A Narrative Review of Stresses and Conflicts of Marketing in Social Organizations

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Abstract

Purpose : This paper focused on a narrative review (NR) of the stresses and conflicts of marketing in social organizations in the disability sector. These stresses and conflicts refer to the challenges, constraints, and other conflicting objectives within a social organization.

Methodology : The paper was based on a review of research papers that were gathered from different databases, like EBSCO Host and Google Scholar, and publisher groups like Sage, Springer, Taylor & Francis, Elsevier, and Emerald Publishing. The study adopted inclusion and exclusion criteria for including the papers, and finally, 68 research articles were reviewed thoroughly to understand and highlight the stresses and conflicts of marketing in voluntary and non-profit organizations.

Findings : This study found that social organizations face several constraints coming from different areas. Especially with respect to the marketing of social organizations for the differently abled, there are several challenges faced at different levels, like the organizational level, the marketing practitioner's level, and the donor front.

Practical Implications : This paper intended to create awareness amongst the marketing professionals of social organizations of the various constraints that exist in the marketing of these organizations. This will help organizations strategize their marketing initiatives in a more focused manner and tackle the stresses and conflicts mentioned with ease.

Originality : This paper portrayed its uniqueness by highlighting the stresses and conflicts of marketing for disability organizations that remain unaddressed in past studies, despite these being the key issues to be overcome for sustainability and existence.

Keywords : disability organizations, social organizations, marketing, stresses and conflicts, sustainability of social organizations

JEL Classification Code : H32, L31, M14, M31

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There are around eighty million people with disabilities in India, out of which only 100,000 are working (Kulkarni & Rodrigues, 2014). Not only these numbers, but Kulkarni et al. (2016) also highlighted that India lacks disability employment, specifically in rural areas, and found a dearth of responsible jobs in

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higher positions in disability employment in India. The disability populations across the world, especially in India, have always been afflicted with social stigmas, unequal opportunities for work, and unfair treatment, especially the differently abled, who have no means to even express their needs. Based on the common social stigma related to disability in India, fewer job opportunities are left aside for people with disabilities, and their literacy level is considered to be relatively lower than that of people without disabilities. The organizations working in this sector need to be sustainable, and therefore, sustainability is a critical aspect of the stability of social enterprises operating in disability areas. Jenner (2016) discussed sustainability as an important factor for social causes and stated that social objectives could be met if they are commercially viable. It necessitates the development of a diverse resource base so that they can continue their institutional structure and sustain their ability to contribute to society's needs. Powell and Osborne (2015) stated that such organizations struggle to sustain themselves and need to find means to raise resources to operate. The sustainability of social enterprises is a challenge, especially since the majority of them are non-profit organizations; thus, fundraising plays the most vital role in keeping them afloat (Jenner, 2016).

Social organizations can be transformative in an attempt to reform the current socioeconomic system by addressing market inadequacies in this hegemonic system (Newey, 2018). Each one necessitates distinct commercial, social, and societal acts, all of which must be linked to marketing. Marketing is a multifaceted concept that can help social organizations handle their stresses and conflicts and assist them in running their strategies effectively. Mitchell et al. (2015, 2016) discovered that dualities between social and commercial aims may motivate social enterprises (SEs') to conduct social and commercial strategic marketing actions. According to Madill and Ziegler (2012), social marketing must be a strategic approach for SEs. Such debates produce evidence of commercial and social strategic marketing techniques for SEs' commercial and social performance (Madill & Ziegler, 2012; Mitchell et al., 2015, 2016; Srivetbodee et al., 2017). The theoretical idea of this study is based on past and limited literature on the marketing of SEs and studies that examined social marketing in SEs (Madill & Ziegler, 2012; Mitchell et al., 2015, 2016). Recent literature shows the growing importance of marketing in social organizations has become crucial (Madill & Ziegler, 2012; Mitchell et al., 2015, 2016; Nascimento et al., 2021; Srivetbodee et al., 2017). As a result, this study focuses on the stresses and conflicts of marketing in social enterprises. According to Budhedeo and Doshi (2015), several social entrepreneurship initiatives serve the purpose to bridge the socioeconomic gap, and for the same, they take various innovative approaches to accomplish the same.

This paper can cover gaps in the literature that have not been addressed by earlier research. The study attempted to identify the different stresses and conflicts of marketing in social organizations at different stakeholders' levels. And then, it highlights how marketing can boost the commercial and social actions of social organizations. The paper puts forward a narrative review of existing literature and highlights the various stresses and conflicts related to marketing in such organizations at the organizational level, the practitioner's level, and the donor level.

Operational Definitions

Social Enterprises

Social enterprises work with the intention of solving societal problems while also trying to make money from their economic ventures (Battilana & Dorado, 2017).

Disability

Nagi (1991) defined disability as "an inability or limitation in performing socially defined roles and tasks expected of an individual within a socio-cultural and physical environment." Altman (2001) defined disability as

"a physical or mental condition that significantly and permanently interferes with one's capacity to carry out daily tasks." The World Health Organization (2001) described disability as a wide range of difficulties in functioning, including impairments, restrictions, and limitations in participation or performance in situations of real life due to barriers in conditions of health, environment, and society.

