approached through defining them thoroughly and acknowledging the environmental factors because non-profit organizations have faced challenging times in the past few decades. As a response to rapidly changing social and economic conditions the number of non-profit organizations has grown enormously which consequently led to an increasing competition for donations (Sargeant, 1999). The fact that many governments are thrusting more and more previously state provided services to non-profit organizations further complicates the situation (Bundesarbeitsgemeinschaft Sozialmarketing, 1995; Gosling, 1992; Taylor and Lansley, 1992 quoted in Schlegelmilch, Love, & Diamantopoulos, 1997). Therefore non-profit organizations have been forced to adjust to these radical changes and reconsider their ways of operating.

2.1.1 Distinctive character of non-profit organizations

It is important to acknowledge that non-profit organizations have their distinctive character compared to profit organizations (Macedo & Pinho, 2006). Perhaps the most fundamental distinction is that the focus of operations for non-profit organizations is in their service and philanthropic value and no profit is distributed among anyone with a beneficial interest in the organization (Courtney, 2002; Kanter and Summers, 1987 quoted in Macedo and Pinho, 2006). Instead, various constituent groups and their needs are in the essence of non-profit organizations' success (Gwin, 1990). For profit organizations, on the other hand, money making and distribution is the main focus point (Macedo and Pinho, 2006). Secondly, a large portion of resources of non-profit organizations does not result from direct sales to customers but is provided to the organization through other channels (Gwin, 1990). Yet another distinctive character of non-profit organizations is that the environment for attracting resources is challenging because of incompatible interests of the different constituent groups (Macedo & Pinho, 2006). While the profit sector typically functions with quite easily defined constituent groups and their needs, non-profit organizations face a harder task in defining relevant constituent groups and relationships with them (Gwin, 1990). Hence, non-profit organizations have constituent groups different from profit organizations and the relationships with them are more complicated and less formal (Gwin, 1990).

2.1.2 Constituent groups and the underlying challenge

Constituent groups of non-profit organizations can be divided into groups of resource generators, service users i.e. beneficiaries, regulators, managers and staff members. Because the focus of this thesis is on donors, the group of resource generators will now be defined more in detail. Typical resource generators for non-profit organizations are taxpayers, donors, third-party providers (e.g. insurance companies) and patrons (revenue generators who receive something in return for their contribution) (Gwin, 1990). Donors are extremely important for non-profit organizations which typically are dependent on both private and corporate donors providing contributions for revenue as well as non-financial resources, such as materials and time (Gwin, 1990). The difficulty in describing the constituent groups for non-profit organizations lies in the fact that one person can easily belong to many different constituent groups at the same time. Nevertheless, the organization must be able to respond to the needs of these people who are members of several constituent groups simultaneously (Gwin, 1990). Incompatible interests and needs of different constituent groups holding non-profit organizations accountable make attracting resources and managing a non-profit organization a challenging task (Macedo & Pinho, 2006). Some examples of groups that non-profit organization need to satisfy with their operations are individual, corporate and statutory funders; regulatory bodies; beneficiaries; trustees; volunteers; staff; the media and local communities (Courtney, 2002 quoted in Macedo & Pinho, 2006). Some research has been conducted in a Finnish setting and it seems that Finns have high expectations over the support provided by non-profit organizations. Therefore also Finnish non-profit organizations are facing an environment with differing and strong expectations (Pessi, 2008).

Hon & Grunig (1999) suggest that effectiveness of some non-profit organizations stem from the ability to choose goals that are appreciated by their key constituent groups both in and outside the organization which results in less interference from these groups and maximises their support. Hon & Grunig (1999) continue that setting and achieving common goals is a result of developing relationships with organization's key constituent groups. Therefore, according to them, developing relationships increases the effectiveness of an organization. The process of developing relationships includes identifying the most strategic constituent groups, taking them as part of strategic management processes, communicating with them and maintaining long-term relationships with those constituent groups (Hon & Grunig, 1999).

2.1.3 Non-profit organizations and the marketing concept

To sum up, constituent groups and their relationship with the non-profit organization are essential for the success of the organization. These relationships can be affected through effective marketing. Therefore, it is appropriate to discuss the marketing concept in a specific context of non-profit organizations. The relevance of marketing for non-profit organizations has created controversy since the 1960s (Hibbert & Horne, 1996). At the latest in the past decade when non-profit organizations have faced major environmental changes, marketing concept has been started to take seriously in the context of non-profit organizations. One major contributor making marketing highly relevant also for the non-profit sector was rapidly increasing competition for funds (Vázquez, Alvares & Santos, 2002 quoted in Bennet, 2005). As also governmental support started to decrease, non-profit organizations turned to marketing in order to increase their income from donations and keep their finances in balance (Hibbert & Horne, 1996). In another words, the marketing concept has been adopted by management of many non-profit organizations as a result of drastically changed marketplace (Kotler, 1979 quoted in Hibbert & Horne, 1996). In a new environment managers of non-profit organizations have realized that marketing is a critical tool for them as accomplishing their missions requires convincing donors to donate, attracting volunteers, assuring beneficiaries to seek help and training their staff, which are all operations also managed by profit organizations (Andreasen and Kotler, 2003 quoted in Macedo & Pinho, 2006). As non-profit organizations are dependent upon external providers for contributions of revenue, ability to attract resources is crucial for them in order to carry out activities and achieve their mission (Palmer and Randall, 2002 quoted in Macedo & Pinho, 2006). Therefore, adopting the concept of marketing can be considered as an adaptive strategy to overcome the problems created by the changing environment and to ensure their longevity (Macedo & Pinho, 2006).

Despite the above mentioned special characters of non-profit sector, during the radical changes of the past few decades, non-profit and profit organizations have increasingly become to resemble each other (Kanter and Summers, 1987; Osborne, 1996 quoted in Macedo & Pinho, 2006). Whereas non-profit organizations have been forced to become more aware of their finances, profit organizations on the other hand have started to pay more attention on so called soft values like environmental or social responsibility (Ouchi, 1981 quoted in Macedo & Pinho, 2006). The main target of marketing for many non-profit organizations is donors and fundraising and the contribution of marketing to improved operations has been acknowledged by several authors (Guy and Patton, 1989; Kotler and Andreasen, 1991; Lovelock and Weinberg, 1984 quoted in Hibbert & Horne, 1996). Because non-profit organizations have increasingly started to resemble profit organizations especially in adopting marketing concept it is relevant to discuss further what is topical in the field of marketing.

Market orientation is claimed to give the organization tools for identifying customers' needs more specifically which enables creating greater customer value (Kohli and Jaworski, 1990; Narver and Slater, 1990 quoted in Bennet, 2005). The essence of this mechanism is thus in systematic and extensive attempts to reveal what the market actually wants (Kohli and Jaworski, 1990 quoted in Bennet, 2005). As market orientation strives continuously at meeting customers' expectations and providing value for customers it is suggested to focus on relational rather than transactional marketing (Paulin, Ferguson & Payaud, 2000 quoted in Bennet, 2005). Relational marketing goes further than transactional marketing, which aims at attracting and satisfying customers through management of the marketing mix, and strives for co-operative interaction by developing interpersonal relationships with the customers (Bennet, 2005). One fundamental difference is that transactional marketing focuses on attracting new customers while relational marketing emphasizes strengthening and developing deeper relationships with existing clients (Guenzi, 2003 quoted in Bennet, 2005). Considering the fact that services provided by non-profit organizations strongly rely on personal contacts and interaction, relationship marketing can be considered especially appropriate for non-profit sector (Brennan and Brady 1999 quoted in Bennet, 2005). In the commercial world the importance of the approaches organizations adopt in order to relate to their markets and the role of marketing in the relationship-building process has been recognized for many years (Day & Montgomery, 1999 quoted in Bennet, 2005). To go further into the relational aspect of marketing, customer relationship management (CRM) will now be introduced. CRM has lately become the hot topic in the field of marketing and is highly relevant also for non-profit sector. As Sargeant (1999) expressed it, because of increasing competition for the donations, non-profit organizations must start paying more attention to way they manage their relationship with their donors in order not to lose them (Sargeant, 1999).

2.1.4 Customer relationship management (CRM)

The approach of customer relationship management involves developing a cooperative relationship between the provider and the customer (Storbacka & Lehtinen, 2001). According to Storbacka & Lehtinen (2001) this kind of customer relationship benefits both parties. CRM strives for increasing the value of customer relationship by building strategies that refine relationships (Storbacka & Lehtinen, 2001). Relationships should be seen as important assets and therefore every learning opportunity should be taken advantage of in order to develop this asset (Storbacka & Lehtinen, 2001). They continue emphasizing that relationships are interactive processes where acts, knowledge, and emotions are involved in the customer value creation process. Since prerequisites for successful relationship are genuine interaction and the aim of mutual benefit, customer relationship focus requires adopting a shift from taking opposite sides to the pursuit of common good i.e. a win-win situation (Storbacka & Lehtinen, 2001). This again suits well the ideology of non-profit organizations. As stated above customer relationships are valuable assets for the company and therefore need to be managed accordingly in an innovative manner (Storbacka & Lehtinen, 2001). This relationship management strives towards increasing relationship value by analyzing them and creating development strategies (Storbacka & Lehtinen, 2001).

