

Rowan University

Rowan Digital Works

Theses and Dissertations

1-21-1998

A fund raiser's guide for gaining access to corporate givers

Patricia L. Pflieger
Rowan University

Follow this and additional works at: <https://rdw.rowan.edu/etd>



Part of the [Public Relations and Advertising Commons](#)

Let us know how access to this document benefits you -
share your thoughts on our feedback form.

Recommended Citation

Pflieger, Patricia L., "A fund raiser's guide for gaining access to corporate givers" (1998). *Theses and Dissertations*. 1994.

<https://rdw.rowan.edu/etd/1994>

This Thesis is brought to you for free and open access by Rowan Digital Works. It has been accepted for inclusion in Theses and Dissertations by an authorized administrator of Rowan Digital Works. For more information, please contact LibraryTheses@rowan.edu.

**A FUND RAISER'S GUIDE FOR GAINING ACCESS
TO CORPORATE GIVERS**

by
Patricia L. Pflieger

A Thesis Project

Submitted in partial fulfillment of the requirements of the
Master of Arts Degree in the Graduate Division
of Rowan University
January 21, 1998

Approved by _____
Professor

Date Approved 1-21-98

ABSTRACT

Patricia L. Pflieger
A Fund Raiser's Guide for Gaining Access to Corporate Givers
1998
Anthony J. Fulginiti
Communications Department

This project identified, through both primary and secondary research, techniques for local United Way organizations to effectively gain access to key executives at mid-size corporations. The secondary research found that the trend in corporate giving is to demand much more recognition for philanthropy. Many corporations are combining charitable donations with their marketing efforts to target present or future customers.

Primary research was conducted using mail questionnaires, which were sent to fund raisers and corporate givers, listing possible techniques for making contact with corporate givers. A list of recommended techniques for fund raisers to use was then compiled.

Recommendations for fund raisers include: 1) make networking a priority; 2) highlight that the said agency helps local people; 3) use mutual colleagues to schedule appointments with new potential contributors, but do not expect the colleagues to "sell" said organization; 4) when going through the mail, enclose references and ample evidence of success; 5) avoid using phone calls and unscheduled visits as an initial means of contact; and 6) begin initial meetings by clearly demonstrating that said organization is not a large, bureaucratic organization.

Fund raisers, who are responsible for raising money for non-profit organizations, may use these recommendations to gain access to potential contributors.

MINI-ABSTRACT

This project identified, through both primary and secondary research, techniques for local United Way organizations to effectively gain access to key executives at mid-size corporations. Recommended techniques for fund raisers were compiled, including: spend more time networking, use mutual colleagues to schedule appointments and avoid unscheduled visits and phone calls as a means of introduction.

TABLE OF CONTENTS

Acknowledgments	i
Chapter 1	
Importance of the Problem	1
Problem Statement	5
Delimitations	6
Purpose of the Study	7
Assumptions and Terminology	7
Chapter 2	
Literature Review	8
Most Important Previous Work	9
Debate in the Field	10
Existing Research	10
Chapter 3	
Data Needed	13
Data Sources	13
Research Method	14
The Questions	15
Sample Selection and Size	16
Method of Data Analysis	17
Chapter 4	
Data Analysis	19
Getting Support	19
Getting Access	21
United Way	23
Chapter 5	
Summary and Interpretation	26
Deficiencies	30
Recommendations for Further Study	31
Summary of Recommendations for Fund raisers	32
Appendix	33

ACKNOWLEDGMENTS

Special thanks to...

Professor Anthony Fulginiti for his guidance and support through my thesis project.

My parents, for their faith in me throughout my graduate studies and their understanding that I had to do it for myself.

Jennifer, my closest friend, for giving me the final motivation to complete my thesis. I owe you - BIG!

Chapter 1

Importance of the Problem

Fundraisers' jobs are to raise money. Fundraisers are responsible for contacting individuals and/or corporations, pitching the needs of their agencies, and making "the ask." But before any of this can happen, before fundraisers can portray favorable views of their agencies, they must first have a representative(s) from a corporation, foundation or other audience for their appeal. In other words, they must have access.

Most professionals are familiar with the annual fall fund raising campaign of local United Ways (UWs). UWs derive their largest single source of revenue from employee campaigns, comprising an average of 51.9 percent of their annual fund drive.¹ During employee campaigns, a UW representative speaks to an organization's employees for 15-20 minutes about UW and solicits donations, often with the benefit of payroll deduction to make giving a little easier. And while many charities concentrate heavily on foundation and corporate gifts, "the bulk of overall giving continues to come from individuals, who contributed 88 percent of all charitable donations in 1992."² Because of the William Aramony/ United Way of America scandal in 1991, the majority of research available on non-profit contributions is from 1991/1992.

Running successful UW campaigns is becoming increasingly difficult. In the past, UW campaigns were an accepted part of corporate culture and companies allotted time for employee presentations. Today, however, employees are expected to do the jobs of many

¹ United Way of America, Research Services. "United Way Research: News You Can Use." July 1996.

² Sebastian, Pamela. "With Coiffers Less Full, Big Companies Alter Their Gifts to Charities." Wall Street Journal. November 26, 1993, A1.

people and they simply do not have time to attend such presentations, according to Nancy Young, director of corporate giving at Sara Lee Corporation in Winston-Salem.

“They (non-profit organizations) need to understand that most corporations have been, are and will be going through their own restructuring -- and that means downsizing. Because of those changes, corporate giving officials are not going to have much sympathy for hard-luck stories from non-profits.”³

Notes John Rossi, plant manager of Sun Oil Corporation, Marcus Hook Refinery:

“Time is limited and when you’re on deadline, attending a United Way pitch is not always a priority. Downsizing has become an accepted part of life for Americans, and unfortunately, this impacts UW campaigns dramatically.”

While UWs continue to see an increase in per capita giving (total dollars raised divided by the total number of employees) in employee campaigns, their drives continue to decline since there are fewer employees from which to draw.⁴ An analysis of campaign figures from United Way of Southeast Delaware County reflects this trend (Table 1.1).

Table 1.1

Company	Per Capita	Total Dollars
PECO Energy	+ 31.7%	- 2.8%
DuPont Printing and Publishing	- 14.6%	- 30.4%
Metro Machines of Pennsylvania	+ 52.7%	- 72.9%
First Keystone Savings Bank	+ 11.5%	- 12.1%
Dobbs International	+ 143.2%	- 55.5%

³ Solow, Barbara. “Corporations Try To Maximize Charitable Giving.” Philanthropy Journal Online. October 4, 1996.