Literature Review

Several studies have focused on the challenges faced by social enterprises (Abramson & Billings, 2019; Agrawal & Hockerts, 2019; Eiselein & Dentchev, 2020). These articles provide valuable comprehension of the problems that these organizations encounter. These challenges include financial sustainability, impact measurement, and resource limitations in the management of conflicting objectives within social enterprises. Also, some conflicts arise between impact investors and social enterprises. A few papers (Smith et al., 2013; Van Der Torre et al., 2014) discussed the tensions that arise in managing a social business by providing a theoretical perspective on these concepts of challenges in social enterprise. Through the literature review, it becomes imperative that businesses come up with new and innovative social enterprise models for overcoming resource-based constraints and assessing the impact. Social enterprises, when faced with such challenging situations, need to balance their social and economic goals (Eiselein & Dentchev, 2020).

Existing Marketing Scenarios in Disability Organizations

This section highlights the marketing practices, marketing strategies, and marketing activities of such organizations and their relevance to sustainability, fund-raising, and donations. It also brings out the important role marketing plays in the turn-around of such organizations. Purdy (2020) conducted a case study on a U.S.-based marketing organization working not-for-profit and concluded that focusing on social entrepreneurship resulted in better self-sustenance and, resultantly, less dependence on external funding, thereby ensuring long-lasting organizational viability. Powell and Osborne (2020) explored whether social organizations can persuasively fulfill their public policies and concluded that a revised approach is required for bifurcating the service-oriented approach rather than product-oriented. Another study conducted by Lee and Chandra (2020) tested the hypothesis that the marketing capabilities of disability organizations play the role of mediating and helping in using the benefits of the absorptive capacity of the organization, which in turn improves their financial performance. The study concluded that adequate resources should be provided to disability organizations by policymakers so that they can develop their marketing capabilities.

Most disability organizations in India are non-profit organizations. Since marketing is directly related to raising funds for sustainability, it is important to understand the underlying challenges in measuring such effectiveness. Sushant and Singhal (2015) concluded from a study of the past four decades that non-government organizations' effectiveness is very difficult to measure because they work on "diverse themes, issues, scales, and approaches." Bandyopadhyay and Ray (2019) gave a fresh point of view on responsible marketing, wherein they presented how the concept of marketing has evolved over the years from traditional marketing concepts into societal-oriented concepts. The study concluded that the marketing process encompasses an inherent social responsibility to meet the goals of society, underscoring the ethics of integrity, honesty, and transparency with an intent to guide rather than misinterpret and mislead the end user of a product or a service. The findings concluded that successful disability organizations use responsible marketing strategies.

Stresses and Conflicts at the Organizational Level

As such, the challenges of marketing in general have been debated by various researchers in the past. Ahmed and

Rafiq (2003) argued that "internal marketing is an unusually slippery concept, easy to visualize and yet exasperatingly difficult to operationalize." Grönroos (1994) analyzed the challenge for an organization in relationship marketing. Dev and Olsen (2000) suggested that "the action step derives from the concept that companies are really in the business of selling solutions rather than products and services." Leeflang et al. (2014) stated that when companies digitize their marketing concepts, they pay little attention to the challenges of real-time. In any case, marketing activity is complex in social organizations and is a larger issue in disability organizations.

Mitchell et al. (2016) discussed how various dualities in disability organizations impact the execution of social as well as profit-oriented marketing activities. The results depicted that tensions and dualities are associated with factors like obtaining finances, the nature of organizational development, the involvement of numerous stakeholders, and different types of competitive pressures. Lokhande (2017) analyzed entrepreneurial skill development and concluded that there is a need to have policies to train entrepreneurs from disadvantaged groups in addition to providing them with the necessary support of infrastructure and finances whenever required. There is certainly a difference in marketing approaches for disability organizations. Shaw (2012) conducted qualitative research on disability organizations in the United Kingdom and discussed their marketing activities. The study also established a link between marketing activities in disability organizations in localized areas of residence and the bringing up of the founders of such enterprises. The research concluded that before the introduction of social enterprise, experts should contemplate the local background and search for developing relationships in the local communities to gain grassroot-level support.

Kotler and Zaltman (1971) examined whether the marketing concepts of analysis, planning, and control can be applied to social causes like brotherhood, safe driving, family planning, etc. The concepts of product, promotion, price, and place have been defined in detail and are analyzed to apply to such social causes but call for specialized advertising, marketing, and communication to the target groups. Asgari Ghods (2019) brought out that there has never been in-depth research conducted on the approaches to marketing for social enterprises, and such enterprises have to enable and fortify their opportunity-seeking ability to perform better in the market and attract financing to their organizational structure. Marketing activities by organizations require budgets for marketing expenses, which are limited in social organizations and hence impact the flexibility of marketing activities. Dolnicar and Lazarevski (2009) highlighted that such organizations are increasingly coming under immense pressure for stability and, therefore, adopting marketing as a main operational area. Further, it was concluded that such organizations cannot reach their full potential through marketing, as the majority of marketing activities are only promotional. The approach to a strategy that is marketing-centered is to enhance formally trained marketing staff. The authors did an empirical study of 136 respondents from three continents (UK, USA, and Australia) and concluded that these organizations were short of trained marketing staff and marketing was restricted to only promotions. Table 1 refers to the stresses and conflicts at the organizational level based on the above literature.

