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# **Diversifying fundraising and marketing activities online in an NGO**

Case: Dalit Women Forum

Type of the work (Thesis)

Spring 2019

Faculty: School of Business and Culture

Degree Programme: Bachelor of Business Administration

SEINÄJOKI UNIVERSITY OF APPLIED SCIENCES

## **Thesis abstract**

Faculty: School of Business and Culture

Degree Programme: Bachelor of Business Administration

Specialisation: International Business

Author: Mikael Freundlich

Title of thesis: Diversifying fundraising and marketing activities online in an NGO

Supervisor: Päivö Laine

Year: 2019

Number of pages: 52

Number of appendices: 3

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Primarily, this thesis attempted to diversify fundraising and marketing activities for the commissioning organization online. Secondly, the thesis attempted to increase fundraising activity for the commissioning organisation but do to time constraints it was not fully discovered if crowdfunding online will increase funding for the commissioning organization as more time is needed for that, however all the necessary criteria are filled to do crowdfunding online. Thirdly, an objective was to rank the commissioning organization high in Google search results through one of its new marketing activities online. Complementary qualitative research was done with two other NGOs to support the development done for the commissioning organization.

The thesis was carried out to give a solution to low yield of individual project proposals that are done from the commissioning organization to the donor organizations that are in India and all around the world. The research method in this thesis is qualitative with face-to-face interviews having open-ended questions. The other empirical part of the thesis was to carry out online marketing activities and initiating the crowdfunding campaign. The author of this thesis learned a lot of technical skills and networking skills associated with running of the crowdfunding campaign and making of the online marketing activities online. The complementary research shows that personal motivation and confidence are at the forefront of the two interviewed organizations. This thesis' work matters, because for example, crowdfunding was completely unexplored by the commissioning organization even though it is completely eligible for it.

Keywords: fundraising, marketing, NGO, nonprofit, diversifying, crowdfunding

SEINÄJOEN AMMATTIKORKEAKOULU

## Opinnäytetyön tiivistelmä

Koulutusyksikkö: Liiketoiminta ja Kulttuuri

Tutkinto-ohjelma: Tradenomi (AMK)

Suuntautumisvaihtoehto: International Business

Tekijä: Mikael Freundlich

Työn nimi: Rahankeräyksen ja markkinoinnin monipuolistaminen voittoa tavoittelemattomassa organisaatiossa verkossa.

Ohjaaja: Päivö Laine

Vuosi: 2019

Sivumäärä: 52

Liitteiden lukumäärä: 3

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Ensisijaisesti, tämä oppinäytetyö pyrki monipuolistamaan rahankeräystä ja markkinointia toimeksiantajan organisaatiossa verkossa. Toiseksi, oppinäytetyössä yritettiin lisätä rahankeräyksen toimintaa toimeksi antavalle organisaatiolle, mutta ajan puutteen vuoksi ei ole täysin selvää lisääkö joukkorahoitus verkossa toimeksi antavan organisaation rahoitusta, koska siihen tarvitaan lisää aikaa. Tästä huolimatta organisaatio täyttää kaikki kriteerit saada joukkorahoitusta verkossa. Kolmanneksi, tehtävänä oli toimeksi antavan organisaation sijoitus korkealle Google haussa uuden markkinointi toiminnan tuloksena verkossa. Täydentävää kvalitatiivista tutkimusta tehtiin kahden muun voittoa tavoittelemattoman organisaation kanssa tukemaan kehitystä, joka on tehty toimeksiantajan organisaatiolle.

Oppinäytetyö tehtiin antamaan ratkaisu rahoitusta tuottamattomille yksittäisille projekti hankkeille, joita toimeksi antava organisaatio on tehnyt lahjoituksia antaville organisaatioille Intiassa ja ympäri maailmaa. Tutkimuksen lähestymistapa tässä oppinäytetyössä on kvalitatiivinen, jossa haastattelu on tehty kasvotusten avoimin kysymyksin. Toinen empiirinen osuus oppinäytetyössä oli tehdä markkinointi toimintoja verkossa ja aloittaa joukkorahoitus kampanja. Tämän oppinäytetyön kirjoittaja oppi paljon teknisiä sekä verkostoitumis taitoja, jotka tulivat rahankeräys kampanjan ja markkinointi toimintojen myötä verkossa. Täydentävä tutkimus osoittaa, kuinka henkilökohtainen motivaatio ja itsevarmuus ovat organisaatioiden kärkipäässä haastatelluissa organisaatioissa. Tällä oppinäytetyöllä on merkitystä, koska joukkorahoitus oli täysin tutkimaton toimeksi antavalle organisaatiolle, vaikka se on täysin kelpaava siihen.

Asiasanat: rahankeräys, markkinointi, voittoa tavoittelematon organisaatio, voittoa tavoittelematon, monipuolistaminen, joukkorahoitus

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## Terms and Abbreviations

<b>Benefit Corporation</b>	A for profit corporation authorized in some states in the United States of America that includes a positive impact on society, workers, community and the environment in addition to making profit.
<b>CAF</b>	Charities Aid Foundation
<b>CIRT</b>	Center for Innovation in Research and Teaching
<b>CSO</b>	Civil Society Organization
<b>Dalit</b>	In the traditional Indian caste system, a member of the lowest caste
<b>DWF</b>	Dalit Women Forum, commissioning non-governmental organization of this thesis
<b>EU</b>	European Union
<b>Executive secretary</b>	A secretary having administrative duties in an organization
<b>FCRA</b>	Foreign Contribution Regulation Act
<b>LOI</b>	Letter of Interest
<b>Marketing Mix</b>	A combination of factors that can be controlled by a company to influence consumers to purchase its products
<b>MOU</b>	Memorandum of Understanding
<b>NGO</b>	Non-governmental organization
<b>NPO</b>	Non-profit organization
<b>SWOT analysis</b>	A study undertaken by an organization to identify its internal strengths and weaknesses, as well as its external opportunities and threats

**URL**

The address of a World Wide Web page



## Special Symbols

₹ Indian rupees, monetary currency

# 1 INTRODUCTION

## 1.1 Structure of the thesis

The thesis begins with the introduction. It is followed by the theoretical framework next. The SWOT-analysis at the end of the theoretical framework prompts the next chapter that is about exploring crowdfunding platforms. That is followed by the methodology relating to the research in the thesis. After that, it is followed by the findings which goes through all the findings of the two interviews with two different sized NGOs. There is also a third interview with separate questions for the commissioning organisation, but it is used as a source rather than a finding. The findings support the following practical part after that, which is the implementation of digital marketing and fundraising in the commissioning organization. In the discussions chapter, there is basically interpreting of the findings and reporting of the further monitoring of the crowdfunding campaign. The thesis is finished off with the conclusion that also includes acknowledgements. Every chapter after the methodology chapter makes up the empirical part of the thesis.

## 1.2 Background for the thesis topic and goals of the thesis

The topic came about when the author of this thesis questioned the commissioning organizations executive secretary about what could be a possible problem that the organization might be faced with. She mentioned that fundraising has been an issue. The author accepted this topic as it is related to the topic area of the degree programme, business administration. Initially the topic of the thesis was increasing fund mobilization activity in an NGO, but the author of this thesis thought it would be too difficult to guarantee an increase in fundraising in an NGO. Therefore, the topic of the thesis focuses on diversifying fundraising and marketing activities online in the case organization. However, after this change the increasing of fund mobilization activity in an NGO remained as a secondary goal in the thesis with the current topic being the primary goal. A tertiary goal of the thesis is for one of Dalit Women Forum's online presences to appear high in the google search results as a result of marketing

efforts for the NGO described in this thesis. For both the commissioner and author of this thesis crowdfunding is a new concept, so the academic community may have less to gain from this thesis, but the commissioning organization and author benefit from this thesis greatly.

### **1.3 Research methods**

A unique opportunity presented itself as a native person to Finland, the author of this thesis conducted two qualitative personal interviews including only open-ended questions with two different NGOs. The interviewed NGOs are different in size and structure. The data was collected in the interviews using a laptop at the location of the interviews. The research method is split between the interviews and the experimental marketing and crowdfunding for the commissioning organization. It may be unclear if saturation is reached with the qualitative interviews. However, their purpose was to gain knowledge to execute experimental crowdfunding and marketing for the commissioning organization, referring to the goal of the thesis. Time constraints for the thesis completion also have played a major role in how many qualitative interviews could have been made.

### **1.4 Statement about Dalit Women Forum including background for the work**

As requested by the commissioning organization, a statement was issued as part of the interview with her to be mentioned in this thesis. According to Chittem (2019), Dalit Women Forum is a non-profit, secular, non-partisan and charitable society based on the philosophy of empowering the oppressed and in process to create an egalitarian society that is just and free. Furthermore, Dalit Women Forum is indeed a platform to understand, integrate and encourage gender issues to create linkages and acknowledge the imperative need for a comprehensive sustainable development in the relevant areas of complex human problems to address the problems of women and children especially focusing on Dalit women, urban deprived people and

rural women. Chittem points out that Dalit Women Forum's activities basically revolve around women and children focusing on Dalit women who are the most oppressed in the society of India and any effort to emancipate them would result in the total development of the society.