⁴ United Way of America, Research Services. “United Way Research: News You Can Use.” July 1996.

The interim President of United Way of America, Paula Harper Bethea, noted in a

Nightline interview:

“...it (downsizing) makes our needs much greater. Without a strong middle, if you will, the needs of the people at the lower end are much greater. It also makes our ability to raise funds harder.”⁵

Major Tom Jones of the Salvation Army responded during the same telecast:

“You can verify Bethea’s observation at any Salvation Army shelter, whose customers are rarely the old-fashioned transients in search of just a bed and meals for a few days. What we are seeing are the local people in a community, a single-parent family with two or three children who, through downsizing or some problem, is not able pay their rent.”

In addition, the number of 501(c)(3) organizations has increased from approximately 200,000 in 1970 to more than 600,000 in 1996.⁶ “There’s so much focus now on programmatic funding. That’s all well and good but somehow, you’ve also got to keep the lights on and the heat and air conditioning running.”⁷ Over the last twenty years, the trend has been on supporting specific goals, such as affordable housing, higher education and crime prevention. This trend is just one reason why the share of corporate giving that goes to combined giving programs, such as UW, dropped from 1/5 in 1978 to 1/8 in 1987. Because these programs fund a variety of agencies, they often do not meet the needs of corporations with specific philanthropic goals.⁸

⁵ Nightline interview, November 28, 1996.

⁶ Zelsman, Michelle L., ed. “Community Fund Concept’s Advantage.” News and Views. August 1996, 3.

⁷ Solow, Barbara. “Corporations Try To Maximize Charitable Giving.” Philanthropy Journal Online. October 4, 1996.

⁸ O’Hare, B.C. “Good Deeds Are Good Business.” American Demographics. September 1991, 38-42.

The needs of existing non-profit organizations are growing as government cuts become more and more common.⁹ Previously tax-supported entities like libraries and public schools are raising private dollars to supplement their dwindling budgets.¹⁰ Individuals and corporations are overwhelmed by the number of requests they receive for financial donations and many now choose to give to a select “pet cause” that they can point to and see tangible results rather than write a check to UW, who passes it on to many others.¹¹

In the past, companies seemed to stay rooted in their community indefinitely. Today it is no longer unusual for large, stable companies to move locations or lay off workers, and this hurts local non-profit organizations. “Companies tend to give in areas where they do business, so relocations and plant closings can hurt local non-profits.”¹² It is also common today for smaller companies to be bought out or to merge with larger ones and since large, national corporations are rarely interested in community causes, local non-profits suffer.¹³

Notes Stephen Hocker, executive director of the District of Columbia Special Olympics:

“Over the past 18 months, individuals and corporations have found so many ways to say no to non-profits. There’s a lot of competition for the dollars. You hear that right away when you walk in to make a presentation.”¹⁴

⁹ Therrien, Lois. “Corporate Generosity Is Greatly Depreciated.” Business Week. November 2, 1992, 118.

¹⁰ Williams, M. Jane. “Current Trends in Fund-raising.” December 6, 1994.

¹¹ Jones, Joyce. “Doing Good While Doing Well.” Black Enterprise. February 1996, 178-184.

¹² Sebastian, Pamela. “With Coffers Less Full, Big Companies Alter Their Gifts to Charities.” Wall Street Journal. November 26, 1993, A1.

¹³ Williams, M. Jane. “Current Trends in Fund-raising.” December 6, 1994.

¹⁴ Markarian, Margie. “Fund-raising Tough Times.” Black Enterprise. December 1993, 76.

Problem Statement

Conducting successful employee campaigns is a large part of a Campaign Director's role. Of this responsibility, gaining access to the decision maker able to grant permission to conduct a campaign is by far the most difficult. Lou Mahlman, Director of Resource Development for a UW notes:

“Getting in to see the CEO... getting past the secretary is five, six, eight times more difficult than convincing him to allow us to run a campaign. Unfortunately most people have misconceptions about what United Way is. Or often they don't even know we're trying to reach them because the secretary, for all intents and purposes, sees us as salesmen and never passes along the messages. Once we get in and have the opportunity to set the record straight...educate them about who we are, what we do for their community, and what we're asking of them...well, it stands for itself. All we have to do is find the right button (message) for that person.”

The face of corporate leadership is also changing. A focus group performed by United Way of Southeastern Pennsylvania (SEPA) found that current CEOs are concerned that support of and interest in UWs stop with their generation. They see little involvement on the part of future leadership. As a result, they recommend UWs develop relationships with “younger constituencies.”¹⁵ Says Mahlman:

“We already run employee campaigns in most of the large corporations in our area, and those who do not let us in have very strong reasons for doing so and probably will not be convinced otherwise. While these ‘major firms’ have always been the bread and butter of our campaign, companies employ fewer people than they did ten years ago. In order to survive, we have to build relationships with younger, newer companies. And in talking to other Campaign Directors, I've learned this is not just a problem for our United Way, but for United Ways all over the country.”

As a more diverse group assumes leadership roles in newer companies, loyalty to UW is fading. It is increasingly common for women and minorities to hold top

¹⁵The Mexlior Group. “Results From Strategic Marketing Research.” United Way of Southeastern Pennsylvania, June 1996.

management positions in these companies - a trend which is expected to continue.

Women, in particular, have become an important market since two out of three new businesses and 18 percent of all business are owned by women.¹⁶ These younger, more diverse professionals have, for the most part, not experienced UW campaigns as a part of corporate culture. Newly successful entrepreneurs often don't think about philanthropy and do not understand how UWs work.¹⁷ Many UWs have become stagnant over the years and have not aggressively pursued new companies with the potential to run campaigns. United Way of America (UWA), the national headquarters, defines the target UW supporter as a caucasian male over 40 years of age.¹⁸ To survive, UWs must gain access to new companies. That is, gain permission to run employee campaigns. Case in point, United Way of Delaware raised a record \$21.4 million in 1996, exceeding its previous year's contributions by 14 percent. The staff attributes this success to the addition of 79 new campaigns.¹⁹

Delimitations

This study is limited to the responses from UW and Corporate professionals in the area of southern New Jersey, southeastern Pennsylvania and northern Delaware and does not cover outside of this region. This study does not investigate the attitudes of employees, solicitors, contributors, volunteers or any other individuals involved in the campaign process. This study analyzes data pertaining only to mid-size companies, and will not include large corporations or small businesses. This study will compare the attitudes of CEOs based on gender and exposure to United Way campaigns only; race differences will not be studied due to limitations on project length and complexity. The

¹⁶ WMMR Radio Morning News Segment. April 9, 1997.