Table 1. *Stresses and Conflicts at the Organizational Level*

Level	Stresses and Conflicts	References
Organizational Level	The dearth of effective policies.	(Ahmed & Rafiq, 2003; Asgari Ghods, 2019;
	Lack of grass-root level support.	Dev & Olsen, 2000; Dolnicar &
	Lack of specialized marketing techniques.	Lazarevski, 2009; Grönroos, 1994; Kotler &
	Tight budgets.	Zaltman, 1971; Leeflang et al., 2014;
	The immense pressure of stability.	Lokhande, 2017; Mitchell et al., 2016; Shaw, 2012)
	Marketing activities are restricted to promotions only.	
	Lack of skill sets.	

Stresses and Conflicts at the Marketing Practitioners' Front

The literature pertaining to marketing in social organizations shows that there are multifarious ongoing marketing activities in such organizations and also highlights the evidence of organizational conflicts in carrying out marketing activities. Consequentially, there is a definite impact on the practitioners of marketing in these organizations. With limited budgets, as it is for meeting the core organizational goals, the focus shifts from marketing departments to day-to-day survival and firefighting for sustenance. This impacts the marketing departments, if at all they dedicatedly exist, and affects the functioning of practitioners who are in marketing roles. Mitchell et al. (2016) conducted a study to highlight the tensions and pressures faced by practitioners of marketing in disability organizations. The study concluded that these tensions certainly influence the execution of marketing strategies, operations, and consequent marketing activities.

Kotler and Levy (1969) conducted a study on social organizations and concluded by stating that the term marketing can be considered with two meanings: profit-making motive (persuading to buy) and societal motive (serving and fulfilling human needs). Therefore, choosing the right marketing mix is even more important for social organizations. Mundanad (2015) brought out in a book review that in India, social marketing is very often confused with social media marketing. The practitioners of marketing also have challenges, especially in India, with the implementation of marketing concepts due to many reasons, including available skilled marketing manpower, misunderstanding of concepts, and many times, confusion in basic definitions. Social organizations deal with social issues and need social marketing interventions. Many times, such principles cannot be applied across generic populations. McDermott et al. (2005) conducted systematic research of literature, emails, and personal contents and an analysis of 200 studies to conclude that social marketing criteria had cultural relevance and were not necessarily straightforward, wherein practical judgments were very different from documented information.

The challenges faced by marketers in organizations working for social causes are not just restricted to strategy but also to practical issues of marketing activities. Bloom and Novelli (1981) identified the practical challenge of lesser access to valid and authentic consumer data, unidentified consumer behavior, and the inability to determine appropriate monetary prices in their marketing plans. The authors brought out the challenges of paying for advertisements to create meaningful marketing messages. The evaluation of the strategies by the marketing department was also considered to be difficult. The authors highlighted that social marketing is a much more uphill task than commercial marketing, despite the same set of marketing principles being applied to both. Marketing in these organizations requires more innovation and creativity and is a "difficult game to master" (Bloom & Novelli, 1981, p. 87). Table 2 below refers to the stresses and conflicts at the organizational level based on the above literature at the marketing practitioner level.

Table 2. *Stresses and Conflicts at the Marketing Practitioner's Level*

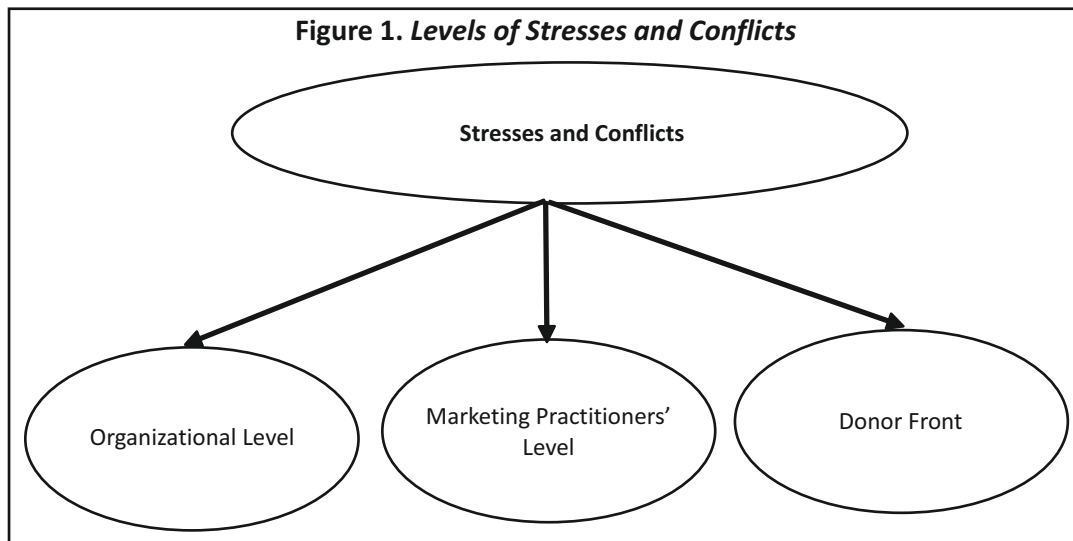| Level	Stresses and Conflicts	References
Marketing	Limited budgets.	(Bloom & Novelli, 1981; Kotler & Levy, 1969;
Practitioner's	Lack of marketing professionals.	McDermott et al., 2005; Mundanad, 2015;
Front	Social marketing is mostly confused in India with social media marketing.	Mitchell et al., 2016)
	Social issues in understanding marketing in disability organizations.	
	Challenges in practical issues of marketing.	
	Lesser access to valid and authentic consumer data.	
	Lack of finance.	
	Lack of skill, innovation, & creativity.	

