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FUNDRAISING AS A BUSINESS IN FINLAND

Effective business and marketing planning

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ABSTRACT

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Fundraising can serve as a way for marketing and sales companies to be engaged in pushing forward the efforts of non-profit organisations. The social corporate responsibility is a big part of any company's values. A fundraising business guarantees a company to commit to these values while also making profit.

This thesis was commissioned by Promotek Oy, a marketing and sales company located in Helsinki which was established in 2022. Company's activities include offering cost effective solutions to non-profit organizations. This thesis aim was to provide a better understanding of the business and marketing planning process in a successful fundraising company, or a sales and marketing company venturing into fundraising. The theoretical framework explained the principles of fundraising, methods of fundraising and the impact of non-profit organizations.

The resources used combined both academic papers and articles. The main method followed to conduct the research was qualitative research, specifically interview method. The interview method was chosen because it was the best method to help give more understanding to the process of thinking behind a donation. Results showed that a significant decision factor was how much of an impact and organization is making.

Key words
Business, charity, donor, donation, fundraising, marketing

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1 INTRODUCTION

This thesis presents basic concepts related to fundraising, along with different business and marketing planning aspects going inside a fundraising company. The fundraising practice is an unfamiliar concept to many and is now a very profitable side of marketing and sales. This thesis explains how this type of service is offered to non-profit organizations. The importance of the service stems from it taking away the burden of fundraising and allowing for more dedication in the charitable causes, thus saving the organizations time and efforts.

The aim of thesis is to provide an explanation of the importance, impact and practices of non-profit organizations along with the principles of fundraising. There are two theoretical chapters, each chapter addresses a different aspect of fundraising in hopes to cover a big part of the theories related to fundraising that have been studied so far by experts. The first theoretical chapter addresses the concept of fundraising and its approaches, methods and ethics, followed by a breakdown on donor’s types and characteristics. Next in order comes the theoretical chapter that is dedicated to the marketing side of fundraising, which is a rarely spoke about. This chapter defines cause marketing, and then proceeds to present branding for nonprofit organizations and its role in enhancing the image of an organization, while also addressing the possible challenges that might occur during the marketing process.

The representative of the commissioning company is Syed Yasir Qamar. Qamar is the CEO or Promotek Oy. Previously a professional sales representative and a fundraiser who combined his sales and fundraising expertise to launch his own fundraising practice as a part of his marketing and sales company, Qamar started his business in 2020 shortly after the global pandemic hit. Now, a few years later the company is well recognized among non-profit organizations and is a big service provider when it comes to non-profit marketing. Promotek company is increasingly growing and has successfully managed relationships with big international organizations. The company is home for many talented fundraisers from all around the globe. The company does not only hire talented fundraisers, but it also trains and prepares beginner fundraisers and teaches the necessary skills to practice fundraising ethically and effectively.

Lastly, the research done is qualitative research. The thesis research seeks to answer the question about the factors influencing a donor’s decision to donate or give. The method followed is the interview method. The questions in the research were designed to help Finnish donors give their own ideas. The

research findings include interview responses and analysis and reflection on the answers. The other part of the research presents the findings of the interview conducted with the CEO of Promotek Oy. The interview was conducted during the final phase of the thesis and is a very intelligent and thoughtful interview. The aim behind the interview was to uncover reasons behind the success of Promotek company and how hard work led to big numbers of donations and high rate of donor retention. Interview with Qamar also revealed challenges of fundraising in Finland along with strengths of the fundraising practice in Finland. Qamar is a leading figure in fundraising, therefore he was asked about Promotek's goals to be able to predict the future of fundraising practice.

2 FUNDRAISING FOR FUNDRAISING ORGANIZATIONS

There are many reasons for which an organization needs fundraising. Norton (2009) believes the following points to be the reason fundraising is critical to organizations. Firstly, survival, most organizations can be independent and not supported by a government or another body. The non-profit organization needs funding to plan for future projects and to handle administrative costs. These costs can be anywhere between offices rent to the maintenance of the working space. Secondly, expansion and development, non-profit organizations need continuous improvement in their structure of work. This means changing or increasing the type of activities performed by the organization. Another step that requires a budget. Thirdly, becoming less dependent. Most organizations have main donors who have the lion share of the funding received by the organization. In case of a major donor withdrawing the donations, the organization can face serious obstacles and may struggle to carryout activities and projects. Lastly, building a constituency: the number of donors and fans of an organization is a reflection of how supported the campaigns and projects of the organizations. This may not only guarantee more funding but can also bring in volunteers and people willing to support in different ways. (Norton 2009.)

According to Zumaya (2014) many non-profit organizations might face the issue of the lack of received funding. A deep look into the practices and strategies of fundraising may help solve the dilemma. In fact, this could be the root cause of the setback many non-profits experience. The process of fundraising will have a big influence on the act of charitable giving. In the words of Allione & Vessels (2019); to gain a better understanding of the fundraising process, a non-profit organization can decide to delegate the mission to fundraising professionals, whether that is agencies or marketing companies that market for non-profit organizations. These fundraising professionals can help in the planning process of the fundraising campaigns, and they can also be fully in charge of the entire campaign. Non-profits should make sure a fundraising company complies with the regulations of fundraising, before signing a contract with the chosen fundraising professional. A prior careful consideration of the fundraising company will prevent many obstacles that may face the non-profit. One thing both company and non-profit should carefully consider is the type of service offered which will lead to the type of compensation offered. Furthermore, a non-profit must ensure a fundraising company obtains all necessary registrations required by government. Non-profits may also be required to report the compensations offered to fundraisers. (Allione & Vessels 2019.)

2.1 Principals of fundraising

According to Walsh (2016), non-profit organizations are not meant to be profitable like a business, but they should be run like they are businesses. Walsh believes there to be many common rules between fundraising for charities and business. Diaz (2016) lists full understanding of the non-profit organization's goal as the first principle in fundraising. He insists on the importance of complete understanding of roles played of each member of the staff inside a non-profit. Diaz shares the believe with Walsh when it comes to having a business mindset and knowledge of business rules when practicing fundraising. Silverstein (2024) emphasises on fundraisers being truthful and honest. He sees truthfulness as the base for fundraising. (Silverstein 2024.)

Screen (2018) revealed in his article that donors fund outcomes, not processes as a principle he was taught by fundraising experts. He explained how in fundraising it's more effective to speak about the outcome of a donation and how it's needed. And this should be done in a clear manner helping the supporter or donor understand the outcomes quickly and clearly. Which leads to the following point and that is truthfulness in fundraising, everything must be based on truth and facts. A fundraiser must be very honest when discussing matters with donors. With-holding the truth can cause long-term irreparable damage to the organization's reputation. Activity of an organization needs to be constant. Hosting fundraising activities ensures continuous flow of donations coming in. To monitor results, it is best to compare the funding generated with the costs of fundraising activities. An example for that is an event held for fundraising. The funds raised during the event must be compared to the cost of hosting and organizing the event. (Screen 2018.)

2.2 Methods of fundraising

In conformity with the Government of Canada (2012), the Canada Review Agency defines fundraising activities as direct activities, and an example for this is face-to-face fundraising, telemarketing and direct mails. Media campaigns also count such as website or television publications. Direct activities also include events like sport tournaments, concerts and galas. According to Hunter (2024) another method is indirect activities, and that means the process behind recruiting and training officers, hiring skilled fundraisers and planning strategies all count as indirect activities. Another way to categorize methods of fundraising can be putting them into two categories, traditional fundraising and online fundraising. Traditional fundraising means using the already existing methods of fundraising, while

online fundraising means adding digital ways to the already existing fundraising methods. Traditional ways are believed to generate more donations and to create experiences through connecting directly with donors, helping donors be active in their societies and uniting people to fulfil a mission. Not to mention the big advantage traditional fundraising has and that is being a trusted method that has ensured positive results for the past decade. The disadvantages of traditional methods are being pricey and time consuming. Online methods on the other hand are the opposite, less time consuming and more cost effective, while bringing in other disadvantages like being subjected to media platforms regulations and missing out on connection with supporters. (Hunter 2024.)