¹⁷ Williams, M. Jane. "Current Trends in Fund-raising." December 6, 1994.

¹⁸ United Way of America. "United Way's Small Business Development Initiative." Summer 1994.

¹⁹ Zelsman, Michelle L., ed. "Campaign Highlights." News and Views. March 3, 1997, 2.

study will also measure CEOs'/Corporate Givers' perception of their own behavior; no research will be done to test the accuracy of their replies.

Purpose of the Study

The purpose of this study was to create a guide for UW professionals to gain access to new corporate leadership. According to the author's research, no guide of this kind exists in the field.

By interviewing key players among corporations and UWs, tips for marketing employee campaigns to companies was compiled. A comparison was made between the messages and channels UWs presently use and the ones corporate decision-makers say would be successful. The result is a resource for UW professionals who face the struggles outlined earlier daily.

Assumptions & Terminology

The author assumes that the CEOs and Corporate Givers will complete the surveys themselves and not pass them down to one of their employees to complete.

access - a brief face-to-face encounter when United Way may present a "case for giving"

employee campaign - United Way explains their mission and work to a group of employees at a particular company, distributes pledge cards and requests donations

payroll deduction - a selling point of United Way; contributors may choose to have set amounts deducted from their paychecks on a regular basis making giving "easier"

campaign director - the United Way professional responsible for coordinating all of the employee campaigns

gatekeeper - the person at a particular company responsible for screening an executive's phone calls (often a secretary)

supportive - respondents who work at a company which currently runs an employee campaign

Chapter 2

Literature Review

This study involved an extensive literature review. This secondary research consisted of searching computer databases including CD Rom, thesis abstracts, dissertation abstracts, and other computerized card catalogs. The author searched for books, business magazines, management publications, speeches and newspaper articles. The author used keywords and phrases such as “corporate giving,” “corporate philanthropy,” “persuasion” + “corporate donors,” “charitable requests,” “community relations,” “charitable solicitations,” “United Way,” and “strategic philanthropy.” These searches were conducted through indexes available at Rowan College of NJ, Glassboro, NJ; Camden County Library, Voorhees, NJ; and Widener University, Chester, PA. A search was also conducted on the Internet using the same keywords via Lycos, WebCrawler, Excite, Yahoo, and Infoseek. The internet search primarily found information on the giving histories individual corporations.

The author contacted United Way of America (UWA), an organization funded by the UWs to support their efforts on a national level. UWA has an extensive research center. They confirmed that no research of this nature has yet been conducted. They agreed that such a guide would be extremely beneficial to UWs in their fundraising efforts.

The author also discussed the project with UW professionals across the country at a national UW Marketing & Communications Roundtable held in Washington, D.C. in January of 1997. These discussions were done on a one-on-one basis or in small groups to allow for the most dialogue and obtain the most feedback. All of the professionals informed of the project verified the importance of the study and requested a copy of the data upon completion.

Most Important Previous Work

To date, the most important previous work found was conducted by the United Way of Tri-State, New York. The staff analyzed employee campaigns and the campaign techniques used at each location (e.g., campaign themes, kick-off events, incentives, CEO endorsement, agency tours, etc.). The research found that the companies that used the most techniques were more successful. Companies that chose any twelve or more techniques from a list of twenty-three had their total giving rate increase; likewise, companies which applied eleven or fewer techniques experienced a decrease. The author contacted area UWs and discovered that several of them are relaying these data to their accounts as a method of recharging their campaigns. The author believes that this information makes this study even more appropriate at this time. Because methods to improve existing accounts are already underway, the next step is to develop new accounts.

Debate in the Field

Fundraising professionals disagree regarding methods to accomplish their goal. Some professionals believe that UWs must begin a “cause-related” marketing program if they want to survive. In their opinion, the days of “feel good” contributions are in the past with the bottom-line mattering the most to companies. Notes Alden McDonald, Jr., president and CEO of Liberty Bank and Trust Company in New Orleans:

“It’s really dullsville if I go to the local telephone company and say, ‘Hey Mr. Smith, I need you to contribute \$10,000 to this worthwhile program.’ He’s going to say, ‘Get in line with everybody else.’ But if I go to Mr. Smith and say, ‘I have some marketing I want to sell you,’ there’s a different thought process.”¹

Many UW professionals do not feel this approach is appropriate for United Way, however. Jim Vojcsik, president, United Way of Southeast Delaware County, notes:

“Yes, it is important that our corporate friends receive recognition for their support of us, but United Ways are unique from all other non-profit organizations. Because we fund a variety of agencies, from day care centers to youth programs, crisis intervention services and senior centers, United Way ensures that there is a safety net in place in the community. We’re the only organization that has volunteers from the community come in and examine their books to make sure everything is in order and then look at the community and prioritize need. That’s the true value of supporting United Way and we need to get that message out.”

Existing Research

The literature search revealed a considerable amount of material on the topic of “strategic philanthropy,” or “cause-related marketing.” These new “buzz phrases” refer to a bottom-line approach to giving -- a relationship between companies and charities that

¹ Jones, Joyce. “Doing Good While Doing Well.” Black Enterprise. February 1996, 178-184.

implies mutual benefit. To many businesses, corporate giving is no longer “just about caring and sharing. It’s about image, generating traffic and ultimately making more money.”²

Companies who take this business approach to charitable giving report a better image, increased employee loyalty and improved ties with customers.³ And in 1992, a study of the 100 largest corporate donation programs found that more than half of them had developed such strategic giving plans.⁴

The author found countless examples of companies who have implemented similar corporate giving/marketing plans. From Nike promoting its youth programs on television to Hewlett Packard distributing computer equipment to schools - and reaching potential future customers - it’s unquestioned that Corporate America is expecting higher visibility for its money.⁵

The effect of all of these new giving programs on UW is simple and typically not favorable. In the past, companies would write an annual check to UW, fulfilling their charitable “responsibility” for the year. But over time, that has changed. A 1992 study of the 100 largest corporate donation programs found that more than half had developed strategic giving programs. “Some companies still simply write checks to the United Way and the local art museum. But a growing number of givers are abandoning their traditional passive, scattershot approaches and consolidating a hefty portion of their donations in a few causes.”⁶

² Mehegan, Sean. “Sweet Charity.” Restaurant Business. August 10, 1995.

³ Schwartz, Nelson. “Giving -- and Getting Something Back.” Business Week. August 28, 1995, 81.

⁴ Therrien, Lois. “Corporate Generosity Is Greatly Depreciated.” Business Week. November 2, 1992, 118.

⁵ Mehegan, Sean. “Sweet Charity.” Restaurant Business. August 10, 1995.