Stresses and Conflicts at the Donor Front

Fox and Kotler (1980) brought out the positioning of social marketing as an evident approach to social change. The study observed a few possible negative impacts of social marketing. Consumers term it more of a business and less of a social cause, and the researchers have termed it even manipulative. Many times, it is presumed that the heads of these social organizations are making big profits in this process. Social marketing may awaken negative public sentiments towards the actual cause of marketing. So, there is a clear conflict among consumers where social marketing is perceived as profit-making for social organizations (Fox & Kotler, 1980). Donor motivation is a very important factor in generating donations from prospective donors. Donors undergo many stresses and conflicts in understanding marketing in social organizations and exhibit different responses. Sundel et al. (1978) examined the varied differences between managerial and non-managerial personnel and identified various procedures that improve the fund-raising capabilities of social service agencies. The authors revealed that it would not be right to assume that different judgments of various groups will automatically result in a donation increase because there are significant differences in results between managers and non-managers. Donation-seeking and fundraising come primarily from society and the community. Therefore, the mindset, image, and understanding of a social organization become key factors in the execution of a donation by a donor.

Mitchell et al. (2015) presented an exhaustive narration and explanation of the concise network of relationships between social organizations and social marketing entities. The paper explained the diverse social missions and the stigmas in marketing for this sector, like money wastage, privacy intrusion, and even manipulation, and the influence of moral values, social legitimacy, social challenges and perceptions, and mission statements. The key findings also revealed the stigmas and mindsets of society that cause challenges and obstacles in developing marketing strategies. Jahdi and Acikdilli (2009) carried out a study on the emergence of marketing communications in the field of social organizations. The study concluded that, on the one hand, marketing is vital for the company's image, branding, and sales, and on the other hand, it is seen as a waste of money with negativity and many times even goes against the company's reputation. The researchers cited examples of Shell advertising anti-pollution campaigns in the UK, which is a perfect example of contradictory actions between the social and business facets of the organization. The authors aptly termed marketing and social responsibility a "shot-gun wedding." (Jahdi & Acikdilli, 2009, p.111). Table 3 refers to the stresses and conflicts at the donor level based on the above literature.

With the importance of marketing in every organization, marketing for social organizations such as NGOs is not structured, and making it forefront has various stresses and conflicts. Figure 1 highlights the three different levels of stress and conflicts for marketing in social organizations.

**Table 3. *Stresses and Conflicts at Donors' Level***

Level	Stresses and Conflicts	References
Donor Front	Social marketing is considered manipulative.	(Fox & Kotler, 1980; Jahdi & Acikdilli,
	Marketing awakens negative public sentiments.	2009; Mitchell et al., 2015;
	Perceived as profit making.	Sundel et al., 1978)
	Lack of donor motivation.	
	Lack of a concise network of relationships between social organizations and donor entities.	
	Donations for marketing are considered a money wastage.	
	Lack of concrete strategies for CSR.	
	Stigmas and mindsets of society for donations for marketing.	

Figure 1. *Levels of Stresses and Conflicts*

Stresses and Conflicts

Organizational Level

Marketing Practitioners' Level

Donor Front

Research Methodology

To gather the literature, different databases such as Google Scholar, EBSCO, and publisher groups like Sage, Springer, Taylor & Francis, Elsevier, and Emerald Publishing were explored using keywords like "disability organizations," "voluntary organizations," "marketing in social organizations," and "stresses and conflicts of marketing in social organizations." Initially, 1,000 journal articles were shortlisted, but further adoption of the funnel approach helped in focusing on a particular theme. Exclusion and inclusion criteria are being set; for example, only research papers with social enterprises and social organizations were taken into account. To streamline the study, certain exclusions were made; the study considered only 52 full papers. They were selected and reviewed thoroughly to understand and highlight the stresses and conflicts of marketing in voluntary and social organizations. The review has inclusions and exclusions to ensure efficacy in focusing on the theme of the study. This review does not cover the interrelationships between social organizations or the analysis of the social impact ratings of different social sectors. This review also does not address any studies done on the administrative and functional aspects of social sector organization operations or efforts and outcomes on medical initiatives or clinical research in any particular area. Also, only published works from journals of repute have been included, and other sources like conference notes and newspaper articles have been excluded. The details of the funnel approach followed for narrative review are shown in Figure 2, and an in-depth discussion of review papers is followed in Table 4.

