
Effective Fundraising through Digital Marketing

Soi Dog Foundation



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ABSTRACT

The purpose of this research was to find out how Soi Dog Foundation can create effective fundraising through digital marketing. This is a current topic because social media is already one of the most important channels for Non-Profit organizations. Soi Dog Foundation is Asia's largest animal welfare organization and does not receive government funding. The organization is based in Thailand and the operations are based on private donations. Soi Dog Foundation has been a pioneer in Digital Marketing and Facebook Fundraising.

The theoretical part of the research focuses on giving behaviour, non-profit marketing and content marketing through digital channels. Action research was chosen for the research method because it aims to create change. Data collection methods included interviews, observations and research diary. Representatives of Soi Dog Foundation were interviewed for the research. They were interviewed in Phuket in March 2018 and via Skype. The research focused on finding out what is the current situation of Soi Dog Foundation and its fundraising methods, donor engagement, donor retention and digital marketing.

The research suggests that Soi Dog Foundation could focus on donor retention by investing in donor care and creating a well-planned donor recognition program. At the same time focus on the engagement of existing donors and make more use of available data in donor database. The organization could benefit from investigating other Fundraising channels besides digital. Digital channels have worked so well, that traditional fundraising mediums have not been used recently. Soi Dog Foundation experienced rapid growth. Therefore, the organization could benefit from creating rules, guidelines, processes and internal communications to ensure the staff can perform daily work at high level.

Keywords non-profit organizations, fundraising, giving behaviour, digital marketing, content marketing

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TIIVISTELMÄ

Tämän tutkimuksen tarkoituksena oli selvittää, kuinka Soi Dog Foundation voi tehostaa varainhankintaa digitaalisen markkinoinnin avulla. Aihe on ajankohtainen, koska digitaaliset markkinointikanavat ovat yksi tärkeimmistä voittoa tavoittelemattomien organisaatioiden varainhankintakanavista. Soi Dog Foundation on Aasian suurin eläinsuojelujärjestö, joka ei saa valtiontukea. Säätiö toimii Thaimaassa ja toiminta perustuu yksityisiin lahjoituksiin. Soi Dog Foundation on ollut edelläkävijä digitaalisessa markkinoinnissa ja Facebook varainhankinnassa.

Tutkimuksen teoreettinen osa keskittyy varainhankintaan, lahjoittajien käyttäytymiseen sekä voittoa tavoittelemattoman organisaation markkinointiin digitaalisten markkinointikanavien avulla. Tutkimusmenetelmäksi valittiin toimintatutkimus, koska se pyrkii saamaan aikaan muutosta. Tiedonkeruumenetelminä käytettiin haastatteluja, tutkimuspäiväkirjaa sekä havainnointeja. Tutkimuksessa haastateltiin Soi Dog Foundationin edustajia. Haastattelut tehtiin Phuketissa maaliskuussa 2018 sekä Skypen välityksellä. Tutkimuksessa selvitettiin säätiön nykytilaa, lahjoittajien säilyttämistä ja digitaalista markkinointia.

Tutkimus ehdottaa, että Soi Dog Foundation voisi keskittyä lahjoittajien säilyttämiseen investoimalla lahjoittajiin ja luomalla heille oma kannustinohjelma. Säätiö voisi hyötyä myös käyttämällä tehokkaasti hyödyksi tietokannassa olevaa tietoa lahjoittajista. Säätiö voisi tutkia perinteisiä varainhankintakanavia digitaalisten lisäksi. Digitaalinen varainhankinta on tuottanut hyviä tuloksia ja tämän vuoksi perinteisiä kanavia ei ole käytetty. Soi Dog Foundation koki nopean kasvun. Säätiö voisi lisäksi hyötyä sääntöjen, toimintaohjeiden ja prosessien luomisesta, jotta henkilöstö pystyy suoriutumaan työstä parhaalla mahdollisella tavalla.

Avainsanat yleishyödylliset yhteisöt, varainhankinta, käyttäytyminen, digitaalinen markkinointi, sisältömarkkinointi

Sivut 72 s. + liitteet 11 s.

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1 INTRODUCTION

According to Giving USA, individual giving was 70% of all Nonprofit donations in 2017. Other sources of contributions are Foundations 16%, Bequests 9% and Corporations 5%. Giving by individual donors grew 5,2% in 2017. The estimated total of all donations grew to the highest number in recorded history in 2016-2017. Total giving in 2017 was 410,02 billion US dollars. (Giving USA, 2018b.)

Blackbaud Institute for philanthropic Impact Charitable giving report 2016 found that Online giving increased 7,9% and 17% of online donations were made on a mobile device in 2016. Overall online donations were 7,2% of all donations made in 2016. For example, in the US the average donor in 2016 was 62 years old and on average donors made 1,4 donations for the selected cause. Non-profits should be committed to encourage supporters by using the right channels at the right time. New and current supporters need a carefully planned and implemented engagement program. (MacLaughlin, 2017.)

According to a study by Forrester Consulting social media will be one of the most important channels for non-profits by 2018. Donor attitudes and expectations are changing as digital natives are entering the charitable age. The difference between them and the older generations is how and where they are connecting with the charities. Their giving behaviour differs from their parents. There are more digital tools available and traditional fundraising efforts aren't enough to attract enough support. Utilizing the digital marketing strategy in a non-profit organization is based on the understanding that long-term supporters are not only built through donations but are created through supporter engagement. Digital marketing tools are not only methods of communicating with supporters but also getting better information about who the supporters are, what is important for them and how to collaborate to create real change. Digital content is as important as finding the right audience and donor experience. (Turner, 2016.)

Digital channels help to raise awareness and deepen donor commitment. Non-profit Organizations success means establishing lasting relationships with supporters and key to this are digital channels. The contextuality of Digital communication means that communication can be very personal and effective, enabling a deep supporter commitment. Digital channels allow Non-profits to get their message out more easily and more often. Digital channels allow Non-profit organizations to save on costs, communicate their message more easily and increase fundraising revenue. (Forrester Consulting 2016, 8.)

Soi Dog Foundation is a Non-Profit Organization helping homeless and abused dogs and cats in Phuket, Thailand. There are over 400 dogs and cats living at the Soi Dog shelter. Soi Dog is sterilizing stray animals and fighting against overpopulation. Soi Dog feeds thousands of animals living on the streets. (Soi Dog Foundation 2010-2017b.) It is estimated that 10

million street dogs live alone on the streets in Thailand. Some of them are abandoned pets and some were born on the streets. Hundreds of thousands of puppies are born every year. Only a few of them have been vaccinated. (Johnson & Johnson 2015, 42-44.)

1.1 Aims and objectives

This research focuses on current situation of Soi Dog Foundation and its Fundraising methods through digital marketing. Objective is to improve donor retention and increase the efficiency of Fundraising. Soi Dog Foundation has grown from a small charity to Asia's largest animal welfare organization. To develop their actions and keep up with the development of digital channels Soi Dog must focus on continuous improvement. Action Research aims to continuous change and development. It was chosen for the research method for this master's thesis. Data for the research was collected on site in Phuket in March 2018. It includes observations, research diary and interviews. The author was also volunteering for the charity. The Objective of this research was to find out what is the current situation of Soi Dog Foundation in terms of Fundraising and how to make Fundraising more efficient through digital marketing. Research results can also be applied to another similar non-profit organizations fundraising methods and donor retention programs. The author of this master's thesis has been following Soi Dog Foundation on social media since 2015.

1.2 Research questions

According to Ghauri & Gronhaug (2002, 36) Research questions are drivers for research. The starting point to any research is the researcher's observation or idea of a research topic. Researcher develops the research question. After the idea, the topic must be turned into research question to be able to become researchable. The ultimate starting point for a research is to find new reliable information.

First research idea was to launch a social media campaign and create a Facebook fundraiser for Soi Dog. The campaign would show volunteering at Soi Dog Foundation by using Instagram and Facebook including Facebook- Live. Aim of the campaign was to raise awareness, find new followers, volunteers and donors. However, as the research proceeded it was noted that Soi Dog is a pioneer in digital marketing. Therefore, the research question was edited to respond more to the needs of Soi Dog Foundation.

The objectives of the Study are answered through two research questions:

- Research question 1: How can a non-profit organization create effective fundraising through digital marketing?
- Research question 2: How can a non-profit organisation engage and retain supporters?

1.3 Research process

The Research process consisted of the following parts:

- Background research October 2017.
- Source literature October 2017-October 2018.
- Interviews for Soi Dog Fundraising and Finance departments in March 2018.
- Skype interview for Soi Dog Digital Marketing department in April 2018.
- Skype interview with Regional representative of German speaking countries in April 2018.
- Volunteer Coordinator interviews between March- April 2018.
- Volunteer work by the author at the Shelter in March 2018. Making observations and writing research diary.