⁶ Therrien, Lois. “Corporate Generosity Is Greatly Depreciated.” Business Week. November 2, 1992, 118.

The perception of many businesses is that they can get more “bang for their buck,” publicity that is, by donating \$1,000 to ten agencies rather than \$10,000 to a UW.⁷ “Whereas in the past, Sara Lee tended to give large gifts to a small number of non-profits, now the company gives smaller gifts to many more organizations,” notes Nancy Young.⁸ According to Major Tom Jones of the Salvation Army, what is radically changing is “the competition for the philanthropic dollar. There are thousands of non-profit -- wonderful non-profit -- organizations out there who all need to be funded.” And as Dave Marash added, “These are the 90s, and in philanthropy, as in everything else, the key word seems to be ‘competition’.”⁹

As stated in chapter 1, the face of corporate leadership is changing; and as more diverse groups assume leadership roles in new companies, loyal to UW is fading. This study compares the messages and techniques that Campaign Directors are currently using to pitch UW to CEOs with the ones that CEOs say would be the most effective. It also segments the CEOs responses into subgroups for further comparison: men vs. women, and United Way supporters vs. non-supporters. For the first time, Campaign Directors can evaluate the potential effectiveness of the messages and channels they currently use based on the market they are targeting (e.g., a cold call on a female CEO).

⁷ Floyd, Paul. Esschem, Inc., Essington, PA. Interview.

⁸ Solow, Barbara. “Corporations Try To Maximize Charitable Giving.” Philanthropy Journal Online. October 4, 1996.

⁹ Nightline interview, November 28, 1996.

Chapter 3

Data Needed

For this project, successful techniques for getting past corporate gatekeepers to reach key executives needed to be compiled. The research also needed to reveal executives' perceptions of UW and persuasive tactics for convincing them to run employee campaigns. Data was also needed on the tactics currently most often employed by UW campaign directors.

Data Sources

CEOs and Corporate Givers (herein referred to as CEOs) were the audience to research since they are the philanthropic decision makers for their businesses. Mid-size companies (100 - 300 employees) were selected as the target group based on a 1995 campaign analysis performed by United Way of Southeast Delaware County (SEDC)¹ and focus groups performed in 1996 by United Way of Southeastern Pennsylvania (SEPA).² For SEDC, the purpose of the analysis was to develop an action plan to improve campaign performance. One of the major initiatives to emerge as a priority for future campaigns was to "identify and cultivate potential accounts with 100 or more employees." Focus groups performed by SEPA found that, as larger companies reorganize, growth will be in smaller companies (less than 300 employees) in the coming years, positioning those businesses as critical markets for UWs to target. An equal number of male and female CEOs were

¹ United Way of Southeast Delaware County. "Can-Do Campaign Analysis." March 16, 1995

² United Way of Southeastern Pennsylvania. "Results From Strategic Marketing Research: CEOs and Workplace Campaign Leaders." June 1996.

selected to allow for comparison. This focus is a result of the research showing the rising number of women executives and business owners discussed in chapter one.

Campaign Directors at area UWs were also surveyed. The goal was to compile a list of techniques that were currently being used to contact CEOs and persuade them to run an employee campaign. A comparison was then made between the techniques that campaign directors employ and the techniques that CEOs say would be effective.

A survey was sent to the CEOs at select companies, along with a letter requesting their participation in the study. A mail questionnaire was chosen as the survey method because respondents answer them more thoroughly than they do personal or telephone interviews.³ The disadvantage to the mail questionnaire method is the low response rate. A reminder postcard was mailed three days after the questionnaire to increase the response rate.⁴ Follow-up calls were made after ten days to increase this rate even further.⁵

Campaign Directors at local UWs were called in advance and asked to participate. A survey was then mailed to them with a cover letter thanking them for their participation. The author felt that a phone call was the most effective way to initially contact these targets since it would get them to verbally commit to participating in the study. The phone call would also prompt them to start thinking about the strategies they use in approaching new companies. The letter stated that all participants would receive a copy of the results upon completion. The author felt confident that the response rate in this group would be high as all had a vested interest in the success of the project.

Research Method

Both surveys were written by the author and reviewed and tested by a researcher to ensure their validity and reliability. The survey was designed to be as brief as possible

³ Grunig, James and Todd Hunt. Managing Public Relations. CBS College Publishing, 1984, p. 186.

⁴ Fink, Arlene and Jacqueline Kosecoff. How To Conduct Surveys. Sage Publications: Newbury Park, CA 1985.

⁵ Grunig, James and Todd Hunt. Managing Public Relations. CBS College Publishing, 1984, p. 186.

because of the high demand for this audience's time. Both surveys were mailed via certified mail in large manilla envelopes with a self-addressed, stamped envelope enclosed. Certified mail was used to demonstrate the importance of the candidates' participation. The use of certified mail improves response rate by inducing recipients to take interest and open the envelope.⁶ The surveys were designed to be two colors using a Hewlett Packard DeskJet printer (Appendix A and B). A primary rule for designing mail questionnaires is that they appear neat and professional, which justifies the expense of the color printing.⁷

The cover letters (see Appendices C and D) were written to communicate the importance of the study as well as the candidates' participation. The letter explained the purpose of the project and clearly stated that it was not a request for funding. The letters contained the date the surveys were to be returned, a guarantee of anonymity and an assurance that the participants would not be solicited for donations in the future as a result of their participation. Respondents were asked to answer the questions completely and thoughtfully. The author's phone number was given in case they had questions. The participants were thanked for their input. Records were kept for each individual showing the dates of original mailout and follow-up procedures.

The Questions

Close-ended questions were used whenever possible because they are simpler for respondents to answer and easier to analyze.⁸ Open-ended questions were used when more information on respondents' opinions was needed. The survey began with the easiest and most interesting questions in order to hold the attention and lower the frustration of the respondents. Transitional statements were used between subject divisions so as not to confuse or antagonize the respondents.

⁶ Blankenship, A.B. and George Edward Breen. State of the Art Marketing Research. American Marketing Association, Chicago, IL, 1996, p. 186.

⁷ Francis, J. Bruce and Christopher E. Bork. Design and Administration of Mail Questionnaires. Action Research Associates, Buffalo, NY: 1979.

⁸ Grunig, James and Todd Hunt. Managing Public Relations. CBS College Publishing, 1984, p. 186.

The questions were divided into three categories: 1) Getting Support, 2) Getting Access and 3) United Way. Under the heading “Getting Support,” respondents were asked to check items that would “most likely persuade you to give a non-profit agency an opportunity to address your employees at a group meeting?” Respondents were instructed to double-check the two most effective messages. A ranking system was considered but the professional researcher felt CEOs would not take the time to think them through completely.

