Chapter 14
Social Marketing in Egypt:
A Case Study on the Use of Marketing by "Nahdet El Mahrousa" NGO

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EXECUTIVE SUMMARY

The following case focuses on the concept of social marketing in Egypt and how it is applied at the charity and development-focused non-governmental organization (NGO) Nahdet El Mahrousa (NM). This is one of the recently established NGOs; it has initiated a creative model, whereby individuals and institutions are encouraged to seek their support in starting a local developmental initiative. One of the projects that NM is proud to support is the "Young Innovators Awards" (YIA) program, which was launched in 2004. It could be considered one of the success stories of social marketing. However, after several successful years, the program turned into a dilemma for its managing team, when its main source of funding was not available anymore. They were faced with the challenge of finding alternative sources of financial support in a limited amount of time to evade the drawbacks of stopping the program all together.

INTRODUCTION

On the 17th of September 2009, Chairman of the board of directors of Nahdet El Mahrousa (NM) NGO, Loay El Shawarby, was looking outside his office window in Downtown Cairo, as he was

thinking deeply about the dilemma that got into his hands. He had just received a call from the Director of the Young Innovators Awards program (YIA), Mohamed El Zarkani, confirming the news that the program's main sponsor, who supports over eighty percent of the funds is withdrawing as of the 2009-2010 academic year. The YIA program aims at enhancing the culture of research and develop-

ment amongst Egyptian scientists. El Shawarby, who was one of the founders of NM, and the one who started YIA, remembered the program's early days when it only existed at a single university and was funded by three individual donors.

Today, five years later, YIA has grown exponentially, covering all 22 universities in Egypt and has more than five hundred participants. The YIA program is one of the main projects of NM, and also one of its success stories. However, a large part of this exponential growth was based on the surge of funds coming from only one donor institution, which also contributed to his current issue, as the absence of this donor institution in the academic year of 2009 -2010 threatens to bring the program to a halt that year, which could undermine all the past success of YIA and adversely affect the credibility of NM.

As El Shawarby observed the afternoon rush hour, he was going over possible solutions before going into the meeting with NM's managing board and YIA's program director and coordinators. They had to decide on the next steps, which have to be determined before September 22, the starting date of the YIA, as agreed upon with the universities across Egypt. He knew that the continuity of this program now depended on their success in developing a new marketing strategy to raise the needed funds from other sources to cover its projected expenses, within a limited time to plan and act before the scheduled start date of the academic year.

BACKGROUND: NAHDET EL MAHROUSA

Established in 2003 by a group of young Egyptian professionals, NM sought out to promote a positive spirit amongst Egyptian youth, building their sense of ownership towards their country, to be able to positively impact Egypt's "Cultural, economic and Social development" on the long run (See Figure 1), according to their official website. The NGO's

mission is "engaging and activating Egyptian young professionals in the development and public arenas and in shaping Egypt's future". Their vision is to create "a developed Egypt through the active participation and belonging of its young professionals." NM's Board of Directors is composed of seven members with the task of ensuring that NM's operations conform with all regulatory rules and requirements; building managerial, financial and human resources' capacity for the organization; offering support to new incubated projects; and managing NM's communication with all external entities. Furthermore, NM is operating with the collaboration of several strategic partners such as British Petroleum (BP), El Sewedy Cables, LINKdotNET, Mobinil and Procter & Gamble (P&G). In addition, members of NM can further assist the organization by paying for membership, becoming a staff member or by volunteering to its operations.

NM introduced the innovative model of the "Incubator," which acted as a flourishing spot for different development ideas, by pooling resources of various stakeholders who can contribute in the establishment of these ideas into sustainable social enterprise. An "Incubator" by definition is "an economic and social development process designed to advise potential start-up projects, and through a comprehensive capacity building and assistance program, help them establish and accelerate their growth and success". NM was the first in the world to create an incubator for Innovative Social Enterprises and is now trying to spread this concept throughout all of Egypt. All incubated ideas have to be innovative, with a clear plan and potential impact on society's development, and stemming from the areas of enrichment of youth, arts and culture, health services, preserving and protecting the environment, as well as bridging education to employment, and promoting scientific research and development culture.

The founders of NM believed in the importance of managing their young NGO as a growing

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