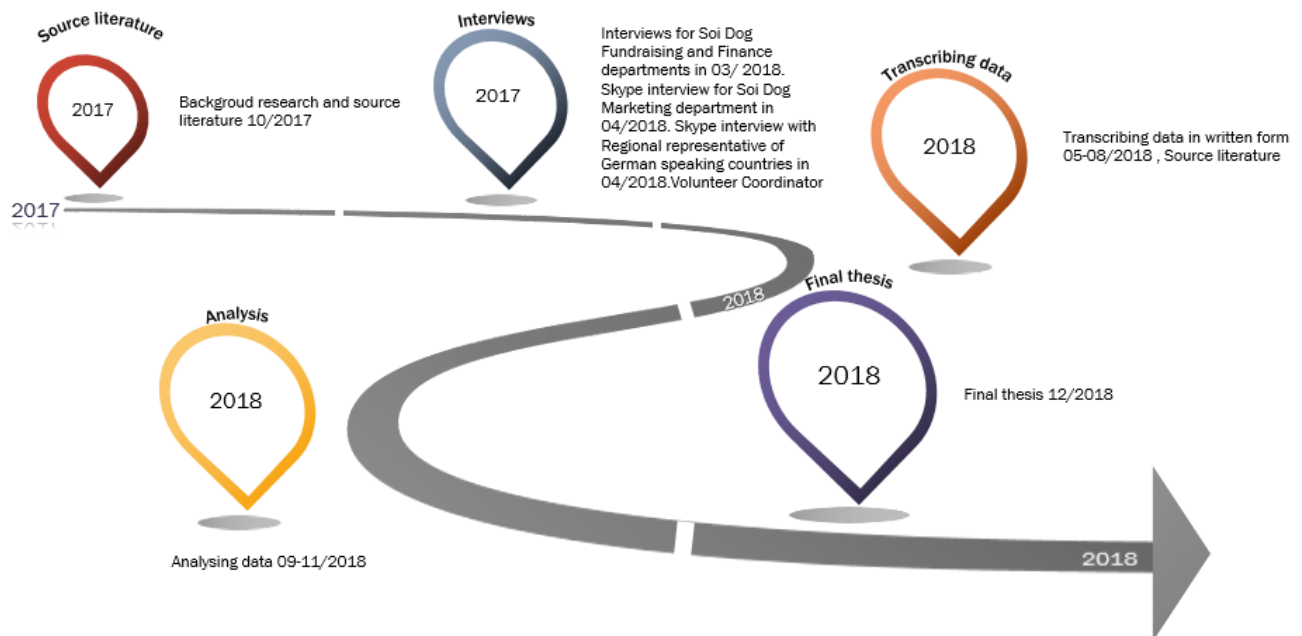


Figure 1 Research process

1.4 Non-Profit Organizations

Non-profit Organizations have similar characteristics globally and seeking profits is not their primary goal. If Non-profits make profits they will not be shared with partners or employees. Non-Profits don't pay taxes if the organization is established according to the governmental instructions and operates according to the guidelines. Funding comes through grants, donations or possibly through sales. Success is defined through the organizations mission. (Burnett 2007,6.)

According to Wymer, Knowles, & Gomes (2006, 7.) Non-Profit sector exists to support society's activities and it has a wide spectrum of organizations and foundations. Without them society would be lacking a significant part of important services. The private sector is not interested providing these services because often they could not even be done in a way that they would generate profits or be profitable.

1.5 Soi Dog Foundation

Soi Dog Foundation is a non-profit animal welfare organization. It was established in 2003 in Phuket, Thailand. Soi Dog was founded to create a humane way to protect homeless animals and offer them veterinarian care including vaccinations and neutering programs. Soi Dog is legally registered charity in Thailand, United States, Canada, United Kingdom, Australia, France and Holland. Soi Dogs funding comes from individual donors. (Soi Dog Foundation 2010-2017b.) Soi Dog Foundation built an animal hospital for injured street dogs and cats in 2015. The project cost approximately 1,5 million dollars. The funding of the hospital was made through donations. (Johnson & Johnson 2015, 80.)

Today Soi Dog's approach to helping animals in need includes: sterilisations, vaccinations, rescuing, sheltering, veterinary services and adoptions. So far, they have sterilised and vaccinated 168 901 animals. In 2016 they adopted 561 animals and gave medical treatment for 3500 animals. (Soi Dog Foundation 2010-2017a.) Soi Dogs Mission is: "To improve the welfare of dogs and cats in Asia, resulting in better lives for both the animal and human communities, to create a society without homeless animals, and to ultimately end animal cruelty." (Soi Dog Foundation 2010-2017b.)

1.5.1 Soi Dog Foundation in Social Media

In 2012 Soi Dog Foundation raised 400 000 (AUD) and in 2015 the annual income was 15 times higher. In 2013, they launched a video campaign featuring three Downtown Abbey actors. The video campaign was focusing on petition Shutting down the illegal dog meat trade in Thailand. Digital campaigns are the most effective way for fundraising for small non-profits in developing countries, because it is not possible to raise all funds locally. Soi Dog Foundation is a charity who run an innovative successful social media campaign, recruiting over 3000 regular supporters in 2015. The campaign raised 1,6 million revenue (AUD) and focused on ending the dog meat trade. After these campaigns Soi Dog Invested in Facebook campaigns to gain more regular supporters and worked with a consultant from Pareto Fundraising. (Henderson, 2015.)

The researcher studied Soi Dog's current state in the beginning of the research via an e-mail inquiry. According to Soi Dog's Fundraising department (e-mail 30.11.2017) Soi Dog Foundation has a Social Media Marketing Strategy and the person in charge of social media marketing is Director of Digital marketing. The Foundation is using Google Analytics tool

and paid advertising in Social media. 96% percent of donations come through digital marketing. 65% of total fundraising budget is used to Facebook advertisement. Social media is very important part of Soi Dog's fundraising plan. The geographic target area are English speaking countries: US, UK and Australia are in the top 3. Social media campaigns are focused on finding volunteers, finding new donors and helping dogs get adopted but mainly focusing on fundraising. Soi Dog Foundation is maximizing funding opportunities through digital marketing by identifying the target market, by defining the ideal supporter and by creating regular engagement with the supporters. Soi Dog is using digital marketing channels for donor development and donor engagement which consist of repeatable messages, videos, photos and Facebook live.

In 2017 Soi Dog Foundation launched a new website that is mobile friendly, they also upgraded the IT-Infrastructure. According to John Dalley Co-founder of Soi Dog they had a record number of volunteers and visitors. Awareness was increased because of high number of volunteers and adoptions. (Soi Dog Foundation, 2018.)

Soi Dog Foundation is currently very active in social media. The Foundation has its own website, Facebook, Instagram, Twitter, Vimeo and YouTube accounts. The Foundation has 1,3 million followers on Facebook.

2 FUNDRAISING MANAGEMENT

2.1 Fundamental principles of Fundraising

Robert L Payton (1984) described the definition of philanthropy: “voluntary giving, voluntary service and voluntary association, primarily for the benefit of others; it is also “prudent sister” of charity, since the two have been intertwined throughout most of the past 3500 years of western civilization “(Sargeant & Jay 2010, 2). According to Payton and Moody (2008, 27) Philanthropy is a very wide subject which can be defined e.g. voluntary activity for the benefit of others.

Philanthropy focuses on solving the main causes of human problems. According to Ylvisaker (1987) Charity is a term that comes from religious traditions and it’s based on sympathy and empathy and focuses on helping the poor. The beginning of the First World War increased the growth of charities and the need to help the victims of the war. Same time modern corporate philanthropy was born, and organizations started to support associations for the first time. The fundraising activities and non-profits have been around from the beginning of our history. (Sargeant & Jay 2010, 2, 11-14.)

Non-Profit Organizations are very cost-conscious and aware of the importance of funding. These organizations usually have very little funding available. Funding might be challenging at times because in return the organization does not provide any concrete benefits to the donor. The Mission of the non-profit organization has a great importance. Emphasizing the mission creates discipline. This discipline could also be useful also in for-profit organizations. This would help to assess if the resources are used for proper purposes. (Vuokko 2004, 308.) Traditional fundraising activities include e.g. phone, face-to-face fundraising, direct mail and magazine ads. (Sargeant & Jay 2010, 130-137.)