When speaking about direct activities, face-to-face fundraising could be in the front line of effective fundraising methods. It allows the non-profit organization to build a relationship with a donor through the skill of communication and storytelling performed by a fundraiser. Leading the donor or the supporter to feel a personal connection with the mission and cause of the non-profit. Technology can be handy in face-to-face fundraising method, where a fundraiser can have a portable device to display some of the non-profit's projects and later perform the donation process through the same device. (European Fundraising Association 2023.). While practicing face-to-face fundraising, a fundraiser is able to assess the possible donors based on things like location and donor's age. Examining such factors while meeting the donors might help the fundraisers evaluate the longevity of the support and donation given. This knowledge will help fundraisers to prioritize communicating with a donor who is more likely to give for an extended period of time, further improving the retention of supporters. (McDonnell 2023.)

2.3 Fundraising as a form of corporate philanthropy

Corporate philanthropy is when companies and businesses dedicating a part of their services or funds to assist philanthropic or charity organizations. In the case of fundraising companies; their goals go beyond focusing solely on profit-making and aim to address social issues. The impact of corporate philanthropy is both local and international depending on the organization receiving the services. Such impact further improves the image of a business. Corporations can dedicate either money or time and services to help non-profits bring their vision into life (Weinger 2023). Companies who practice corporate philanthropy often gain certain characteristics like an enhanced public image and a good relationship with formal authorities (San Diego Foundation 2023). The idea of corporate philanthropy started back in the 19th century when business figures like Rockefeller started allocating their funds for chari-

table purposes. With years passing by; this idea has evolved and is now widely practiced between modern businesses as they realise how big of a responsibility they have. (Tamplin 2024.)

Porter & Kramer (2002) Believe that most companies know they have a responsibility towards charity, but they still haven't learned how to properly fulfil their roles as supporters of charities. They believe that this sense of responsibility should stem from companies understanding that they are affected by the situation of the communities they live in. Porter & Kramer gave an example of the issue of improving education. It's usually seen as a social issue. But when examined carefully, it turns out that the level of education among the labour force is a direct factor affecting the quality of companies. Sharma (2021) stated that most governments can't keep up with the increasingly growing social issues, and this is where the corporate philanthropy is needed. Corporations offering any type of resources for the advancement of the society. Sharma believes there should be more research on how the corporate philanthropy affects the well-being of society. (Sharma 2021.)

2.4 Fundraising regulations in Finland

According to the European Fundraising Association, a huge portion of the Finnish populations has a sense of empathy towards giving back to society. The stats provided confirm that 19% of Finnish people donate on regular basis, while a third of the Finnish population donates ever so often. Market research company Taloustutkimus conducted 1000 interviews; the findings of the interviews concluded that around 74% of the interviewees participated in some type of charitable cause. That being said, 12% revealed they donate on regular basis to a specific charity organization, while 7% donate to different organizations. Fundraising in Finland is not exclusive to organizations. According to Finnish patent and registrations office (2023) it's possible to found a non-profit organization if the necessary conditions are met, for example, there must be three founders all above 15 years of age. (Finnish patent and registrations office 2023)

In order to practice money collection, an organization needs a license according to the Money Collection Act. The act was in effect since1 March 2020. It aims to carry out the money collection process safely in the society. Money collection licenses are obtained through the National Police Board. The organizations can apply for the license online, and once license obtained it can be used to an unlimited period of time (Ministry of the Interior 2020). Regardless of the method used to raise funds, a money collection permit is needed. If the fundraising is done online on social media platforms, then it must also be subjected to the same rules. Whenever there's an on-going collection of donations, and the do-

nors are inside of Finland, then a permit is needed. The nationality of donors does not matter as long as they are residing inside of Finland. A business usually can’t obtain a money collection permit but they can contribute to organizations in many ways, given the fact that organizations are able to obtain a fundraising permit (Police of Finland). In the case of small-scale fundraising, notifying the police will be enough to practice it, and obtaining a permit or a license is not required. Small-scale fundraising can be done twice a year and the collected amount should not exceed 10.000 Euro. (Finnish government 2018.)

2.5 Fundraising approaches

Steele (2018) confirms that fundraising shouldn’t be only looked at as asking for money. It should be seen as a tool for change. It’s a creative tool to change the planet. Upgrading the view on fundraising from barely asking for money to a tool of change helps in understanding different aspect of fundraising practice. Like understanding that this is something that benefits people too and not only costly to them, some people get joy out of giving out donations. Sargeant (2001) believes there to be two main approaches for fundraising. The transactional approach which is when an organization is only focusing on bringing in the funds, disregarding the relationship they have with the donor, or disregarding the value that must be offered to the potential doner. Then comes the strategic approach, which is when an organization has a long-term plan with multiple projects. Waters (2011) states that strategic approaches ensure building a relationship between organizations and donors and allow the relations between the two to have trust, commitment, balance of powers and satisfaction. Waters emphasizes on how this type of relationship reflects positively on the effectiveness on fundraising. (Waters 2011.)

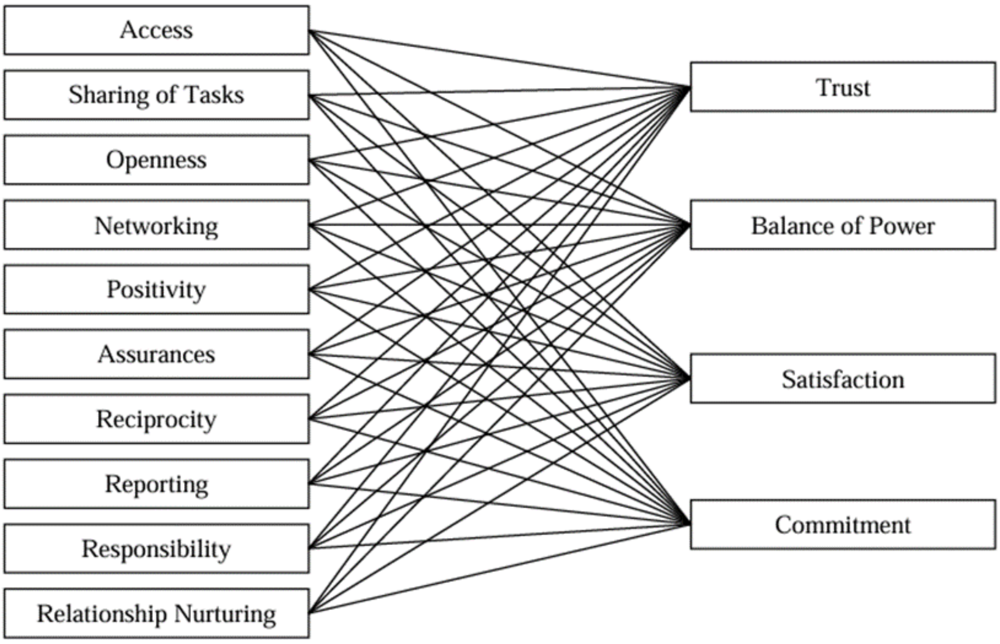

Figure 1. Relationship model between non-profits and donors (adapted from: Waters 2011, 468)

The figure represents the relationship between donors and non-profits. Waters thinks that the relationship built between donors and non-profits can be evaluated based on trust, balance of power, satisfaction and commitment. Waters also believes there to be 10 strategies to form a good relationship between non-profits and donor. These ten strategies as shown in figure 1 are access, sharing of tasks, openness, networking, positivity, assurance reciprocity reporting, responsibility and relationship nurturing. Waters proved in his research that all these ten strategies affect the evaluation of the relationship. The figure shows the connection between each strategy, and the evaluation affected by it. (Waters 2011, 468).