According to Chittem (2019), Dalit Women Forum has wide ranging and wide spread activities which are empowerment oriented and working towards expanding all people's choices and creating the conditions for equality so that they may realize their full potential. According to Chittem, the major goal of the forum is to realize all human rights that are economic, social, cultural, civic and political and that these are to be promoted, preserved and defended. Furthermore, the founder of the organization Ms. Chittem. Vijaya Kumari, is a Dalit woman who has vast experience in this field for more than 25 years. She says she has been with different organizations in various capacities. She tells how she has worked with Dalits, minorities, commercial sex workers and traditional sex workers. Furthermore, having had rich experience and association with like-minded activists, it was discussed and decided that an organization should be promoted to work exclusively with Dalits who have been discriminated, exploited and oppressed for generations socially, economically, politically and in cultural areas.

Chittem (2019) explains that the vision of her organization is to have a society that is free from caste and gender roles. She continues to say that it should be a society where Dalits are free and have equality in rights and behold power socially, economically, culturally and politically. Chittem explains that the mission of her organization is the fortification of Dalits with the help of organizations, leaderships, resources and linkages at different levels to fulfill the vision with a distinct focus on tribals, Dalits and Dalit subgroups. According to Chittem, the overall goal of the organization is to increase the power of Dalit communities to bargain for making their life better in all fields.

According to Chittem (2019), Above all DWF works with Dalits also known as Scheduled Castes who are excluded, abused, humiliated, denied justice, exploited and impoverished. She continues by saying that in fact, developmental activities started with non-Dalit women and men to improve the lives of Dalits and women in general.

She notes that gradually, it took the shape of a mode for empowerment. She continues by saying that slowly, Dalits and women realized that Dalits should work for other Dalits and women should work for other women as others cannot understand the feelings and emotions of the said communities.

Chittem (2019) notes that meanwhile NGOs started working like mushrooms and genuine NGOs were working genuinely whereas some fraudulent NGOs spoiled the reputation of other NGOs. She says that for there to occur both horizontal and vertical development, donors started supporting issue & rights-based networks instead of individual organizations. As a result, eligibility criteria of each donor became high which is not met by small NGOs who are experienced, committed and dedicated. She mentions however, that they got support through networks, but impact is high. Parallel to this, there is tremendous political awareness among Dalits and sub-caste people known as the Madiga community and Mala community within Dalits community and there is a large disparity between these two communities. She continues to say that in fact, a majority share of fruits of reservations for Dalits are enjoyed by the Mala community only. So, the Madiga community people started fighting for their rights in the political field and some initiation was done among donors also which has not been successful.

Chittem (2019) says that at this point of time Dalit women played a vital role in the sub-caste movement but they have become third class citizens when it comes to sharing of resources. She continues by stating that at this juncture, the planning commission of India declared persons in urban area who can spend 25 rupees (0.32 euros) per day and persons in rural area who can spend 16 rupees (0.21 euros) per day come in at APL or above poverty line. She continues by saying that by calculating like this, political leaders declared in the International platforms that there is no poverty in India. As a result, by creating this hype worldwide, political leaders boast India as the fastest growing developing country economically.

Chittem (2019) states that whereas the ground reality is different in that all kinds of discrimination and exploitation remained as usual so, naturally donors started shifting from India to other more backward countries and specially from south India to north India when it comes to India itself. She states that being victims of the formerly mentioned situations, people who are addicted to the social workers are now at the

crossroads. Furthermore, despite getting opportunities in the government, they have opted for social work only. As a result, neither do they work with the vulnerable due to lack of resources, nor do they go for government jobs. Hopefully this will help the reader understand the ground reality in India. She mentions that she tried her best to explain the situation in India. She concludes by saying that when it comes to Dalit Women Forum, it is registered in 1993, but activated in 2002 with the support through networks due to various reasons.

## 2 THEORETICAL FRAMEWORK

### 2.1 What is a non-governmental organization?

Lewis (2010, 2) notes that a Non-governmental organization analytically can be hard to define exactly. A reason is given for this that there is a lot of variance in organization size and culture. He points out that NGOs vary a lot in different countries and may have different objectives from country to country. He continues by saying that the common characteristics of NGOs are that they are not orchestrated by governments and they do not have an intention to earn what in the private sector is known as profit. He points out that financing for NGOs can come locally or from abroad. He notes that there is “Northern NGOs” of developed countries and “Southern NGOs” in developing countries. He also notes that unfortunately, some false NGOs exist that are formed by governments that are established with the sole purpose of benefiting for themselves in mind.

Lewis (2010, 2) points out that NGOs can be very well off financially and some can be very poor. He continues by saying that there can be a highly trained staff involved or the whole work force can consist of only volunteers. He notes that different NGOs have different values and that themes can be for example between nonspiritual or having an emphasis on spiritual belief. He points out that an NGO can vary between the charitable or the empowering kind. He explains that an NGO can be a combination of any of these formerly mentioned fundamentals.

It is pointed out that non-governmental organizations are included in the third sector, but administrative definitions regarding being lawful, fiscal or purposeful are only limited, because these do not complete the definition. Instead it is suggested that the third sector is characterized by five main features. Firstly, there is institutionalization and regular formal meetings as such. Secondly, it is not to be controlled by a private company or government. Thirdly, the financial surplus does not go to the chief functionary of the NGO. Fourthly, autonomous operations meaning the organization can accomplish doings of its own. Lastly, despite having staff that is paid, it should have at minimum some voluntary activity. Consequently, these five characteristics help conceptualize of what makes up a non-governmental organization

which is usually thought of as working with benevolent goals at all geographical scales globally. (Salamon and Anheier 1992, according to Lewis 2010, 3).

According to Chittem (2019), an NGO or non-governmental organization is a brain child of a group of like-minded individuals such as social workers, academicians and human rights activists with rich experience in this field who have come together and formed an organization. She adds that it should consist of 5 to 9 members and that rules and regulations should be formed and after that it will be registered with state government under the Societies Registration Act in India.

## **2.2 What is a project proposal and what it consists?**

Currently, besides a yearly membership fee, Dalit Women Forum utilizes only project proposals for fundraising directly or through a network (Chittem 2019). Fundraising platforms and crowdfunding will be introduced in chapter 3 of this thesis. According to Alonzi, [ref. 19 February 2019] 'proposal' means to put something up for contemplation by someone else. She explains that In the NGO terms a project proposal is a document put forth to a donating organization for inspection and contemplation. She adds that If the proposal is accepted, then it is a successful way for a Non-governmental organization to get funding. She points out that a project proposal is comprised of a few standardized different parts, but every project proposal is exclusive in its own way. She concludes that every donor may choose its own submission necessities. Chittem (2019) adds that project proposals will be prepared after discussion from grassroots level and will be prioritized. She emphasizes that before funding was issue-based, but now donor driven funding is the norm.

According to Chittem (2019), before sending a project proposal, an LOI or Letter of interest or organization profile should be sent to the respective donors. She adds that if it is successful, organizations will be asked to send the full project to the donor. She lists that project proposals should include: Title of the project, vision, mission, organization's overall goals, outreach, problem statement, project goal, objectives, activities, justification for the activities, expected outcomes, verifiable factors, reporting, accountability, monitoring, evaluation, budget and action plan.



Chittem (2019) also mentions the documents that should be attached in India for project proposals and those are: The project proposal itself, organization profile, registration certificate, foreign contribution regulation act-certificate (for internationally applied projects), renewed FCRA certificate, tax exemption certificate (12A and 80G), annual foreign contribution returns (for the latest three years), audit reports (for latest three years), annual reports (for latest three years) and finally income tax returns (for last three years).

### **2.3 How channeling funds in NGOs work in the given context**

According to Chittem (2019), there are small organizations that have registered but who do not have an FCRA-certificate in addition to a tax exemption certificate. She adds that there are medium size organizations registered both with state and central governments having tax exemption certificate, but operational areas are small. She adds that these types of organizations will come together, and form Issue and rights-based networks. She continues to say that network member organizations will be having experience in the respective areas. She continues by saying that this can be a loose body meaning that it would not have a legal entity. She notes that after three to five years of network existence, the network can be registered. She also notes that when registering and one does not have an FCRA certificate, the channeling agency will be elected among member organizations on a routine basis. As a result, the channeling agency will be a legal partner to the donor. She concludes that a convener, co-convener, regional based core committee members will be elected on a routine basis.