Under the heading “Getting Access,” CEOs were asked to rate the effectiveness of six techniques non-profit representatives use when contacting CEOs, including: phone call, letter, unscheduled visit, referred by staff member, referred by friend/neighbor, and met through an association (e.g., Chamber of Commerce, Rotary Club). Since gaining this access to CEOs is a major difficulty for Campaign Directors, respondents were asked an additional open-ended question, “How would you suggest a non-profit agency go about scheduling a 15- minute appointment with you to present their ‘Case for Giving’?”

Under the heading of “United Way,” respondents were instructed to rate their agreement/disagreement with a list of statements regarding UW. They were also asked to check “yes” or “no” to whether they have been asked to give to UW in the workplace. The final question was, “Who do you think decides which organizations UW will fund?” with the following possible answers: United Way staff, Contributors, Volunteers, National Office, and Don’t Know. These questions were designed to provide data on the perceptions of and knowledge about UW in this market.

Sample Selection and Size

Companies were selected to participate based on the following criteria: five classic United Way supporters, five cold calls and two known resistant companies. Each category targeted an equal number of white males and white females for a total of seven members of each gender. Seven is an adequate number for this research because it allows supporters

and non-supporters to be compared. A comparison was made between the responses of the men and the women and the supporters and the non-supporters. All of the companies employed between 100 and 300 people. The surveys were coded using a letter in the bottom right corner to allow for tracking of returns.

Five UWs were strategically chosen based on their metro size and geographical location. Metro size is a UW classification based on the amount of funds raised during the campaign, with Metro I being the highest classification (ranging to Metro XII -- however UWs rated Metro V thru XII are generally located in small towns). Size was a crucial factor in determining which UWs should be invited to participate. Two Metro I's were selected because they have more resources than smaller UWs (more contacts, larger budgets). UWs rated Metros III and IV have the benefit of building closer relationships with their accounts because the communities they are located in are smaller.⁹ Geographical location was important as well. Rather than choose UWs across the country, those selected were in this vicinity to correlate with the chosen companies. The number five was selected to provide an adequate representation of local Campaign Directors.

The five UWs that were selected include: United Way of Southeastern Pennsylvania, Metro I, Philadelphia, PA; United Way of Delaware, Metro I, Wilmington, DE; United Way of Camden County, Metro II, Camden, NJ; United Way of Burlington County, Metro III, Rancocas, NJ; and United Way of Southeast Delaware County, Metro IV, Chester, PA.

Data Analysis

The cross tabulation method was used to analyze the results of the survey. This method was selected because it provides information on differences between target markets.¹⁰ Cross-tabulation was used to determine the amount of similarity between the

⁹ Vojcsik, Jim. United Way of Southeast Delaware County. February 1997.

¹⁰ Blankenship, A.B. and George Edward Breen. State of the Art Marketing Research. American Marketing Association, Chicago, IL, 1996, p. 261.

sets of data. A comparison was made between respondents in two areas: men vs. women and those who are currently exposed to a United Way workplace campaign vs. those not currently exposed (herein referred to as supportive and non-supportive, respectively).

Tables were developed to demonstrate visually the differences among these groups.

Chapter 4

Data Analysis

The data obtained from the CEO surveys were compiled and translated into text and charts. In most areas of the survey, tables were used to reflect data. Respondents were asked to indicate the effectiveness of various messages and channels.

The author noted that some of the respondents did not answer questions as intended. For example, in questions with forced answer choices, some of the respondents took the liberty to choose more answers than were requested, or to not answer at all. Therefore, for some of the questions, the percentage reported is based on the number of reported responses, not the number of total respondents.

Getting Support

The CEOs were presented with a list of messages and asked which ones would most likely persuade them to give a non-profit agency an opportunity to address their employees at a group meeting. Respondents were asked to indicate which two messages would be the *most* effective. Campaign Directors were given a similar list and asked to mark the messages they currently use to persuade CEOs to run employee campaigns and also to indicate the two most effective. Table 4.1 shows the percentages of the rankings as based on gender and the presence of worksite campaigns. Column 1 lists the percentage of

respondents who checked it as *effective* and column 2 lists the percentage for how many respondents checked it as one of the two *most effective* choices.

Table 4.1

	Men		Women		Campaign Directors		UW Supporters		Non-UW Supporters	
They help local people in your community.	100%	80%	80%	33%	100%	60%	100%	75%	80%	75%
United Way programs make a visible impact.	-	n/a	-	n/a	80%	0%	-	n/a	-	n/a
Community members review their files to ensure that contributions are well spent.	80%	20%	20%	33%	100%	20%	60%	25%	40%	25%
Together, small gifts make an impact.	-	n/a	-	n/a	20%	-	-	n/a	-	n/a
They were referred to you by a friend or colleague.	-	-	40%	33%	60%	20%	20%	25%	20%	-
You or someone close to you was helped by them.	80%	20%	20%	-	40%	-	40%	-	60%	25%
They provide volunteer opportunities.	40%	20%	40%	-	40%	-	60%	-	20%	25%
They provide services which could help your employees.	80%	20%	80%	-	-	n/a	100%	25%	60%	-
They provide staff support so that your pledge drive is hassle-free.	60%	20%	40%	-	80%	-	60%	-	40%	25%
Your corporate peers support their work.	20%	-	20%	-	80%	40%	20%	-	20%	-
They help portray your company as a good corporate citizen in your community.	60%	20%	80%	33%	100%	20%	80%	50%	60%	25%
Other	-	-	40%	20%	80%	60%	-	-	40%	20%

Two responses to this question from the CEOs fell under “other.” One response, from a female United Way “supporter,” was “highly reputable organization.” The other response, from a female non-supporter, was “if an employee asked me to do it.” No males wrote in additional responses.

Four of the Campaign Directors wrote in additional responses, as follows: “UW funds the broadest range of health and human service agencies in the local community;” “UW services are there to help their employees;” “UW gives your employees a convenient and affordable method for giving to an agency that has helped them;” “UW makes charitable giving easy;” “UW helps 42 local agencies with one gift;” “UW offers choice of how the donation is distributed;” and “UW funds programs to help your employees and their families, friends and neighbors.” Two responses which were written in were marked as *most* effective: “fulfills corporate responsibility to the community” and “combines many charitable appeals into one gift.”