MacQuillin (2020) believes that for a non-profit or a fundraising agency planning on developing a fundraising strategy, there are two strategic approaches they can follow. The donor-centric approach and the community-centric approach. Planning a strategy ahead of time allows fundraisers to decide upon the ways to communicate with their donors and supporters. This also shapes the way they market for the cause and the mission. The donor-centric approach means focusing mainly on the interests of individual supporters. Community-centric fundraising on the other hand requires non-profits to be aware of the communities. They consider the wants and desires of a community collectively; this also includes donating stakeholders. Community focused fundraising promotes issues like equality and inclusion. (Keela team 2021.)
Ayotte (2023) believes that donor-centric approach to be the main reason a non-profit can have a loyal

base of supporters leading to stable long-term donations. For this approach to succeed, the individual donor must be prioritized by the organization, or the company marketing for the organization. Ayotte also believes donor-centric approach to be easy and simple. The organization needs to follow simple steps to create a connection with the individual donor. First step is to thank the donor when a donation is made. There are traditional simple ways to do this. For example, thank you emails expressing gratitude for the donation. According to Ayotte there are some creative ways to show gratitude, like including donors of social media posts, or including them in the weekly\monthly organization newsletter (Ayotte 2023). Wynn (2023) concludes that organizations should invest in research and data collection to get a clear vision on the individual donor's demographics, behaviours and interests. Not only that, Wynn also advices organizations to invite individual donors to participate in the decision making, through surveys and even live conversations with them. (Wynn 2023.)

Fleischman (2022) explained how community centric fundraising stems from the importance of justice in race and economy. She stated that it's in the organization's best interest to see themselves as a part of a bigger community, and to aim to push forward the social justice. In Urlando's (2023) words; community focused fundraising can build a community where charity is no longer a need. As she sees community-centric fundraising to address such issues like racism, gender equality, LGBTQ, people with disabilities, environmental issues and economic justice. D'Souza-Siebert (2022) sees community centric fundraising as a way to change people's views on donating: she believes the focus should not only be provide funding to a non-profit, but should also be erasing the issue where funding is no longer needed. (D'Souza-Siebert 2022.)

2.6 Compensating fundraisers

Non-profit organizations and fundraising agencies go through the dilemma of keeping skilled fundraisers. A suitable compensation is a way to motivate skilled fundraisers and keep them around for longer, since their efforts represent a big part of why organizations continue functioning. The topic of compensating fundraisers is often controversial, given the fact that people may attribute the money paid to fundraisers as blowing away charity money on causes other than the causes intended by donors. That being said, it's possible to compensate fundraisers while maintaining ethics. Haynes pointed out That Association of Fundraising Professionals agrees on a compensation bonus being a percentage of the fundraisers salary as a way to motivate the fundraiser. (Haynes 2023.)

Miner discussed how fundraisers quitting a job is expensive for an organization, and how incentive bonuses are a way to lower these expenses. Given the fact that retaining high performing fundraisers is often a difficult task for organizations. (Miner 2022.)

2.7 Donors

When speaking about fundraising; a donor can be a person, an institution or anybody that is willingly allocating funds to an organization to support their causes. Donors are the main driving force behind any non-profit organization. Rasley (2014) defines a donor as a person or an organization providing assistance using their finances and they don’t necessarily need to be tied to a specific cause. Lockie (2020) sees the term donor as a person who gives provides financially without expecting anything in return. (Rasley 2014)

2.7.1 Types of donors

Ensor (2024) analysed the data base of donors and noticed that they could be classified into types. She stated that non-profits should treat each type differently. The first type according to Ensor are individual donors who she believes to be the most common type. These are individuals paying from their own pockets. She moves on to describe the second type as major donors. These are the are corporates and companies that are able to provide a non-profit with large donations. The third type is Foundations. Foundations also fall under the non-profit category; they can come from families or corporations. They allocate a big portion of funds to charities and other non-profits. (Ensor 2024.)

Majority of donations received by organizations are donated by individual donors. Individual donors can donate once, and can also donate on regular basis. Their donations can be both online and offline (Ibrisevic 2024). According to Gillis (2019), organization representatives insist on individual donors being more loyal to charities than foundations. Individual donors usually share the same goal as the organization. Gillis also states that majority of organization representatives profess their preference for individual donors’ donations over the donations received through a foundation. Many organizations are planning to enhance their connections with individual donors. In Te’s (2023) words, the only case in which a non-profit organization is supposed to neglect individual donors, is when an organization receives regular gifts and grants from the government. If not, then the individual donors should be the primary focus. She compares dealing with individual donors with dealing with customers, customers

react better to personalized experiences. She believes this created kind of a habit between customers and that reflects on donors, and now donors expect the same level or personalization. (Te 2023.)

Guterman (2023) stated that the second type of donors who are corporates, they usually give out to charities and non-profits out of being socially aware and to promote their corporate social responsibility policies. Corporates can offer many things to non-profits. Some corporations offer monetary assistance. One corporation can offer many donations to more than one organization. The monetary donation can be done in a form of pledge. Meaning; a company promises to donate a specific amount of money over a specific period of time. Other companies can donate products, for example a technological company can offer tech devices to an organization as a donation. Another example would be offering services and times. This happens through allowing the corporate employees to volunteer and offer their time and experience to assist a non-profit. Bishop (2023) affirms that there are cons to the corporate funding. A possible issue is being tied to the corporate's reputation, and risking losing supporters if the corporate's reputation is tarnished. Some corporate funding is done with an expectation of having an influence over the decision making done inside the nonprofit, to avoid this, corporate donors must know all the details of the agreement before making a donation. This type of donations is usually done to obtain some recognition in the society. Therefore, the organization must be ready to incorporate the donor's brand name and logo in their projects. (Bishop 2023.)

2.7.2 Motivation to give

According to Howlett (2010), in order to understand the reason why people give, we must understand the different types of donors. Different donors have different emotional motives behind giving. The different types of donors according to motivations include the Altruists, and it's those who give because it's the right thing to do. Then there are Communitarians, those who give because they want a specific community to benefit. Devouts are the ones committed and devoted to a cause or a group of people. While Dynasts are usually descendants of families known for donating, and charity is practiced throughout generations. A common type is also the Investors, which is the type of donors to want to see measurable results, known as return on investment. They want clear outcomes and deliverables. The type of Repayors are donors giving back to an organization that donated to them or someone close to them before. Examples include heart or kidney hospitals, sport institutions and scouts. There are also Socialists and these are the people who love to donate publicly to enhance their image in the society and to be seen. This is usually an expensive type of donors to deal with and to bring in. Since they have a habit of donating publicly, attracting them requires the non-profit to host an event for them to

attend. (Howlett 2010.)

TABLE 1. Types of donors influenced by motivation. Howlett (2010)

Communitarian	26%
Devout	21%
Investor	15%
Socialite	11%
Repayor	10 %
Altruist	9 %
Dynast	8%

Table 1 shows the percentages of the possible occurrence of each type according to Howlett (2010).

Reis (2022) simplifies the motivation behind giving. He believes people give simply when they are asked. According to Ries, when a non-profit organization is struggling with receiving funds, the reason could be that the organizations is not asking enough people for donations. He believes an organization should keep asking repeatedly, because this is why some people give. Grewal (2017) shared her opinion on this stating that the motivation behind giving can be linked to the amount of money people earn. People who earn less money mostly donate when faced with a cause that they feel a connection to, while people who earn more money mostly gravitate towards causes that enhances their self-image. She shared research proving that when people earn more money, they are able to achieve their goals without needing other people. And that’s when they become individualistic and lose sense of connection to others. On the other hand, people who earn less feel a need of support and resonate with a funding request that expresses a need. (Grewal 2017.)