From Table 4, it is evident that there are visible gaps in different aspects of stresses and conflicts in social organizations. The existing studies do not give a concrete framework for marketing for social enterprises in the disability sector (Khieng & Dahles, 2015; Kulkarni et al., 2016; Lee & Chandra, 2020; Purdy, 2020), though this paper tries to find the stresses and conflicts of marketing in social organizations. The roles of PR, advertising, marketing communication, etc., are made clear, but their application and relationship in terms of stresses and conflicts are not addressed (Kotler & Levy, 1969; Lee & Chandra, 2020; Srivetbodee et al., 2017). While data is available on the study of viewpoints, stresses, perspectives, and initiatives of employers and policymakers, there need to be more studies on the viewpoints of disabled persons and other affected stakeholders in the social sector (Griggs, 2003; Kulkarni et al., 2016; Meltzer et al., 2018; Schlegelmilch et al., 1997; Segovia-San-Juan et al., 2017). This highlights the need to identify common stresses, pressures, and conflicts concerning specified areas of social organization, namely disability. In addition, there is a need to classify the stresses and conflicts at various levels, such as the organizational level, the marketers' level, and the donors' level.

Figure 2. *Inclusion and Exclusion of Papers for Narrative Review*
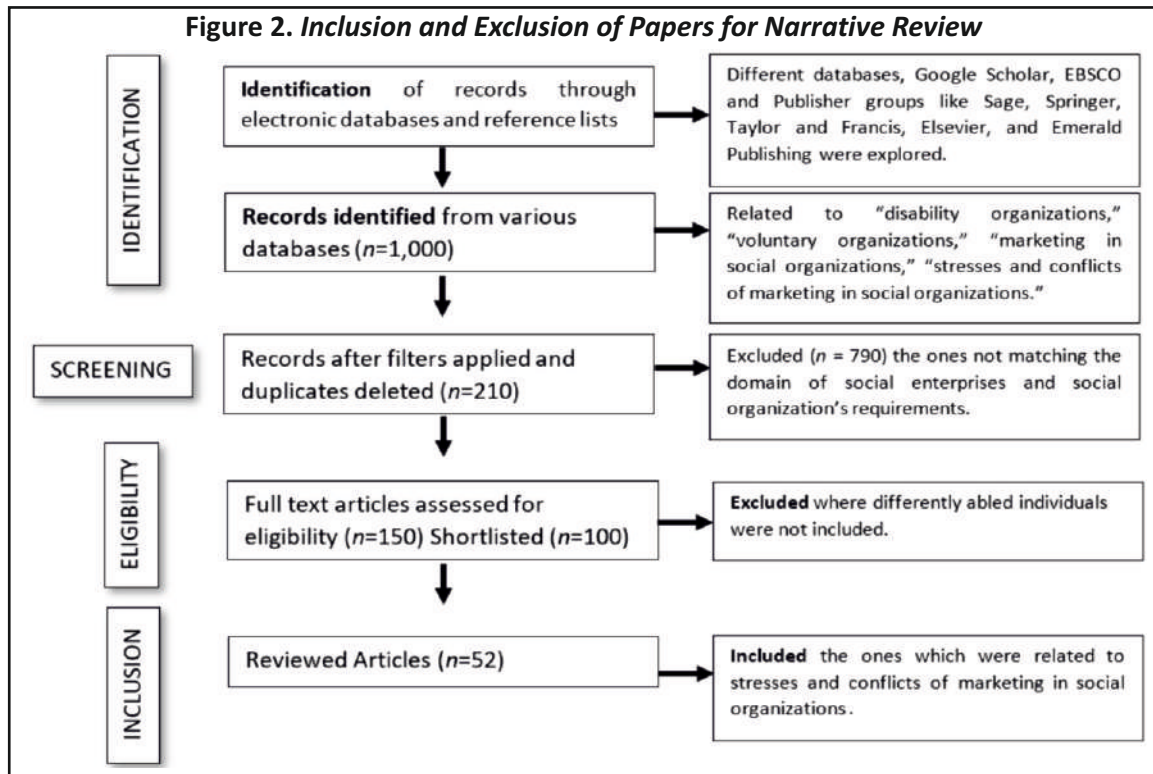
Table 4. *Narrative Review of Papers for the Study*

S. No.	Author/s (Year)	Purpose	Research Methodology	Findings	Gaps
1	Alareeni et al. (2022)	Marketing is vital for competitive endurance.	Quantitative & qualitative research	Explored SME challenges and opportunities.	Contextual gap.
2	de Silva (2022)	Develop marketing strategies to satisfy target markets.	Literature review	Developed product markets to achieve business unit goals.	The article is based on theoretical assumptions.
3	Garrido-Skurkowicz et al. (2022)	Uncertainty of growth in social enterprises.	Qualitative analysis	Innovation boosts growth more in social enterprises than in commercial ones.	Hybridity brings benefits, while category signaling focuses on downsides.
4	Nascimento et al. (2021)	Strategic marketing approaches in social enterprises.	Conceptual paper	Displayed the connection of strategic marketing approaches with performance and impact.	Based on conceptual assumptions.
5	Takács (2021)	Leaders' perspective on HR practices in social enterprises.	Qualitative analysis of semi-structured interviews	Involvement in HRM has a positive impact.	The actual impact on flow experiences is not explored.
6	Eiselein & Dentchev (2020)	Managing conflicts in social enterprises.	Interviews and secondary data	Identified bridging mechanism to align conflicting objectives and partnerships.	Conceptual assumptions.

