

Promotion Strategies of Non-profit Organization for Soroptimist International of Taiwan

Peng-Yin Tseng, Chin-Chiuan Lin*

Department of Business Administration, Kun Shan University, Tainan, Taiwan

**Corresponding author. Email: cclin@mail.ksu.edu.tw*

ABSTRACT

The present study is the firstly investigated the promotion strategies of non-profit organization based on the case of Soroptimist International of Taiwan. The establishment of the non-profit organization is aiming at advocacy of its partners and the object of services, to complement the gap between government's supply and social demand. Soroptimist International was founded on the philosophy of "Woman helps Woman", helping women and girls access their human rights across the world. In this study, through deep interviews with former director or senior president of the Soroptimist International of Taiwan, a questionnaire was developed to investigate and analysis the difficulties and problems of Soroptimist International of Taiwan, and how to promote, strengthen the activities planning, execution members and review of organizational activities. The suggestions and promotion strategies were also proposed to promote the Soroptimist International of Taiwan.

Keywords: *Non-profit Organization, Soroptimist International of Taiwan*

1. INTRODUCTION

Women in the world are not as strong as men due to their inherently weak physical characteristics. Coupled with many bad habits in history, they are often bullied individuals and vulnerable groups. Even in the 21st century, there are still many women who are be bullied and discriminated in many areas.

The mainly way of Soroptimist International helps women is to provide resources for them to create positive changes for themselves, their families and society. Members raise various charitable funds to provide related support and services. Through personal expertise, intellect and dedication, care and assistance are given to women and girls who really need help. Under the international network of members all over the world, they promote humanity, care and peace. Therefore, in order to help vulnerable women, many international organizations have been established. Soroptimist International of Taiwan is one of the most important organization.

However, the author found that the Soroptimist International of Taiwan was not famous as Rotary International and Lions Clubs International after participated the Soroptimist International of Taiwan more than 20 years. Therefore, the author intends to investigate the difficulties and problems and propose the promotion strategies of the Soroptimist International of Taiwan.

Based on the above description, the purposes of the present study are as follows:

- (1). Investigated the establish purpose, organizational structure, activities, achievements, and future development of Soroptimist International and Soroptimist International of Taiwan.

- (2). Investigated the development problems and difficulties of Soroptimist International of Taiwan.
- (3). Proposed the suggestions for problem solving and promotion strategies of Soroptimist International of Taiwan.

2. LITERATURE REVIEW

2.1. Non-profit Organization

Non-profit organization is from the Unite State internal revenue code section 501(c)(3) that allows for federal tax exemption of non-profit organizations, specifically those that are considered public charities, private foundations or private operating foundations. For charities that meet the tax exemption conditions under this tax system, including education, religion and science.

Salamon [1] defined the non-profit organization as non-governmental organizations whose main purpose is to pursue public goals such as health care, education, scientific progress, and social welfare equivalent promotion. Salamon [1] also proposed that the non-profit organization contains six characteristics: (1) Formal: there is an institutionalized operation process, regular meetings, regulations and a certain degree of organization, showing that the organization must have a certain degree of institutionalization. In other words; the establishment of a non-profit organization must be legally recognized by national laws; (2) Private: is not a government agency and cannot be filled by government officials to manage the board of non-profit organizations; (3) Non-profit-distributing: the profit is used for public welfare purposes, but it is not assigned to the legal person, staff or

government agency of the organization. It does not give priority to obtaining benefits, which is different from commercial organizations or enterprises; (4) Self-governing: able to monitor its own affairs, has an internal self-management system, rather than subject to the control of external institutions or organizations; (5) Voluntary: affairs are handled by volunteers, including activity guidance or affairs management; and (6) Philanthropic: it is a public organization with only public nature and service nature, and provide special public welfare activity with no charge.

2.2. Types of Non-profit Organization

Bittker & Rahdert [2] based on the purpose divided the non-profit organization into two categories: (1) Public service organization: institution which channel the largesse of some individuals in the interest of others, and for the

purpose of providing public services which includes seven types of charitable causes: foundations, religious groups, educational and cultural institutions, scientific and technological research organizations, social organizations, and political organizations, etc. (2) Mutual benefit organization: whose main purpose is to allow individuals to pool their income in order to spend it more efficiently, and for the purpose of providing mutual benefit among members which includes four types: clubs, consumer cooperatives and mutual aid associations, trade unions, and professional groups.