CRM has three cornerstones. As mentioned above, customer value creation is the ultimate goal and the first cornerstone. In another words, the focus is on building long-term relationships when compared to the entire process the value of single transaction diminishes (Storbacka & Lehtinen, 2001). Adjustments are made by both parties in the relationship which should create value for both (Storbacka & Lehtinen, 2001). Second cornerstone supports the first one and states that the product is seen as a process. Hence CRM does not make a difference between goods and services because the focus is on offering customers something that contributes to their value creation whatever it might be and the relationship itself can rather be seen as the product (Storbacka & Lehtinen, 2001). This means that through product changing an owner, provider's competence is partly transformed into customer value creation (Storbacka & Lehtinen, 2001). In the third cornerstone Storbacka & Lehtinen (2001) also suggest that it is the provider's responsibility to developing the relationship and go further than just satisfying the customer (Storbacka & Lehtinen, 2001). In order to do this it is necessary to understand the customer value creation process and relationship driven company should try to increase its knowledge on the matter with all possible means (Storbacka & Lehtinen, 2001). According to Storbacka & Lehtinen (2001, p. 6) value creation is "a process by which the customer fulfils his own objectives".

2.1.4.1 Emotions, knowledge and acts

In customer relationships resources are exchanged between the customer and the company. Emotions, knowledge, and acts are present in all of these exchanges. However, it is important to define each relationship since they are unique and differ in extent and involvement (Storbacka & Lehtinen, 2001). Emotions, knowledge and acts can be analyzed hierarchically in order of importance which is the same for customers and companies (Storbacka & Lehtinen, 2001). First of all, emotions and values, even though often unconsciously, are the underlying determinant for knowledge and as how important that knowledge is perceived (Storbacka & Lehtinen, 2001). Knowledge then defines acts and is prerequisite for acting effectively (Storbacka & Lehtinen, 2001). Here the important role of emotions is especially relevant for non-profit organizations. As emotions are very much present in donor behaviour, this fact should be acknowledged and taken advantage of by non-profit organizations.

2.1.4.2 Share of customer's heart, mind and wallet

Company's exchanges with the customer should result in winning as large as possible share of customer's heart, mind and wallet (Storbacka & Lehtinen, 2001). Storbacka & Lehtinen (2001) emphasize the importance of share of customer's heart. This makes CRM particularly convenient for non-profit organizations to employ since emotions are very much present when people make decisions about philanthropy related issues. Share of heart is especially important at the start of the relationship and is mostly based on hearsay (Storbacka & Lehtinen, 2001). In another words it is essential for organizations to have a good reputation. Relationships are tightly interconnected to organizations' public image and reputation since public image forms through their behaviour and relationships and vice versa (Hon & Grunig, 1999). Emotions are an essential component of relationships because especially strong emotions change very slowly and therefore strong positive emotions increase customer loyalty (Storbacka & Lehtinen, 2001). This also indicates that relationships functioning only at the acts level are superficial and easily forgotten (Storbacka & Lehtinen, 2001). Emotions, on the other, hand stem from acts and interaction between people, which again suggests that by increasing interaction with the customers, companies can strengthen customers' emotions (Storbacka & Lehtinen, 2001). As the dialogue with the customers is supposed to strengthen positive emotions towards the company, this interaction should emphasize the company values that result in according corporate culture (Storbacka & Lehtinen, 2001). For non-profit organizations, this implication is especially useful since values are in the essence of their mission which again for them is the merchandise so to say and should always be communicated to the customer. Positive emotions towards the company arouse feelings of confidence and trust in the customer and the company gains a committed and loyal customer (Storbacka & Lehtinen, 2001). Mutual trust and commitment are crucial components in durable relationships (Storbacka & Lehtinen, 2001). To sum up, when long-lasting emotional bond is created between the company and the customer; company wins a share of customer's heart (Storbacka & Lehtinen, 2001).

Share of mind on the other hand refers to the knowledge and information about the company's core competencies (Storbacka & Lehtinen, 2001). The company must inform the customer in an effective manner how it can contribute to the customer's value creation process (Storbacka & Lehtinen, 2001). Information guides the customer how to behave in a relationship and also increases loyalty (Storbacka & Lehtinen, 2001). Rational decisions, to which customers usually strive for in order to justify their decision to themselves and others, can only be made with sufficient amount of information (Storbacka & Lehtinen, 2001). With sufficient information provided by the company, customer can evaluate the company's competence and the relationship with it and then compare the company with others (Storbacka & Lehtinen, 2001). This way customer feels he or she can form a rational perception of the company.

Share of wallet is the last step in the chain and refers to the actual exchange of resources. In customer relationship management customer is seen as an active participant in the relationship and its development since also the customer invests time, effort and money in the relationship (Storbacka & Lehtinen, 2001). Exchange means that both parties benefit from the relationship and the more the parties benefit from the relationship, the more valuable the relationship is (Storbacka & Lehtinen, 2001).

2.1.4.3 CRM in business to business sector

Also business to business sector has recognised the value of customer relationships that strive to benefit all parties which can be seen as one network. As in business to customer setting also in business to business sector companies interact with each other and this way form relationships (Ford, 1990). These relationships form through the companies' past dealings with each other and can be defined in terms of adaptations, commitment, trust and conflict (Ford, 1990). Relationships change over time affected by all episodes of the interaction between the companies (Ford, 1990). Studies have discovered that buyer's perceptions of technical and commercial skills of their suppliers are strongly associated with the extent of supplier's commitment to the relationship and the skill in reducing the conflict and distance between them (Ford, 1990). Håkansson & Snehota (1995) highlight the possibilities created by the network approach for companies dealing with their suppliers, customers and other important counterparts. They also acknowledge the challenging and new ideas of the relationship perspective to business to business sector. Even though the idea of successful counterparts also benefiting the company itself has not been the traditional way of looking at company's counterparts also business to business sector has started to move towards the common goal principle (Håkansson & Snehota, 1995).

2.1.4.4 Relevance of CRM to non-profit organizations

Many authors in the profit sector have suggested that there exists a connection between relationship marketing and both customer satisfaction and competitive advantage (Crosby, Evans & Cowles 1990; Perrien and Ricard, 1995 quoted in Bennet, 2005). Also Bennet (2005) claims satisfaction being a result of interactive relationship between the company and the customer. Therefore, the relationship with the organization, which can be affected through marketing, is important to also donor satisfaction (Bennet, 2005). Positive long-term relationship with the organization also create feelings of trust towards the organization which is another matter contributing to client satisfaction (Bennet, 2005). As a conclusion, it can be stated that many fields have lately started to recognize the importance of relationships in conducting business. When non-profit organizations nowadays operate largely in the same manner as companies, customer relationship management can be seen as relevant tool for increasing competitive advantage also in the non-profit sector.

2.2 Theoretical framework

Relationships have lately been the topic of interest in the field of public relations as public relations practitioners have increasingly started to identify building and maintaining long-term relationship with organization's key constituent groups as the ultimate goal of public relations (Hon & Grunig, 1999). However, until lately, tools for measuring the value of long-term relationships have not existed. Two academicians with a great contribution to the research developing effective ways of determining the value of long-term relationships are Dr. Linda Childers Hon (of the University of Florida) and DR. James E. Grunig (of the University of Maryland). Therefore the theoretical framework for this study, following Waters' (2008) example, is adopted from their publication "Guidelines for Measuring Relationships in Public Relations" (1999). This publication is the third booklet published by the Institute for Public Relations, giving guidelines and suggestions on how to best measure the effectiveness of public relations. Therefore the framework for this research comes from the field of public relations but as the ´review of literature´ section indicates, strong connections to also marketing exist.

2.2.1 Organization-public relationships (OPR)

The focus of this thesis is organization-public relationships (OPR) i.e. organization's relationships with its publics here referred to as constituent groups. OPR has its roots in the mid-1980s and has increased its popularity slowly but surely since (Waters, 2008). The definition did not evolve until towards the end of 1990s when Bruning and Ledingham (1999, quoted in Waters, 2008, p. 7) felt that OPR is a state where "actions by either side of the relationship impact the economic, social, cultural or political wellbeing of the other party". Organization-public relationships have their own distinctive characteristics. As non-profit organizations have many constituent groups, also the relationships with them may be two-party or multiple-party (Hon & Grunig, 1999). Organization-public relationships may change constantly according to the situation which makes them situational and suggests that these relationships must be maintained (Hon & Grunig, 1999). On top of this, organization-public relationships are affected by the way how parties behave towards each other making them behavioural (Hon & Grunig, 1999). It is essential to recognize that the image or reputation of an organization is formed through organization's public behaviour and on the other hand through the behaviour of constituent groups towards the organization (Hon & Grunig, 1999).