7	Graikioti et al. (2020)	To investigate the factors contributing to the sustainability of social cooperative enterprises in Greece.	Exploratory analysis	Integrated support, networking, and awareness are crucial for sustainability.	Future research can explore predictors of sustainability in social cooperative enterprises post-economic crisis.
8	Grills et al. (2020)	Evaluate the effectiveness of DPOs.	Cluster randomized intervention control trial	DPOs improve well-being and accessibility.	Sample size: Two districts and no statistical measure for well-being.
9	Powell & Osborne (2020)	SEs fulfill social policies and sustain themselves as providers.	Theoretical sampling methodology	SEs need to prioritize relationship building in their marketing.	The model is not validated.
10	Purdy (2020)	Evolution of charity to enterprise using smart marketing strategies.	Case study	Shifting to social entrepreneurship enabled self and lesser reliance on external fundraising.	The need for donor funding is not addressed.
11	Dahles et al. (2020)	Intricate nature of scaling practices in SEOs.	Literature review	The similarity in compensatory nature of SEOs.	Questions the assumption.
12	Lee & Chandra (2020)	Role of social enterprises in creating better societies.	Conceptual model	Marketing enhances social enterprises' financial performance.	Absorptive capacity and marketing capabilities' relationship questioned.
13	Abramson & Billings (2019)	Define SE as organizations that earn income and have primary, social, or environmental missions.	Literature review	Challenges of social enterprises and solutions for improvement.	Ethical concerns need to be addressed.
14	Agrawal & Hockerts (2019)	Understanding the process of impact investing.	Case-based research methodology	Social mission, due diligence, and communication impact investor-investee relationships.	Misalignment strategies to be analyzed.
15	Asgari Ghods (2019)	Inspect the literature chain of social enterprise.	Systematic review	Entrepreneurial marketing's multipurpose role in social enterprises.	Suggested further studies in the field of entrepreneurial marketing.
16	Bandyopadhyay & Ray (2019)	Responsible marketing in social enterprises.	Publications and electronic databases	SE targets vulnerable groups that benefit from formal marketing strategies.	Further inquiry is needed on responsible marketing for SEs.
17	Yaari et al. (2019)	Balancing profit and well-being in SEs.	Qualitative analysis	Reveals two organizational models representing the intersection between business and social orientations.	Future research in exploring SEs and hybrid organizations.
18	Davies et al. (2019)	Barriers to social enterprise growth and strategic responses	Qualitative analysis	Dual mission orientation benefits social enterprises.	Suggestions for future research that arise from the study.

			to overcome.	
19	Meltzer et al. (2018)	Compares the experiences of individuals with intellectual disabilities in open and sheltered employment.	Qualitative analysis	SEs offer combined benefits, expanding employment options.	A further study compares options in more detail.
20	Segovia-San-Juan et al. (2017)	There is a need for organizations that are socially accountable towards disabilities.	Mean score analysis- Samples	The organizations were found to be socially responsible and committed to people with disability.	Most of the information is not sufficient to deal with such an important issue.
21	Srivetbodee et al. (2017)	To study the effect of marketing strategy on social value in social entrepreneurs.	Multiple-Case research methodology	Majority addresses the social issues.	Recommendations for a marketing strategy.
22	Battilana & Dorado (2017)	Hybrid organizations' ability to maintain their nature.	Case study	Creating a common identity is crucial for the sustainability of hybrid organizations.	The apprenticeship approach was ineffective.
23	Lokhande (2017)	Entrepreneurship development was crucial for marginalized communities amidst privatization challenges.	Qualitative research approach	Associations between various factors and entrepreneurship development.	Limited to demographic zones.
24	Mitchell et al. (2016)	Study empirical principles dealing with justice-involved persons.	Literature review	The study empirically supported principles for working with justice-involved persons.	Needs to be further analyzed.
25	Jenner (2016)	The purpose of dual organizations is to be commercially sustainable to meet their social objectives.	Concurrent, convergent, mixed methods approach	Identified resources, organizational capabilities, collaborative methods, and legitimacy.	Large sample, insufficient for statistical reliance.
26	Kulkarni et al. (2016)	How people with disability are engaged in workplaces in multinationals in India and Germany.	Semi-structured face-to-face interviews	Job flexibility and integrated programs favored disabled employees. In India, urban areas had higher disability employment rates compared to rural areas, unlike Germany.	Only the employer's perceptive is included.
27	Khieng & Dahles (2015)	Commercialization of NPOs and their effects on NGOs in Cambodia.	Quantitative survey	Commercial ventures drive sustainability and transformation in NGOs.	Commercialization tends to sideline the social mission of NGOs.
28	Mundanad (2015)	To bring out	Book review	Highlights	Needs more