Non-profits need to focus on grassroots fundraising, meaning that the organization does not rely only to one major donor. This major donor could be one wealthy individual, foundation or company. The key is to build up a donor pyramid; a wide base of individual donors, which holds the pyramid together. Grassroots fundraising aims to have many individual donors the organization can depend on, but it does not mean that the organizations should have a lot of small donors. Donors who start to give small amounts are potential lifetime or major donors if they are engaged properly. This strategy is extremely important to small non-profits who do not receive a government funding or corporate support, but they have a possibility to build up a large donor base to which anyone in the community can participate. (Heyman 2016, 79-80) Donor pyramid is discussed in more detail in chapter 2.2.

Traditional fundraising appeals include: Year- End, Annual appeals and Membership campaigns. These appeals are also the most common ways individuals support non-profits and although these are very important way of raising operating funds they are a part of a strategy for building and

maintaining a support base of donors. These appeals are very similar but have some special features. Annual appeals are usually sent by email or direct mail to the donors at a certain time of the year. Year-End appeals are the same, but they are sent at the end of each year. These strategies focus on the campaign and include the first proposal and several follow-up messages. Membership campaign also includes several messages to the audience and the organization can offer benefits to the donors who join and participate in the program. (Heyman 2016, 107-108.)

According to Farra Trompeter a Nonprofit communications expert and vice president of Big Duck, there are some key issues which need to be considered to succeed in raising money with annual and Year-End campaigns. Fundraisers should think about the motivations that drove them to start working for the Nonprofit. The same motivations and passion drive the donors to support the charity. Understand the donors. While communicating to the donors it is essential to understand their motives and what they care about, what is the reason they donate. Communications need to be inspirational and the appeals should be written in a personal style rather than for the many people. Trompeter recommends creating a few different “donor personas” to communicate with personalized style and really understand the donors. The personas should be given a name, personal background and story and motives that connect them to the Nonprofit. The key to understand the donors is to write the content for the audience and what is important for them and not focus on what is important to the organization. (Heyman 2016, 108-109.)

Focus on campaigns rather than one-time fundraising appeals. When planning a campaign explain the problem carefully, explain the solution to the problem and explain how the donor can be a part of the solution. Campaign should have a schedule, a goal and the desired outcome. For example, “We are raising \$100,00 by the end of the year to open up a new facility”. It is important to keep the messages short and simple and not include more than one request for support. According to Trompeter it is recommended to begin by asking e.g. to sign a petition or liking or sharing a post in social media instead of requesting a donation. (Heyman 2016, 110.)

To maximize the impact of the campaigns, the most effective fundraising channels must be utilized including social media, website, direct mail and email letters. All channels need to be integrated to the campaign and communications need to be consistent. This type of Fundraising campaigns gets the best results when the best channels are used, and the focus is to engage existing donors. Social media should be used strategically to share stories, by giving depth to the campaign and keeping donors updated by sharing video content and recognitions. Facebook or Twitter should not be used as the only channel for direct fundraising, the website needs to be included in the campaigns. Fundraisers should send regular updates during the campaigns to the supporters and keep them updated about the results their gifts are making. Donors stay loyal and engaged when the communications are up-to-date, and they are aware of the achievements. Donors expect the organization to be transparent. Even if the outcome was not great and the campaign objective was not reached, they need to be kept

up-to-date with the results. To succeed the Fundraisers should focus on the needs of their loyal donors. Focus on understanding the motivations of the donors and what drives them to support the cause. Membership campaigns should be planned in a way that they reflect the organizations mission. (Heyman 2016,112-114)

2.1.1 Ethical Fundraising

Ethics reflects unspoken rules and standards that guide people’s lives in society. Ethics forms rules that enable good society and organizations to exist. Every society is organized in a way that its members are following the rules. The rules can be whether written or unwritten that apply to every member of society. Ethics is not law. Laws are based on moral emotions which are deeply associated in society but ethics on the other hand is trying to persuade with justifications. (Schuyt. 2013, 88.) According to AFP Association of Fundraising Professionals ethical fundraising activities increase volunteerism and giving as well as promotes professional fundraisers professional development and growth. AFP has created ethical standards called Code of Ethics, that all members need to follow, and they are also committed to follow them. In a case that a member violates the ethical standards there will be consequences. Ethical standards consist of several different themes including: communications to potential donors are accurate and reflect correctly of the use of funds and the organizations mission, ensuring that the funds are used as desired by the donor, all donor or supporter related personal information must be protected in confidence, while reporting the fundraising numbers appropriate accounting methods should be used. (Association of Fundraising Professionals, 2014.)

Soi Dog Foundation’s total revenue was 6 036 980 USD in 2017. (Soi Dog Foundation, 2010-2018a.) According to annual reviews in 2016 and 2017 most of the funds were used for the beneficiaries. (Soi Dog Foundation, 2010-2018a. & Soi Dog Foundation, 2010-2018b.) In 2017 the breakdown of operational expenses was 83,75% beneficiary programs, 8,59% administrative cost and 7,65% Fundraising. Total assets including investments, property, equipment remained the same.

Soi Dog Foundation	2016	2017
Total Revenue USD	4,813,496	6,056,398
Operating Expenses: Fundraising USD	254,060	528,647
Administrative costs USD	327,766	593,619
Beneficiary program costs USD	3,508,535	5,785,579
Total expenses USD	4,090,361	6,907,846

Total assets USD including: investments, property, equipment	2,975,120	2,978,962
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Table 1 Reproduced Revenue, Operating expenses, Assets 2016 & 2017. (Soi Dog Foundation, 2010-2018a. & Soi Dog Foundation, 2010-2018b.)

Table 1 illustrates Soi Dog’s revenue, operating expenses and total assets. Total revenue increased from 2016 to 2017 1,2 million US dollars. At the same time operational costs increased as the organization experienced rapid growth. Beneficiary program costs increased 2,2 million US dollars between 2016 and 2017. Soi Dog’s annual reviews are available on the website, where anyone can assess them. This makes the operations transparent and enhances the organizations reliability.

GuideStar is a Nonprofit organization providing information about Nonprofits to donors. Their purpose is to promote transparency, increase charitable giving and help donors to find information about charities. GuideStar has 2,7 million Nonprofit profiles and over 9 million people visited GuideStar in 2017 to find information about non-profits. (GuideStar, 2018.) Soi Dog Foundation has received a platinum seal of transparency from GuideStar. The seal is displayed on the website. This visibility is an advantage for Soi Dog Foundation and promotes transparency and ethical fundraising. Transparency is a key to trust and ethical Fundraising.

2.1.2 Giving behaviour

People want to give and offer their support for various reasons including selfishness, empathy, sympathy, altruism and compassion. Piliavin et al. (1975) described motivation for donating: Donors motivation for donating can be the opportunity to feel better as a person, when they have helped others. Recognition is also one motive for giving, donors might receive recognition from the charity where they have donated or local community or family. Donors may also be motivated to give because they can benefit from it later, for example a donor may support cancer research because of the fear to fall sick for that disease in the future. Many times, donors also give for a beloved memory. In these cases, the donation is very personal and is given with a respect for the memory. (Sargeant & Jay 2010, 101.)

According to Anheier (2014, 230-231), Bekkers and Wiepking, (2011) noted that social sciences have studied human behaviour and the reasons why people donate money, time and other resources to help charitable organizations. In addition, psychology, marketing and organizational studies have looked answers for this question. There are differences between individuals in the tendency to selflessness (altruism), some individuals do not care, and some feel rewarded after they have supported those in need. Altruism might relate to other personal values which have been noticed to re-

late giving behaviour such as: not supporting materialism, moral principles of caring for others and supporting equal society.

According to Anheier (2014, 231), Havens et al (2006.) stated that religion affects greatly on giving behaviour, people who are constantly involved in religious affairs are far more likely to donate to charities than those who do not attend to religious services regularly or those who are rarely engaged with religious affairs.

To be able to understand what people want, we must first look at what motivates people. Based on this information it is possible to inspire the donors to give more and donate higher amounts. Jay Conrad Levinson has put together a listing of what customers expect from businesses; the same listing can also be adapted to the non-profit sector. In non-profit sector this listing can also help to understand the motivations of giving. The listing includes following motivations:

Donors are motivated to give if the charity is reliable, before the donor commits to the foundation they must be confident about its reliability and the reliability of its representatives. Donors give based on the promises, therefore non-profit should never make promises that they cannot keep nor achieve. Donors want to give if the organization is well maintained and neat. Messy atmosphere reduces reliability. Donors also want to give to a charity they trust. Honesty is a key element of trust. Donors want to give to an organization who has a future, if the organization is asking for money just for basic purposes the supporters might think that the charity does not have any future. Donors want to support successful non-profit organizations, who seek for their mission. Most donors also give when they see other people are supporting the same charity, they do not feel comfortable at supporting unknown charities or be the first ones. Therefore, organizations reputation matters, people are listening what other people are telling about the organization. (Rosen 2011, 61-62.)