According to Chittem (2019), a bigger agency will apply project proposals on behalf of a network and receives approval. She adds that an MOU or memorandum of understanding will be signed between the larger agency and the channeling agency. She also adds that another MOU will be entered between the channeling agency and partner organizations who have the FCRA certificate. Furthermore, Money will be transferred from top to bottom from the larger agency to the channeling agency and from the channeling agency to partner organizations bank accounts.

Chittem (2019) notes that those organizations who do not have the FCRA certificate, will be funded by transferring funds to their personal account and bills will be submitted to the channeling agency on their name. She notes that periodical reports and un-audited reports should be submitted to the channeling agency. She explains that a program coordinator and accountant will be appointed at network level to monitor both the program and accounts. She concludes that the larger agency will also appoint a program coordinator and accountant. The figure below shows fund channeling as described in this sub-chapter.

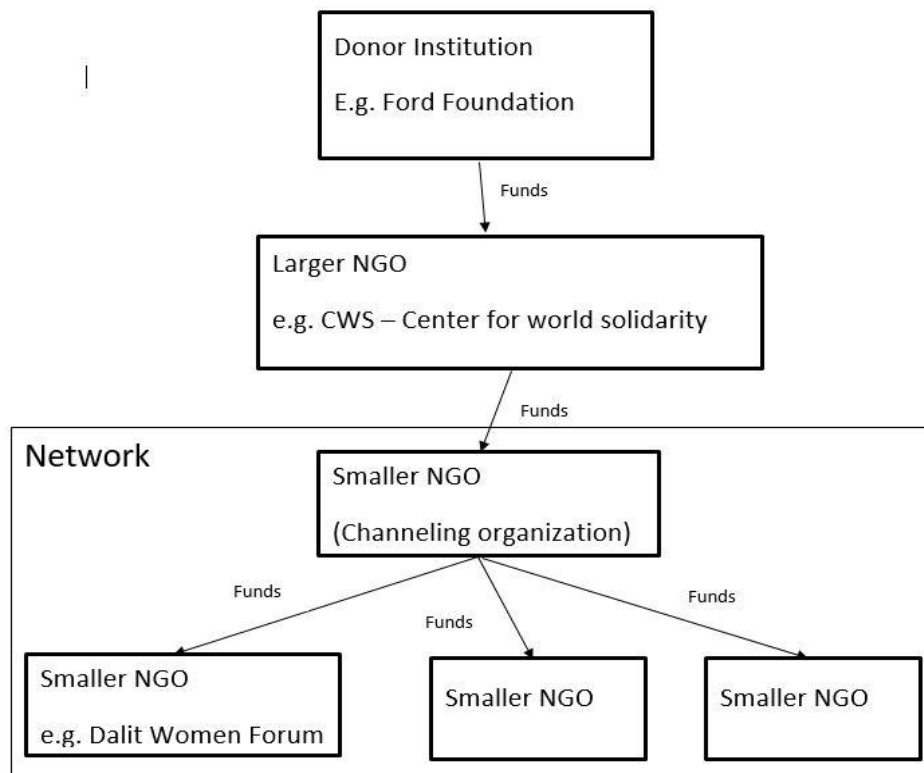


Figure 1. Fund channeling chart of NGOs.

## 2.4 Previous studies in Universities in Applied Sciences

This section recapitulates former related studies in different Universities of Applied Sciences in Finland.

#### **2.4.1 Previous study in non-profit marketing**

In Thy Nguyen's Thesis (2016, 2) the topic of social media for non-profits in the target country of Vietnam is explored. Firstly, the thesis extends into the theory related to the subject by also presenting all the different social media channels. Secondly, the author reviews the benefits and disadvantages of social media to make a tactic. Thirdly, the author explains numerous things that threaten social media use in Vietnam for non-profits, and remedies it by providing that there should be a tactic in place, offering multiple things that contribute as the solution.

#### **2.4.2 Previous study in non-profit fundraising**

In 2015, a Thesis was made regarding the making of a fundraising manual for Individual donors by Viviane Bossina. Bossina (2015, 2) tells how using fundraising and marketing activities can help her case organization. The thesis attempts to explain the following things by firstly defining fundraising, secondly, investigating relationship management between donors and the organizations that need funding and to keep those who want to donate as faithful warranting that the organization would be financially well off in the future also. She concludes that the thesis is meant to be a guide for the staff who are in the case organization now and in the future to immerse into the subject.

#### **2.5 Other relevant previous studies in the non-profit sector**

There is a scientific journal article from 2018 by Mihai-Bogdan Iovu and Cristina Turcan. Iovu and Turcan (2018, 66) emphasize that there is heavy reliance on fundraising in non-profits to continue to operate so that they stay functional. They continue to say that in the past non-profits relied heavily on face-to-face fundraising, but in the online age there are various new ways of raising funds. They note that research in this area in general is slim however. They state that the research attempts to fill in the void on how NPOs also known as nonprofit organizations are filling social media usage in mundane fundraising activities. They note that in the research 43 non-profits answered the conducted survey. As a result, research outcomes show

that the organizations know the advantages of using social media but are paying attention to it less still.

In 2015, Charities Aid Foundation, a non-profit conducted a study called: Online giving in India: Insights to improve results. On the web page the key findings are presented (Charities Aid Foundation, [ref. 25 March 2019]). In the findings respondents to the survey stated that it is easier and less expensive to follow the fundraising process from start to finish online. Furthermore, most respondents in the survey announced that they are not well enough prepared for the use of digital means for fundraising. According to the findings, tracking and measuring a campaign is better implemented online than offline. Moreover, Respondents tell that Google Adwords, Facebook lead generation and crowdfunding are being discovered. According to the findings, 80% of the respondents still raise funds offline, while 10% or less of revenue is coming through online donations. However, the report shows that two years ahead, there will be an increase to 20% of online giving and after ten years have passed, online giving will be 50% of giving, which shows a slow but sure shift in giving online in India.

## **2.6 The four steps of fundraising**

According to Streiff (2017), four fundamental steps for fundraising exist. He argues that instead of being like a part of a machine, and not personal, the fundraiser should use his or her own soul and instinct in the fundraising process. He continues that even though the process exhibits some mechanical influences, ultimately the concentration is on the person you are trying to raise funds from not the prospects wealth itself. Consequently, this way it is all about the relationship.

Firstly, Streiff (2017) says identifying the people who may want to donate to your cause is crucial to know. He adds that this may seem self-evident, but if you do not know who your prospective donors are then there can be no solicitation. He points out that Identifying should answer the question: Who are your prospects? Furthermore, this first stage includes the qualification of a prospect by checking their situation with their wealth if they have enough to support. Secondly, he says there is

cultivation meaning once a prospect has been identified, it is then cultivated by taking care of the relationship for what could become a solicitation. Moreover, this stage can take for a very long time varying from months to years. He points out that if you solicited too soon or too late, then you may not see success.

Thirdly, Streiff (2017) mentions that there is solicitation, which is the hardest part of the process. He adds that this is the part where you make the actual asking for a fiscal backing. He mentions that usually, if the donor is nearby, a solicitation meetup can be conducted. He continues by saying that the person who has introduced the prospect with a project should be present and all this should be done very well so that the prospect can be persuaded. Fourthly, he adds that if your solicitation was successful then the stage of stewardship ensues. He defines that this is where you take care of the donor who has donated to you to hopefully get more donations in the future from the same donor. However, before that the donor is appreciated for their donation and the donor should get regular updates on how the project is going and what the results are at the end. He concludes by saying that it is wise to steward all donors if you are fiscally serious.

## **2.7 Marketing mix: Corporate and nonprofit perspectives**

The marketing mix is part of marketing theory and can be helpful especially in chapter 6 of this thesis when campaigns on fundraising platforms are being designed for DWF. Kotler and Armstrong (2006, 66) emphasize that before the marketing mix there should be a marketing strategy in place for the organization. They add that their positioning, segmentation and targeting help define what customers the company will serve and in what manner. They continue to say that in the private sector the segments are made into smaller segments and then finding the most favorable segment and then concentrating on it. They point out that price, product, promotion and place are what constitute the marketing mix. They add that the marketing mix is developed after a marketing strategy is in place. Furthermore, for an optimal strategy and marketing mix the company should conduct planning, control, implementation and analysis. Consequently, according to these factors, the company oversees and adjusts in its actions according to forces in the marketing atmosphere.

Kotler and Armstrong (2006, 70) emphasize that the marketing mix is a set of marketing tools that are managerial and strategic in nature which can be used to get the desired reaction from the market that is targeted. Consequently, the four Ps are variables that the company can change to impact the demand for its product offered. Arora [ref. 12 March 2019] highlights that marketing is a valuable part of doing business whether it is about informing customers of what is available or leading up to the purchase of a product or service to construct the brand further. She points out that in the non-profit world these marketing rules are valid and hold up, because as there are funds to make a function that is in existence to construct capacities for the impending times. As a result, in this way the donating organization can be thought of as the client and the cause or project whatever they may be as the product.