No.	Author (Year)				
		the difference between social media marketing and social marketing.		social marketing and ways to overcome challenges.	elaboration on the difference.
29	Mitchell et al. (2015)	The study investigates social marketing's impact on social enterprises.	An empirical and qualitative investigation	Examined social mission diversity and marketing stigma in social enterprises. Explored existing marketing initiatives and discussed the advantages and disadvantages of social marketing.	Processing of primary data does not co-relate definitive challenges of marketing in different social enterprises.
30	Sushant & Singhal (2015)	Discusses the effectiveness of NGOs.	The review of models and research studies	Defining NGO effectiveness is challenging due to diversity.	Future research should consider culture, focus, and scale.
31	Kodzi Jr. (2015)	Trade-offs in achieving social impact.	Exploratory qualitative study	Findings of the study under four main emerging themes - funding, mission, scaling, and complexity.	Inappropriate study design.
32	Kulkarni & Rodrigues (2014)	How the top hundred organizations deal with disability in India.	Review of secondary data	New organizations show an inclination towards disability inclusion.	The study excluded small, less successful organizations.
33	Leeflang et al. (2014)	Digital marketing offers a competitive advantage, but challenges persist.	Focus group interviews	Key challenges for digital marketers: customer insights, brand reputation, and effectiveness assessment.	Digital marketing challenges management and research.
34	Van Der Torre et al. (2014)	Marketing challenges in hybrid organizations.	Case study	Insights from article applicable to marketing in hybrid organizations and "marketing choice imperative" pose challenges in target audience satisfaction and potential alienation.	Research companies' marketing strategies and branding approaches lack accountability.
35	Zhang & Swanson (2014)	Tensions and pressures faced by marketing practitioners in the SEs.	Qualitative empirical research approach	The tensions and dualities are associated with factors like how the social enterprises obtain finances, the nature of the organizational development, and the involvement of numerous stakeholders.	The study is limited to one country only.
36	Pache & Santos (2011)	Developing a model to predict the response of an organization facing two competing logics.	Literature review	Homogeneous members benefit from unitary organizations and not so in plural organizations.	Additional empirical and conceptual evidence are needed.

37	Singh (2013)	To study the social responsibility mission of businesses.	Literature review	CSR initiatives will improve businesses' viability, economic stability, and social and environmental stability.	Lacks deep implications of corporate social responsibility.
38	Smith et al. (2013)	Tensions between social missions and business initiatives and ventures.	Systematic analysis	Social enterprise research and expansion are growing.	Invoked descriptive arguments.
39	Liu & Ko (2012)	How charities engage in improving organizations' marketing abilities.	Qualitative research approach	Aligning specific learning and research social mission and business practices helps.	Small sample.
40	Shaw (2012)	Marketing activities of social enterprises in the UK.	Exploratory approach-Study	Social enterprises generally adopt an entrepreneurial marketing approach, but caution is needed when applying it to non-profit contexts.	The limitation is its sample size.
41	Smith et al. (2012)	Important reasons associated with how and why the donors initiate on SEs.	Archival data and semi-structured interviews	Revenue from social enterprises reduces donations.	The repeated measuring design format of the quantitative studies and the donation size of the potential donors were capped.
42	Sunley & Pinch (2012)	Study diversification of urban social enterprises into fundraising practices.	Interviews with 40 SEs in four English cities	Insights into funding experiences of social enterprises.	Small sample size in deprived urban areas.
43	Hayllar & Wettenhall (2011)	Factors operating to prevent the SE sector from achieving its full potential.	Research paper	Growing interest in business social responsibility due to NPM influences.	SE-related research needs attention.
44	Holweg & Lienbacher (2011)	Transfer the retail-marketing concept of social supermarkets (SSMs).	Qualitative research, expert interviews	Five mobile SSMs in 2010, experiencing slow growth initially but rapid expansion in 2008 due to the global financial crisis.	Expand research on specific partnerships and relationships.
45	Smith et al. (2010)	How SEs affect organizational identity tensions.	Exploratory qualitative	SEs affect this organizational identity tension.	Ineffective timing, approach.
46	Dolnicar & Lazarevski (2009)	Tests hypotheses on non-profit marketing approaches globally.	Survey	NPOs face limitations in marketing potential and lack trained staff.	In the first study on NPO marketing practices, limitations are to be acknowledged.

47	Jahdi & Acikdilli (2009)	Various marketing communication channels play a vital role to impact CSR.	Secondary research	Marketing managers face challenges justifying their contribution and negative perceptions.	The role of advertising, PR, and sponsorship for corporate image is unexplained.
48	Meehan et al. (2006)	Develop a model to connect socially committed organizations with ethical consumers.	Critical evaluation of the theoretical foundations	The 3C-SR model guides managers to connect with ethical consumers.	Ethical concerns.
49	McDermott et al. (2005)	To identify genuine social marketing interventions.	Literature review	The study identifies social marketing benchmarks.	No tested model referred.
50	Ahmed & Rafiq (2003)	Key challenges faced by internal marketing research.	IM, cross-functional process approach	Need for flexible, partnership-based approaches in management.	IM is context-specific and requires deeper understanding.
51	Griggs (2003)	Explore the impact of strategic planning intensity in disability organizations.	Qualitative and quantitative methods	A significant correlation was found between strategic planning and performance.	Results may vary due to environmental changes in the disability sector.
52	Zietlow (2001)	NPOs are being asked to accept the businesslike approach and generate more revenues to reduce their reliance on donations and grants.	Focus group and survey data	Social enterprises benefit from increased fees, cultural contributions, and financial planning.	Clarification is needed on marketing-related issues.