2.2.2 Value of successful relationships

Hon & Grunig (1999, p. 8) define effective organizations as the ones that "are able to achieve their goals because they choose goals that are valued both by management and by strategic constituencies both inside and outside the organization". This is possible because effective organizations know how to choose and achieve appropriate goals through successful relationships they have developed with the key constituent groups (Hon & Grunig, 1999). Opposition to goals and decisions made by the management, on the other hand, leads to issues and crises and therefore appropriate goals will minimize interference and maximize the support from the constituent groups (Hon & Grunig, 1999). This makes relationships with key constituent groups a crucial component of strategic management process for non-profit organizations (Hon & Grunig, 1999). However, taking multiple constituent groups with differing interests into consideration in strategic decision making process is very challenging for non-profit organizations (Hon & Grunig, 1999). Effective communication is an integral part of building and maintaining relationship because it increases mutual understanding that makes negative actions less likely to occur (Hon & Grunig, 1999). Most successful relationships include two-way communication that benefits both parties (Hon & Grunig, 1999). This kind of relationship is called symmetrical relationship as an opposite for asymmetrical relationship that only benefits the organization (Hon & Grunig, 1999). Also CRM discussed in the 'review of literature' section very much highlights the importance of mutual benefit. Storbacka and Lehtinen (2001) claim that symmetrical relationships are the ones organizations should strive for since they are the most productive in the long run.

In practise, benefits from building successful relationships with key constituent groups may result in cost savings by reducing the cost of litigation, regulation, legislation, pressure campaigns, boycotts, or lost of revenue resulting from bad relationships (Hon & Grunig, 1999). Very essential for this study is the claim by Hon & Grunig (1999) that by cultivating relationships with donors, consumers, shareholders and legislators public relations can create savings in the form of support by these groups. Yet one more important stakeholder group for all organizations is the employees whom with successful relationships may result in very beneficial support for the organization (Hon & Grunig, 1999).

2.2.3 The process of developing successful relationships

Now when the nature of organization-public relationships and the value of successful relationships have been defined, it is appropriate to go through the process of developing and maintaining these relationship. Non-profit organizations striving towards developing long-term relationships with their constituent groups should successfully complete the following three stages:

1. Identifying strategic constituent groups the organization needs relationships with.
2. Identifying, planning, implementing and evaluating public relations processes (defined below) that are most effective in maintaining relationship with key constituent groups.
3. Measuring the perceptions of the relationships.

In order to avoid extra work and costs it is important to acknowledge the importance of stages one and two since organizations do not need relationships with all publics and all public relations strategies are not effective in building relationships (Hon & Grunig, 1999). Stage 1 i.e. identifying strategic constituent groups can be completed through environmental scanning. This environmental scanning may be any technique used to identify the strategic publics the organization needs to build relationships with. This stage is a precondition for building successful relationships with constituent groups. Stage 2 i.e. identifying effective strategies for maintaining relationships refers to relationship maintenance strategies identified by public relations researchers. These strategies include e.g. the following:

- Access – Basically refers to mutual access to decision making process. In the simplest form means being available to contacting efforts.
- Positivity – Includes any actions the parties take in order to make the relationship more enjoyable for the other.
- Openness – Openness of thoughts and feelings among parties involved.
- Assurances – Attempts by parties in the relationship to assure the other parties of the legitimacy of their actions and concerns. May involve attempts to demonstrate the parties are committed to maintaining the relationship.
- Networking – organizations' building networks or coalitions with the same groups that their constituent groups do, such as environmentalists, unions, or community groups.
- Sharing of tasks – Organizations' and constituent groups' sharing in solving joint or separate problems.

Stage 3 i.e. measuring the perceptions of relationships is the main focus of this thesis. After conducting the first two stages successfully the organization can expect to develop long-term positive relationships with the relevant constituent groups (Hon & Grunig, 1999). Now it is possible to move on to the most essential part of Hon & Grunig's (1999) publication for this research which is the dimensions for measuring positive long-term relationships.

2.2.4 Relationship dimensions

To sum up, relationships are inevitable between organizations and their constituent groups since they form as the actions of one party affect the other one (Hon & Grunig, 1999). However, the question about the quality of the relationship remains. Research suggests that measuring the quality of relationships with strategic constituent groups gives indication about the value of public relations and that the quality can be evaluated by measuring attributes of a good relationship (Hon & Grunig, 1999). Therefore relationships can be evaluated through dimensions describing different aspects of the relationship. These dimensions created by Hon & Grunig (1999) are in the essence of this study and will therefore now be defined thoroughly. Public relations research suggests that control mutuality, trust, satisfaction and commitment which are outcomes of successful interpersonal relationships also apply to organization-public relationships (Hon & Grunig, 1999). These dimensions measuring the quality of the relationship are defined by Hon & Grunig (1999, pp.19-20) in the following way:

- **Trust** – One part's level of confidence in and willingness to open oneself to the other party. There are three dimensions to trust: integrity (the belief that an organisation is fair and just), dependability (the belief that an organisation will do what it says it will do and, competence (the belief that an organisation has the ability to do what it says it will do).
- **Control mutuality** – The degree to which parties agree on who has the rightful power to influence one another. Although some imbalance is natural, stable

relationships require that organisations and publics each have some control over the other.

- **Satisfaction** – The extent to which each party feels favourably toward the other because positive expectations about the relationship are reinforced. A satisfying relationship is one in which the benefits outweigh the costs.
- **Commitment** – The extent to which each party believes and feels that the relationship is worth spending energy to maintain and promote.

At least trust and commitment of the above mentioned relationships indicators have been acknowledged as describing a good relationship with customers also in the field of marketing (Hon & Grunig, 1999). For example Morgan and Hunt (1994 quoted in Hon & Grunig, 1999) define brand loyalty as commitment. In addition to trust and commitment customers must self-evidently be satisfied by the product or service provided (Hon & Grunig, 1999). Another practical example of these relationship dimensions applying to all organizations is control mutuality. Customers expect some level of control over the relationship as they do not wish to end up in the mercy of organizations providing products or services (Hon & Grunig, 1999).

In addition to these four indicators of the quality of the relationship, Hon & Grunig (1999) have developed a fifth pair - exchange vs. communal relationships – especially for organization-public relationships defining the type of the relationship (Hon & Grunig, 1999, pp. 20-21):

- **Exchange Relationship** – In an exchange relationship, one party gives benefits to the other only because the other has provided benefits in the past or is expected to do so in the future.
- **Communal Relationship** – In a communal relationship, both parties provide benefits to the other because they are concerned for the welfare of the other – even when they get nothing in return.

What is essential in an exchange relationship is the idea of reciprocity i.e. when making a contribution a party always expects to receive benefits of comparable value (Hon & Grunig, 1999). This results in obligation for the receiving party to return the favour

(Hon & Grunig, 1999). As defined above, communal relationships, on the other hand, are deeper in nature and they should be aimed at in order to add value to the organization (Hon & Grunig, 1999). Hon & Grunig (1999) state that: "communal relationships are important if organizations are to be socially responsible and to add value to society as well as to client organizations" which actually defines the larger mission of non-profit organizations and therefore should encourage them to put resources into cultivating communal relationships. Exchange relationships do not develop the same levels of the above defined relationship dimensions as communal relationships. This does not, however, mean that exchange relationships are not needed at all. Many relationships begin as exchange relationships and develop into deeper communal relationships or sometimes communal relationship must be developed first before the exchange can take place (Hon & Grunig, 1999). It should also be acknowledged that communal relationships also convey some non-altruistic benefits for the organization as they improve the public image of the organization and therefore result in less opposition from the constituent groups. Basically with these two relationship dimensions Hon & Grunig (1999) underline the difference between the relationships that have been aimed at in public relations and the ones that are traditionally produced by other fields such as marketing. The goal of public relations is to achieve communal relationships with key constituent groups whereas the traditional view for example in marketing has been more of an exchange one (Hon & Grunig, 1999). Even though exchange relationships are the central concept of marketing, relational marketing theorists like Storbacka & Lehtinen (2001) have also started to emphasize the importance of communal relationships with key constituent groups. Hon & Grunig (1999) describe success in building communal relationships with constituent groups as the ultimate goal of public relations function and therefore measuring these relationships is essential in order to indicate success.