Arora [ref. 12 March 2019] goes on to explain that it has been thoroughly investigated that those are successful who understand well the market they are targeting. She adds that it can be difficult to make your “brand” and customer base greater if no energy is not put into building them. She points out that the four Ps of the marketing mix are a utility used by people like managers who try to get the results they want. However, she notes that when adopting the marketing mix theory then the donor is not the beneficiary, but instead the customer.

According to Doddamani (2013), marketing was an unfavored word for NGOs in recent years, but that has changed. He says NGO marketing is spreading rapidly in India. He argues that NGOs consist of people and these people are the ones who have membership, volunteers, employees and management. He points out that there are the people who are donors like groups, corporations, government, individuals and big NGOs. Doddamani agrees with Arora, that beneficiaries are not the donors and he says that the community served and the target people are the beneficiaries.

Doddamani (2013) argues that marketing is important, because donors are made aware about the good work that is done for the good of society. He argues that more donations for projects and activities can be attracted for the target people. Consequently, people such as volunteers can be attracted if marketing is used to spread awareness of the cause of the NGO.



Figure 2. Marketing Mix

### 2.7.1 Product

Product basically means the blend of whatever service or product that the company is offering to the market that is being targeted (Kotler & Armstrong 2006, 70). Arora [ref. 12 March 2019] emphasizes that in the non-profit sector the product can either be a cause or awareness while it can also be more tangible like a project or some program. She mentions that NGOs can work on a variety of topics e.g. women empowerment. She points out that it is necessary to pay attention to representations of other NGOs, because it can help to understand what makes that other NGO so different between the NGOs and what is so exclusive about their proposition to the customer. Doddamani (2013) adds, that a product that an NGO has for sale can be made by beneficiaries to boost confidence and independence. He tells that the product can also be equal to any benefit for the target people.

### 2.7.2 Price

The meaning of price just basically means the money amount that the client is willing to pay in order to get the product for oneself (Kotler & Armstrong 2006, 70). Arora

[ref. 12 March 2019] highlights that In the non-profit world, the price is whatever the budget is for the program or project. She explains that it is to be clearly articulated what benefit is being achieved with the budget given. She points out that for corporate donors it is important for the NGOs to think of the donation as an investment, because the positive outcome of the project casts a positive image on the donating organization. She explains that it should be clearly demonstrated to the corporate donor that the NGO can prosper by helping society at large. Doddamani (2013) agrees that NGOs need funding to carry out their projects. He continues by saying that NGO has costs in almost whatever activity it might be doing and therefore funding received prompts calculating for costs of projects to be executed.

### **2.7.3 Place**

Kotler and Armstrong (2006, 70) stress place which encompasses product made available to the customer who is being targeted. Arora [ref. 12 March 2019] agrees that place means the easiness of getting a hold of the product to the consumer in the private business world. However, In the non-profit world there may be for example projects for development. She points out that certain current inclinations are hinting that donors try to find a project that is close and is available to be visited, or otherwise easily interacted with. However, she says that actual need is the most important factor when designing an approach. Doddamani (2013) adds that NGOs function from wherever their office may be. He explains that if there are products made by beneficiaries then small shops can be set up to sell things like hand crafted items, arts and drawings.

### **2.7.4 Promotion**

According to Kotler and Armstrong (2006, 70), promotion means any activity which communicates how great the product in question is which hopefully yields a purchase of the product by the customers. Arora [ref. 12 March 2019] agrees that promotion is all ways of communication but adds that it is communication to all stakeholders also when it comes to the product and service in question. She explains that



project proposals, websites and social media are all considered promotional and communicative material when it comes to NGOs. She mentions that recently there has been lots of promotional events including walkathons among others. She points out that other campaigns include the ones in social media that can be a great way to raise more awareness, gather funds or even acquire volunteers. Doddamani (2013) stresses, that when it comes to promotion it is a very important function of marketing in the non-profit sector. He tells that these activities for example: public relations, direct marketing and sponsorships are considered of most importance in marketing for NGOs.

## **2.8 SWOT-analysis: Definition and implementation**

The SWOT-analysis tells what a company's strengths, weaknesses, opportunities and threats are as a general assessment (Kotler et al. 2009, 50-51). Furthermore, it can be split into two categories: There is the environment that is external meaning opportunities and threats and internal to the company meaning strengths and weaknesses. It is pointed out that marketing when done professionally is about searching and developing opportunities and then profiting from them. Furthermore, a few different ways exist to handle marketing opportunity. Firstly, you can make supply meet demand by supplying something new that is having a high demand. Secondly, a product that a company already has can be tweaked for improvement and lastly by asking consumers to map out a product or services stages of acquiring, using and disposing a product. Meanwhile, a threat in the SWOT-matrix is some kind of event or expansion that may lead to reduced economic advantage for the company if not defended against.

Whatever type of business there may be, it should see what its strengths and weaknesses are internally (Kotler et al. 2009, 51-52). Furthermore, when it comes to weaknesses it is not necessary to amend every single weakness, but strengths of the company are nothing to boast about either. Moreover, the point is, can the company that given its current opportunities, utilize its current strengths, or does it need to develop new strengths entirely? It is pointed out that working as a team can be an issue not relating to the lack of strength at all in the company. It is pointed out

that for example, conflict between departments of sales and engineering should be stopped for the sake of internal dynamics of a company.

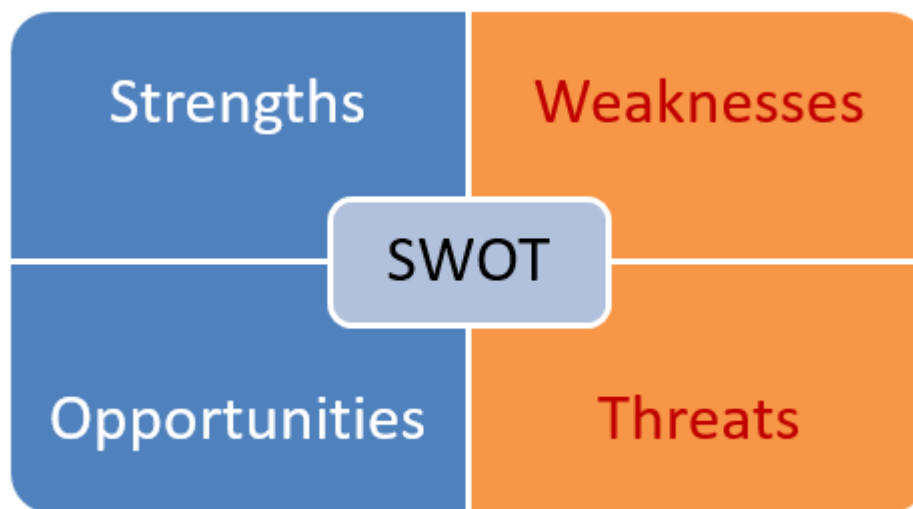


Figure 3. SWOT-matrix.

After brainstorming with the executive secretary of DWF the following results were come up with. Strengths were the easiest to come by. The executive secretary has a lengthy experience in social work of over 20 years since registering the NGO in 1993. Another strength of DWF is having the FCRA certificate which enables the NGO to get donations from outside of India. This certificate is hard to get temporarily. The executive secretary tells that she has good rapport with the field area. In that field area are committed volunteers are ready to help DWF when needed. Another strength is that the board of DWF has a target community person. The last strength that was identified with was the fact that DWF has linkages with various issue-based networks at district, state and national levels.

The weaknesses of DWF were discussed next. Firstly, there is a lower success rate for project proposal approval as an individual organization meaning that when DWF applies for project itself there is a much lower chance of getting projects sanctioned for the NGO. More funding is coming through channeling from other NGOs. Another weakness of the organization is its small size. Secondly, for most DWF's history it has been an organization with one worker, if you do not count all the volunteers in the field. This means accounting, marketing and other administrative functions are done by the same person in the organization for all this time.

For opportunities the author of this thesis gave his own input by telling that there is a possibility to do crowdfunding online after discovering about Ketto.org and Letzchange.org. These crowdfunding sites are covered in the next chapter of this thesis and again towards the end of the thesis. Other promotional related opportunities online for DWF are available, such as adding google analytics to the created website and creating a Facebook page for the organization. These both are covered later in the thesis also. A threat for the DWF NGO is at least that there is no elected secondary leadership for DWF, meaning that when the executive secretary of DWF has retired it is not clear who will take over the organization's control from there. Another threat is that there is very stiff competition for donations through project proposals. There may be hundreds of project proposals sent to donors and trying to make your application stand out can be challenging.