Getting Access

Respondents were given a list of six techniques for scheduling an appointment with the CEO and asked to rank them in order of effectiveness. While the majority of respondents indicated letters to be more effective than phone calls, only 20% of Campaign Directors agreed. While only 20% of Campaign Directors listed networking through an association as the “most effective” way to gain access to key corporate personnel, 100% of the non-supporters listed it as the single best way of reaching them. CEOs were split almost evenly on the preference of using a staff member or social contact to get the appointment. All of the respondents but one listed an unscheduled visit as the least effective way to gain access. Table 4.2 shows the ratings of respondents per technique.

Table 4.2

	Men	Women	Campaign Directors	UW Supporters	Non-UW Supporters
Letter effective*	30%	10%	20%	20%	20%
Phone call effective	10%	10%	-	20%	-
Letter more effective than phone call	100%	60%	20%	80%	100%
Met through association (e.g., Chamber of Commerce)	80% most effective	40% most effective 60% effective	40% most effective 40% effective	20% most effective 60% effective	100% most effective
Staff contact effective	40%	40%	100%	40%	40%
Social contact effective	30%	40%	100%	30%	40%
Unscheduled visit least effective	100%	80%	100%	100%	80%

* ranked among the top three methods is considered 'effective'

How would you suggest a non-profit agency go about scheduling a 15-minute appointment with you to present their "Case for Giving?" (CEOs only.)

These responses were grouped according to like answers. Sixty percent of women and 60 percent of non-supporters indicated personal relationships as the most effective way to get past gatekeepers. Responses from this pool include: "it's best to use mutual contacts," "it would be beneficial to develop a personal relationship," "CEO to CEO and board member to board member," "find someone within the organization who can introduce you," "go through a mutual friend or co-worker," and "find someone who knows the CEO or an officer in the company." Sixty percent of men listed a letter with references as the best way, while no women did so. One respondent listed a phone call as the best way to get an appointment. One respondent did not suggest any additional techniques, but added that she does not feel UW campaigns belong in the workplace.

Table 4.3 (see next page) displays the data for this question.

What other techniques do you use for getting past the gatekeeper at local companies and reaching the CEO or Corporate Giver? (Campaign Directors only.)

Three of the respondents cited using existing personal relationships to gain access to a CEO. In particular, one respondent suggested building relationships with “an influential staff person,” one respondent suggested using “volunteers who have a business and/or personal relationship with the CEO,” and one respondent just noted that “personal contact/referral is the best method.” The fourth respondent noted that she drops off an informational packet with an introductory letter and places a follow-up telephone call within five days. She claims this gives her the opportunity to gain important information, such as the number of employees and the name and title of the correct contact person. The fifth respondent did not complete this question. Table 4.3 reflects this information.

Table 4.3

	Men	Women	Campaign Directors	UW	Non-UW
Personal Contact	40%	60%	75%	40%	60%
Phone Call	-	20%	-	20%	-
Visit/Leave Information	-	-	25%	-	-
Letter with references	60%	-	-	40%	20%

United Way

Respondents were asked to rate seven opinion statements about United Way on a scale of one to five, from strongly agree to strongly disagree. While 80% of women agreed with the statement, “UW makes sure the money they receive is well spent,” only 40% of men also agreed and an additional 20% disagreed. Men also consider UW

employee campaigns to be a lot of work (80%), whereas only 40% of women felt so and another 20% disagreed.

There were many differences in the perception of UW between supporters and non-supporters: “UW makes an impact in my community,” 100% of supporters agree and 40% non-supporters agree; “UW makes sure the money they receive is well spent,” 100% of supporters agree and 20% of non-supporters agree; “UW fundraising costs are lower than most charities,” 60% supporters agree and none of the non-supporters agree; UW is an organization I can trust,” 80% of supporters agree and none of non-supporters agree and another 40% disagree; and “UW employee campaigns are a lot of work,” 80% of supporters agree and 40% of non-supporters agree. Twenty percent of non-supporters also felt their employees would be open to giving and none disagreed. Tables 4.4 and 4.5 show the results of this question broken down by gender and existence of workplace campaign, respectively.

Table 4.4

	Men Agree	Men Disagree	Women Agree	Women Disagree
United Way makes an impact in my community.	60%	-	80%	-
United Way makes sure the money they receive is well spent.	40%	20%	80%	-
United Way fundraising costs are lower than most charities.	40%	-	20%	-
United Way is an organization I can trust.	40%	20%	60%	20%
I have felt pressured to give to United Way.	40%	60%	20%	40%
My employees would be open to giving to United Way.	60%	-	60%	-
United Way employee campaigns are a lot of work.	80%	-	40%	20%

Table 4.5

	UW Agree	UW Disagree	NUW Agree	NUW Disagree
United Way makes an impact in my community.	100%	-	40%	-
United Way makes sure the money they receive is well spent.	100%	-	20%	20%
United Way fundraising costs are lower than most charities.	60%	-	-	-
United Way is an organization I can trust.	80%	-	-	40%
I have felt pressured to give to United Way.	40%	60%	20%	40%
My employees would be open to giving to United Way.	100%	-	20%	-
United Way employee campaigns are a lot of work.	80%	20%	40%	-

Who do you think decides which organizations United Way will fund? (CEOs only.)

Most of the respondents checked off more than one answer to this question. For non-supportive respondents, 100% marked off “don’t know,” “staff” or “national office” as the answer, whereas only 20% of supportive respondents marked off such. Men and women were split evenly among these responses, with 60 percent of both sexes making the above selections. Table 4.6 reports the results of this question.

Table 4.6

	Men	Women	UW	Non-UW
Volunteers	40%	-	40%	-
Volunteers/ Contributors	-	20%	20%	-
Staff/ Contributors	-	20%	20%	-
Staff/ National Office	20%	-	-	20%
National Office	20%	20%	-	40%
Don't Know	20%	40%	20%	40%

Chapter 5

Summary and Interpretation

Initially, the author received 7 of the 14 surveys sent, a 50% response rate. After sending a follow-up post card and making a reminder phone call several days later, the number of returns jumped to 10, a 71% response rate. All but one (80%) of the UW supportive respondents returned their surveys without a follow-up phone call. While only 2 (28%) of the non-supportive respondents returned their surveys initially, 5 of the 7 returned them after follow-up contact. In the end, 4 of the cold calls (80%) and 1 of the resistant companies (50%) participated. For the Campaign Director surveys, 5 of the 5 sent were returned, a 100% response rate. The author was not surprised at the 100% response rate from the campaign directors since they were promised a copy of the final results for their participation and thus had a vested interest in the success of the project. Overall, the responses were sufficient to fulfill the study's purpose.