The research by Hon & Grunig (1999) revealed that organization's long-term relationships with key constituent groups can best be measured through the above mentioned attributes of organization-public relationships; trust, control mutuality, satisfaction, commitment, exchange relationship, and communal relationship. Hon and Grunig (1999) suggest administering a questionnaire that includes a series of agree/disagree statements measuring the relationship through these relationship dimensions. Respondents are asked to indicate the extent to which they agree or disagree that each statement describes their relationship with the organisation in question. A research conducted by graduate students in public relations in the University of Maryland identifying reliable indicators of public perceptions resulted in index of at least four questions for each dimension (Hon & Grunig, 1999). Reliability naturally increases with the number of questions measuring each dimension but it is also important to keep the questionnaire short enough in order to increase the completion rate (Hon & Grunig, 1999). According to Hon & Grunig (1999) the results of the research indicated these scales to be good measure of perceptions of organization-public relationships. As the measures have proofed to be strong enough for evaluating relationships, Hon & Grunig (1999) hence recommend these questions to be used by others.

2.2.5 OPR in the special context of non-profit organizations

To conclude, the framework for this research was adopted from Hon & Grunig (1999) but the thesis also follows Waters' (2008) study as an example. Whereas Hon & Grunig (1999) study organizations in general, Waters is more specific and focuses on non-profit organizations in particular. Therefore it is also appropriate to take a closer look at his contribution. Despite the rising attention to OPR, according to Waters (2008), no publications have actually proved the value of donor relationships to a non-profit organization. Hence there has been a gap in research to empirically prove the importance of relationship management in non-profit organizations. The study by Waters (2008) was therefore administered to "explore the value of the non-profit organisation-donor relationship". Waters (2008) claims the discipline of public relations to be an excellent framework for studying the unique relationship of non-profit organizations and their donors. Developments in measuring organization-public relationships in the past years have provided non-profit organizations a chance to truly evaluate the impact of relationships in fundraising (Waters, 2008). Therefore Waters' (2008) study examines whether a strong relationship indicates the likelihood of donating to the organization and the impact of non-profit organization-donor relationship on donor renewal. The basic assumption adopted from Waters' (2008) study for this thesis is the traditional view among non-profit organizations to focus on relationship cultivation with major donors. Recently non-profit organizations have started to recognise smaller donors and understand that the relationship with them must also be maintained (Waters, 2008). Such efforts have resulted in increased donor loyalty to the organization (Worth, 2002 quoted in Waters 2008). Some authors even claim that developing relationships with both major and smaller donors is a crucial condition for survival of non-profit organizations (Rosso, 1993 quoted in Waters 2008). This assumption offers basis for comparing the results of small and major donors that in this study correspond to long-term and short-term subscribers.

In the light of his research Waters (2008) concludes that non-profit organization-donor relationships are vital for the longevity of the non-profit sector and that it is essential to cultivate the relationship with all donors, not just the major ones. It is important to understand how relationships can benefit organizations and Waters' (2008) study provides pre-tested measures for this in a specific context of non-profit organizations. Waters' (2008) results also highlight the growing importance of demonstrating the financial and social accountability. As Hon & Grunig's variables were tested once again, his study futher strengthens the reliability and validity of them and supports the connection between public relations and fundraising.

2.2.6 Relationship cultivation – practical implications for non-profit organizations

Now when it has been argued that relationship cultivation is vital for the survival of non-profit organizations, it is perhaps appropriate to provide few practical examples of how the relationship with donors can be developed. First of all, many theorists have acknowledged the importance of donors' (or possible donors') perceptions of the organizations efficiency (Schlegelmilch, Love & Diamantopoulos, 1997). In practice this means it is essential to communicate the right kind of information e.g. organizations' efficiency in its operations to donors and other stakeholders. The reference value of donors should also be bore in mind as this information might be passed on to other and potential donors. Reference value will naturally increase when the donor perceives the relationship more positively and therefore donors that are please with the relationship function as good references. Secondly, for example, Kelly (2000 quoted in Waters, 2008) highlights the importance of stewardship in the fundraising process. Stewardship consists of four elements that must be incorporated into organization's fundraising plan. These elements are:

- reciprocity – organization demonstrating its gratitude for the donation
- responsibility – organization using the donation in a socially responsible manner
- reporting – organization demonstrating accountability by openly and accurately communicating the developments
- relationship nurturing – organizations regular communication and cultivation activities in the form of e.g. newsletters, annual reports, events and open houses

Third important area for non-profit organizations is transparency. Many studies have showed that donors are not happy with the performance of non-profit organizations and require more accountability and transparency from them (Waters, 2008; van Iwaarden *et al*., 2009). Natural consequence for non-profit organizations is that they must start improving the way they communicate their goals, success and needs. The above mentioned elements of stewardship are all ways of communicating non-profit organizations accountability to donors (Kelly, 2000 quoted in Water, 2008). One practical example of communicating transparency to donors is adding them to non-profit organization's regular mailing list and providing donors with newsletters and annual reports and maybe even requests for further donations (Neal, 2001; Rosso, 1993**;** Lindahl, 1992 quoted in Waters, 2008). As Schlegelmilch, Love, & Diamantopoulos (1997) claim, increasing the intensity of appeals should result in increased level of giving which should naturally encourage non-profit organizations to ask the right donors for more instead of being too polite. Studies have revealed that informing donors about an accreditation system increased feelings of trust in the organization which again resulted in increased donations (Bekkers, 2003 quoted in van Iwaarden *et al*., 2009). Hence, it seems that performance is increasingly important to donors, which is a new challenge for non-profit organizations since measuring the performance of non-profit organizations is not for many reasons as straightforward as for profit organizations (van Iwaarden et al., 2009).

3 EMPIRICAL RESEARCH

3.1 Research method

The study conducted in this thesis is quantitative, questionnaire as the method of research. As the research analyses the differences between long-term and short-term subscribers, it is also comparative in nature. The questionnaire is adopted from Hon & Grunig's (1999) above mentioned pre-tested list of statements. These statements were chosen as the measure for exploring the organization-public relationship because according to Waters (2008) they have perhaps been repeatedly tested more often than the others. These measures have been used to study different kinds of relationships and now along with Water's study also donor-organisation relationship. "After nearly one decade of studying relationships, public relations literature provides a scholarly framework for studying the non-profit organisation-donor relationship that includes valid and reliable scales and precedence for hypotheses" (Waters, 2008, p. 9). Mail and e-mail surveys are usually the least expensive and easiest to administer which is another reason they were chosen for this study. The problem naturally is the low response rate they might result in.

When designing the questionnaire for the study the number of questions was tried to keep as low as possible. Long questionnaires might make the respondents think that answering would take too long or increase the number or uncompleted questionnaires when respondents get frustrated before finishing the questionnaire. Consequently, it was underlined in the instructions for respondents that filling in the questionnaire would take a maximum of ten minutes since even though the questionnaire might appear lengthy; all the questions were very quick to answer. Subscribers were also encouraged to fill in the questionnaire with a lottery of 8 different prices which for example included gift vouchers (50-100 €) to Suomalainen Kirjakauppa bookstore. The questionnaire consisted of 18 questions. First the respondents were asked some basic demographics. Perhehoitoliitto Ry was also interested in learning about how the subscribers perceive the magazine or if it is read at all and therefore questions 3 to 17 served as reader survey questions regarding the motivation and opinions of subscribers towards the magazine. Last question included the statements that are the main interest of this thesis. All together 26 statements, measuring six different dimensions were included in the questionnaire. Respondents could state their agreement or disagreement with the statements in a scale from one to five (from agree to disagree). It was recommended by Hon & Grunig (1999) to have at least four statements measuring each dimension. In order to keep the questionnaire as short as possible for the above mentioned reasons, this minimum amount of statements was chosen to measure each dimension with the exception of trust dimension that included six statements, two for each sub category. Six items were reversed to make sure the respondents read the questions through carefully. The statements adopted from Hon & Grunig's (1999) model were in English and the author translated the statements and chose the ones that were tested by Hon & Grunig (1999) to be the best indicators of the dimension they measure. A second criterion was how well the statements fitted the Finnish language since the translation was tried to keep as much as possible according to the original so that the message conveyed does not change. The statements measuring each relationship dimensions are listed in Appendix 1, both in English and Finnish.

3.1.1 Sample

Since the respondents are subscribers of Perhehoito -magazine, it was natural to use the magazine as the mean for conducting the questionnaire. The questionnaire was sent out alongside with Perhehoito -magazine's June issue which also included an advertisement of the study. This resulted in a sample of around 5.000 subscribers. Respondents had two possibilities to fill in the questionnaire. First of all, they had an opportunity to visit a website (webropol.fi) and complete the questionnaire electronically. As a paper version of the questionnaire was sent out with every magazine, another option to take part in the study was to return the paper version of the questionnaire by post for free. Sending a paper questionnaire with every magazine aimed at increasing the possibility that subscribers who subscribe the magazine only as a donation, and therefore do not read it, would notice the questionnaire.