Hansman [3] divided the non-profit organization into four categories: (1) Donative mutual; (2) Donative entrepreneurial; (3) Commercial mutual; and (4) Commercial entrepreneurial.

Table 1 displays some typical examples of these four types of organization [3].

Table 1. The four categories of non-profit organization and typical examples

	Mutual	Entrepreneurial
Donative	Common Cause National Audubon society Political Clubs	CARE March of Dimes Art Museums
Commercial	American Automobile Association Consumers Union Country Clubs	National Geographic Society Education Testing Service Community Hospitals Nursing Homes

Salamon & Anheier [4] proposed that the international classification of non-profit organization has proved to be an effective classification system for non-profit organization in a wide assortment of countries, however, a number of adjustments at the sub-group level have been suggested by researchers in the field. Salamon & Anheier [4] also first summarize the central features of the international classification of non-profit organizations and proposed 12 major groups and 22 subgroups. The 12 major groups are: culture and recreation; education and research; health; social services; environment; development and housing; law, advocacy and politics; philanthropic intermediaries and voluntarism promotion; international activities; religion; business and professional associations, unions; and not elsewhere classified.

2.3. Overview of Soroptimist International

The name Soroptimist was coined from the Latin ‘soror’ meaning sister, and ‘optima’ meaning best. And so Soroptimist is perhaps best interpreted as ‘the best for women’. Soroptimist International advocates for human rights and gender equality through education and empowerment [5].

In 1921, the first Soroptimist club was established under the concept of "women help women", Alameda county was formed in California with over 80 business and professional women from in and around the city of

Oakland. With Violet Richardson as the first president, back then the first club, which changed its name to Soroptimist International in 1928 [5].

Since the founded, the Soroptimist International has sought to bring about change to the lives of women and girls worldwide. Through its global network of four federations and its dedicated volunteer membership of over 75,000, Soroptimist International is driven by its mission of transforming lives through education, empowerment and by enabling opportunities [5].

The first project of Soroptimist International was to ‘save the redwoods’- the great ancient trees which were being felled and the club lobbied the legislature, taking on powerful lumber companies, and winning public support, which resulted in a major portion of the forest being set aside as protected land, that still exists today. Additional Soroptimist clubs soon followed along the Pacific and Atlantic coasts, amounting to 15 clubs with 5 years, with a growing concern for women in their communities [5].

In 1924 Suzanne Noël founded Soroptimist International of Paris, the first Soroptimist club in Europe using her worldwide lecturing series to share the Soroptimist concept and messages, prompting the establishment of clubs all over Europe. Suzanne Noël later became the first president of the European federation [5].

The Soroptimist International establishment philosophy has the following points [5]:

- (1). World: There are branches in about 122 countries and regions around the world.

- (2). Largest: there are more than 75,000 members worldwide.
- (3). Service: provide services for women and girls from local to social, national and worldwide.
- (4). Women's empowerment: aims to develop women's skills through education and improve the lives of women and girls.

2.4. Overview of Non-profit Organization in Taiwan

The non-profit organization in Taiwan are generally divided into two categories: one is the so-called "society" and "society legal person" which were organized based on "people"; the other is the "consortium legal person" which was organized based on "money". A consortium legal person refers to a group of people, whose composition is based on members.

So far, there are four most famous non-profit organizations in Taiwan: Soroptimist International of Taiwan; Rotary International; Lions Clubs International; and Global Federation of Chinese Business Women.

Soroptimist International of Taiwan was established in 1992 and coached by the southern district of Japan. Soroptimist International of Taiwan also established three

branches in Taipei, Taichung and Kaohsiung in the same time. In 1996, the Soroptimist International of Taiwan was direct affiliation to Soroptimist International of the Americas. Since Soroptimist International of Taiwan establishment, there have been 39 branch and with more than 1,837 members. The members are elites of women in various industries, all over the country.