Getting Support

The research revealed that the most effective message for *all* of the sub-groups was "UW helps local people in your community," indicating that campaign directors should highlight this message during meetings with CEOs. While there was much disagreement about which message is the second most effective, the author concludes that

campaign directors should emphasize “UW helps portray your company as a good corporate citizen in your community.” *All* of the sub-groups rated it as an effective message and it was one of three messages that received *very effective* ratings among *all* sub-groups. This message also supports the trends which show more companies seeking public recognition for their charitable gifts than in the past (see chapter 1). *All* of the sub-groups marked “provide services to help your employees” as a key selling point for non-profit agencies. While the campaign directors did not have this message as a choice, 40 percent of them wrote it in under “other” and one even double-checked it as *very* important, which leads the author to assume that more may have chosen it had it been an option. Eighty percent of campaign directors marked “corporate peers support an agency” as effective and 40 percent double-checked it as *very* effective, however only 20% of all the sub-groups marked it as effective and none listed it as *very* effective. The author concludes campaign directors should spend less time emphasizing other companies’ support of UW and more time on other messages.

Getting Access

Campaign directors understand which techniques work/don’t work for scheduling meetings with CEOs. Eighty percent of campaign directors indicated that networking through business associations is an effective technique and 40 percent listed it as the *most effective* method. All of the sub-groups listed it as a minimum of 80 percent effective, with 100 percent of the women listing it as effective and 100 percent of the non-supporters listing it as the *most* effective method. Since women and non-supporters are the two

crucial target markets of this study, the author recommends campaign directors devote the majority of their “new account development” effort to networking.

Although few of the respondents listed “referral through friend or colleague” as persuasive for agreeing to run a campaign, both of those choices rated higher for scheduling appointments than the mail or phone. Also, one hundred percent of campaign directors listed staff and social contacts as effective ways of contacting CEOs. The author recommends that campaign directors use these contact for gaining access to key executives, but do not rely on the contacts to sell UW. Campaign directors should carefully choose and prepare their messages and strategies, geared to the specific individual(s), in advance.

In cases where a campaign director is forced to use a method other than a personal connection in contacting a CEO, the author suggests using a letter with supporting documentation rather than a phone call or unscheduled visit. Each of the respondents who answered by writing in letter completed supporting documentation in their answer. Supporting documentation was not included in any of the options in the survey and none of the campaign directors included it in their responses. Whereas only 20 percent of campaign directors prefer written communication to phone calls, *all* of the respondent sub-groups do (80 percent of UW supporters, 60 percent of women, and 100 percent of men and non-UW supporters). One hundred percent of campaign directors, UW supporters, and men and 80 percent of women and non-supporters listed unscheduled visits as the *least* effective way of reaching CEOs. While one campaign director noted that

conducting unscheduled visits is an effective way of gathering information, that data could easily be collected via telephone.

United Way

Only 20 percent of women believe it is important for “community members to review files to ensure that contributions are well spent,” yet 80 percent agree that “United Way makes sure the money they receive is well spent,” implying that the volunteer allocation process is not crucial to women’s confidence in UW.

Women and non-supporters are less likely to see UW employee campaigns as a lot of work (40 percent for both), compared to men and UW supporters (80 percent). While 40 percent is still a significant number, the difference indicates that this belief would not be a large obstacle in persuading women executives to run employee campaigns.

Lack of trust could be a major obstacle in obtaining new accounts, however. While 80 percent of UW supporters claim to trust UW, none of the non-supportive companies agreed and 40 percent actually disagreed. The author believes this opinion results from a lack of information about UW. One hundred percent of non-supportive companies listed “staff,” “national office,” or “don’t know” when asked “Who do you think decides which organizations UW will fund?” The author contends that this market is mistrustful of UW because they see it as a large, bureaucratic agency, rather than one run by community volunteers. UWs should make it a priority to educate new corporations about how they work. In particular, the key messages should be “UW helps local people in your community,” and “Community members review our agencies’ files to ensure that your

contribution is well spent.” Both of these messages rated high in importance to CEOs and reinforce the community-based foundation of UW.

Interestingly, only 20 percent of non-supportive respondents felt that their employees would not be open to giving to a UW campaign. Campaign Directors should keep this figure in mind when developing new accounts as a measure of the high potential that exists among non-supportive businesses.

Deficiencies

Problems with the survey became evident after tabulation and analysis. First, the author noted that some of the respondents did not answer questions as the researcher desired. For example, in questions with forced-answer choices, some of the respondents chose more than one answer and others did not choose an answer at all. Therefore, in some of the questions, the results are based on the number of reported responses, not the number of total respondents. The directions may not have been as clear to the participants as they were to the author. The author assumed that the survey directions were clear because the surveys were reviewed and tested by a Researcher.

This study could have surveyed a random sample of local CEOs which might have yielded more responses. However, the companies chosen to participate in this study met set criteria which may have been lost in a random study and therefore the data would not have been as conclusive. The author felt that it was worth using a smaller sample size to have more qualitative results.

The author also realized during tabulation that the two surveys should have been more consistent in the messages listed in the first section. One message listed on the CEO survey was not included on the Campaign Director survey. And two messages listed on the campaign director survey were not listed on the CEO survey. Proper comparison for those three messages, therefore, were not possible. The messages were not included on the advice of the researcher, but the author believes that decision resulted from poor judgment.

Recommendations for Further Study

The author would like to see a study performed testing the effectiveness of the suggestions compiled in this paper. Campaign Directors could try the recommended messages and channels on participants and track the results. Campaign Directors could then try a variety of messages and channels and track those results as well. An interesting and informative comparison could be made between the two sets of data.

Another way to further this study would be to use a larger sample size. While the author contends the size was ample for the study's purpose, it would be interesting to compare the results with a larger sample size.

Another natural extension of this research would be to replicate the study targeting African-American men instead of women and using the same tables to compare the results to white men. There is an obvious need for this research because of the increasing number of African-American entrepreneurs (see chapter one).

Summary of Recommendations for Fund raisers

Overall, this study was instrumental in compiling suggestions for fund raisers. The author recommends United Way campaign directors implement the following techniques when marketing employee campaigns to CEOs:

- 1) **Make networking a priority.**
- 2) **Highlight “United Way helps local people in your community” as the primary message.**
- 3) **Use mutual contacts to schedule appointments whenever possible, but do not rely on these contacts to “sell” United Way.**
- 4) **When sending letters, enclose references and ample evidence of successes.**
- 5) **Avoid using phone calls and unexpected visits as a initial means of contact.**
- 6) **Begin meetings by briefly informing CEOs of UWs strong foundation in the community to overcome the image of a large, bureaucratic organization.**

CEO/Corporate Giver Survey

*Thank you for completing this survey. Your responses will help local organizations improve their services to the community and better meet the needs of area businesses. Please return this survey to me by **June 27** in the provided self-addressed stamped envelope. All responses will be kept strictly confidential.*

Getting Support

Which of the following information would most likely persuade you to give a non-profit agency an opportunity to address your employees at a group meeting? For the following ten techniques, please check all that would be effective and double-check the two most important.