Donors are willing to give if the charity offers a solution to their problem. If this happens the donors are willing much more likely to donate. People also want to give to secure a safe future for themselves and their family. (Rosen 2011, 63.) Based on this fact Soi Dog should consider the local population as donors. Soi Dogs mission is to improve the welfare of animals in Asia and is focusing on solving the problem in the local community by sterilizing animals. Local population has therefore potential donors because Soi Dog provides a solution to their problem. Soi Dog also creates hope for people who are interested in animal welfare.

Another important motivation for giving is marketing. Donors will not give if they do not understand what the organization is doing and who are the beneficiaries. Marketing helps organizations to deliver their message to the audience, it is the way they educate people, grow and ask for donations. Organization is the same as the marketing, marketing shows the identity of an organization. People enjoy comfort and are willing to donate when it is convenient time for them. Therefore, organizations should make it as easy as possible for them to donate and get rid of all possible distractions that may affect giving. (Rosen 2011, 64-65.)

The importance of marketing cannot be overemphasized. Marketing has a direct connection to people, giving behaviour and fundraising. Digital marketing is discussed later in chapter 3.

“People give to people” (Rosen 2011,61). Donors are motivated to give if the staff members and volunteers who they interact with are likeable. All Organizations are only a group of people. For example, a receptionist is often the first-person people interact with and is often the first impression of an organization. Therefore, it is extremely important that the receptionist communicates in a professional polite way and the donor will get a great first impression of the organization. (Rosen 2011,61.)

This is very interesting point of view and can be applied to Soi Dog’s supporters. It is important to remember that people do not give money to the dogs and cats. People give to people who are part of the organization. First impression when donors starts to interact with the organization is very important. This can be applied to the first impression in social media or when visitors come to Soi Dog.

According to Rosen (2011, 68-69) donors want that the organization they support is caring. They want the organization and the staff to care about the beneficiaries and donors. Donors also want to be recognized for making a gift and for caring. Donors want the organization to focus on what interests them. People are most interested in themselves and how the organization can benefit them, or the people close to them. People are also interested in why they should support the organization right now and they do not want to be betrayed.

This is a clear perspective on what donors want. It encourages the charities to be more donor centric and show respect and recognition to the donors.

2.1.3 Identifying donors

Leroux Miller (2013, 14-15) used following demographic data based on age groups, while examining how each generation relates to philanthropy. Table 2. illustrates how each generation relates to Non-profits.

Generation	Age in 2018	One word describing how they relate to non-profits
Matures, or silent generation	73 and older	Duty
Baby Boomers	54-72	Identity
Generation X	38-53	Entrepreneurial
Generation Y	27-37	Community

Table 2 How different generations relate to Non-profits. Numbers are edited to the year 2018 from the original source. (Leroux Miller 2013, 15.)

Matures feel that it is very important to support a charity, they often call it “Duty”. They feel that it is their responsibility to support charities. Boomers feel that giving defines them, it is who they are. Boomers are making a difference and feel that they are a part of the charity’s success. Generation X is ready to support charities when they are seeing a problem that needs to be solved. Their relationship with non-profits is less personal than the older generations. Generation Y wants to show support when they feel that they are creating change. They feel that cooperation can help creating change, they are “do-gooders”. However, these findings are generalizations and there is an overlap between generations. (Leroux Miller 2013, 14-15.)

Research in giving has usually focused on the young and old generations. Generation X seems to be most forgotten and unstudied age group. However, research has also shown that generation Xers are very generous givers. Generation X is more likely to support a few carefully selected charities, with small and medium sized gifts, which can lead to bequests. They are more likely to volunteer, than other demographical groups. Fundraisers might not see their potential yet as they often focus on high donations from Boomers and managing relationships with millennials. (Giving USA 2017, 90,101-102.)

Cabinet Office UK (2007,83.) Research proves that there are differences between genders in giving behaviour, women are more likely to donate to different charities than men. Women were much more likely to have donated to animal welfare charities, schools and social welfare causes. Women were more likely to have donated to many medical causes than men as illustrated in figure 2.

	Current donors								
	Age						Sex		All
	16-24	25-34	35-44	45-54	55-64	65+	M	F	
%	%	%	%	%	%	%	%	%	
Medical research	41	49	57	54	57	48	47	55	52
Overseas aid/disaster relief	35	42	41	48	46	39	40	44	42
Hospitals and hospices	13	26	33	35	46	45	30	38	34
Animal welfare	22	30	38	28	33	34	25	38	32
Social welfare	26	33	34	37	31	25	26	36	31
Disabled people	25	24	31	37	36	33	28	34	31
Schools, colleges, other education	23	35	45	35	24	20	27	35	31
Religion	27	28	29	32	30	36	30	32	31
Children and young people	19	27	32	29	25	21	24	27	26
Elderly people	15	22	24	28	34	28	23	28	26
Physical and mental health	12	16	22	28	28	27	21	25	23
Conservation, environment, heritage	7	15	20	24	24	19	21	17	19
Arts and museums	9	17	21	23	18	13	17	18	17
Sports/exercise	12	13	17	16	13	5	14	11	13
Hobbies/recreation/social clubs	3	7	9	12	10	8	10	7	9
Base (unweighted)	116	248	434	382	408	447	906	1,129	2,035

Figure 2 Cabinet Office UK 2007 National survey: Donated causes by Sex and Age (Cabinet Office UK 2007,83).

The Charities Aid Foundation CAF is International UK based charity. According to a study by CAF Women are more likely to donate to animal welfare than men (Women 30% Men 19%). According to the study one in six (17%) reported having volunteered for a charity. Full-time students are the largest group who have volunteered in 2016. This is comparable to 16% of working people and 16% of retired people. The reason for this is likely to be that students have more leisure time and universities encourage their students to participate in volunteering. In 2016 CAF was speaking to a lot of people who were close to retirement. One of the most important recommendations was to encourage people who are retiring to engage with charities and work with them after working life and offering them establishment for Post-careers service. The fact that only 16% had volunteered shows that there is potential for creating this service. In 2016 November was the highest month to donate money for a charity. Medical research (26%), Animal welfare (25%) and children or young people (24%) were the most popular charities people donated. (Charities Aid Foundation, 2017 7-8, 12-13.)

CAF UK Giving 2017 research shows that donating money is still the most common way individuals engage with charities, 61% of respondents had done so in 2016. Young people are donating money less than older people, but young people are more likely to have volunteered or signed petitions. Half (50%) of Brits thought that charities were trustworthy in 2016. Women and young people particularly believed in them. (Charities Aid Foundation, 2017, 5.)

According to Giving USA report (2017, 90.) Individual giving is the primary source of Philanthropic giving in the USA. There is still income inequality and wealthy households are increasingly supporting charities.

According to a recent study of High Net worth donors by U.S Trust and Indiana University, wealthy donors (high net worth) are giving for various reasons. The main reason for giving is that they believe in the organization's mission (54,1%). 44% of donors are giving when they believe their gift is making a difference. 38,7% give for personal joy and happiness. 35,7% support same charities year after year and are loyal donors. Most of respondents also choose a charity or cause to support financially based on personal values (78,3%) or personal interest (64,2%), other important factors are; personal experience (55,1%) and charity is well known (51%). Top reasons why they stopped supporting causes or a charity were: Organization sent too many requests for support (40,7%), changes in personal life (40,2%) and organization didn't communicate effectively (18%) (U.S Trust and Indiana University, Lilly Family School of Philanthropy. 2016, 38, 41,68.)

78% of all donors, support more than one non-profit according to research findings by Charity Dynamics and The Non-profit Technology network, (2012). According to this study donors support many different charities at

the same time. Donors also tend to have a favourite charity of which they support the most in a year by giving two-thirds of their donations to the favourite charity. (Leroux Miller 2013, 36.)

According to another research of why donors quit giving to a specified charity in the UK and USA by Sargeant (2001) Donors might slip for donations if they change their attitudes and wish to donate to another cause. Changes and challenges in personal finances strongly effect giving behaviour. Donors might also change the organization where they are targeting the donations. This is a positive thing to the Non-profit sector but not for the specific organization. Donors were substantially more likely end supporting the charity if they didn't receive acknowledgement after they had made the donation. Individuals whose motive was more unselfish were more motivated to give than the ones who were aiming to achieve some personal benefits in exchange for donors. Donors who felt pressure were more likely to give up on donating to the charity. Also, donors who felt that they had been able to build a relationship with the charity were more likely to continue their support. (Sargeant & Jay 2010, 118-119.)