3. RESEARCH METHOD

3.1. Research Structure

The research structure of present study is shows in Figure 1. This study first assumes that people who will participate in non-profit organization are usually based on altruism, but may also be mixed with egoism and utilitarianism. However, no matter what the reason for joining in the non-profit organization, once joined the non-profit organization, they will hope that the non-profit organization will grow and better. Therefore, they will focus on the organizational management and social innovation to improve the brand, organizational and social value of the non-profit organization which they joined.

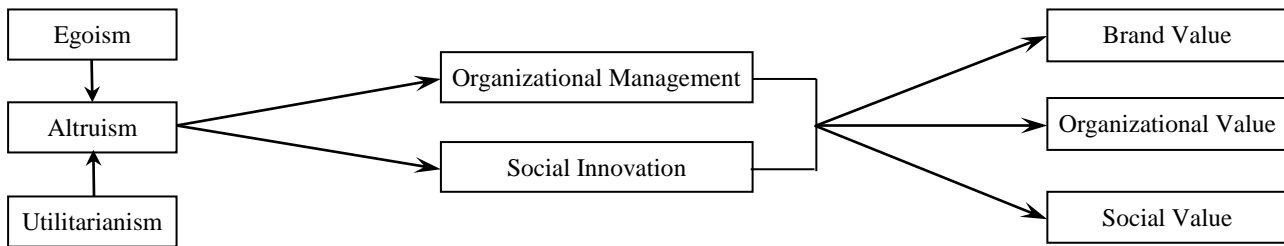


Figure 1 Research structure of present study

Table 2. The 9 questions of the questionnaire

Question	A	D	Reason or why?
1. The average age of the members of this club is too high. The members continue to lose due to the loss of vitality or difficulty in integration?	38	37	
2. Due to the lack of activities or plans in line with the organization's purpose, is it difficult to attract and gather long-term investment from young members?	35	40	
3. Most branch lack long-term and adequate funding, and unable to have sufficient motility to perform various conference activities?	32	43	
4. Most branch lack regular cadre personnel to support or handle conference activities, and unable to have sufficient motility to perform various conference activities and hold regular meetings?	33	42	
5. Most branch cannot fully handle the rules of procedure, and the members are all social elites or leaders, therefore, the opinions cannot be gathered or communicated.	35	40	
6. The rights and obligations of the membership fees, job donation, supervisor, and director are not clear.	37	38	
7. Most branch lack cadre education and training for each branch's activities and plans, and provides guidance for the implementation of various activities.	38	37	
8. Most branch lack short-term (quarter to 1 year) and long-term (2-3 years) activity plans.	35	40	
9. Fundraising is difficult for each branch.	32	43	

Note: A: Agree; D: Disagree.

3.2. Questionnaire Outline

First, deep interview five former director or senior president (includes the authorised representatives of Soroptimist International of America, Dr. Tina Wei-Kang Pan) to understand the current difficulties and problems of the Soroptimist International of Taiwan. And then summarizes the opinions of these five former director or senior president to form the questions of the questionnaire (Table 2).

4. RESULTS

Table 3. Age, career type, annual income, and education level distribution of respondents

Age	21-30		31-40		41-50		>50	
No.	2		10		14		49	
%	2.67		13.33		18.67		65.33	
Career	Student	Civil servant	Freelance	Service	Financial	Housekeeper	Employer	
No.	6	8	20	4	4	23	10	
%	8.00	10.67	26.67	5.33	5.33	30.67	13.33	
Annual income	<360K	361-720K	721-1080K	1081-1440K	1441-1800K	>1801 K		
No.	1	4	9	9	5	47		
%	1.33	5.33	12.00	12.00	6.67	62.67		
Education level	High school or below		Bachelor		Master		Doctor	
No.	19		29		22		5	
%	25.33		38.67		29.33		6.67	

4.2. Summary of Questionnaire Statement

Table 3 showed that the respondents were relative old (65.33% greater than 50 years old), most career are housekeeper (30.67%), most annual income are greater than 1801K NT\$, most education level are bachelor and master degree. This results are very interesting because why the housekeeper can with high annual income. The possible reason is that their husband are rich men. The reason or why of the 9 questions are summarized below:

- (1). Recruiting young members to join the Soroptimist International of Taiwan is the most urgent issue that for all directors and branch presidents.
- (2). The education and training of members is also a very important issue. Only through good education and training in an organization can the purpose of the organization be passed on. With the rectification of a sound organizational system, the next step is to implement strategic planning and activities for diversified publicity and marketing. Use multi-party cooperation channels to communicate with young people, let young women know and join the Soroptimist International of Taiwan.
- (3). Most of the respondents agree that the membership fee is too low and the number of members is insufficient.