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>-DWF Executive Secretary has a lengthy experience in running an NGO</li> <li>-FCRA, a document enabling fundraising internationally from India</li> <li>-Good rapport with field area</li> <li>-Committed volunteers in the field</li> <li>-Board has target community person</li> <li>-Linkages with various issue-based networks at district, state and national levels.</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>-Lower success rate for project proposal approval as an individual organization.</li> <li>-Small size of organization</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>-Crowdfunding online</li> <li>-Promotional activities online other than project proposals</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>-No elected secondary leadership for DWF</li> <li>-Stiff competition for projects from donor organizations</li> </ul>

Figure 4. SWOT-analysis on Dalit Women Forum

### 3 ONLINE CROWDFUNDING PLATFORMS

Besides a yearly membership fee, the primary source of funding for Dalit Women Forum has been project proposals (Chittem 2019). However, the SWOT analysis in the previous chapter reveals the opportunity of crowdfunding online. This chapter gives background on viable and non-viable platforms where DWF could raise funds by utilizing crowdfunding online.

#### 3.1 Kickstarter.com

The official website of Kickstarter states that It all began for them on April 28, 2009 and a lot of things have come to pass since then (Kickstarter, [ref. 18 March 2019]). According to their website, Kickstarter is an organization of 148 people and lead from New York City the company is self-governing, still controlled by its founder, and runs its operations from an old pencil factory. The website mentions that the team at Kickstarter varies from developers to robot-builders. The website points out that over 34,000 projects have been backed by Kickstarter and on top of that it has launched projects that are Kickstarter's own. Furthermore, 159,698 projects received their full funding, 16 million people have given their support for a project, and an amount of 4.2 billion dollars have been given as support since the inception of Kickstarter.

The Kickstarter official website also states that the purpose of building Kickstarter was to bring projects that were creative in nature, to life (Kickstarter, [ref. 18 March 2019]). An argument is put forth by Kickstarter's website that good accomplishment of the mission is more important than profits as Kickstarter transformed into a Benefit Corporation in 2015. The website defines Benefit Corporation as something that is more accountable not only to shareholders, but for society as well. The website notes that it is a legal goal to have an impact on society in a Benefit Corporation. The website tells that as a global community surrounded by creativity, Kickstarter is massive and anyone who is using Kickstarter can fully control their effort with the possibility of sharing with anyone who are backing the project.

The Kickstarter.com official website states the following:

“While nonprofit and charitable organizations are welcome to use Kickstarter, please note that Kickstarter cannot be used for direct charity or cause funding. All projects must create something to share with others.” (Kickstarter, [ref 18 March 2019]).

This can be interpreted so that DWF would have to share something with the community that is funding it, which might not be possible for most of its projects.

### **3.2 Facebook.com and its fundraising function**

Facebook was launched in 2004 by Mark Zuckerberg and co-founders Chris Hughes, Dustin Moskovitz and Eduardo Severin (Facebook Newsroom, [ref. 19 March 2019]). According to the website, the headquarters currently is in Menlo Park, California. According to the website, on December 31, 2018 Facebook had over 35,000 employees. Furthermore, Facebook has various offices in cities around the United States of America like Atlanta and Seattle as well as many offices in cities outside of the United States of America like Hyderabad and Stockholm. Moreover, for the month of December 2018, there were on average 1.52 billion active users daily. The website states that the mission of Facebook is community building and bringing of the world closer together. In addition, connection to friends and family, learning of world events and sharing with other people with what matters to you is what Facebook is used for.

Facebook also has a fundraising function. However, charities cannot be made from everywhere in the world. You can create a charity on Facebook in the following countries: Austria, Australia, Belgium, Canada, Finland, France, Germany, Ireland, Italy, Luxembourg, Netherlands, Norway, Poland, Portugal, Spain, Sweden, United Kingdom and The United States. India is not on this list, so currently a fundraiser for an Indian NGO cannot be made on Facebook (Facebook, [ref. 19 March 2019]).

Despite all this, Facebook as a platform for fundraising is not the most important one. Iovu and Turcan (2018, 70-71) support this as a result of their study that even though 83% of organizations use social media for visibility or 72% for public relations, only 43% use Facebook as a tool for fundraising. They go on however, to say that as a social media platform, Facebook is still a leader for fundraising purposes. Because in it, donors can be invited to events to spread information better than with

the share function of a blog. The unsupportiveness of fundraising on social media is further supported by Nguyen (2016, 26) in her thesis. She says donors are more likely to accept media that is traditional than social media. She adds that an increasing amount of people use social media, but do not like the idea of giving a donation there. Of the interviewed, 50% of the donors do not want to do online giving on social media. (Abila 2015, according to Nguyen, 2016, 26)

### **3.3 About CAF and Ketto.org**

Despite Kickstarter and Facebook's fundraising function not being valid platforms for fundraising in these circumstances, there are other options that seem to be viable. These valid options are pointed out by CAF or Charities Aid Foundation. CAF is a charitable organization that is an assistant for improved charitableness and is also a kind of bank (LinkedIn, [ref. 21 March 2019]). It is pointed out that if their banking activity generates surplus it is put back into charitable sectors activities. In the LinkedIn profile of CAF, it says that it has existed for almost 100 years to help donors, charitable organizations and businesses to have a greater influence. The LinkedIn profile also mentions that CAF is a non-profit and its headquarters is in London in the United Kingdom.

According to Charities Aid Foundation (2015, 16), it is pointed out that in their study that it was evident that making online campaigns on other websites like Ketto.org or Letzchange.org are straightforward and getting fast responses and measuring results were present. According to the publication, U.S. Research indicates that if donors were developed online and managing the connection in a good fashion then it yielded sophisticated cumulative lifetime value and longer lasting donors than donors that were attracted by mail, a traditional method. The publication goes on to say that World Vision of India, The Akshaya Patra Foundation and Save The Children India have become successful at fundraising, because they started their digital exertions early. Consequently, because of their grown infrastructure and lengthy experience, they have been able to give more focus to their digital efforts and as a result they have had more leeway to see what works online and what does not and now are getting desired results from fundraising done online.

Based in the city of Mumbai India, Ketto.org was founded by Kunal Kapoor, Varun Sheth and Zaheer Adenwala in 2012 (LinkedIn, [ref. 21 March 2019]). It is stated on LinkedIn that Ketto.org as a crowdfunding platform is the most traffic generating and reliable platform for crowdfunding in Asia. On LinkedIn it is mentioned that Ketto.org uses technology to work with the social sector with non-profits specifically. Furthermore, in the first year of Ketto.org existence 4.5 million₹ was raised and this money was split between 18 different campaigns. Moreover, since the inception of Ketto.org there have been 80,000 different fundraisings and currently Ketto.org has over 2000 NGOs in its network. It is pointed out that projects vary anywhere between relief from a natural disaster to the empowerment of females and in these projects support of positive change has taken place. Furthermore, some NGOs that Ketto.org has partnered with are Teach for India, Naam foundation and World Vision. Lastly, an objective of Ketto.org is raising awareness to the public about care for projects and helping campaigners.

### **3.4 Letzchange.org**

Letzchange.org is a non-profit headquartered in Gurgaon in India and was founded in the same year as Ketto.org in 2012 (LinkedIn, [ref. 22 March 2019]). Moreover, Letzchange.org is also based in London, the United Kingdom. Furthermore, people at Letzchange.org are committed and want to help NGOs and whoever supports NGOs to raise any amount of money necessary so that there can be a permanent and helpful change so that people who have less would be better off in India. Consequently, a platform is put forth by Letzchange.org where you can have a social mindset and at the same time promote your NGO and any project put forth by the NGO. Furthermore, discovering verified projects and donating to them is done with a modern and up-to-date website and therefore donating should be an easy, communal and safe experience. In addition, Letzchange.org considers itself as a startup that is growing at a fast rate.

## 4 METHODOLOGY

In this thesis, the chosen research method is qualitative. More specifically a personal face-to-face interview is chosen with a set of eight preliminary open-ended questions that can be elaborated during the physical interview if necessary. The research in this thesis is complementary to the implementation of marketing and crowdfunding in chapter 6 of this thesis.

### 4.1 About the qualitative research method

Qualitative research consists of questions that are open-ended by design and communicative to receive information (Bhat, [ref. 1 April 2019]). Bhat writes that questions can be about what and how. He writes that after the given questions, the interviewer can continue with supporting questions and in that moment tries to pick up emotions of the respondent also. Bhat continues to write that there are several methods in qualitative research like:

- Personal Interview
- Control group
- Ethnographic research
- Case study
- Observation of an activity

From the information gained it is quite easy to draw from as the information is descriptive (Bhat, [ref. 1 April 2019]). He writes about how qualitative research began in the social and behavioral sciences. He continues by writing that the current world can be difficult to understand in the sense of what kind of thoughts people have and what kind of perception of things they have. He includes that this complexity is made more easily understood by qualitative research as it is more open and vivid.