According to the Philanthropy Outlook 2018 & 2019 report by Indiana University The population in the United States is predicted to become more diverse by 2030, over 20% of Americans are expected to be over 65 years old and over 50% of the population are expected to be non-white. These changes will have an impact to both sides in Philanthropy: to donors and organizations. Research suggests that this is an opportunity for Non-profits to engage more with ethnic communities. According to a Research made by Blackbaud most of the respondents in ethnic groups feel that it is important to support non-profits. Hispanic and African American donors stated that they would be more involved with charities if they were approached more often. Fundraisers have not neither focused on childless, divorced or single households in the past. This type of households is now almost 30% of all households in America. Fundraisers could benefit by approaching different people across society and by pondering the approaches that their needs and interest. Some non-profits are also looking to increase their diversity within the organization including the staff and board members. The donor base is becoming more and more diverse and because of this it is very important to focus on communicating so that organizations are focusing on various concerns and issues of different demographic groups. The easiest way to communicate with different demographic groups is when the organization has a diverse staff. Communicating with certain representatives of the population about their interest and needs helps the organization to build diverse donor base. (Indiana University 2018, 37.)

According to article findings by Scharf and Smith (2016, 1,3) giving in social groups may be explained by “relational altruism”, which is also motivation for giving. Fundraising is often done in existing social situations, that are not directly related to the organization, but happen between individuals who are already familiar with each other. Therefore, motivation for giving can be affected by the personal link between the donor and fundraiser. Online fundraising by individuals has grown rapidly since

2001; 1,3 million fundraisers have raised 1,5 billion £ by using online platform. Individual fundraising online platform works based on the following process: individual fundraiser chooses the preferred cause and action. The action could be e.g. running a marathon or other sports. Other option is a fundraiser for a birthday or anniversary where people donate to the charity instead of giving birthday presents. Next the fundraiser need to set up a personal campaign on the platform which allows the donations to go directly to the Nonprofit. Majority of the donors belong to the fundraisers social circle. Scharf & Smith (2016, 10.) found strong evidence in their study that a group size also affects charitable giving, giving is not increasing within bigger groups where the relationships are not as close as in smaller groups.

Individual Facebook fundraisers are becoming more popular. Individuals can collect gifts for charities thorough Facebook and usually this is done within their own social groups. Facebook is preferred fundraising channel for Soi Dog.

2.2 Donor retention

Charities are highly dependent on donors. All negative publicity is very crucial to charities because donors will not donate money to a charity which is not trustworthy. While evaluating the organizations activity the objectives should always be as starting point and if the objectives have been achieved. Social profits should be a priority instead of financial gain. (Vuokko 2004, 27.)

General belief regarding to donor development is that once the donor is onboard, it is easy make them move up to the next level and help them donating larger amounts of money or leave a bequest. According to this theory an individual who donates first time in an emergency can be moved up and asked to give again. This theory is usually called pyramid or ladder. Figure 3. illustrates “the donor pyramid” which is often also called “pyramid of giving”. Another theory is often called “the loyalty ladder” which is another theory which has the same idea. Pyramid of giving is based on the observations that there are many small donations but only a few larger donations. This means that 80-90% of all donations come from 10-20% of the organizations supporter base. (Sargeant & Shang 2010, 330-333.)

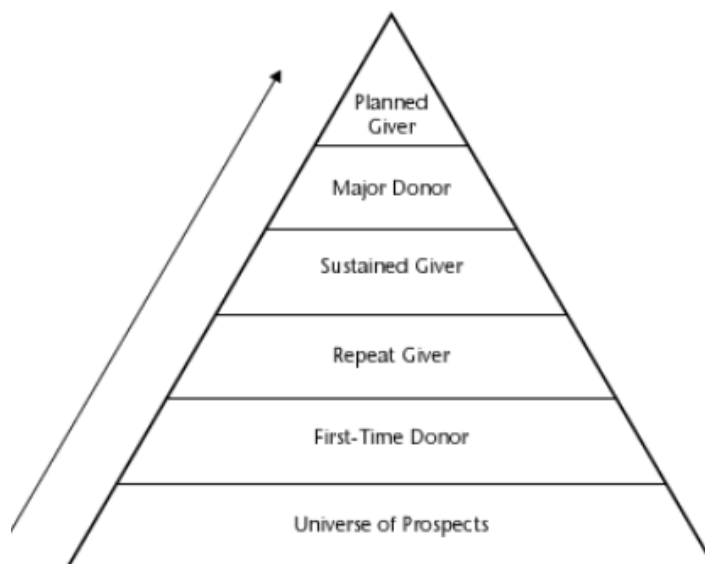


Figure 3 Donor Pyramid according to Sargeant & Shang (2010, 331.)

The models have been criticised a lot because they offer a very simple way of seeing donors and giving. Both models suggest that there is only one way towards supporting a charity and it starts from the bottom. It is not as black and white because first time donor can also leave a major gift and if donors are not engaged they might move down to lower levels of the pyramid. An individual leaving a bequest could also be a first-time donor. Fundraisers should be aware that the pyramid model is more of a guideline and the reality might be more complex than the theory itself. Newly acquired donors may be treated differently than the ones who have been onboard longer periods of time. In fact, it is very challenging to get new donors to give again. The first touch with the organization is important and welcoming, first time recognition should be handled well. New donors often receive a special welcome package to thank them for their gift. Some organizations may continue treating new donors differently for a certain period and giving them extra attention and telling detailed news about the charity. After this they will be moved to with the main supporter base. (Sargeant & Shang 2010, 330-333.)

The most effective way of looking at the value of the donor is examining the database of how much money each individual donor has donated to the organization. This historical data helps deciding how much funds will be spent on maintaining individual donor relationships. Each donors gift can be easily calculated with modern fundraising programs. Some organizations have decided to present this data in a shape of a pyramid, which is the best way to represent it graphically. Typical Fundraising base is many individuals who are at the bottom of the pyramid and give small amounts of money. While moving up the pyramids, there are fewer and fewer individuals who give slightly larger amounts. At the top, there are only a few individuals who give large amounts. (Sargeant & Shang 2010,336.)

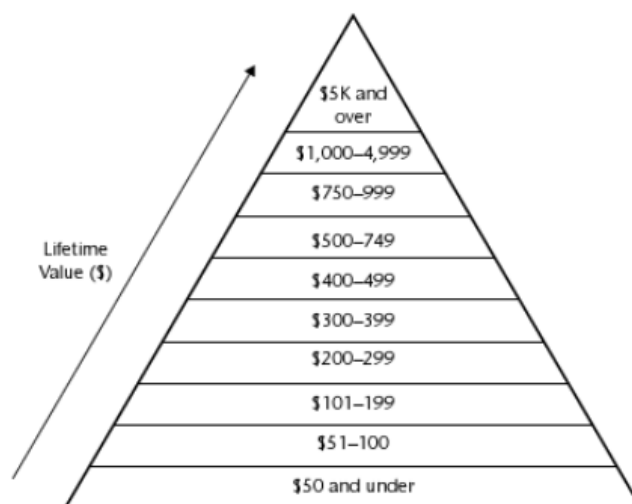


Figure 4 Donor value Pyramid according to Sargeant & Shang (2010,337.)

Sargeant & Shang (2010,338) recommend that Non-profits should consider focusing on donors who are already at the top of the pyramid rather than those who are at the bottom of the pyramid. As it was stated earlier that not all donors are treated equally, it makes sense to focus on donors who are already on top of the pyramid because they bring more value to the organization. This may also save money. On the other hand, the loss of donors from the top of the pyramid could affect revenue and could cause serious harm. Non-profits usually focus on donor development and use their resources on high value donors.

De Oliveira, Croson, & Eckel (2010, 428,434.) identified donors and giving type in their study. Recruiting new individual donors can be challenging and complicated for Non-profits. They often have limited funding available for donor acquisition. It is common in the non-profit sector that charities share contact information of their donors, even if the charities operate in different fields. The study also found evidence that people who already support one charity are also more likely to support another charity, comparing to non-givers. This study purposely targeted low-income African-American households because it is understudied group. Charities who aim to help the poor are focusing on wealthy donors. This study found strong evidence that low-income households give but they give less than wealthy. However, they give higher proportion of their income than the wealthier households. (De Oliveira, Croson, & Eckel 2010, 428,434.)