Reis (2022) Stated that religion is among the common reasons behind giving. Religious people usually are committed to a set of values and beliefs, donating to charities aligns with their faith. Ries gives an advice to non-profits to make the religious side of their mission and causes very clear in a way to attract religion motivated supporters and donors. King (2017) gave an example of the top charities in the United States of America in terms of funding received. King revealed that in a list top ten charities, three of the charities were exclusively religious. An example for faiths offering text that encourages charitable giving are the three Abrahamic religions. Jews, Christians and Muslims are required by their religions to give back and help the needy. (King 2017.)

Marie (2023) showed that human beings have a need to fit in their communities. The need to be validated and recognized does play a role in donations as well. People do believe in the importance of

charitable giving, and they do want to make an impact, but they also get something else out of the donations and that could be the validation from peers. This also encourages charitable giving in the society and helps spreading the act between people who share the same community and seek to imitate each other. The spread of the donation practice is also a motive behind giving, it happens when people develop a habit of giving to charities. Reis (2022) affirms that giving is indeed a habit and a part of so many people's lives. These are the people who are likely to be long term supporters of organizations. Organizations should make it clear to such supporters than monthly donation programs exist. (Reis 2022.)

2.8 Ethics in fundraising

Roddy (2016) emphasized on the importance of ethical fundraising stating that first of all it's the right thing to do, there should always be an ethical code to any practice. Morals are the base of any charitable act and fundraisers must follow the guidelines of morality when practicing. Roddy also sees this as a way to preserve the reputation of the organizations because it's how people get to trust the organizations. In order to improve fundraising, according to Su & Wang (2022) it's advisable to prioritize communicating and spreading the theoretical knowledge of ethics. There are eight ethical codes that are essential in the pursuit of fundraising, and they are kindness, bravery, wisdom, honesty, respect, incorruptibility, responsibility, integrity). (Su & Wang 2022.)

Grobman (2017) believes the fundraising to have evolved rapidly throughout the recent years. He mentioned it is now considered a profession or a career. A person interested in fundraising should be qualified and may need to undergo courses, check university materials and receive training. New software programs were introduced to facilitate the donation process. Though these are good signs, the development often comes with problems. Given the fact that the number of people practicing fundraising is increased; the cases of fraud and illegal practices have also been a part of the problem. (Grobman 2017.)

Grobman shared some of the ethics that are specifically related to fundraising first one is that fundraisers must follow laws and regulations. Fundraising is a practice regulated by governments. Fundraising agencies are advised to train their fundraisers about rules in the area where they practice fundraising. Moving forward to an important fundraising ethic; organizations and fundraising agencies should take the privacy of their donors' information in a serious manner. The fear of leaking the private information and bank account number holds many donors back from donating. A series of efforts must be

put in action to ensure the privacy and confidentiality of supporters. Non-profit organizations have a responsibility of following a transparency policy. A supporter is inclined to knowing how their donation is managed. An example for that, Amnesty international organization in Finland has a rule of how each donation is spent. 50% of the donation is allocated towards local issue in Finland. 25% is spent on international projects since it's an international organization and 25% is needed for administrative costs. (Grobman 2017.)

3 MARKETING FOR NON-PROFITS

After a careful review of the theoretical side of fundraising, it's critical to pay attention to how it's possible to spread the mission and the causes of the non-profit organization. This could be achievable through marketing. Given the fact that marketing is essential to the success of any organization, whether that's a for-profit or a non-profit organization. This chapter reviews the marketing concept from a non-profit perspective.

3.1 Marketing

Daley (2022) defines marketing as a way to deliver education to the general public about a service or a product that is offered by an organization. Along with educating them comes the step of getting people interested in the said product\service. Daley believes a product development does not serve the consumer if the consumer knows nothing about the product. Professional marketers should know how to recognize their audience and later personalize marketing in an attractive way to the desired audience. In an attempt to maximize the performance of a fundraising agency, Woloszyn (2023) explained how a powerful marketing plan will not only help message reach out to wider audience of donors, but will also arrange the message in a way that aligns with values and causes of the non-profit organization. (Woloszyn 2023.)

Spillane (2024) gives an explanation of how marketing and selling are two completely different things. Marketing is about creating a name and a brand and standing out in the market. Promoting the brand to gain the interest of the public. Selling on the other hand is focused on talking people into buying a service or a product. Spillane believes marketing plays a role in maintaining a company's reputation. Manjunath (2024) sees marketing as a way to inspire people to need a product. He also believes through marketing it's achievable to develop a product or a service, which is don't through conducting market research and understanding needs and interests of targeted consumers. (Manjunath 2024.)

3.1.1 Cause marketing

As attested by Lynch **(**2023), cause marketing is a joint effort between for-profit and non-profit organizations. The relationship between non-profit organizations and companies transformed into a powerful way to advance the receptiveness of donors and supporters.

The joint efforts combine the skills and resources of both companies (or fundraising agencies) and organizations. Wiley **(**2006) in his book defined cause marketing as a corporate non-profit that brings a company's marketing and people together with a non-profit's assets to develop social values and to spread out these values to the general public. In his words it's a mutually beneficial relationship where a combination of efforts is better than the efforts of one partner alone. He also states that such partnership can be regarded as an alliance between marketing and philanthropy, awareness and fundraising, self-interest with altruism, mission achievements and business objectives. To sum things up; cause marketing is a crossing point between purpose, passion and profit. (Wiley 2006.)

Halley (2021) views cause marketing as an opportunity for both for-profit and non-profits, both parties get to prove their corporate social responsibility all while having an impact and promoting a mission and a vision that they both agree on. Halley also views this as an opportunity for non-profits to ensure more donations. Kenton (2024) states that marketing for a non-profit cause requires attention to details like colours, logo and copywriting used in the non-profit campaigns. Not only catching the attention of donors put also volunteers who could help with their time and effort. Kenton gives two example of marketing campaigns done by non-profit organizations, the message-focused campaign which is when a non-profit focuses on an event that is taking place in the current time and is attracting the public's attention. The second type of campaign is the transactional campaigns where non-profits partner with companies, and the public is encouraged to buy from the company's product in order to support a cause and allow for a percentage of the product price to be directed at a non-profit organization. Lazda (2023) adds another type of campaigns for marketing non-profit causes and that is a point-of-sale. When a consumer makes a purchase, they would be asked if they are interested in donating to a cause. This type allows donors to decide to donate while already completing a payment process. (Lazda 2023)

3.1.2 Product concept in marketing for non-profit

A product can be defined as a material that is manufactured or refined for sale. A product can also be a service that meets the need of a customer. In the case of non-profit organizations, as said by Ayyildiz,

Akmermer & Akyuz (2017) the product is concepts, habitual changes and community related reasons. Non-profit organizations need to specify the type of services they offer to the public and the type of contribution the organization makes. For instance, when observing different non-profits, it's evident that some of them serve a specific cause, an example for that is WWF organizations being in the forefront of preserving nature and wildlife. While other organizations might offer different ways of support concurrently like feeding the poor while giving out college scholarships. Such services are the product for an NPO and must be defined and communicated clearly for the supporter. (Akmermer & Akyuz 2017.)

Karim Raydan (1994) reveals that the most important step is the customer's post purchase satisfaction. The reason behind it is that the word of mouth is a very powerful product marketing tool. An unsatisfied customer will tarnish the reputation of a product\service by speaking badly about the product\service to a wide range of audience. In contrast, a satisfied customer will only speak highly of a product\service to few people. This is applied in the non-profit sector by eliminating any possible complications in the donations process. Making sure the post donation satisfaction is present and no technical issues would be obstacle in the way for donors and supporters. (Raydan 1994.)

Faira Da Cunha (2024) defines a non-profit product to be a solution to an existing issue. Regardless of the way a non-profit gives away material solutions like food or just services like therapy sessions, the product is still the fact that a solution is provided. Haddad (2020) states that the product in fundraising for non-profits could also be the connection built between the donor and an organization. The growth of the connection overtime can be a reward for a donor or a supporter. The product a donor gets is the opportunity to make a difference in the community. In Haddad's words the product is the dream of change and impact. (Haddad 2020.)