## **4.2 Personal interview**

A personal interview is among the most popular methods when it comes to qualitative research (Bhat, [ref. 2 April 2019]). He writes that an interview that is personal is conducted to a single person to respond to the questions at a time. In his article he says that the interview can be chatty and that way it can be used to get more deep answers from people responding. He writes that the advantage is that beliefs and motivations are central and precise when gathering information from a one-on-one interview. He continues that if a researcher is well experienced, then he or she can get more expressive information. He notes that it is important to ask additional questions to obtain more information afterwards. He adds that interviews can last from anywhere between half an hour to two hours done face-to-face or on phone. He concludes that a personal interview will allow to observe visually what the interviewed person does.

## **4.3 Validity and reliability of the study**

According to establishing validity in qualitative research, an article by CIRT [ref. 8 April 2019] qualitative research has its basis in information that is subjective, interpretive and contextual. Consequently, it is more likely that this type of information is examined more thoroughly. Therefore, it is important to discuss the reliability and validity of qualitative research results in the work. The findings must be something that can be believed in but also credibility, consistency and applicability are important if it is going to be useful for other researchers and general readers. On the web page of the article, reliability refers to the repeatability of the research. Furthermore, validity tells how correct and accurate the research is.

The article by CIRT [ref. 9 April 2019] asserts that credibility or internal validity refers to the trustworthiness and acceptability of the study's findings. Consequently, dependence is more on how elaborate your data is rather than the amount of information you have. According to the article, those who have participated in the study are the people who decide whether the thing that is being observed is credible and precise. Consequently, participants should feel that it is credible and precise. Fur-

thermore, the method of triangulation is used to test how precise data is using checking from multiple perspectives. The article continues to state that transferability, also known as external validity is when the reader can transfer the findings of a study to a different context, meaning they are general and can be applied to other contexts e.g. settings or populations. Consequently, the one who is doing research should take care to give descriptions of the context for the person reading so it can be then generalized and be applicable elsewhere.

The article by CIRT [ref. 9 April 2019] asserts that dependability or reliability is about being able to repeat a study and find similar results for it. The article continues by saying that the research method is lended legitimacy by the dependability. The article mentions that the research setting and context in qualitative research is continuously transforming and is therefore important for the researcher to note down changes that have been unforeseen events and show that in the findings. Consequently, these details are important for people who want to conduct the study again.

The article by CIRT [ref. 9 April 2019] continues by saying that confirmability is objectivity when seeing the outcomes and how well the results of the study compared to actual data when seen by other researchers. The article continues by saying that qualitative research can be more subjective when it comes to research process and when interpreting the information by the researcher. The article concludes that checking your findings with other people or another person who look at the information can rid the study from inappropriate bias when analyzing it.

In this thesis credibility could be taken care of by calling and emailing back to interview participants to make sure that the information they provided is accurate and what they meant along with additional information inquiries, but it was not requested by either of the interviewees, so it may not be necessary to contact them again. The first few chapters of this thesis should provide enough background information to the reader. If any unexpected changes occur while the research process is going on for this thesis then it shall be noted.

## 5 FINDINGS

This section of the thesis covers the findings from the two interviews conducted on SARP otherwise known as Society for Action with Rural Poor and with ActionAid's regional office. The interviewees are Regional Manager Anjaneyulu Madduluri from ActionAid and active president of SARP Prameela Barre. The Interview with SARP was conducted on 5 April 2019 and 18 April 2019 with ActionAid as personal face-to-face interviews. Both interviews had identical questions.

### 5.1 Interviewees thoughts on contribution to the organization's growth

Barre (2019) explains that the founder comes from a poor Dalit background and that she has faced a lot of problems at the grass root level facing problems from people in other castes. She explains that as one of the NGO founders she has faced problems with poverty and problems economically, socially and culturally. She explains that a group of likeminded people started the NGO. She mentions her brother was an original founder of the NGO. She tells that service among the field area where SARP was active is significant. She tells that SARP works as a bridge between affected people, public and the government.

Barre (2019) continues by saying that SARP basically works with Dalits. She adds that committed, qualified and experienced staff has also contributed to growth as they have been successful in mobilizing funds from donor agencies and government. As a result, the successful work in the operational area created awareness in certain field areas as well. She adds that successful achievements have inspired other people in other villages on the grass roots level. She concludes by saying that the founding of the organization and work started at the same time and there was more scope for funding from government and donors abroad at that time in 1985.

Madduluri (2019) Answers that ActionAid is an international NGO with a presence in over 45 countries. He continues by saying that for every five years ActionAid will review the previous country strategy paper that contains challenges and issues. Furthermore, this will guide for the next five years and it will be used to collaborate with CSOs otherwise known as civil society organizations who are underprivileged

and underdeveloped and marginalized. He continues by saying that they work with children, women, farmers, fisherfolk and other marginalized and socially excluded groups. He concludes that ActionAid awaits for equality and social justice in society so that there is no more discrimination in society.

## **5.2 Vision, mission and values and their appearance in applied projects**

Barre (2019) explains from her notes that the vision of SARP is a one that visualizes a society where every human can live an affluent, harmonious life with dignity and pride. She continues to say that the organization further visualizes that no individual shall be exploited in any manner either by the government or by fellow humans and that equality shall exist in all walks of life. Barre (2019) tells that SARP's mission is to ensure human life with dignity through the advancement of education with information on a range of issues that include: societal, cultural, medical, environmental, economic, lawful, political, moral and psychological. She adds that their motto is to empower people to comprehend and to act accordingly.

According to Madduluri (2019), from one of his empty notebooks he answers that the vision of ActionAid is a world where there is no more patriarchy, poor people and no more injustice where everyone can lead a life without indignity. He adds that ActionAid's mission is to have solidarity with the underprivileged and participation in their world by eliminating patriarchy, injustice and poverty. Madduluri adds that the overall goal of ActionAid is a right to dignity and identity claimed by dispossessed people who wish for a just social order by means of participation democratically and through transformation of structure. Both Barre (2019) and Madduluri (2019) tell that the vision, mission and values are directly mentioned in all their organization's project proposals.

## **5.3 Sources of funding for the NGOs**

Project proposals are the only source of funding for SARP however, there is a membership fee for general body members in the organization (Barre, 2019). Madduluri (2019) answers that ActionAid is international and has presence in many countries.

He mentions that institutional and individual fundraisings are there. He tells that by institutional he means for example proposals to the EU Commission. Furthermore, individual fundraising also takes place by phone, meetings, door-to-door and by meeting employees of companies by taking permission from employers first. Both Barre (2019) and Madduluri (2019) tell that their organization provide free trainings to communities even if funds have run out.

#### **5.4 Success rate of project proposals and satisfaction with current funding situation**

Barre (2019) explains that many project proposals are sent abroad and only 1% of the projects sent abroad are approved however, around 30% of the Indian government project proposals are approved in India. She says she is not satisfied with the current funding situation, because there are many issues to work on, but resources are comparatively low. Madduluri (2019) answers that very fine proposals are submitted, because of expertise from the national level and scrutiny from the national office in India. He continues to say that ActionAid has a presence in multiple thematic issues which can give a wide array of possibilities. Furthermore, Actionaid fits into the frame of the donors as it works in a wide range of thematic areas. He tells that currently they are pleased with the current rate of success for their proposals. Themes have become donor driven projects so if the NGO fits that frame they can forward the project.

#### **5.5 How competition is experienced for donations**

Barre (2019) says that competition is present, although every donor has their own consultants. Furthermore, consultants have a fixed mindset on whom to support. She states that there is competition in gender, caste and political influences which are playing a major role in getting projects. She says she knows this through experience. Madduluri (2019) explains that projects are getting approved even in a competitive environment, because of the expertise in reporting and documentation, achievements, previous experience and wide connectivity with the communities.

## **5.6 Knowledge and use of crowdfunding online**

Barre (2019) says she knows about crowdfunding online. She mentions Save the Children on child care projects that she knows about. However, she says she did not try crowdfunding online. She says she did not try it, because she thinks she will not be successful with getting donations online for her cause. Madduluri (2019) answers that crowdfunding online is being utilized and a separate team in Bangalore is working on that. He says that they find that they can mobilize some funds that way. He mentions that there seems to be growth in this area of crowdfunding in the coming times. He mentions that the crowdfunding platforms used can be found from the website of Actionaid. Furthermore, Online crowd funders can visit the field area to see how their support is utilized.

## **5.7 Use of marketing and its tools and content**

Barre (2019) answers that there is a website for the organization made by using google sites. She adds that there is no Facebook page, because she already has a website. Madduluri (2019) answers that women and child issues are used to attract donors. He adds that ActionAid India also has a Facebook page. He adds that there are brochures that are different for individuals, corporates and institutions. Furthermore, the NGO has bookmarks and pamphlets to handout. Lastly, there are posters, banners and leaflets and unique dresses like t-shirts which will have captions of an issue on them.