Non-profit marketing is somewhat comparable to regular marketing; it costs approximately five times as much to engage a new customer than already existing loyal customer. Fundraising campaigns that are targeted to existing donors can be expected to create Return on Investment (ROI) of approximately 4:1. Donor acquisition campaigns on the other hand usually require an investment or stay at the break-even level but won't generate positive return. Non-profits that are aware of this, are usually more capable of creating profitable long-term relationships with donors. For the right balance of funding resources, it is best to allocate most of the available

funds to donors that produce the highest profitability levels. Based on this maintaining loyalty of existing donors should target 70-80 % of the fundraising budget. Regardless of this all organizations always have the need to recruit new donors. Even if the relationship between the donor and Foundation is deep and satisfaction rate is high there is always a possibility that the donor will stop giving because financial situations change, there's a change in the interest or another change in personal life. (Sargeant & Jay 2010, 125-126.)

According to Joanne Fritz 50% of donors will not continue to support causes or charities after their first year. Non-profits however can have an impact whether the donor decides to donate second or third time or not. Primarily reasons for not continuing donations include: did not receive a reminder, forgot previous donations, poor communications for the non-profit, inappropriate inquiries. According to Fritz there is a lot that non-profits can do regarding donor retention; focusing on personal and well-timed communications, high level of customer service and develop commitment of the donors. (Giving USA 2017, 92-93.)

The fact that 50% of the supporters will not continue their support after first year without retention should raise an interest regarding retention. The primary reasons for not continuing support could be avoided through effective and friendly communications. Life can be hectic and based on this, donors would appreciate friendly reminders from the organization. For example, if a donor suddenly quits giving, the organization should contact the donor thank for the previous gifts, tell how much it helped to receive goals and ask if the donor still wishes to continue support.

According to Giving USA (2017. 93.) using right data, communications, messages and resources non-profits can change the way of declining donor retention rates. Non-profits can evaluate their ability to retain donors by reflecting how they are able to respond to the following issues:

When asking for donations is the organization being clear where the money is going and for what purpose?

Is the organization thanking its donors immediately with personalized thank you notes and is their level of giving being recognized?

Did the organization sent information about previous success before asking for a new donation?

Is the organization aware of the donors whom do not return and are "at risk" including first time donors, one-time donors, event donors and How is the organization planning to retain these donors?

Are organizations communications regular and using different channels? (Giving USA 2017, 93.)

The Donor Voice (2011a) conducted an online survey for 1200 frequent donors in the US. The research identified seven indicators out of 32 possi-

bilities, which organization should focus on to improve donor commitment. Each indicator shows statistically measurable link between donor commitment and behaviour. When donor's ratings on these indicators go up, it affects to the donor commitment and financial performance positively. Based on the research findings the indicators are the following: Try to effectively achieve mission, Thanking supporters in real time, Providing opportunities to share personal opinions, Providing opportunities to feel that is being part of an important work, Providing a feeling that donors (you) are appreciated, Organization sends information about the beneficiaries and Knowing what to expect from the charity every time while interacting with the organization. (The Donor Voice, 2011a, 3-4, 12.)

The following Donor Voice (2011b.) report provided tools for non-profits. How they should focus on engagement and strengthen donor retention based on these seven indicators. Actions listed below are most relevant for Soi Dog that could have a positive impact to strengthen donor retention according to the report:

Try to effectively achieve mission: Use Storytelling, use influential people (advocates) who have a strong impact on people to share testimonials, share stories about volunteers, staff and supporters.

Thanking supporters in real time: Spend time thanking all donors personally, consider sending a photo or postcard that shows the important work charity is doing, consider thanking donors personally by phone.

Providing opportunities to share personal opinions: include short questionnaire or survey in your communications ask the supporters to share their personal views

Providing feeling to the donor is being part of an important work: consider putting the top donors in special program to make them feel special and appreciated for their gifts, share testimonials to strengthen the bond between donors and cause using storytelling, be transparent and consistent to build trust with donors.

Providing a feeling that donors are appreciated: consider sending a welcome package to new donors and explain how their gift is making a difference, focus on creating content that attracts the donors and share information what was accomplished in the areas they supported.

Sends information about the beneficiaries: Welcome package should include information about the beneficiaries, use video and photos to show testimonials of the organization doing their work.

Knowing what to expect from the charity every time when interacting with them: Thank supporters by using the beneficiaries voice, recognize special days for example send a thank you letter when the donor has been onboard for one year, remember anniversaries. (The Donor Voice. 2011b, 4-12.)

In 2016 donor retention rates were decreasing but other areas including donor acquisition and online giving were increasing. At the same time Donor acquisition cost is still very high. (Giving USA 2017, 90.)

In summary it is very important to recognize the donors and make them feel appreciated. There are many ways to do this and these were reasonably inexpensive ways to thank supporters.

2.3 Volunteering

Volunteers have a major role in non-profit organizations operations. The whole activity can be based on volunteering. Volunteers are also donors, they donate their time. (Vuokko 2004, 28.) According to Dietz & Keller (2015) There is a connection between fundraising and volunteering. Volunteering can act as a connecting factor for fundraising. (Yeomans & Al-Ubaydli 2018, 58.)

Salary is usually considered to be the first source for high motivation even though good working atmosphere and meaningful work is often emphasized. Many non-profit organizations have volunteers who aren't getting paid salary. To some employees, the company's mission may even be unknown. Usually the problem is that the larger the company is the more difficult it is to the employee to see their own role within the organization and implementing the mission. The motivation of volunteers is based on the opportunity to implement the organization's mission. Volunteers see their achievements right away and can be a part of something that is important to them. Many organizations have a challenge to create same type of situation where every employee feels as if they are doing something important and meaningful for the organizations success. (Vuokko 2004, 308-309.)

U.S Bureau of Labour Statistics collected data about US Citizens who were volunteering in 2013. Typical individual volunteering is:

Female (28,4%),
Age 35-44 in 2014 (30,6%) known as Generation X,
Caucasian (27,1%)
Has a bachelor's degree or higher education (39,8 %)
Employed Part-time (31,7%).

According to this report women are often considered more emphatic and therefore they attempt to volunteer more. Generation Xers also want to invest in the future and find good work-life balance. Individuals who are working part-time (31,7%) had the highest volunteers' share of the population and those who are working full-time (26,8%) followed. Education level also affects volunteerism because 9% of the population who had less than high school diploma volunteered. Individuals who have higher level education have higher salaries. Education also creates awareness of causes and social experiences, meaning that educated individuals are more likely to support the community by volunteering. (Tech Impact 2014, 1-2.)

According to the same study the most common reasons and motives for volunteering are:

meeting new people,
give back,
feeling useful (get things done),
experience new cultures and countries,
do something nice,
do something that supports own values or dreams,
improve personal or professional self and
make a difference with actions instead of money.
(Tech Impact 2014, 3.)

According to Anheier (2014, 258,402) Barker (1993) found similar motives for volunteering. Motives included: helping the poor, compassion for others, learning new skills and meeting new people, personal happiness, a moral duty and participation in local activities. These motives are often linked to each other. The management needs to match the volunteer's personal skills and interest with the organization's needs. Providing training and managing volunteers is also a good way of retaining them. According to Anheier (2014, 402.) Pynes (2004) stated that research has shown that volunteer turnover decreases when the tasks are challenging and versatile. Motivation for volunteering can be inherent and usually the rewards come from performing tasks, however volunteers often appreciate recognition of the contributions to the organizations success.

Can fundraising activities affect other types of donations such as volunteering? Yeomans and Al-Ubaydli (2018, 57-58,67.) reported evidence from a field study where a non-profit asked their current group of volunteers, if they were interested in donating money. They studied about the volunteers giving behaviour including volunteering hours and giving before and after the fundraising call. The volunteers who participated in the study were called randomly in defined time and they were also expected to give their time. The results found that long-term volunteers donated more than first timers. The results suggested that the working hours of new volunteers decreased after the fundraising proposals. Whilst the long-term volunteers who were more likely to donate money continued volunteering at the same level. The research also found that volunteering hours dropped on those who were new to the organization and did not donate while the hours remained the same for those who had already worked for a long time regardless whether they donated money.

These findings are interesting because they prove that volunteers who have been involved with the charity longer are also potential donors. They already have a relationship with the organization and are familiar with organizations mission.

According to a Social Science research by Bekkers (2009,371- 372.) non-materialistic personal values can explain why highly educated individuals are more likely to participate in different forms of Philanthropy. Individuals who have High education degree are likely to have non-materialistic

values which can be related to volunteering. Highly educated individuals can also be motivated to give because they are aware of global situations and therefore are also aware of problems in the society. This study also found that various forms of charity promote one another. Volunteering can increase charitable giving and trust in charities.