- They help local people in your community.
- Community members review their files to ensure that contributions are well spent.
- They were referred to you by a friend or colleague.
- You or someone close to you was helped by them.
- They provide volunteer opportunities.
- They provide services which could help your employees.
- They provide staff support so that your pledge drive is hassle-free.
- Your corporate peers support their work.
- They help portray your company as a good corporate citizen in your community.

Any other? _____

Getting Access

Oftentimes, representatives from non-profit agencies are perceived as "salesmen" by secretaries and are unable to get appointments with CEOs and Corporate Givers. Please rank the following six techniques in order of effectiveness for scheduling such an appointment (*1 being the most effective to 6 being the least effective*).

- | | |
|--|---|
| <input type="checkbox"/> Phone Call | <input type="checkbox"/> Referred by Staff Member |
| <input type="checkbox"/> Letter | <input type="checkbox"/> Referred by Friend/Neighbor |
| <input type="checkbox"/> Unscheduled Visit | <input type="checkbox"/> Met through an association
(e.g., Chamber of Commerce, Rotary Club) |

Page 2

How would you suggest a non-profit agency go about scheduling a 15-minute appointment with you to present their "Case for Giving?"

United Way

Please rate the following statements:

	<i>Strongly Agree</i>	<i>Agree</i>	<i>No Opinion</i>	<i>Disagreee</i>	<i>Strongly Disagree</i>
United Way makes an impact in my community.	1	2	3	4	5
United Way makes sure the money they receive is well spent.	1	2	3	4	5
United Way fundraising costs are lower than most charities.	1	2	3	4	5
United Way is an organization I can trust.	1	2	3	4	5
I have felt pressured to give to United Way.	1	2	3	4	5
My employees would be open to giving to United Way.	1	2	3	4	5
United Way employee campaigns are a lot of work.	1	2	3	4	5
I have been asked to give to United Way in the workplace.	yes		no		not sure

Who do you think decides which organizations United Way will fund?

- United Way Staff
- Contributors
- Volunteers
- National Office
- Don't Know

Campaign Director Survey

Thank you for completing this survey. Your responses will help local organizations improve their services to the community and better meet the needs of area businesses. Please return this survey to me by May 15 in the provided self-addressed stamped envelope. All responses will be kept strictly confidential.

Getting Support

When calling on a CEO for a first time, which of the following messages do you use to persuade them to run an employee campaign? For the following ten techniques, please check all that you use and double-check the two most important.

- _____ United Way helps local people in your community.
- _____ United Way programs make a visible impact.
- _____ Community members review our records to ensure contributions are well spent.
- _____ Together, small gifts make an impact.
- _____ A mutual friend or colleague referred you to them.
- _____ A United Way agency helped them or someone close to them.
- _____ United Way provides volunteer opportunities.
- _____ United Way provides staff support so that their pledge drive is hassle-free.
- _____ Their corporate peers support United Way.
- _____ Their company wants to be perceived as a good corporate citizen in your community.
- Any other? _____

Getting Access

As you know, United Way representatives are often perceived as "salesmen" by secretaries and are unable to schedule appointments with CEOs and Corporate Givers. Based on your experience, please rank the following six techniques in order of effectiveness for gaining access to such corporate leaders (*1 being the most effective to 6 being the least effective*).

- | | |
|-------------------------|--|
| _____ Phone Call | _____ Referred by Staff Member |
| _____ Letter | _____ Referred by Friend/Neighbor |
| _____ Unscheduled Visit | _____ Met through an association
(e.g., Chamber of Commerce, Rotary Club) |

Page 2

What other techniques do you use for getting past the gatekeeper at local companies and reaching the CEO or Corporate Giver?

June 10, 1997

abc
Chief Executive Officer
company name
mailing address
city, state, zip

Dear abc:

I am a student currently working on my graduate thesis in the public relations program at Rowan College of New Jersey. My project is to study the attitudes of CEOs/ Corporate Givers regarding philanthropic contributions and United Way. The finished product will be a result that fundraisers may use to more effectively market their agencies to area corporations - thus benefiting both corporations and non-profit agencies, as well as the community at large.

I am asking you to participate in my research by completing a brief survey, which will take no longer than five minutes to complete. Because you are part of a strategically selected representation from local businesses, your participation is critical to the success of my study. Please answer the questions as completely as possible and return the surveys in the enclosed self-addressed stamped envelope. Your participation and responses will be kept strictly confidential.

You will not be solicited for charitable contributions as a result of this study. If you have any questions or concerns, please do not hesitate to contact me at (609) 309-1601. Thank you for your assistance with my research. I look forward to your response and wish continued success to your organization.

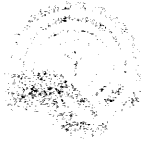
Best Personal Regards,



Patricia L. Pflieger

**United Way of
Southeast Delaware County**

2310 Providence Avenue
Chester, Pennsylvania 19013-5221
(610) 874-8646
FAX (610) 874-8662



Appendix D

May 9, 1997

abc
Campaign Director
United Way of...
mailing address
city, state, zip

Dear abc:

Thank you for agreeing to participate in my research. As we discussed on the telephone earlier this week, I am currently working on my graduate thesis in the public relations program at Rowan College of New Jersey. My project is to study the attitudes of CEOs/ Corporate Givers regarding philanthropic contributions and local United Ways. The finished product will be a result that fundraisers like yourself may use to more effectively market their agencies to area corporations - thus benefiting both corporations and non-profit agencies, as well as the community at large.

I am asking you to participate in my research by completing a brief survey, which will take no longer than five minutes to complete. Because you are part of a strategically selected representation from local United Ways, your participation is critical to the success of my study. Please answer the questions as completely as possible and return the surveys in the enclosed self-addressed stamped envelope. Your participation and responses will be kept strictly confidential.

As promised, I will forward the results of my research upon completion to all participants. If you have any questions or concerns, please do not hesitate to contact me at (610) 874-8644. Thank you for your assistance with my research. I look forward to your response and wish continued success to your United Way.

Best Personal Regards,

A handwritten signature in cursive script, appearing to read "Pat Pflieger".

Patricia L. Pflieger
Director of Marketing & Communications