As the research relies on the study conducted by Waters (2008) it is important to clarify the definitions of the research sample. The sample of the research is subscribers of Perhehoito -magazine. In Perhehoitoliitto's case subscribers of the magazine are treated as donors since the assumption is that majority of them is subscribing the magazine only or mainly because they want to support Perhehoitoliitto Ry and hence donate the cost of subscription to the organization. This makes the concept different from business environment where readers subscribe to a magazine because they want to read it and that is what they receive from the exchange. Therefore, in the context of this study, subscribers of Perhehoito -magazine and donors indicate the same thing and will be used irreplaceably.

3.1.2 Response rate

All together Perhehoitoliitto Ry has around 5.000 subscribers and the questionnaire was only filled in by 14 respondents which results in an extremely low response rate. Such a low response rate has implications to the validity of the study and therefore it must be kept in mind throughout the entire process of analysing the results and drawing conclusions, that the results can not be generalized to the whole sample. Despite this fact the author still decided to continue with the topic since a lot of work had naturally taken place at the point when the surveys were completed. The questionnaire was also conducted in a proper manner with a random sample which means that every subscriber had an equal chance to respond. The fact that this well conducted study resulted in such a small respond rate draws attention to the trend of shrinking respond rates to quantitative research methods which will now be discussed more in detail.

Several authors have expressed their concern over falling level of cooperation to surveys resulting in declining response rates (Hague & Hague, 2004; Langbein, 2006; Rife, 2008; Gide & Wu, 2007; Sheehan, 2001). According to Bickart & Schmittlein (1999 quoted in Sheehan, 2001) response rates for all types of surveys have been declining during the past decade. Groves, Cialdini and Couper (1992 quoted in Sheehan, 2001) claim that US population is being over-surveyed. The same trend of increasing requests for individuals to take part in surveys has also been visible in other countries and this may be one explanation for people's reluctance to complete surveys (Sheehan, 2001). People simply don't have time or they get bored with all the surveys they are asked to complete. Too many requests also take away the feeling of uniqueness to the participation and people simply become numb for the approaches (Sheehan, 2001). Discussion about low response rates to surveys brings us to the question of what then is acceptable or ideal response rate for a survey today. Kittleson & Brown (2005 quoted in Gide & Wu, 2007) for example describe 40-50 % response rate as outstanding in today's world of information overload but there is no one standard describing sufficient response rate for a survey today. This is controversial since response rate is an essential factor in a research as it affects the contribution of the study. Low response rates are problematic as they might bias the results and affect the validity since non-respondents might differ substantially from the respondents (Neuman, 2000 quoted in Gide & Wu, 2007). Therefore the results can not be generalized to a larger population (Bean & Roszkowski, 1995 quoted in Sheehan, 2001).

Several studies have been conducted to reveal means for increasing response rate. Downing & Clarks (2007) for example list that pre-announcement, reminder notice, monetary incentive, personalized cover letter, interesting topic and the number of contacts as ways to affect the response rate positively both in mail and electronic surveys. Sheehan (2001) on the other hand mentions survey length, respondent contacts, design issues, research affiliation and compensation as matters with potential positive influence on response rate. In the study of Perhehoitoliitto Ry, these means were used as much as it was considered adequate for a survey of this level. First of all, the number of questions was tried to keep as low as possible. Secondly, lottery of prices was arranged in order to encourage people to take part in the survey. And thirdly, the time allowed to return the survey was extended and another advertisement was added to the following Perhehoito –magazine to get remaining non-respondent to fill in the questionnaire. It was discussed with the employees of Perhehoitoliitto Ry that it is not sufficient to take other time consuming and costly means to increase the response rate. Because of the low response rate of this survey it might be useful to second-guess what could have been done differently in order to achieve higher response rate. Since the author strongly feels that the research and the questionnaire were conducted carefully and in a proper manner, it seems to leave few options for improvements. Therefore, one of the few truly effective ways to increase the response rate seems to be changing the mean for conducting the survey altogether. For future purposes it can be recommended to conduct the survey in a context of for example some kind of event organized for the organization's donors. This way respondents' completion of the questionnaire could be ensured more effectively by a person handing out the questionnaires. Another possible way, even though more expensive and time consuming, could be telephone interviewing which does not leave as much responsibility over answering for the respondent as mail or e-mail surveys.

3.2 Results

3.2.1 Statistical analysis

Working with the results proceeded the usual way. First of all, after the questionnaires were completed, it was checked whether they were properly filled in and all the 14 questionnaires qualified to be analysed. The second stage involved coding the questionnaires into an excel file by assigning a number for each multiple choice response (e.g. 1=male and 2=female). Statements were coded in a manner that number one was assigned for 'strongly agree' and number five accordingly for 'strongly disagree'. The coding procedure included reversing the negative statements that were added in the questionnaire to test that the respondents were paying attention while answering. If, for example, a respondent would have answered 'agree' to all the statements, including the negative ones, there would have been a controversy in the responses and that particular questionnaire should have been left out from the analysis stage. However, as mentioned above, this kind of behaviour did not occur and all the questionnaires qualified for analyzing the results. Further analysis of the responses was done with PASW Statistics 18 -program which is a latest version of SPSS. It must be kept in mind throughout the whole analysis stage that since the questionnaire resulted in such a few responses, results can not be trusted as a representative of the whole sample.

3.2.2 Basic demographics

First of all, some basic frequency tables were produced to get a picture of the demographics of the respondents and also to gather an overall report for Perhehoitoliitto Ry of the questionnaire and especially the questions focusing on the magazine. These ‘reader survey’ -questions will however be left out of the analysis since they are not relevant for the study but serve more as valuable information for Perhehoitoliitto Ry in developing the magazine. Therefore, this analysis only focuses on the statements measuring the relationship of Perhehoitoliitto Ry with its subscribers. As it was expected, majority of respondents were elderly (85 % over 40 years old) women (71 %). In order to compare the responses of long-term and short-term subscribers, a new variable was created accordingly. Subscribers were divided into long-term and short-term subscribers based on their answers to question number 3; “How long have you subscribed Perhehoito –magazine?” Subscribers of less than two years were considered to be short-term subscribers and respondents who had subscribed the magazine over two years or had more than one short-term subscription were classified as long-term subscribers. The division between short-term and long-term subscribers was more equally distributed as 36 % of respondents were short-term and 64 % long-term subscribers.

In order to compare the ratings of each relationship dimension (trust, control mutuality, commitment, satisfaction, communal relationship, and exchange relationship) responses to all of the items measuring each relationship dimension were averaged so that it was possible to calculate overall mean scores. In practise this means creating new variables in SPSS by calculating the mean for all the statements measuring each relationship dimension. These overall averages can then vary from one to five according to the level of agreement with which respondents expressed their feelings towards the statements. The responses were coded in a manner that the lower the mean, the more positive the relationship with the organization. To go further in the analysis, these mean values of each dimension were compared between long-term and short-term subscribers by taking one-way ANOVA test. The confidence level of 0.05 was chosen for analysing the results which means that the results have 5 % error marginal i.e. possibility of being wrong.

This particular confidence level was chosen since it is widely considered to be acceptable error margin for studies at this level.

3.2.3 Quality of the relationship - relationship dimensions of trust, control mutuality, commitment and satisfaction

The first research question (**RQ1.**) was to find out to what extent do subscribers give Perhehoitoliitto Ry a favourable rating on the four relationship dimensions measuring the quality of the relationship. Means for the dimensions of trust, control mutuality, commitment and satisfaction were 2,06; 2,39; 2,32 and 2,29 respectively. Keeping in mind the fact that the low figures represent positive feelings, each mean is below the average of 2,5 which can be seen representing neutral feelings towards the organization. Therefore, it can be interpreted from the results that in general subscribers perceive the quality of their relationship with Perhehoitoliitto Ry positively. To rank order the dimensions, trust has the lowest mean of 2,06 which makes trust the strongest dimension. Control mutuality on the other hand has the highest mean of 2,39 meaning that this aspect of the relationship should be developed.

To analyze the results further, the first hypothesis (**H1.**) assumed that compared to short-term subscribers, long-term subscribers will rate Perhehoitoliitto Ry more favourably on the four relationship dimensions of trust, control mutuality, commitment and satisfaction measuring the quality of the relationship. To compare the results between long-term and short-term subscribers, means of the statements measuring each relationship dimension were compared by taking one-way ANOVA test in SPSS. As *Table 1* shows, all four relationship outcomes were evaluated more positively by long-term than short-term subscribers as all the means are lower i.e. more positive for long-term subscribers. With the confidence level of 0.05 the difference between long- and short-term subscribers was also found to be significant in all dimensions. This is visible in *Table 1* as sig. values created by SPSS are in each case greater than the chosen confidence level of 0.05. Consequently, it can be stated that the first hypothesis was supported by statistical analysis and that compared to short-term subscribers, long-term subscribers rate Perhehoitoliitto Ry more favorably on the relationship dimensions measuring the quality of the relationship.