Soi Dog Foundation has a closed Facebook group for new and past shelter volunteers. In this group volunteers can ask, and share advise and experiences with other volunteers at Soi Dog. Only booked in volunteers will be invited to this group to keep the group relevant. Soi Dog Foundation also has a volunteer guide which provides additional information for the volunteers e.g. suggestions for accommodation in the area. (Volunteer Coordinator, e-mail 5.4.2017)

	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>
2017	57	71	53	61	66	73	61	50	43	80	76	51
2018	84	64	76									

Figure 5 Soi Dog Volunteer figures 2017-2018. (Volunteer coordinator 2018.)

	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>
2017	516	297	433	488	318	387	456	387	316	388	541	632
2018	657	574	545									

Figure 6 Soi Dog Visitor figures 2017-2018. (Volunteer Coordinator 2018.)

The number of Soi Dog’s visitors and volunteers is constantly increasing based on figures 5 and 6. This may result to increasing awareness, gaining more long-term supporters and volunteers.

2.4 Summary

In order to understand what people want, fundraisers need to understand the motivations for giving. Based on this understanding it is possible to inspire the donors to give more. People want to give and offer their support for charities for various reasons including; selfishness, empathy, sympathy, altruism and compassion. Donors support charities they trust. Honesty is a key element of trust. Transparency is a key to trust and ethical Fundraising.

Donors who start to give small amounts are potential lifetime or major donors if they are engaged properly. Small non-profits who do not receive funding from the government have a possibility to build up a large donor base where anyone from the community can participate. Marketing helps non-profits to deliver their message in front of their audience. Marketing is the way to educate people and ask for donations.

There are differences between genders in charitable giving, women are often considered to be more generous than men. Volunteers play a major part in non-profit organizations operations. Women are considered more emphatic and therefore they attempt to volunteer more. The most common motivations for volunteering are: meeting new people, giving back and feeling useful. Fundraisers could however benefit by approaching different people across the society and pondering the approaches that meet their interests and needs to become donors.

3 NON-PROFIT MARKETING

Marketing is commonly associated with business activities. Effective marketing is considered to influence the demand for products and services directly and indirectly. Marketing usually refers to profitability and making profits. When demand increases, and customer relationships are strengthened or when prices are higher than the competitor's prices it also increases the revenue of the company and if marketing investments have a margin profitability should also improve. Marketing is therefore also intended to increase the company's income in the short- or long term. Marketing also applies to companies whose activities are not intended to generate profits. Non-profit organizations often focus on their mission. It is important to know why, and for which audience the activities are being held. The purpose of marketing is to link the organization to its current and potential stakeholders (Vuokko 2004,13-14.)

Many non-profit executives have successfully adapted a marketing approach. In non-profit sector marketing techniques are used to build organizational image, maintain a good reputation and help people to remember the organization and support the cause. Marketing methods are used to acquiring and retaining new volunteers and donors. Marketing helps the organization to stand out from other charities. Marketing oriented Non-profit organization can focus on communications to the target audience and affect how the external world sees it. Successful organizations can build relationships with their audience and develop them. Communications are a key to maintain relationships (Wymer et al. 2006, 4,6.)

There are some key differences between for-profit and non-profit marketing. Many authors have discussed about these differences. (Sargeant 2009, 39). Andreasen & Kotler (2014, 20-21) argue that non-profit marketing is much challenging than marketing in the for-profit context. According to them the major difference is the target audience. In for-profit context the target audience is the customer. Non-profits must create wide supporter base to secure the flow of funding.

Most of the non-profit organizations provide services rather than products. Sometimes the services are hard to define. Marketing services is more complex than marketing products. For Example, as Zeithaml (1985) remarks, when customer buys a certain product, they can evaluate it by the appearance e.g. look, feel, smell. Customer is not able to do this with a service before purchase decision. Products are made before purchasing but services are purchased first. With services it is also much harder to synchronize supply and demand. It is not possible to return or resell services. (Sargeant 2009, 40-41.)

In Non-profit sector the customers are often asked to support a cause or an issue without any personal benefits. The beneficiaries are others and the individual might not get any benefits. (Andreasen & Kotler 2014,21.) Another key difference according to Sargeant (2009, 42) is the link between mission and customer satisfaction. Non-profits often must sacrifice short-

term customer satisfaction because they must take longer-term view of the benefits they can provide for society. Because of this there is a tension between the non-profit organizations mission and customer needs. For-profit organizations make their profits by filling their customers' needs and that is why it is their main goal which they are focused on. Baker and Hart (2008, 543.) note that Society expects the Non-Profit sector to have very high ethical values one of the distinguishing factors is their high ethical behaviour. Since non-profits are not focusing on generating profits and their objectives are non-financial, they should instead focus on maximizing the right decisions that benefit the society.

According to Leroux Miller (2013,236-248) there are six basic requirements how to make non-profit marketing communications relevant to the audience. Leroux Miller calls these requirements "The 6 R's". Communications are considered relevant when they are: rewarding, real time, realistic, responsive, revealing and refreshing. It might be challenging to apply all of them at the same time in communications but using at least a few of the at the same time would help communications to be more relevant.

Rewarding: In the non-profit sector rewards are often immaterial which means that rewards should make the supporters feel something: appreciated, valued or proud. Communications should deliver rewards to the audience.

Realistic: Communications should be realistic, and the message should be from real life and contextually appropriate.

Real-time: Does communication occur in real time and are the topics current for the audience? Communications should be related to other events or issues happening at the same time.

Responsive: Being responsive means that the non-profit is active in social media and follows discussions and concerns related to the cause. Communications can be responsive if the non-profit actively communicates with the audience about current topics and concerns.

Revealing: Revealing communications allow supporters to see behind the scenes and offer new insights of the organization

Refreshing: The communication style should be refreshing for the readers and sometimes unexpectedly surprising in a good way. Non-profits do not focus on thanking donors and it can be very refreshing for the donors to get personal thank you notes. Communications can also be refreshing when there has been added at least a little humour. (Leroux Miller 2013, 236-248).

When we compare these six elements to Soi Dog's e-mail (Appendix 4.) we notice that the 6 R's have been used very efficiently. Leroux Miller (2013, 248-250) uses the same idea while evaluating Washington Humane Society's e-mail after hurricane Sandy.

The e-mail is rewarding. It is thanking donors acting quickly in an emergency. "When news of this animal welfare disaster reached our shelter over 1000 miles away, I issued an urgent appeal and compassionate people like you responded.

It is very realistic. It shows many visual images of suffering dogs, which helps to get the attention of donors.

E-mail was sent in real time. Original email was sent a few months earlier and this was a follow up email, urging people to help and give the dogs a future.

It is responsive because it tells people that even though the problem was immediately addressed, it is not over yet.

It is revealing because the email has many pictures and takes the receiver behind the scenes.

This email was sent in an emergency context. It would be challenging to add something refreshing to this message. Some readers might find this message a little depressing and sad, although at the end there is an emotional question: "Will you please join me so that together we can change the world for suffering animals?"

3.1 Digital Marketing

Business Plan guides organization's operations. There are different Business Plan models and all of them have similarities such as; goals, mission, Business idea and strategies. The Business idea describes four things: what, how, to whom and image. "What" is the product or service that is offered to solve the customers need, "to whom" determines the target group, "how" determines how the company's business model is used. "Image" describes the desired corporate image. The Strategy obtains the way to achieve the primary goals. Internet is a part of every company's business activities. Digital Marketing must be included in strategic planning because without plans digital marketing cannot achieve the goals and measurability becomes more difficult. (Kananen 2013, 16-17.)

" Marketing is engaging customers and managing profitable customer relationships" (Kotler, Armstrong, Harris, & Piercy 2017,4). Marketing focuses directly to the customer. Successful organizations are committed to marketing and are highly customer oriented. Marketing has two goals: engage new clients by creating excellent value and building strong customer relations with current customers by keeping up high customer satisfaction.

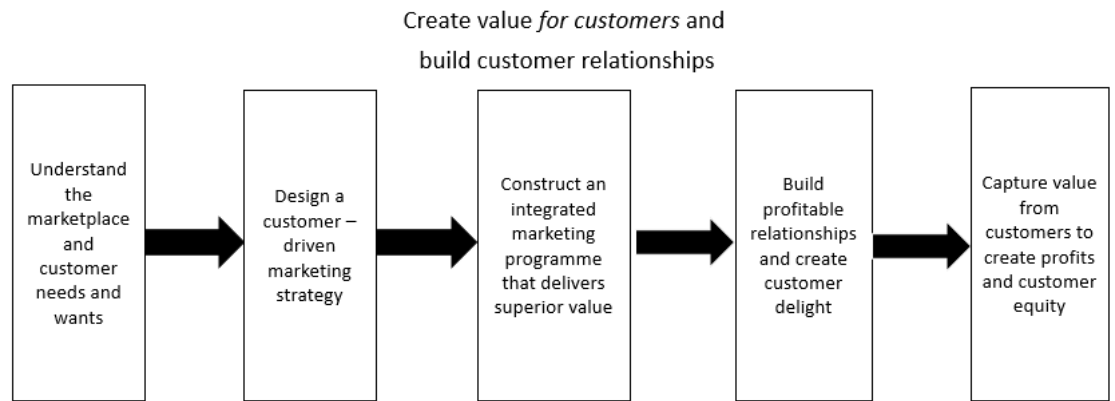


Figure 7 Marketing process model (Kotler et al. 2017, 6.)