4.1. Results of Respondents

The questionnaire is sent to the former / current presidents and directors of 39 branches of the Soroptimist International of Taiwan. A total of 105 questionnaires were sent out, 77 questionnaires were recovered, and 75 valid questionnaires were counted.

Table 2 also showed the summary results of the 9 questions which the numbers of agree and disagree were almost equality. This result indicated that the difference branch might with different difficulties and problems.

Some branch with fewer members lack the resources and hope that the host of Soroptimist International of Taiwan be able to help these branch.

- (4). Most of the respondents agree that hire full-time staff to perform the routine business has a considerable problem. The current president of the branch are all due to relations rather than professionalism. The person who becomes the president has not gone through a series of education and assessment, because the leadership problems will lead to the branch lack of centripetal force. The centripetal force cannot be improved, even if hire full-time staff to prepare for the event held by the branch, the goal also cannot be successfully fulfilled. Therefore, how to improve the centripetal force of members is the key issue.
- (5). Most of the respondents agree that the rules of procedure and goals of branch are unclear. It also leads to a fierce conflict between the new members and the senior members.
- (6). Clear and disciplinary regulations are required to manage the future planning of all manpower and meetings of the branch. A good system and responsibility system planning can accurately implement the general purpose and goals.

- (7). New members and senior cadres are all need education and training with different responsibilities. In order to allow senior cadres can effective guide new members, the Soroptimist International of Taiwan needs hold regular education and training, so that the purpose and execution can be effectively implemented.
- (8). The biggest and unsolvable problem of non-profit organizations is the tenure of presidents and directors is short, and many plans cannot be implemented continuously and effectively.
- (9). Many young and new members are unable to clearly know the branch's goals, resulting in the largest percentage of unintentional donations. There are considerable differences between senior members and new members in communication coordination and transaction processing. Many powers are concentrated on senior members, while young members believe that the effectiveness of execution is not good, so that differences arise. Furthermore, too many donations come from inside members rather than from the outside, which makes new members think it is more inappropriate, which will lead to the loss of members and increase difficulty of recruiting new members.

5. CONCLUSION

The present study focuses on the Soroptimist International of Taiwan. Firstly, investigated the current difficulties and problems. Secondly, through questionnaire survey and result analysis, and then try to develop the promotion strategies. Finally, summary the descriptions and make suggestions to serve as a reference for continuous improvement of related topics.

The difficulties and problems were summarized as follow:

- (1). The members of Soroptimist International of Taiwan and each branch were relative old.
- (2). The new members participate in activities and the interaction frequency with senior members are too low, resulting in no sense of belonging.
- (3). The potential and expertise of the new members have not been discovered, resulting in sense of lost.
- (4). Members lacked consensus and unconsciously excluded participation.
- (5). The purpose of the branch activity is not obvious.
- (6). Members lacked encouragement and praise, resulting in no sense of accomplishment.
- (7). A few members have bad qualities and damage the reputation of Soroptimist International of Taiwan.

The suggestions were summarized as follow:

- (1). Support poverty university students to enhance social recognition.
- (2). Formulate an effective funding source plan to specifically improve the effectiveness of funding sources.

- (3). Solve the problem of lack of funds for each branch.
- (4). Increasing member of recruitment of Soroptimist International of Taiwan.
- (5). Promote member participation and fundraising.
- (6). The Soroptimist International of Taiwan assist the branch with insufficient funds to solve its problems.
- (7). Reduce meeting frequency and increase meeting efficiency to promote members' willingness to participate activities.
- (8). Understand the reasons why members do not participate in activities and improve so that each member can participate in various activities.
- (9). Raise the reputation of Soroptimist International of Taiwan to attract new members.
- (10). Take advantage of meeting opportunities to hold special lectures to enhance self-development and attract members' willingness to participate.
- (11). Appropriately eliminate members with bad qualities to maintain the reputation of Soroptimist International of Taiwan.

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