3.1.3 Branding for non-profit organizations

A brand as defined in the Webster dictionary (2024) is "means of identification" or "an arbitrarily adopted name that is given by a manufacturer or merchant to an article or service to distinguish it as produced or sold by that manufacturer or merchant that may be used and protected as a trademark" (Webster 2024). Phillips (2006) suggests that the aim of brand management is to create an image in the customer's mind that reflects attitudes. Eventually influencing the customer's decision to buy. Phillips highlights in his article than in order to create this image, the brand management needs a deep understanding of the targeted audience. A non-profit organization with a positive brand image motivates

fundraisers, employees and volunteers to join a non-profit, it can be seen as offering a sense of belonging through sharing the positive image (Iwankiewicz-Rak 2017). Iwankiewicz-Rak also suggests that the recognition of non-profits brand name can transform into financial support by people who perceive the organization positively. Iwankiewicz-Rak confirms that the brand of the organization holds an emotional value, which is a big factor in the decision to give. A strong positive non-profit brand is achieved when the non-profit's identity is in accordance with its mission. The people working in an organization are crucial to the brand building process given the fact that they are the ones communicating the organization's values publicly. (Iwankiewicz-Rak 2017.)

The goals of a non-profit are clearly different from those of a for-profit organization. This difference reflects on the branding as well. The branding is targeting a completely different audience. A prime example of how branding helps distinguish a non-profit, is the remarkable panda on WWF's logo. WWF is a non-profit organization with a mission to preserve nature and wild-life. A famous and easy to recognize logo may assist in the promotion of a non-profit further improving the recognition of a non-profit in a community which will eventually lead to more supporters. This proves that branding for a non-profit should be a part of a non-profit's mission (Kovach 2022). Bermudez (2016) views branding as a powerful fundraising tool and a great way to achieve a mission. Kimbarovsky (2024) explained the different elements that shape the visual brand of a non-profit. He believes the colours used have an impact and also the font types and the designs used in images and content. Kimbarovsky names it the "visual identity" which he insists on being a focus in every powerful non-profit. He gave an example of how Bill and Melinda Gates foundation hired a professional of branding and innovation, along with other world-renowned non-profits that gave visual identity care and consideration. (Kimbarovsky 2024.)

3.1.4 Segmenting donors

A pivotal step in the marketing process is segmenting customers. This step could be easier for for-profit organizations who produce a product or offer a service. It's less complicated to segment customers when a company knows who needs the product or the service and who it should be directed at. When speaking about non-profits, the targeted audience are donors. Fundraising agencies with the help of segmenting donors will be able to pay attention to how the organization's mission is communicated to the donor, on top of that paying attention to how donors are asked to donate. Segmentation reveals why the donor could be willing to donate. (Allen & Case 2019.)

Allen & Case (2019) believe there are many ways to segment donors, they state it's possible to segment donors on demographic basis. Meaning, according to ethnic group, religion, age, etc. The following segmentation possibility is on behavioural basis, observing the life-style and how donors choose to spend their money. Another segmentation element is segmentation on the basis of attitude.
Attitude consists of series of personal preferences and a person's core beliefs. Lastly, segmenting on the basis of needs. Each segmentation element needs extensive research and types of analysis.
(Allen & Case 2019.)

In conformity with Kohlede and Gomez-Arias (2021) motivation behind donating is a segmentation element. The decision to donate may arise from an altruistic desire to be a person of assistance to others. Whereas an egoistic individual needs emotional fulfilment that follows a donation, another reason could also be the feeling of being acknowledged for donating. When a non-profit segment it's donors; it's important to analyse behaviours and identify patterns of each segmentation, to allow for a personalized connection between a non-profit and donors. There are ways to analyse and measure the different behaviours of segments, for example the number of donations received through an email sent to a specific donor segment. If the email campaign was not successful among said donor segment, then the emails are not the best way to connect with them and on this case a non-profit seeks to connect with them through a different platform. (Non-Profit Easy 2022.)

3.1.5 Marketing challenges for non-profit organizations

Dublino (2023) stated that non-profit organizations may struggle with marketing more than any other type of organizations. She believes it's not easy to deliver the sense of urgency to the required supporters. She also stated that it's almost unachievable to create a marketing plan that will work for everyone. Dublino outlined one marketing issue and that is the targeted supporters may not have specific characteristics and that would make it challenging to formulate a marketing plan. Dublino gives an advice to organizations of conducting market research to help narrow down the targeted supporters, allowing the organizations to then change the type of context used in their campaigns. Wilde & Herold (2021) view funding as the number one obstacle in the marketing process for non-profits. Since the donations coming from many donors may stop at any moment and there's no way to ensure a continuous flow of funds, the non-profit may not have huge budget to direct into marketing. Solution to this suggested by Wilde & Heroide (2021) is similar to the solution suggested by Dublino (2023), and that is to focus on identifying perfect supporters and only focus on reaching out to them.

Baltimore (2019) added another challenge that may affect the process of marketing inside an organization and that is the lack of time and people available to focus on marketing. According to Baltimore there are usually limited resources within an organization and the importance of the mission of the organization makes it difficult to risk it and focus on other things. Baltimore suggests outsourcing marketing to allow for better focus on main missions without jeopardizing the effectiveness of marketing. Bennet (2024) pointed out a very important possible risk when it comes to maximizing the efforts of marketing, and that is risking losing the trust of donor. Donors don’t like to see their money wasted and not spent on the exact cause they directed it to. (Bennet 2024.)

3.1.6 Donor retention

People like to be appreciated for their efforts. As mentioned by Bray (2010), all donors should receive a message thanking them for their donation. Thanking the donor should be no later than 24 hours or few days after the donation has been made. A good example for this is Amnesty international. As soon as the donor sends a donation, a thank you screen pops up, followed by a thank you email. Emails are delivered automatically few minutes after sending the donation form. (Bray 2010.)

Bray (2010) mentioned that the “Thank You’’ method should only be as simple as an email. If not, a simple postcard is enough. A proper gift would give the donor the impression that donations money is being spent on unnecessary items and isn’t directed at the main causes. Exceptions can be made when a donor makes a very big donation amount. Some organizations make a personal call to donor donating above a certain amount of money. It’s seen as a respectful way to keep the donors engaged in the organization. (Bray 2010.)

After the first donation is made, it’s important to keep donors interested in the organization and in the cause. That would require the organization or the agency to keep in contact with the donors. The contact should circulate around the main reason they chose to donate. The organization should keep delivering the main cause messages and to keep reminding donors of the reason they chose to donate. Such communication between the organization and the donor should also include the latest projects performed by the organization and the new projects as well. Giving the donors a proof that donations are well managed and spent wisely. This should further increase the trust and the organization, eventually retaining loyal donors. (Bray 2010.)

Bray (2010) advises organizations to keep communication with the donors as minimum, and to even

give donors the choice of how often they would like to be contacted by the organization. Amnesty international organization illustrates the communication with donors perfectly. A donor receives letters by mail every two to three months containing the achievements and on-going projects of Amnesty. The donation form features a box where a donor can write any special wishes or comment. Giving them a way to have a choice in the process. On the basis of a study done by McGrath (1997), it's essential to attend to donor complaints professionally and quickly, he mentioned that it's an opportunity for Non-profits and agencies to provide a supporter with satisfaction. McGarth also believes that a customer satisfied after a complaint is more likely to be loyal to a business. **(**McGrath 1997.)

3.1.7 SWOT analysis

Raeburn (2024) presented how SWOT analysis is a way to evaluate both internal and external factors affecting the success of an organization, later helping in guiding the staff through the working process. Bristol (2022) confirms fundraising agencies and non-profit organizations can use the same SWOT method to identify strengths and opportunities and face threats and weaknesses. Bristol fears that inadequate planning process will cost the fundraising agency or the non-profit organization a lot. She believes donors rely on the management of a fundraising or non-profit and they do expect an effective planning. Not only that but on an administrative level, a well-managed fundraising practice will host a healthy environment for employees to focus on producing desired outcomes. (Bristol 2022.)

