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Barry Nickelsberg

often are in other countries, and executives who make decisions about major contributions are not near particular community efforts. Often, takeovers have been accomplished by paying high prices to gain stock control, using money raised at soaring interest rates. In order to pay off those loans, profits in the corporations must be high.

The result has been that contributions must serve more than a purely altruistic purpose for the companies. In other words, corporate contributions must help firms to reach potential customers.

The challenge to not-for-profit organisations is to determine how to respond to this situation, how to ensure that even companies not necessarily caught up in the acquisitions game do not follow the others and say, "If the big boys don't give, we don't have to either."

The key to gaining corporate support for philanthropy is to offer corporate high visibility among potential customers who may be included in the constituency of the not-for-profit organisations. These bodies are mastering such diverse subjects as the buying patterns of their constituencies, marketing techniques, and effective advertising in order to lead corporations to understand how

potential customers can be reached effectively through contributions to their organisations.

American not-for-profit organisations recognise clearly the need to maintain their integrity in this process. Such organisations are thus learning that effective and valid relationships can be forged with corporations to benefit both sides. Each gains something of value. Most importantly, worthy causes benefit.

Corporation underwriting is flowing to such important endeavours as public broadcasting, education at all levels, symphony orchestras, special exhibitions in museums, performing arts centres, and the preservation of historic buildings and sites. Corporations reach audiences that otherwise might not give them much attention. Organisations and institutions can achieve otherwise impossible goals.

As more and more major corporations are reaching out to global markets, the motivation for global patterns of corporate giving can be expected to follow right along. Barry Nickelsberg is chairperson of the World Congress on Philanthropy and executive director of The Funding Center, a Washington, DC-based organisation helping not-for-profits worldwide with fundraising.

Reaching Out to Global Markets

This article is the first series of reports on trends in philanthropy in the United States prepared by Barry Nickelsberg.

The rash of corporate mergers and acquisitions across international boundaries is forcing not-for-profit organisations in the United States to master new means of gaining corporate support.

For several reasons, corporate takeovers in the late 1980s led to a marked decrease in philanthropic giving by firms. Corporate headquarters