Table 1. Means of relationship dimensions measuring the quality of the relationship.

Relationship dimension	**total**	**long-term**	**short-term**	**sig.**
Trust	2,06	1,81	2,50	0,055
Control mutuality	2,39	2,36	2,45	0,736
Commitment	2,32	2,08	2,75	0,054
Satisfaction	2,29	2,19	2,45	0,272

3.2.4 Type of the relationship - communal vs. exchange relationship

The second research question (**RQ2.**) focused on the last two dimensions measuring the type of relationship and posed a question to what extent do subscribers perceive Perhehoitoliitto Ry as having more communal than exchange type of relationship? Even though these two dimensions describing the type of relationship are in this analysis separated from the dimensions measuring the quality of the relationship, the statistical analysis in SPSS was conducted in the exactly same manner. *Table 2* shows that the mean of 2,11 for communal relationship is lower and therefore more positive than the mean of 2,16 for exchange relationship. Therefore, statistical analysis suggests that as a whole, subscribers perceive their relationship with Perhehoitoliitto Ry as more communal than exchange type.

The second hypothesis (**H2.**) goes further to assume that long-term subscribers will perceive the relationship with Perhehoitoliitto Ry as more communal type than short-term subscribers. Now again means for these two dimensions were compared between short-term and long-term subscribers by conducting one-way ANOVA test in SPSS. This time the results are more controversial. When comparing the means of short-term and long-term subscribers for communal relationship, the mean for long-term subscriber is smaller and therefore more positive than for short-term subscribers. However, with the confidence level of 0.05, the difference is not statistically significant. For exchange relationship on the other hand the case is different and long-term subscribers perceive the relationship to be more exchange type than short-term subscribers. In this case the difference is also statistically significant. These results are surprising and do not support the hypothesis which assumed that short-term subscribers would rank exchange relationship more favourably than long-term subscribers that would perceive the relationship as more of a communal type.

Table 2. Means of relationship dimensions measuring the type of the relationship.

Relationship dimension	**total**	**long-term**	**short-term**	**sig.**
Communal relationship	2,11	1,97	2,35	0,048
Exchange relationship	2,16	2,06	2,35	0,467

3.2.5 Reliability and validity of the study

Reliability of measures used in studies is usually expressed by a statistic called Cronbach's Alpha which is an overall measure of how well the items measuring the same characteristic correlate with each other (Hon & Grunig, 1999). The survey had six measures for trust and four for each remaining dimensions of control mutuality, commitment, satisfaction, communal relationship and exchange relationship. As all of these measures i.e. statements were adopted from the model questionnaire created by Hon & Grunig (1999), and all the statements have been found to be reliable with Cronbach's Alpha values of over 0.70 the author felt confident enough with these results and not obliged to analyze these Alpha values any further.

4 DISCUSSION AND CONCLUSION

4.1 Discussion and practical implications for Perhehoitoliitto Ry

4.1.1 The quality of relationship of Perhehoitoliitto Ry and its subscribers

The analysis of the results showed that subscribers of Perhehoito –magazine rate their relationship with Perhehoitoliitto Ry positively. Positive ratings on the dimensions measuring the quality of the relationship can be interpreted the following way. First of all, subscribers generally trust Perhehoitoliitto Ry to carry out its services in an effective manner that helps its beneficiaries and serves the community. Secondly, subscribers feel that in their relationship with Perhehoitoliitto Ry both parties have some control over the other so that one party is not entirely on the mercy of other. Thirdly, positive ratings on the satisfaction dimension suggest that subscribers feel favourably towards Perhehoitoliitto Ry and are satisfied with the relationship in which benefits outweigh the costs. Fourthly, analysis suggests that subscribers are committed to Perhehoitoliitto Ry which means they feel that the relationship is worth maintaining. Generally these results suggest that subscribers are pleased with the progress Perhehoitoliitto Ry has made in achieving its goals and objectives. Subscribers as a whole feel valued and appreciated and trust Perhehoitoliitto Ry not to do anything that could harm their relationship with the organization. What became evident from the reversed statements was also that subscribers do not feel that Perhehoitoliitto Ry would take advantage of them or their contribution to the organization.

To sum up, overall results seem to be positive for Perhehoitoliitto Ry. However, to be more specific, the means of relationship dimension should be compared and rank ordered in order to get indication of what can be improved. This way it is possible to make suggestions for Perhehoitoliitto Ry to develop the relationship with its subscribers in the dimensions with the least favourable ratings. As it was described in the results -section control mutuality and commitment have the least favourable ratings of the four relationship dimensions measuring the quality of the relationship. Generally speaking, weak control mutuality scores suggest that constituent groups feel they cannot affect the organizations which on the other hand affect them by their organizational decision making. Even though control mutuality scores were on the positive side for Perhehoitoliitto Ry, this dimension resulted in the least positive ratings of the relationship dimensions measuring the quality of the relationship and therefore offer place for improving. According to Hon & Grunig (1999) low control mutuality scores should encourage the organization to try to increase the involvement of constituent groups in organizational decision making. By employing symmetrical strategies that benefit both parties it is possible to increase the involvement of subscribers. In practise, this means for example organizing events for subscribers. Also maintaining a meaningful dialogue with donors over time is a good starting point for increasing involvement. It is essential that donors feel their contribution has made a difference. They expect the organization to acknowledge past contributions and have some personal contact. This kind of extended dialogue might come a long way in developing an organization-donor relationship. By successfully increasing the involvement of the subscribers, Perhehoitoliitto Ry will most probably also positively affect the commitment which was another dimension to be improved.

The analysis further made a separation between long-term and short-term subscribers and compared the results of these two groups. The first hypothesis (**H1**) which assumed that long-term subscribers would rate the relationship with Perhehoitoliitto Ry more positively than short-term subscribers was supported by the statistical analysis. This was the case for each relationship dimension measuring the quality of the relationships with significant difference. Therefore the results further strengthen Waters' conclusion suggesting that organizations have mainly focused their relationship cultivation efforts to major donors. In the light of the results of both studies, organizations should instead put resources into relationship cultivation with all donors.

4.1.2 The type of relationship of Perhehoitoliitto Ry and its subscribers

The type of relationship Perhehoitoliitto Ry has with its subscribers was measured through two dimensions of communal and exchange relationship. As a whole, subscribers perceived the relationship as more communal than exchange type. Communal relationships are deeper than exchange relationships and parties provide benefits to each other because they are willing to whereas in exchange relationships benefits are exchanged only in return of something. These results are very important for Perhehoitoliitto Ry since communal relationships are the ones that organizations should strive for in order to develop successful long-term relationships. However, it must be noted that the difference in the means for exchange and communal relationships was not great and therefore actions to develop relationships into more communal type should be taken. As mentioned earlier, often relationships start as exchange relationships and later develop into deeper communal relationship. It seems that Perhehoitoliitto Ry is moving to the right direction in developing its relationship with subscribers as the overall perceptions were more supporting the communal relationship than the exchange one. As it was discussed in theoretical framework –section, communal relationships develop more positive ratings of the dimensions measuring the quality of the relationship. Therefore, by cultivating the relationship through these dimensions also the type of the relationship should develop into more communal one. The essential connection between communal relationships and non-profit organizations is that in communal relationships the constituent groups believe the organization "is concerned with its overall welfare and the welfare of the community—beyond their interest as customers" (Hon & Grunig, 1999, p. 31). This could not fit any better the ideology of non-profit organizations which is why non-profit organizations should strive for developing communal relationships with their key constituent groups.

The second hypothesis (**H2**) that assumed long-term subscribers to perceive the relationship with Perhehoitoliitto Ry as more of the communal type than short-term subscribers was not supported by the statistical analysis. Instead, the analysis found significance difference in the dimension of exchange relationship where long-term subscribers actually perceived the relationship to be more of the exchange type than communal one compared to short-term subscribers. These results, on the contrary, do not strengthen Waters' suggestion of organizations focusing mainly on relationship cultivation with the major donors.

4.2 Conclusion

This purpose of this research was to study the relationship between Perhehoitoliitto Ry and its donors i.e. subscribers of Perhehoito –magazine. More specifically the nature and the type of the relationship were evaluated by measuring how the subscribers perceive their relationship with Perhehoitoliitto Ry. These perceptions were measured through relationship dimensions developed for evaluating organization-public relationships. Further analysis compared the responses of long-term and short-term subscribers. This quantitative research was therefore also comparative in nature and employed questionnaire as the method of research.