Ensor (2024) came up with an example for SWOT analysis done for fundraising. Strengths that a fundraising agency or a non-profit can have can be big numbers of supporters, hard-working volunteers, history of successful fundraising or a network of potential donors. A weakness can be working through a tough mission that can't be easily communicated to targeted supporters, directors who are not actively seeking to attract loyal supporters. Both these two are considered internal factors. Ensor went along to describe external factors. Opportunities are external factors like possibility of more donations and development of tech devices that help the fundraising process. Threats are also external factors and examples include other fundraising bodies that have more expertise and better practices, and inability to retain skilled fundraising staff. Davis (2017) presented another example of a SWOT analysis for a fundraising or non-profit organization. Strength's example is standing out in the field of fundraising. Weaknesses to watch out for lack of funding to keep projects going, lack of expertise within the fundraising staff or difficulty defining clear goals and visions. On the other hand, external factors are opportunities like trends to benefit from or overcoming a lack of resource, while threats can be social and

economic changes affecting donors. (Davis 2017.)

4 RESEARCH METHODOLOGY

The following research is designed to get a better understanding of the points of view of donors when it comes to deciding to make a donation. The main factors influencing the first-time decision, and then the factors that influence the decision to donate for a longer period of time. The reason behind trying to uncover these factors is that donors are the backbone of any organization and optimizing the efficiency of an organization would require more knowledge of the donor's decision-making process The research also dives into the fundraising practice from a CEO's point of view and the different aspects of the fundraising practice in Finland. The core of the research is uncovering the factors leading to a charitable decision in Finland. The main research method used to find out is qualitative research

4.1 Qualitative research

Aspers & Corter (2019) describe qualitative research as a multimethod process that requires interpretation of a specific topic. They view qualitative research as I way to comprehend any phenomenon as it comes in its natural states, and then helping people make sense out of this phenomenon. Grossoehme (2014) says qualitative research is often related to written texts, meaning it is in the form of transcribing interviews or documenting group conversations, qualitative research according to him also interprets experiences in the form of case studies. Bhandari (2020) believes qualitative research serves the purpose of answering what and how questions. It provides answers for issues that can't be identified by numbers. Such approach is best used when attempting to study a human behaviour. Interviewing is the qualitative research method followed in this thesis. In the point of view of Bhandari (2020) qualitative research collects a series of data that cannot be put into numbers. Bhandari thinks the data or information collected helps in dissecting experiences and points of view. Not only is it a way to understand existing ideas, it's also used as an inspirational tool to bring in more thoughts and ideas. Qualitative is typically used in social and humanitarian research. (Bhandari 2020.)

Girardin (2023) differentiates between qualitative and quantitative research in terms of results, results in quantitative research can be examined using mathematics while this is impossible for qualitative research. Girardin also explained how it's impossible to reproduce the same results in qualitative research since it mainly stems from people's opinions and experiences which are different by nature and can't be the same for everyone. Based on McLeod and Noble (2016) views, there are principles to

good qualitative research. Starting with it being true, or in their exact words, “valid”. And by that they meant to describe the outcome of the research. The second principle is reliability, and that means being honest about how the outcome was found. Third principle is the possibility to confirm the findings, an example for that could be letting people who participated in the research identify their own views that are part of the research, that should be easily done by them, this means the outcomes is confirmed. Fourth principle is being reflective of the true outcomes including the bias findings, because in a qualitative method a researcher will come across different opinions, thus no way to judge which is right and which is wrong. Last principle is being responsible, specifically meant for fundraisers and people working in charities. Many of these researches represent people in vulnerable conditions and they must be represented carefully. (McLeod & Noble 2016.)

4.2 Interview research method

Interviewing is a prevalent method when conducting qualitative research. Interviews are useful when the interviewer has some specific pre-decided questions that may require an open-ended answer. Open ended answers will open up new possibilities of information in the topic. (Peters & Halcomb 2015.). The open-ended questions bring out more viewpoints as they allow the interviewee to speak on experiences and opinions. Interviews are most beneficial when trying to analyse unusual events or circumstances. It usually involves two people discussing a pre-decided topic. It’s a method to obtain primary data. Interviews need to be flexible and adapt to the interviewee’s answers. Interviews should also allow be expandable to include all interviewees views. (Enago Academy 2023.)

The interviews conducted in this research were face to face interviews done with Finnish donors. Normally, non-profit organizations distribute donation points in various shopping malls and markets. The participants of this interview were long-term donors who were asked prior to the interview about whether or not they have been long term donors. Because the main point was to understand the targeted long-term supporters. There were six participants, five of them were Finnish and one of them was an immigrant living in Finland for years. Immigrants do represent a percentage of donors as well. There were both male and female participants all of which are over the legal age of 18.

4.3 Structured interviews

In comparison with job interview questions, structured interview methods are quite similar. And the structure comes from following a specific order when asking pre-decided questions. In structured interviews all interviewees are asked the same question. Sparks (2023) views structured interviews as an important way to avoid bias. Since all the interviewees are subjected to the same questions. Sparks also views it a great way to manage time if the content and questions are already predetermined. According to Damnyanov (2023) open-ended questions are one of the go-to choices when it comes to conducting structured interviews. Damyanov confirms it’s best used for researchers who want to save time and resources while collecting information. This type can be done either online, face to face or could also be over the phone. Beaumont-Oates (2023) explains how structured interviews can also be about yes or no answers. He explained how in job interviews this is mainly the interview method used since it’s time effective and will allow for comparing answers. One benefit that is not spoken about is minimizing the interviewer’s stress.

Participants in this research were asked questions that would lead to findings helping in optimizing or focusing in specific aspects during the fundraising campaigns. The questions were clear and straight to the point. For example; a question about why they chose to donate previously. To help reflect on reasons a first-time donor would donate. Later came the question of what they would consider in the future when deciding to make a donation. The idea behind this question is that a long-term donor has already been experienced in dealing with non-profit organizations, and their future donation decisions are based on observations they made regarding the efficiency of management and project fulfilment. In an attempt to help a non-profit compete with other non-profits, a question was formulated about how a donor would prioritize an organization over other organization. The non-profit sector is very diverse, but generally, there could be a specific type of projects that appeals to the general public in Finland, and based on this thought a question was formulated about what type of causes are participants specifically interested in. A mentioned in the theoretical part, it’s not enough to generate donors but to also retain the current donor. This was the inspiration behind two questions. One of them was the challenges that face a donor, that should help in creating a satisfied supporter. The second question helping in the retention process is about the factors affecting the longevity of the donations.

4.4 Interviews conducted with face-to-face donors

The findings of interviews with face-to-face donors in Finland will allow a fundraising agency to emphasize on the most important factors in order and build a fundraising strategy around these factors. The answers should also reveal to fundraisers the suitable way to properly communicate the message of an organization. The interviews are open ended questions to leave room for the interviewee to add in more insights and perspectives, which further helps us understand factors that may have not been thought about before. Each participant was approached individually and was asked about their knowledge on non-profit organizations and whether or not they have participated in charitable giving before. It was a tricky situation to stop people while they are busy shopping. The idea was to also confirm the ages of participants to be over 18 because this is the age where they are allowed to become donors. In the case of participants in this research, they were all above 30 years old and there was no need for an age confirmation.