## **5.8 Donor management and loyalty**

Barre (2019) responds by saying that for example, a donor has supported SARP on domestic violence on women. So, the work impact that is successful will remind the same donor that the donor will remember that success and can donate again. Moreover, running of the project involves sending progress reports and sometimes there is a visit, for example every year.

Madduluri (2019) explains that once a person donates some amount he or she is treated as a family member. He continues by saying that a newsletter is used to inform people that way and the organization invites those people to the field area to see where improvement is being made, or they might visit by their own. Furthermore, donors are assigned reference numbers and a welcome kit is sent through mail and donors will be issued a tax exemption certificate. Furthermore, when support is coming to an end in the last two months, a request is sent to continue support. He adds that retention is about 50-60 percent, but the goal is to retain 80-90 percent. He adds by stating that retention is done by personalized mail for donors and can contain for example a wish to donors on their special occasions e.g. birthday. He concludes by stating that emails for newsletters are acquired through crowdfunding, phone, etc.

## **6 IMPLEMENTATION OF DIGITAL MARKETING AND CROWDFUNDING IN DWF**

Chapter 2.7 of this thesis shows in the SWOT-analysis that there is an opportunity for new online promotional activities as well as crowdfunding online which are not utilized in the NGO yet. This chapter contains the implementation of these activities.

### **6.1 Constructing digital marketing in DWF**

Before initiating the crowdfunding campaign for Dalit Women Forum, it is important to expand the marketing activities of the NGO for the public. For example, if a person sees the crowdfunding campaign and then wants to search on Google the NGO, the person can find out how established the NGO is. This can for example increase the credibility for the NGO.

#### **6.1.1 Revitalizing the Dalit Women Forum website**

The author of this thesis completed his internship in the organization Dalit Women Forum. As a part of his tasks, a website was created. It was hosted using a free service from 000webhost.com. Firstly, however the URL of the website became incorrect in appearance and was altered to be correct. Secondly, the gallery of the website was not appearing correctly and is also subject to change to appear correctly. The URL of the website has now been corrected to appear as it should. The action that was taken was deleting the website and uploading all the same files on the same account on 000webhost.com. The gallery on the webpage has now also been edited to show the thumbnails correctly. The executive secretary of DWF also wanted to make some content and style modifications to the website later.



### **6.1.2 Adding Google analytics to the Dalit Women Forum website**

Google Analytics gives the user a more thorough understanding of clients (Google Marketing Platform [ref. 16 April 2019]). It continues by saying that in one place, Google Analytics provides the free means of analyzing data for your organization. According to the webpage, Google Analytics helps create a more complete picture and it helps to gain knowledge of users on your site that can be beneficial to evaluate your marketing and content and even products. Moreover, the webpage claims that Google Analytics can give the user insights so that you get the optimum amount out of the data. Furthermore, those insights are linked to results, because Google Analytics is integrated with Google's advertising and because of insights can be used to influence the desired customers. Lastly, the webpage mentions data can be processed and shared fast with what the webpage regards as an easy-to-use interface and reports that you can share.

Heyman (2015, 156-159) writes that according to an interviewed person Caryn Stein a high ranking official in Network for Good and an editor of a nonprofit marketing blog suggests usage of Google Analytics is straightforward to operate and its usage is free. Furthermore, after Google Analytics is in place and a donation button on the web page is present, experimenting with different things can be done to optimize outcomes. Moreover, experimentation with donating can relate to how the donate button looks and testing different suggested donation amounts and then observing what works best. In this thesis the donate button is not built from scratch, because it would take too much time nor will a service like PayPal be used, because it seems not to have a non-profit option when creating an account in India.

This step is about adding google analytics to the website which is free to use. To add Google Analytics to a website, a google account is used to fill a form to then receive your Google Analytics tracking code to paste into the code of the website.

```

<!-- Global site tag (gtag.js) - Google Analytics -->
<script async src="https://www.googletagmanager.com/gtag/js?id=UA-138421121-1"></script>
<script>
  window.dataLayer = window.dataLayer || [];
  function gtag(){dataLayer.push(arguments);}
  gtag('js', new Date());

  gtag('config', 'UA-138421121-1');
</script>

```

Figure 5. Google Analytics tracking code for DWF website. (Dalit Women Forum, 2019)

### 6.1.3 Creating a Facebook organization page for DWF

Heyman (2015, 175) points out that Facebook's population is equal to that of what a world's third largest country would be. He continues by saying that children are not only contributing to the growth of the platform, but middle-aged women were Facebook's quickest growing demographic at that time. Heyman (2015, 176) points out that the first social media platform to begin with would be Facebook, because over 90% of non-profits are present there and gives the source as non-profit communications trends report from NonProfitMarketingGuide.com.

Heyman (2015, 189-190) gives tips in an appendix on Facebook usage. He begins by saying that a post on Facebook that ends in a question mark can yield double the likes, shares and comments. He mentions that using photos on posts garners double likes, comments and shares and with videos posted four times that all. He encourages to use pictures of people with a focus on their faces. He encourages to use and promote the right posts if you have a budget. He continues that the post should be short and get to the point quickly. He concludes by telling to learn about your donors, replying to comments and using Facebook insights to one's advantage.

According to Nguyen (2016, 56-57), to use social media most effectively, one must combine the usage of the correct social media apparatuses, a plan that is excellent in content also coupled with a strong goal that resonates with the target audience. She continues that a strategy for measurement and enhancement should also be in place. She argues that as a chosen social media tool Facebook should be chosen because, it has an advantage that is guaranteed. She concludes, that Facebook's

insight feature gives the user easier way to manipulate the social media plan with the organization page's data.

This step was done in very close cooperation with the executive secretary of the commissioning organization. The process of creating the organization page took around five minutes, but a lot of information was added afterwards to the organization page. There is some issue adding the website address in the about section of the page, as the address is not accepted for some reason in its own field but was added to the story section. The logo of DWF was selected as the profile picture for the organization, a photo from the DWF website was added as the background image and the story section was filled with text from the website. An email address was also added to the organization page, but no phone number yet. Everything mentioned formerly in this sub-chapter can be used as guidance for operating the Facebook organization page in the future. This Facebook page for the organization can be very relevant tool for promotional posts when implementing the crowdfunding campaign in the next 6.2 chapter.



Figure 6. Dalit Women Forum logo. (Dalit Women Forum, 2019)

## 6.2 Sign up on Ketto.org

The SWOT-analysis reveals not only opportunities to diversify marketing activities online, but also crowdfunding possibilities. This is a very important part of the thesis as the topic is heavily dependent on this chapter of this thesis. For background information on Ketto.org, see chapter 3.3.

### 6.2.1 Planning the campaign on Ketto.org

During some discussion with the executive secretary of Dalit Women Forum the author of this thesis suggested to start with a crowdfunding campaign that had less money to raise as the objective, for example 8000 Indian rupees or 100 euros. The author of this recommended an example of raising funds for equipment for municipal sweepers who work in dangerous tasks from time to time. However, the executive secretary disagreed and wanted to raise 500 000 Indian rupees or 6250 euros worth of funds with the title “Empowering marginalized people (men, women, child)”

### 6.2.2 Implementing the campaign on Ketto.org

The option “start a fundraiser” will be chosen when logged in. This will take the person to a screen to fill out a form. The title is filled out and is the same one mentioned in the former chapter 6.2.1. The cause that most represents your project’s cause must be selected. Lastly, the amount to donate is selected which was also mentioned in the former chapter 6.2.1 as 500 000 Indian rupees. The Fundraiser can be edited at any time on the fundraiser page. After editing the fundraiser, it is submitted for review. Ketto.org will send a phone text message saying that the crowdfunding project will be reviewed and an update to the user will come within 24 hours. The project was submitted for review on 29 April 2019.

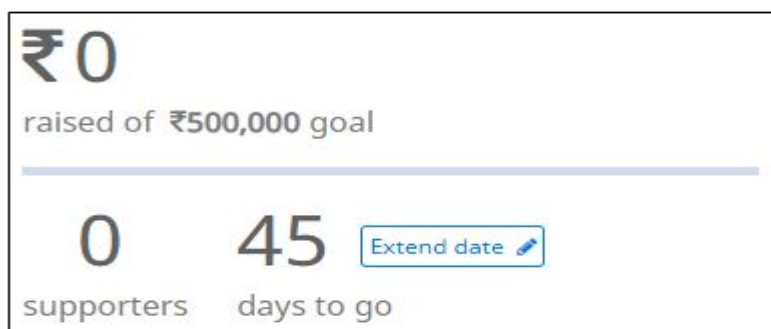


Figure 7. Campaign fundraising bar on the day of submitting for review. (Ketto, 2019)

## **7 DISCUSSIONS**

This chapter briefly explains the interpretations of the findings, and the continued monitoring of the crowdfunding campaign started on Ketto.org along with tips how to manage campaigns.