Theoretical framework for the study was adopted from public relations which has identified developing long-term relationships with the key constituent groups as its ultimate goal. Lately also other fields such as marketing have started to acknowledge the importance of relationship management and cultivation. However, in the special context of non-profit organizations the literature suggests that relationship cultivation efforts have mainly focused on major donors. By comparing the perceptions long-term and short-term subscribers have of the relationship it was possible to explore this suggestion.

The purpose of the study was to provide Perhehoitoliitto Ry with quantifiable evidence of the perceptions one of their important constituent group - subscribers – have of the relationship with the organization. Consequently, these results should be taken advantage of as much as possible in order to develop the relationship. However, it must be once again noted that the low respond rate questions the contribution of the study since the results can not be generalized to the whole population in question. Therefore, the value of this thesis is more to function as pilot study in Finland as this is probably the first time this kind of questionnaire employing Hon & Grunig's (1999) relationship dimensions is administered for non-profit organisation in Finnish setting.

The results indicated that subscribers perceive their relationship with Perhehoitoliitto Ry positively but there is still place for relationship cultivation in order to develop the relationship towards more communal one which is the ultimate goal of relationship management especially for non-profit organizations. Nudd (1993, quoted in Waters,

2008) claims that organizations conducting research on their donors develop understanding about their donors and hence get a head start for relationship cultivation process Therefore this study provides Perhehoitoliitto Ry a good starting point for developing the relationship with its subscribers. This thesis has also provided strategies and practical examples for relationship cultivation process which may result in many benefits through more satisfied constituent groups.

The results partly support the hypotheses that focus on the differences in perceptions between long-term and short-term subscribers. Analysis of the quality of the relationship strengthened the assumption that organizations have traditionally focused on the major donors in their relationship cultivation efforts. At the same time results suggest that non-profit organizations should put resources into relationship cultivation with all donors, not just the major ones. Even though major donors are the ones providing a bigger contribution, this study supports the claim that resources should also be put into the relationship cultivation with smaller donors which can then lead to them becoming major donors or at least to increased giving levels. In the more general level this study also strengthens Waters' findings and other claims that for non-profit organizations, relationship cultivation is worth conducting and dedicating resources to. It can be claimed that the relationship non-profit organizations develop with their donors is very essential for the longevity of the non-profit sector.

4.3 Limitations of the study

This study focuses on the relationship of one particular non-profit organisation with its donors in a small scale and therefore can not be generalized to wider population. It must be also noted that this study examined the relationship of subscribers and the organisation meaning that the results can not be considered as a public opinion of Perhehoitoliitto Ry.

4.4 Suggestions for further research

This study provided some insights to how subscribers of Perhehoito –magazine perceive their relationship with Perhehoitoliitto Ry. The next step in exploring this relationship would be measuring the perceptions of both parties. This kind of study would measure how organizational decision makers and subscribers see the relationship. To go further, the relationship could also be evaluated by a third party independently of the parties involved in the relationship. Sometimes an outsider can perceive the relationship more accurately realistically without biases than the parties involved. With all these three perspectives, it is possible to produce a more complete picture of the relationship.

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Appendix 1. Table indicating the statements measuring each relationship dimension (as presented in the questionnaire)

Dimension	Statement
Trust (Integrity)	Perhehoitoliitto kohtelee tilaajia oikeudenmukaisesti ja reilusti. (This organization treats people like me fairly and justly.)
Trust (Integrity)	Perhehoitoliiton toimintaa ohjaavat vahvat periaatteet. (Sound principles seem to guide this organization's behaviour.)
Trust (dependability)	Voin luottaa siihen, että Perhehoitoliitto pitää lupauksensa. (This organization can be reliedon to keep its promises.)
Trust (dependability)	Uskon, että Perhehoitoliitto ottaa päätöksenteossaan huomioon tilaajien mielipiteet. (I believe that this organization takes the opinions of people like me into account when making decisions.)
Trust (competence)	Luotan Perhehoitoliiton kykyihin. (I feel very confident about this organization's skills.)
Trust (competence)	Perhehoitoliitto onnistuu tekemissään asioissa. (This organization is known to be successful at the things it tries to do.)
Control mutuality	Perhehoitoliiton mielestä tilaajien mielipiteet ovat oikeutettuja. (This organization believes the opinions of people like me are legitimate.)
Control mutuality	Perhehoitoliitto todella kuuntelee mitä tilaajilla on sanottavana. (This organization really listens to what people like me have to say.)
Control mutuality	Perhehoitoliitto ei tee yhteistyötä tilaajien kanssa. (This organization won't cooperate with people like me.) – Reversed
Control mutuality	Tilaajat voivat vaikuttaa Perhehoitoliiton päättäjiin. (I believe people like me have influence on the decision-makers of this organization.)
Commitment	Tunnen että Perhehoitoliitto yrittää ylläpitää pitkäaikaista sitoutumista tilaajiin. (I feel that this organization is trying to maintain a long-term commitment to people like me.)
Commitment	Perhehoitoliiton ja tilaajien välillä on pitkäaikainen side. (There is a long-lasting bond between this organization and people like me.)
Commitment	Verrattuna muihin organisaatioihin, arvostan suhdettani Perhehoitoliittoon

	enemmän. (Compared to other organizations, I value my relationship with this organizations more.)
Commitment	Tunnen uskollisuutta Perhehoitoliittoa kohtaan. (I feel a sense of loyalty to this organization.)
Satisfaction	Olen tyytyväinen Perhehoitoliittoon. (I am happy with this organization.)
Satisfaction	Suurin osa tilaajista on tyytyväisiä vuorovaikutukseen Perhehoitoliiton kanssa. (Most people like me are happy in their interactions with this organization.)
Satisfaction	Perhehoitoliitto on onnistunut täyttämään tilaajien tarpeet. (The organization fails to satisfy the needs of people like me.)
Satisfaction	Tunnen, että tilaajat ovat tärkeitä Perhehoitoliitolle. (I feel people like me are important to this organization.)
Communal relationship	Perhehoitoliitto on huolissaan tilaajien hyvinvoinnista. (This organization is very concerned about the welfare of people like me.)
Communal relationship	Tunnen, että Perhehoitoliitto käyttää hyväkseen haavoittuvia ihmisiä. (I feel that this organization takes advantage of people who are vulnerable.) – reversed
Communal relationship	Perhehoitoliitto auttaa tilaajia odottamatta mitään vastineeksi. (This organization helps people like me without expecting anything in return.)
Communal relationship	En pidä Perhehoitoliittoa kovinkaan hyödyllisenä organisaationa. (I don't consider this to be a particularly helpful organization.) – reversed
Exchange relationship	Kun Perhehoitoliitto toimii tilaajien hyväksi, se odottaa jotain vastineeksi. (Whenever this organization gives or offers something to people like me, it generally expects something in return.)
Exchange relationship	Pitkäaikaisella tilaajasuhteella on mahdollisuudet kehittyä merkityksellisemmäksi ajan kanssa. (Even though people like me have had a relationship with this organization for a long time, it still expects something in return whenever it offers us a favor.)
Exchange relationship	Perhehoitoliitto huomio tilaajat vain jos se tietää hyötyvänsä siitä jotenkin. (This organization will compromise with people like me when it knows that it will gain something.)

Exchange relationship	Perhehoitoliitto huolehtii vain ihmisistä joista se tietää hyötyvänsä tulevaisuudessa. (This organization takes care of people who are likely to reward the organization.)

Appendix 2. Questionnaire

Osallistu Perhehoito-lehden kehittämiseen

Haluamme kehittää Perhehoito-lehteä entistäkin paremmaksi. Siihen tarvitsemme lukijoiden apua. Vastaamalla tähän kyselyyn annat meille arvokasta tietoa siitä, kuinka lehti palvelisi paremmin juuri sinua.

Vastaamiseen kuluu aikaa enintään kymmenen minuuttia. Voit vastata joko tällä lomakkeella tai suoraan osoitteen www.perhehoitoliitto.fi kautta löytyvän linkin kautta. Jäsenille ja tilaajille on omat vastauslomakkeensa. Lomakkeen postimaksu on maksettu puolestasi.

Kaikkien vastanneiden kesken arvotaan hyviä palkintoja.
1. palkinto: Lahjakortti Suomalaiseen kirjakauppaan, arvo 100 euroa
2. palkinto: Lahjakortti Suomalaiseen kirjakauppaan, arvo 80 euroa
3. palkinto: Lahjakortti Suomalaiseen kirjakauppaan, arvo 50 euroa
4.-8. palkinto: Valitsemasi Perhehoitoliiton tuote: lehden vuosikerta, paita, Minun kirjani tai kirja perhehoidosta

Vastaukset käsitellään luottamuksellisesti eikä vastaustietoja yksilöidä. Lukijatutkimus on Salla Hakkaraisen tradenomiopintojen lopputyö. Henkilötietoja tarvitaan vain arvontaa varten.