Interviewees were asked if they consent to having the interview recorded on a voice recording app. There was no complication regarding this matter and all interviewees agreed immediately. The interviews were quick and the average time for each interview was 6 minutes. No time limit was specified and participants were given the freedom of how long or short they want their answers to be and that dictated the length of the interview. Given the nature of face-to-face fundraising, it’s usually difficult to take much time of people who are busing shopping and running errands. That could be a factor leading to shorter interviews but not affecting the quality of the answers given because they did answer each and every question properly. The findings of these interviews should assist fundraising companies and companies marketing for non-profits determine their strategy of connecting with donors. Not only that but also determines their social media content and their future campaigns content. In hopes of creating a satisfied donor. Interviews were conducted on April 29th 2024 in the Grani shopping mall. Participants in the interviews were quick to agree to join. They turned out to be people who are very interested in charitable giving and were ready to give their input.

4.5 Interview with fundraising company representative

An interview with the CEO and owner of the company Promotek oy was conducted to gain a better understanding of the real-life experience. The interview followed a structured method meaning questions were pre-determined but allowing for open-ended answers. The CEO shares his knowledge based on years on working as a fundraiser for multiple non-profits.

The experience then developed and allowed him to start his own fundraising practice. The interview was conducted through a video call. The CEO shares the goals of the company as well as the current challenges and how Promotek Oy is set to face these challenges.

4.6 Interview with fundraising company representative

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CEO explained strengths and weaknesses of pursuing a fundraising career in Finland. This should also help understand how this practice is done in Finland and what are the strength points and weak points specifically related to marketing for non-profits in Finland. CEO also shared the impact his company is making beyond the donations and monetary help to non-profit organizations. Signing agreements with non-profit organizations is the core for a fundraising company and to help secure that; CEO was asked about giving advice on how to obtain agreements and contracts. The interview was done on May 1st 2024 and lasted for 30 minutes. Regardless of it being a national holiday, CEO was ready to give his input. A copy of the questions was sent to the CEO on his email. The questions were predetermined but the interview did not follow the same order of questions prepared in the document sent CEO. The length of the interview was determined prior to the interview given the busy schedule. Answers were detailed and helpful in understanding the unfamiliar type of service in Finland

5 RESEARCH FINDINGS

After six interviews were conducted on April 29th with donors, and one interview conducted on May 1st, it was time to transcribe and analyse the answers of participants. The transcription process was assisted by online transcribing tools. To allow for easier access for answers ready to be reviewed.

5.1 Face to face interview analysis

It's possible to say that interviews with face-to-face donors have highlighted five key points of the donation decision process. Five points are how donors made a first-time donation, how they will make future donations, how an organization can compete with other organizations, specific projects appealing to Finnish donors and how a donor will decide to continue giving for a longer period of time. Each one of these factors is reviewed separately with quoting donor answers for confirmation.

5.1.1 Factors influencing first decision to donate

The question asked in this part was about the reason a donor made his first-time donation decision, this was the first question asked to all participants. After reviewing answers, it's possible to categorize them into two categories. First category of responses is the main cause or mission that the organization is working on. A respondent cited "what cause did they support, for example, what they like political. Was it a political organization? Was it a non-political organization? was it a humanitarian organization or a human rights organization? And what is needed the most". Second category of responses category of people feeling good about themselves when donating to charities. One respondent cited "Well, I like to help people that need help more". Non-profits need to market their mission to attract the attention of most donors. When looking at the answers, most of them donated when the mission and the goals of the non-profit resonated with them. It's essential for a non-profit to market its mission.

5.1.2 Things to consider in the future when making another decision to donate

The question asked to donors in this part was what will they consider when they decide to donate again in the future, question was meant to let donors tell their conclusions gather by being a donor for a

period of time. The next time they make a decision do donate will be based on this experience. The responses were in a way similar to those of the previous question showing that for some of them; the reason they decided to donate in the first time is the same reason they might donate again in the future. One interviewee confessed "I have to trust the organization that the money goes to the right places". Another common response is quoted as "what was the impact of the money I donated, if I don't see the impact, I don't donate". This also brings out the importance marketing the accomplished products in building trust between donors and non-profits.

5.1.3 How a non-profit organization gets prioritized

Interviewees were asked about their top choice when it comes to organizations. This was an attempt to understand what makes an organization stand out to donors and be supported first when compared to other organizations. Some people would prioritize an organization that is familiar to them. As a participant answered "probably the organization that I know already". Other people would prioritize an organization that aligns with their interests, as a participant answered "if I think the organization does important work". Others would not consider prioritising one organization and would like to help them all. No noticeable pattern here. The reason could be anywhere between impact, type of project and personal choices.

5.1.4 General interests in projects

Participants in this part were asked about the type of projects and causes they usually choose to donate to. Finding is; specific projects that appealed to Finnish donors are diverse. Which is a positive point. One participant answered "developing third world countries", another answered "women related causes". Which is a positive indicator that interests are diverse and all non-profits stand a chance in finding supporters.

5.1.5 Factors creating a long-term support

The question asked in this part was about the determining factors behind continuous support paid by one supporter to one organization. This part also turns out to be part heavily in by how much an organization proves its progress and impact. The impact is why decide to donate in the first place and why they keep donating later. One participant answered "when the money goes to the right places that I feel

it’s important”, another common response was “when you keep up the good work”. There should be a plan to prove impact and to make sure supporters are updated on all organization’s achievements. The financial situation is of course a thing to consider. Organizations could include flexible donation options for their monthly supporters to ensure the amount paid is sustainable to most of the population.

5.2 Interview with the CEO of Promotek Oy

This is a summary of the key points mentioned by owner and CEO of Promotek. A very insightful interview with an ambitious and hard-working fundraiser who managed to secure success for his newly established company. An online interview took place on May 1st to get an insight from an experienced seller and fundraiser.

5.2.1 What makes Promotek Oy stand out

CEO of Promotek was asked about the reason he believes Promotek stands out in the fundraising market. He explained how his idea was to create an exceptional marketing and sales company that helps non-profits fulfil their missions. The inspiration was also because of how little the numbers of fundraising agencies in Finland are. Qamar believes there also to be lack of skilled and experienced fundraisers. According to Qamar many non-governmental organizations have management teams that are less equipped to dealing with donors in real life. His thought process what that he had enough knowledge of what it takes to bring in donors and what is needed to practice fundraising. He explained how the skills required are not only related to fundraising, but also related to building teams that are aware of how to practice fundraising. It's evident how it’s necessary to approach fundraising the same way a business is approached. When looking at Qamar’s response, the reason many non-profit organizations struggle with donations due to lack of business running expertise. A great way to solve this is by outsourcing fundraising activities to business professionals.

5.2.2 Goals of Promotek Oy in terms of marketing for non-profit organizations

The questions here was about the objectives and goals of Promotek company. He stated his goal was to be present in the market and to do something different. According to Qamar the end vision of the company was to be a leading figure in the fundraising practice in Finland, that was in fact achieved in a short period of time. Qamar’s first goal was to successfully become a successful figure in marketing

for non-profits within five years. Surprisingly, only a year late many non-profit organizations started approaching Promotek knowing very well how good of an outcome it can bring. Many non-profits currently view Promotek as a powerful partner. The influence of Promotek is now not only inside of Finland, but also outside of Finland, since many non-profits in Sweden and Norway are approaching Promotek in hopes of partnership. The goal of succeeding in Finland has been achieved, and next goal is to break into international markets. This is yet another proof that business related expertise is what’s going to help non-profits. The sales experience is the reason Qamar achieved recognition and respect as a fundraiser in Finland.

5.2.3 How can a fundraising company approach non-profits organizations for collaborations

The success of a fundraising company can be measured by the quality of non-profits partnering with the company. For this, Qamar was asked about how he would advise companies to approach non-profits. He professed to not having a specific advice. There’s nothing specific to be done. The quality of the donations is what makes non-profits interested in partnering. Qamar was previously elected as the best sales person in Finland and was also best fundraiser by many nonprofits when he did face-to-face fundraising. He was also awarded in the top three entrepreneurs of Finland as well. All these things shown the results. The number of monthly donations was impressive to non-profits and a high percentage of these donations were from long-term donors. Non-profits need to know What a fundraiser done in the past and this is assures them of the outcome. A key point from this part is the importance of a proven record of donations. Solely approaching non-profits will not be beneficial. There shouldn’t be a focus on approaching, but a focus on maximizing fundraising skills until the donations are numerous, not only that but also with a high retention rate.