### **7.1 Interpreting the findings**

In the interview with Madduluri, the interviewee came across with ActionAid as very systematic with the country strategy paper and with how funds are raised. He also came across as very confident in ActionAid's capability to deal with competition for donors and being pleased with ActionAid's success rate with project proposals. In the interview with Barre, it can be interpreted that personal background plays a huge role as a motivation for her work. Barre does not come across as confident as Madduluri especially when it comes to crowdfunding online.

### **7.2 The continued monitoring of the campaign and tips from Ketto.org**

There are other marketing methods for NGOs online like email marketing, which were not covered in this thesis. This is largely because even though it can be a good method to raise funds, DWF does not have a list of people's emails to send marketing emails to. However, Ketto has a sharing function so you can share a post on Facebook or send a personal message on Facebook or post on Twitter or invite contacts through Gmail to visit the donate page on Ketto to hopefully persuade a person to donate. The author of this thesis also had an idea to add a blog or vlog for the commissioning organization, however the case organization had no interest in maintaining those marketing efforts, only the Facebook page and website interest her.

The fundraising campaign is still in the same situation where it was when it started after more than 15 days there has not been any donations yet. However, there is a reason for this and Ketto gives tips on how to raise those funds most effectively. The Ketto website mentions three different stages for raising funds (Ketto, [ref. 17 May

2019]). Firstly, the website makes a distinction between the inner circle who are friends and family and the outer circle like old friends, distant relatives etc. Secondly, in stage two it is told to reach out for the people in your inner circle first as they are most likely to donate. Thirdly, in stage three it is told to reach out to the outer circle so when they see that the fundraising campaign has garnered some support then the outer circle will get them to desire to join also. The website states that when a campaign is closer to the goal then psychologically donors feel their donations will be more impactful. The website suggests getting 25% support from around 10 people in the inner circle to then keep the campaign going by the outer circle from there onwards.

Good communication is also mentioned on the website as a key feature for success (Ketto, [ref. 17 May 2019]). The web page stresses that personal communication like chatting face-to-face and personal messages on Facebook, WhatsApp and email are important especially in the beginning. In contrast, the webpage states that still social media in general is a powerful ally. The webpage also encourages to include the website address of the fundraiser in any communication outwards.

Thanking donors is also very important (Ketto, [ref. 17 May 2019]). The website states that thanking donors can make donors give another donation or spread the word. If gratitude is shown to donors within around two days, they may very well donate again. Firstly, the website states that the best way to thank a donor is to call the supporter back, thanking them. Secondly, the next best way if you cannot call the donor is to email them personally. Thirdly, social media can be used too as public thanking is good, but the supporters should then be mentioned or tagged.

The website also urges to give progress updates (Ketto, [ref. 17 May 2019]). The website states that the supporters will be grateful to know more, it is more engaging for them and consequently, donors may start getting more involved. The website mentions that the frequency of updating the supporters could be done on a weekly basis, but every day is too much.

It is instructed on the website that when it comes to content in emails, it should be personal and heartfelt at least (Ketto, [ref. 17 May 2019]). The web page instructs to give a reason for your campaign, its meaning and the time one has been involved

with the cause. The web page instructs to express the impact of the campaign and an example of a previous campaign can be given to illustrate. The web page urges to tell about the NGO to make sure it has a good reputation. If applicable, it should be mentioned that the campaigning organization has made a donation. The web page reminds to add the fundraiser's page link and it should be remembered to ask for the other person to share the fundraiser on social media. The web page says that this introductory email should be followed by a follow-up email talking about campaign achievements. The web page tells that this should be followed by a wrap up email talking about how good of a response the campaign is getting and sharing press coverage, fundraiser progress and once more sharing the fundraiser link and share on social media. Finally, everyone should be thanked for their support.

A similar system can be applied to social media like Facebook by beginning with an introductory post telling how a fundraiser may aim at a certain amount of funds and as mentioned before the campaigner's own contribution should be mentioned followed by asking to share with others (Ketto, [ref. 17 May 2019]). The web page tells that this is followed by a follow-up post containing shared developments and schedules mentioning how contributing will assist and once more ask others to share posts or links. The web page urges to repeat the follow-up phase as the wrap-up phase, but additionally share a video if there is any of the campaign. The web page concludes that a fundraiser post should be made thanking everyone for their support.

## 8 CONCLUSIONS

This thesis had three goals that are described in the introduction. The primary goal is diversifying fundraising and marketing efforts in the given case NGO. This goal is met by making a Facebook page for DWF and adding the Google analytics service to the website of the NGO. The goal is also met by starting a fundraising campaign. There could have easily been too many legal documents required to create a fundraising campaign online, but Dalit Women Forum's executive secretary had all the required documents to start the fundraising project online. Otherwise the fundraising campaign would have met a dead end in the process. As Madduluri (2019) in the interview said it, there is growth to be expected with crowdfunding online.

The secondary goal is to Increase fund mobilization activity in the given case NGO. Unfortunately, due to time constraints of completing this thesis on time, it remains to be seen if fundraising has increased as a result of all the activities undertaken in this thesis, but the tips in the discussions section of this thesis should be followed to proactively persuade people to donate to the campaign. The tertiary goal of this thesis was to rank one of Dalit Women Forum's new online presences high in the Google search results like the DWF's new website or the Facebook page. While Google's search engine is not picking up the website of DWF in the Google search despite using multiple different search words to discover it, more success is had with the new Dalit Women Forum Facebook page. With the search words: "Dalit Women Forum Facebook" in Google, the page appears first or second in the search results in India.

The author of this thesis would like to acknowledge his wife Ms. Sharon Elizabeth Freundlich for being a huge support for him during the process of making this thesis by being encouraging, helping to maintain the thesis time schedule and being a good mental support for him. The author of this thesis would also like to acknowledge Ms. Neha Keren for giving technical advice on correcting the DWF website especially repairing the gallery, that was not showing properly. Lastly, the author would like to thank Ms. Vijaya Kumari Chittem for giving the author an opportunity to make a commissioned thesis for her organization.



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## **APPENDICES**

APPENDIX 1. DWF Interview questions

APPENDIX 2. Interview request for ActionAid

APPENDIX 3. Personal Interview questions

## APPENDIX 1. DWF interview questions

### DWF Interview

Name:

Name of organization:

Position in the organization:

Date:

Question 1: what are the parts of a project proposal?

Question 2: Are project proposals your only form of fundraising at the moment?

Question 3: How does the Nodal organizations channeling funds to smaller organizations work?

Question 4: Can you give a general statement about DWF including background and motivation for your work?

Question 5: What is an NGO to you?

## APPENDIX 2. Interview request for ActionAid

## Interview request for ActionAid

Dear sir/madam

My name is Mikael Freundlich and I come from Finland. I am studying to become a Bachelor of Business Administration in international business in Seinajoki University of Applied Sciences. The current working topic and title for my thesis is: "Diversifying fundraising and marketing activities in an NGO." The commissioning case organization is Dalit Women Forum, where I also completed my internship. One sub-goal of the thesis is to increase funding for Dalit Women Forum as a result of the thesis. The research includes interviews with several NGOs. Here are the questions I would like to ask from someone within your organization:

Name:

Name of organization:

Position in the organization:

Date:

Staff:

1. What do you think has contributed most to the growth of your NGO? Explain.
2. What are your organizations vision, mission and values and how are they shown in projects that you apply for? Explain.
3. Are Project Proposals your only means of getting funding? Are there any other methods you use? Explain.
4. How many percent of all project proposals are accepted for your NGO in total? Are you satisfied with the current number? Explain.
5. How do you experience competition for donors that give projects? Explain.
6. Do you know about crowdfunding online? Do you use it? Why, why not?
7. How do you use marketing in your NGO and what marketing tools do you use? What is the marketing content like? Explain.
8. How do you manage your donors after they have already donated and how do you keep donors loyal? Explain.

## APPENDIX 3. Personal Interview questions

### Personal Interview

Name:

Name of organization:

Position in the organization:

Date:

Staff:

1. What do you think has contributed most to the growth of your NGO? Explain.
2. What are your organizations vision, mission and values and how are they shown in projects that you apply for? Explain.
3. Are Project Proposals your only means of getting funding? Are there any other methods you use? Explain.
4. How many percent of all project proposals are accepted for your NGO in total? Are you satisfied with the current number? Explain.
5. How do you experience competition for donors that give projects? Explain.
6. Do you know about crowdfunding online? Do you use it? Why, why not?
7. How do you use marketing in your NGO and what marketing tools do you use? What is the marketing content like? Explain.
8. How do you manage your donors after they have already donated and how do you keep donors loyal? Explain.