Vastaathan viimeistään 28.6.2009. Jokainen vastaus on tärkeä!

kesäisin terveisin

Perhehoito-lehden tekijät

Perhehoitoliitto ry

Vastaathan kaikkiin kysymyksiin ellei toisin mainita. Mikäli haluat osallistua palkintojen arvontaan, muista jättää yhteystietosi lomakkeen loppuun.

1) Sukupuoli?
❍ Nainen
❍ Mies

2) Ikä?
❍ Alle 20
❍ 20-30
❍ 31-40
❍ 41-50
❍ 51-60
❍ Yli 60

3) Olen ollut Perhehoito-lehden tilaaja:
❍ Alle vuoden
❍ 1-2 vuotta
❍ 3-5 vuotta
❍ Yli 5 vuotta
❍ Useampi määräaikaistilaus

4) Tilaukseni kesto:
❍ Kestotilaus
❍ Vuoden määräaikaistilaus
❍ Puolen vuoden määräaikaistilaus

5) Mitä kautta olet tilannut Perhehoito-lehden?
❍ Puhelinmyyjä
❍ Kampanja
❍ Oma aloite
❍ Olen saanut lehden lahjaksi
❍ Muu, mikä? ____

Jos et ole tilannut Perhehoito-lehteä puhelinmyyjän kautta, siirry kysymykseen 8.

6) Olet tilannut Perhehoito-lehden puhelinmyyjän kautta. Mitkä seuraavista adjektiiveista kuvailevat myyntitilannetta?
❍ Asiallinen
❍ Tiedottava
❍ Ystävällinen
❍ Miellyttävä
❍ Tunteisiin vetoava
❍ Tyrkyttävä
❍ Epäkohtelias
❍ Muu, mikä? ____
❍ En muista

7) Myyntitilanteessa sain tarpeeksi tietoa:

	Kyllä	Ei	En osaa sanoa
Perhehoitoliiton toiminnasta			
Perhehoidosta			
Perhehoito-lehdestä			

8) Pääasiallinen syy miksi tilaan Perhehoito-lehteä:
❍ Asia kiinnostaa minua henkilökohtaisesti
❍ Olen ammattini puolesta kiinnostunut aiheesta
❍ Vain hyväntekeväisyystarkoituksessa
❍ Lehti tulee minulle lahjana
❍ Muu, mikä? ____

9) Tunnen perhehoitoa:
❍ En lainkaan
❍ Hieman
❍ Minulla on omakohtaista kokemusta
❍ Ammattini / koulutukseni puolesta

10) Luen Perhehoito-lehden:
❍ Kannesta kanteen
❍ Lähes kokonaan
❍ Pintapuolisesti
❍ Vaihtelevasti
❍ En ollenkaan

Mikäli et lue Perhehoito-lehteä lainkaan, siirry kysymykseen 18.
Jos luet lehteä edes jossain määrin, vastaa myös kysymyksiin 11-17.

11) Mitä seuraavista aihealueista olet lukenut Perhehoito-lehdestä?
❍ Pääkirjoitus
❍ Perhehoitoa koskevat artikkelit
❍ Perhekuvaukset
❍ Perhehoitajien omakohtaiset tarinat
❍ Perhehoidon lainsäädäntö
❍ Sijoitettujen lasten / nuorten käyttäytyminen / oireilu
❍ Sairaudet
❍ Lukijoiden tarinat
❍ Tutkimukset
❍ Sarjakuva
❍ Sijoitettujen nuorten kertomukset
❍ Sinujen sivut
❍ Sijaisäidin päiväkirja
❍ Lasten puuhasivut
❍ Pikku-uutiset / ajankohtainen tieto
❍ Koulutusilmoitukset
❍ Mainokset
❍ Muu, mikä? ____

12) Mielestäni Perhehoito-lehdessä on mainoksia:
❍ Liian paljon
❍ Sopivasti
❍ Voisi olla enemmänkin
❍ En osaa sanoa

13) Ovatko mainokset sopivia Perhehoito-lehteen?
❍ Kyllä
❍ Osittain
❍ Ei
❍ En osaa sanoa

14) Ovatko mainokset sinulle hyödyllisiä?
❍ Kyllä
❍ Osittain
❍ Ei
❍ En osaa sanoa

15) Onko Perhehoito-lehden asiamäärä riittävä suhteessa mainoksiin?
❍ Kyllä
❍ Ei
❍ En osaa sanoa

16) Millä adjektiiveilla kuvailisit Perhehoito-lehden ulkoasua?

❍ Miellyttävä
❍ Selkeä
❍ Sekava
❍ Helppolukuinen
❍ Vaikealukuinen
❍ Nykyaikainen
❍ Vanhanaikainen
❍ Kuvat sopivat lehteen
❍ Kuvat eivät sovi lehteen
Muita adjektiiveja & kommentteja

___

17) Kuinka tyytyväinen olet Perhehoito-lehteen yleisesti ottaen?

❍ Erittäin tyytyväinen
❍ Tyytyväinen
❍ En osaa sanoa
❍ Tyytymätön
❍ Erittäin tyytymätön

18) Miten suhtaudut seuraaviin Perhehoitoliittoa koskeviin väittämiin?

1 = Täysin samaa mieltä
2 = Jokseenkin samaa mieltä
3 = En osaa sanoa
4 = Jokseenkin eri mieltä
5 = Täysin eri mieltä

	1	2	3	4	5
Perhehoitoliitto kohtelee tilaajia oikeudenmukaisesti ja reilusti.					
Perhehoitoliiton toimintaa ohjaavat vahvat periaatteet.					
Voin luottaa siihen että Perhehoitoliitto pitää lupauksensa.					
Uskon että Perhehoitoliitto ottaa päätöksenteossaan huomioon tilaajien mielipiteet.					
Luotan Perhehoitoliiton kykyihin.					
Perhehoitoliitto onnistuu tekemissään asioissa.					
Perhehoitoliiton mielestä tilaajien mielipiteet ovat oikeutettuja.					
Perhehoitoliitto todella kuuntelee mitä tilaajilla on sanottavana.					
Perhehoitoliitto ei tee yhteistyötä tilaajien kanssa.					
Tilaajat voivat vaikuttaa Perhehoitoliiton päättäjiin.					

18) Miten suhtaudut seuraaviin Perhehoitoliittoa koskeviin väittämiin?

1 = Täysin samaa mieltä
2 = Jokseenkin samaa mieltä
3 = En osaa sanoa
4 = Jokseenkin eri mieltä
5 = Täysin eri mieltä

	1	2	3	4	5
Tunnen että Perhehoitoliitto yrittää ylläpitää pitkäaikaista sitoutumista tilaajiin.					
Perhehoitoliiton ja tilaajien välillä on pitkäaikainen side.					
Verrattuna muihin organisaatioihin, arvostan suhdettani Perhehoitoliittoon enemmän.					
Tunnen uskollisuutta Perhehoitoliittoa kohtaan.					
Olen tyytyväinen Perhehoitoliittoon.					
Suurin osa tilaajista on tyytyväisiä vuorovaikutukseen Perhehoitoliiton kanssa.					
Perhehoitoliitto on onnistunut täyttämään tilaajien tarpeet.					
Tunnen että tilaajat ovat tärkeitä Perhehoitoliitolle.					
Perhehoitoliitto on huolissaan tilaajien hyvinvoinnista.					
Tunnen että Perhehoitoliitto käyttää hyväkseen haavoittuvia ihmisiä.					
Perhehoitoliitto auttaa tilaajia odottamatta mitään vastineeksi.					
En pidä Perhehoitoliittoa kovinkaan hyödyllisenä organisaationa.					
Kun Perhehoitoliitto toimii tilaajien hyväksi, se odottaa jotain vastineeksi.					
Pitkäaikaisella tilaajasuhteella on mahdollisuudet kehittyä merkityksellisemmäksi ajan kanssa.					
Perhehoitoliitto huomioi tilaajat vain jos se tietää hyötyvänsä siitä jotenkin.					
Perhehoitoliitto huolehtii vain ihmisistä joista se tietää hyötyvänsä tulevaisuudessa.					

19) Avoin palaute lehden ja yhteistyön kehittämiseksi:

Yhteystiedot

Etunimi ____

Sukunimi ____

Sähköposti ____

Postiosoite ____

Postinumero __________ Postitoimipaikka _________________________

Puhelin ____

Vastaanottaja
maksaa
postimaksun

Perhehoitoliitto ry
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Tunnus 5013056
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