5.2.4 Challenges facing Promotek Oy

To have a better view and to prepare companies for possible complications, Qamar answered the question of what kind of challenges he faced while operating his company. Some Challenges facing Promotek are lack of locations where it’s possible to work. And then there are so many trying to do fundraising. For example. There are different nonprofits trying to fundraise. The saturation of the market is leading people to be uncomfortable by the spread of sales people in locations. In that case summer is a good solution because companies don’t have to book locations to do fundraising, they do it outdoors.

The other challenges that Qamar faced was the competitiveness between fundraising companies and how they would try to attract the fundraisers already trained by Promotek. This part shows how hard it's possible to find skilled fundraisers. This could be due to the unfamiliarity of fundraising as a creer, there aren't many fundraisers working.

5.2.5 Strengths and weaknesses of marketing for non-profits in Finland

The question about strengths and weaknesses should help in the SWOT analysis phase of a fundraising company. Qamar believes the strength would be the generosity people in Finland. Building trust among Finnish donors is not an issue. People in Finland according to Qamar are also very polite and easy to talk to since this type of practice requires direct communication with people. He believes that the communication issue could have faced him if he was a country other than Finland. When it comes to weakness in his opinion, it's not just a weakness in Finland but it's global, and that is the economic situations. When people are struggling financially, it's difficult to give donations. Strengths mentioned by Qamar are very encouraging for more companies to venture into fundraising in Finland. If the weakness of economic situation is compared to economic situations in other countries, it's still a better environment. This weakness should not hold companies back from venturing into fundraising activities in Finland.

5.2.6 Measuring the impact of Promotek beyond monetary donation

To understand what other impact Promotek has in the society, Qamar was asked about the other types of contributions Promotek makes. He believes he makes an impact through creating job opportunities to people from all around the globe. According to his own experience, it was difficult to find jobs in Finland with-out speaking the language. He helped create employment for many new comers and now about 90% of his employees are foreigners which he takes pride in. This is a prime example of corporate social responsibility and how businesses have much to offer that is not related to the business sector. According to theories in the marketing chapter, companies supporting social issues will eventually reflect positively on companies. The economic situation of people becomes better and their skills and know-hows are better developed to serve in the work force.

5.2.7 Summary of interview findings

According to Sayed Qamar, CEO of Promotek Oy; commitment and skilfulness are the way to reach the objectives of a fundraising business in the quickest way possible. Ana objective that was planned to be fulfilled in five years could be fulfilled in two to three years with the strategic planning and effective management. The success achieved will not only have an impact in Finland but might also extend to neighbouring countries. As an observation, it seems like the marketing companies that specialize in marketing and sales are not very common. Promotek was approached by companies in Norway and Sweden, which means professional fundraisers can’t be found locally and that there’s a gap in the market. This could be viewed as a strength point. If a company starts a fundraising practice with little to no competition, that company might have the lion share when it comes to partnerships with nonprofits. Not to mention another strength point and that is the economic situation in these countries is doing well despite challenges, this means more possible supporters. Qamar mentioned an issue that faces Promotek and that is retaining skilled fundraisers. A suggestion for that would be special contracts for high performing fundraisers with great benefits. What’s meant by special contracts it the highest compensation available for a fundraiser. Generally, a skilled fundraiser like any other employee would see higher pay as an advantage, leaving no room for other competing companies to attract the fundraiser.

One possible idea that is inspired by other sectors, for example technological sector, is to have an agreement with fresh fundraisers that they would receive full training by the company and they would be recruited with no prior experience, but under one condition and that is to work at the company for a specific period of time. An agreement of this sort offers many training and career building options for people with no experience, and will also offer company management enough time to reap the benefit of training and preparing fundraisers for a career in fundraising. Which brings us to the impact Promotek Oy is achieving and that is fulfilling the value of social corporate responsibility through creating job opportunities and offering carer jump-start programs.

6 CONCLUSION

When the idea of thesis came up, it was to get to learn more concepts on fundraising from a business and marketing perspective. many people know this sector as strictly non-profit but a deeper look proved that for a non-profit to reach its goals, it must be looked at from a business perspective. the aim was to provide knowledge of the importance and the impact and necessary procedures practices by non-profit organizations. to learn the marketing side of fundraising which is rarely spoken about. the idea of applying marketing concepts on fundraising was complicated and therefore; a chapter on marketing for non-profits was created. to many people, fundraising business is a foreign concept and unusual way to conduct business. Yet, whenever there's a need for something in the market, comes the possibility to offer a service. fundraising companies offer a solution to nonprofit organizations that will increase the efficiency reflecting later on the impact achieved by such organizations. which is the prime goal of them all. general marketing rules and general business rules can be applied to fundraising, and many parts of the thesis proved that a nonprofit survives when operated as a business. as crazy as it sounds, this is a reality.

The first chapter delivers the conclusions of extensive research done to understand principles of fundraising, ethics of fundraising, fundraising approaches and fundraising regulations in Finland. out of understanding of the role of donors in the fundraising practice, concepts related to donors were included in the first chapter explaining donor types, the different motivations behind a donation and how to effectively retain donors. the following chapter is marketing for non-profits in Finland. since it's a crucial step in the spread of non-profits goals and missions. the marketing chapter presented the concept of cause marketing and how the product concept is applied to non-profits. defining the product is followed by how the non-profit should brand its product and later how to segment the targeted audience for optimal results. no sector is safe from challenges and from that point the marketing challenges were presented. the marketing chapter was concluded with a swot analysis. since it's a crucial step in the spread of non-profits goals and missions**.**

The commissioning company Promotek allowed for the research phase to be completed. the research part offered a view on which methods were chosen to continue the research process. the method chosen was qualitative research and was conducted through interviews. the findings of the interviews confirmed the importance of many marketing related concepts. people want to donate when they know the projects and the achievements of an organization, which would require an organization be on top of the

marketing game. Reaching out to donors and informing them on causes and improvement. People also want to donate when they trust the management and cost effectiveness of an organization which would also require treating the nonprofit and charities like business and securing the flawless management image.

Finland is a country that is home for generous people who are willing to help, and could be a great environment for nonprofits aiming to change the world. The core of the fundraising process is the trust of the donors. When the trust is compromised; a huge set back is awaiting organizations. In my personal opinion, a collaboration with a fundraising company should be at the top priorities of any nonprofit organization. For the good of the people in need. The reason behind that is that nonprofit organizations can't afford to lose funding and donations, many lives can be at risk, environment can be at risk, human rights can be at risk and many more compromised situations will be worse if funding is not stable. A well experienced and professional fundraising company will ensure nonprofits avoid such risks.

The market is saturated with guides and studies on many different fields and specialties of marketing. However, it has been challenging finding sources that study the different aspects of marketing that specializes in nonprofit organizations. I explored the possible sources and studies and attempted to add input from Finnish donors. In doing so; this thesis combines theories in fundraising as a business in Finland, and ways to succeed in marketing.

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APPENDIX 1

INTERVIEW QUESTIONS:

1. What is the factor influenced your decision to donate?
2. What reasons are crucial to you when deciding to donate in the future?
3. How do you decide between multiple organizations to donate to? What do you prioritize when choosing an organization to support?
4. What suggestions would you give to another person who is considering becoming a donor?
5. What projects or causes are you specifically interested in donating to?
6. In case you have donated before, can you tell some experiences you gained as a previous donor for an organization?
7. What are the challenges you faced while being a donor?
8. How would you like to see the impact of your donation? 8- How do you want to be updated about the impact?
9. What determines the longevity of the donation period? What makes you more likely to donate for a longer period of time?