Discussion and Conclusion

At the outset, the stresses and conflicts can be segregated into three distinct categories for better understanding, as they are completely different in their nature of roles, challenges, and outcomes. The first category is about the conflicts at the organizational level, which relate to a lack of marketing budgets, unstructured marketing departments, challenges in the marketing mix due to the above, and particularly, promotional challenges in the disability field. The second category is at the marketing practitioners' level, where the conflicts and challenges are related to social perceptions, cultural references, lack of training, lack of population data, and unanswered questions in disability marketing. The third category is about the conflicts at the donor level, the key player in a disability organization's sustenance. This articulates the conflicts due to the hesitation of donors for marketing spend, the overhang of CSR policies, the non-committal of long-term relationships, diverse social missions, and preconceived perceptions about the profit-making of such organizations. One of the key findings is that there is a deep dependence on fundraising for sustainability. These organizations struggle to keep afloat (Liu & Ko, 2012; Sunley & Pinch, 2012; Zhang & Swanson, 2014; Zietlow, 2001). Also, social organizations have a commonality of stress, pressures, social stigma, and operability in various parts of the world. They vary in intensity, but the prevalence is there (Kulkarni et al., 2016; Mitchell et al., 2015). Also, it is visible that there is an under-emphasis on marketing, which in many cases goes to the extent of undermining and negativity toward marketing efforts (Dholakia & Dholakia, 1975).

There is a clear finding of challenges faced at the organizational level in terms of strategy (Dholakia & Dholakia, 1975; Mitchell et al., 2015), shortage of funds for marketing (Sundel et al., 1978), marketing approaches (Shaw, 2012), planning and analysis (Kotler & Zaltman, 1971), and opportunity-seeking ability

(Asgari Ghods, 2019). At the marketing practitioner's front, the stresses and conflicts relate to budgets (Mitchell et al., 2016), marketing mix implementation (Kotler & Levy, 1969), the cultural relevance of social marketing criteria (McDermott et al., 2005), and the evaluation of marketing strategies (Bloom & Novelli, 1981). Another set of findings is the paradoxical views of donor perceptions of marketing in social organizations and their consequent effects on donating funds. These include negative public sentiments (Fox & Kotler, 1980), donor motivation (Sundel et al., 1978), social legitimacy (Mitchell et al., 2015), stigmas and mindsets of society (Mitchell et al., 2015), marketing, and social responsibility (Jahdi & Acikdilli, 2009).

This narrative review concludes that there is an intense relationship between the stresses and conflicts of marketing in voluntary and social organizations and fundraising for their social causes. There are inherent challenges, stresses, and conflicts in marketing for social causes that are typical of such organizations. These challenges have been highlighted by us in three distinct areas, i.e., at the organizational level, at the marketing practitioner's level, and finally, at the donor level. This paper brings about clarity in the perception of marketing challenges in these organizations, difficulties faced by their marketing departments, and impacting factors of donor decisions. This paper fills the gap that exists related to stress and conflicts in marketing in social organizations. The in-depth narrative review was conducted, and 70 relevant papers were considered for the study to dive deep into the literature on marketing in social organizations. The papers for the narrative review were selected based on inclusion and exclusion criteria, as discussed in the methodology. This study will provide answers to researchers, practitioners, marketers, donors, and social organizations about how to cope with these stresses and conflicts of marketing in social organizations.

Implications of the Study

The study has implications for marketers in social and voluntary organizations to tackle the underlying stresses and challenges that exist in professionalizing marketing in these organizations. This paper has explored the stresses and conflicts that exist in social organizations from the organizational perspective, the marketer perspective, and the donor perspective. Further, it enhances the literature on both marketing and social organization by allowing academicians and researchers to better understand and examine marketing behaviors in social organizations. Lastly, it contributes to the marketing field by strengthening the importance of marketing in social organizations. As a result, stakeholders, marketers, and social organizations may better grasp the stresses and conflicts of marketing and work together to overcome such barriers and have a better marketing model.

Limitations of the Study and Future Research Directions

Most of the review papers were qualitative, and there is a further need for more empirical evidence to bring forth the real challenges and conflicts arising in social enterprises. This kind of review work can help future researchers take into account this literature to study the challenges and conflicts of social enterprise and empirically validate it. These challenges and viewing them from different perspectives to provide a comprehensive understanding of the stresses and conflicts faced by these organizations with an empirical approach would give a real-life scenario of the problems. Limited literature is available in the Indian context related to the marketing of social organizations, especially related to disability. Literature is scantily available at the marketing practitioners' level and the donor level. In the future, researchers can come up with solutions, strategies, marketing planning, and evaluation to overcome the challenges of better fundraising, leading to longer financial sustainability and higher efficiency in achieving organizational goals.

Authors' Contribution

Dr. Kartikay Saini perceived this idea for the research article and developed the overall design to undertake the literature review. He extracted research papers of high quality, filtered these based on keywords, and prepared the outline of the article. Dr. Kartikay wrote the manuscript in consultation with other authors. Dr. Nusrat Khan supervised the study. Dr. Nusrat Khan and Dr. Mohd. Azmi Khan did the fine-tuning of the manuscript. Dr. Mohd. Azmi helped in the literature review of the article and also in highlighting key issues of relevance in the research paper.

Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial interest or non-financial interest in the subject matter or materials discussed in this manuscript.

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