Figure 7 introduces basic Marketing process model which consists of five steps. The first four steps focus on knowing the customers, creating value for the customers and building relationships with the customers. In the last step companies are receiving the benefits of creating value for the customers. By first creating value for the customers companies are receiving sales and profits in return from the customers. (Kotler et al. 2017, 4-6.)

The rapid growth of digital technology has completely changed the way of sharing information, communicating, shopping and accessing different types of entertainment. Seven European countries have internet usage of more than 90 per cent and over two-thirds of Europe is online. Many customers are very excited about the new digital age and study shows that over half of Europeans keep their smartphones close to them when they sleep. Phone is commonly the last thing they touch in the evening and first thing in the morning. (Kotler et al. 2017, 21-22.)

Direct and digital marketing are rapidly growing marketing methods. The current marketing trend is focusing on narrowing targeting and the growth of social media and digital channels. Organizations use direct marketing primarily or in addition to another marketing method. Direct marketing and digital marketing focus directly on selected individual consumers and specific customer communities to be able to achieve direct responses and build long-term customer relationships. Businesses use direct marketing to tailor their offers to specific customers in accordance with customer needs and interest. This makes customers committed to the brand and supports sales growth. Direct and digital marketing are more than just complementary marketing channels or advertising tools for businesses. They form a complete business model. For example, Facebook, Google and Amazon have built comprehensive market approach around digital marketing. (Kotler et al. 2017, 502-503)

For the customers, direct and digital marketing are easy, private and comfortable. They allow the customer to have access to numerous products anywhere and anytime. At the same time, the customer can have access to product knowledge and purchasing information. For sellers, direct marketing guarantees an efficient and inexpensive way to reach the market. To-

day it is possible to target small groups and individual buyers. Direct marketing enables companies to communicate directly with the customer on the internet while learning more about customer needs and tailor the products and services to the customers. The customer can in turn ask questions and give feedback on the products. Digital marketing also gives the marketers a lot of flexibility. They allow marketers constantly make changes to the programs and product prices. Direct marketing also gives the marketer an opportunity for real-time marketing that allows the brand to link to something trendy or important moment or activity. The key concept of real-time marketing is simple: create constant connection between the brand and important events in the customers life and connect with them at an important moment. (Kotler et al. 2017, 504-505.)

According to Vuokko (2004, 170) Marketing communication aims to influence the target audience through communications. The general communication rules also apply in the marketing communications of Non-profits. Target group orientation requires identifying the target group and identifying the characteristics that are relevant to receiving and interpreting communication. Examples to be considered while communicating to the target group:

Situation analysis: How does the target group work and what is the baseline that is being changed.

Commitment: What is the significance of the target group and how much must be invested in communication.

Media: What is the right media for the audience and how is the organization going to reach them.

Target group: What does the target group appreciate and what do they wish to hear. What arguments should be used in communication.

Content: What kind of effective communication tools should be used in communications.

Study conducted by Forrester Consulting (2016, 1-9) on behalf of Blackbaud Institute, shows that digital channels are the most important channels for Non-profits to engage and communicate with supporters. The Study shows that digital channels such as Email and the Web are widely used for Fundraising, marketing and donor engagement due to their efficiency, ease of use, dimension and low costs. In the coming years, these channels will increase their importance as additional investments in digital channels will help Non-profits to engage with donors. Forrester's study shows that 79% of Non-Profits use social media for marketing and 64% use it for Fundraising. The Study shows that the biggest digital trends by 2018 are social media giving, crowd fundraising and the importance of Social media for Non-profits. Printed material is used less today for marketing and donor engagement. As young supporters are becoming the target group for fundraising campaigns, Non-profits need to find the right digital channels to connect with them. Most non-profit organizations are investing in the digi-

tal future. However, lack of funding limits investments to digitality. Non-profits must ensure that they have expertise, tools and Digital strategy to promote their investment in Digitalization. Many Non-profits don't have modern digital systems and they aren't able to take advantage of digitalization and even if they have a strategy there is no right workforce available or knowledge to implement it. Success requires building lasting relationships with donors by using digital channels. Digital channels allow non-profits to deliver their message to the audience more frequently. Non-profit organizations are successful through balancing digital engagement and personalized touch. Strategy and Know-how are important to opening opportunities of digital channels. The organization needs to develop a comprehensive digital strategy that utilizes technology-based investments in digital channels. Donor Management technology plays a key role in developing personal relationships with donors. Forrester Consulting surveyed 102 Non-profit professionals from North America for the study.

Social media marketing has advantages and disadvantages. It gives marketers the ability to create and share customised brand content with individual customers and communities. Social media marketing is targeted, personal and interactive. Social media is ideal for engaging in customer conversations and getting customer feedback. Social media is direct and timely. It can be used to reach customers anytime and anywhere with relevant content. It is also cost effective; many social media channels are free to use. Although social media content management might be expensive most channels are free of charge. The biggest advantage of social media according to Kotler et al. are social sharing capabilities and engagement. Social media is ideally suited for customer engagement and creating communities. (Kotler et al. 2017, 512-513.)

Social media marketing campaign means interaction between a series of digital and socially networked discussions from the marketing point of view. The campaigns are measurable with social media metrics and these metrics work almost in real time. The campaigns objective usually is advertising, but it can also include product development, trend tracking, benchmarking and market research. (Jaokar, Jacobs, Moore & Ahvenainen 2009, 176-177.)

According to Dodson (2016, 335, 340-341.) digital marketers need to know their audience and what the audience is searching. This information is crucial. Creating different customer personas helps to understand the customer. Effective digital marketing plan requires customer knowledge. Basic information should include at least the following: age, sex, profession, home town, marital status, household size, interests and needs. When these key elements have been defined, next is to study their online behaviour. Online behaviour could be e.g. using Facebook many times a day, using google for searches, receiving email daily, finding information from different websites about interesting themes. This is very useful information, but online marketers need even more data of the audience. A transparent way of gathering data of customers are surveys, polls and questionnaires. Another way of gathering data is a focus group which allows to get information on a larger scale. A focus group would be ideal to

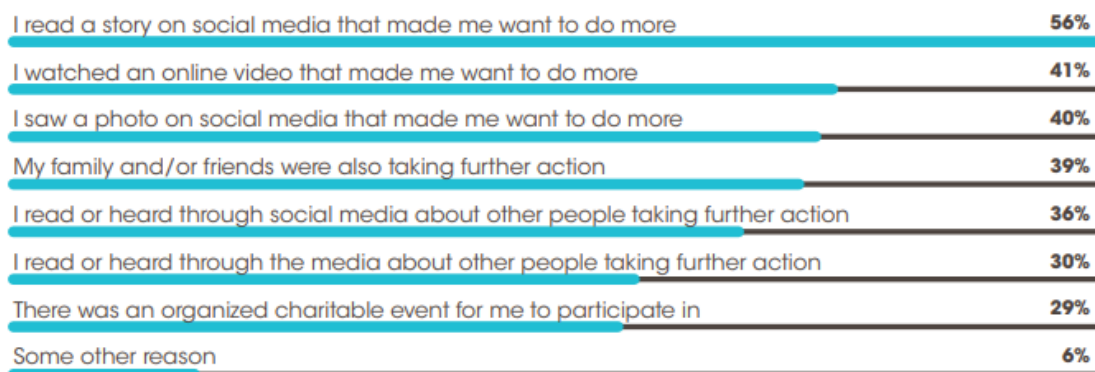
define the online persona for the ideal customer. Once the persona has been created it is easier to get to know what the customer wants and needs.

Based on this theory, Soi Dog's Digital customer persona could be e.g.:

Female
42 years of age
Lives in New York
Married
Yearly income 45 000
Uses Facebook and google
Owns an apartment
Is interested in animal welfare related matters.

From marketing point of view all audiences are not equal. Some of them are more relevant than others and it is not possible to reach all of them with same messages. Some messages will not work for all. There are two important points that should be considered. The marketer should first consider what is the value of the customer for the company. How much the customers buy, how often and is it possible to reach them. Sometimes it might be impossible to reach them online. The audiences can therefore be ranked based on the reach (easy to reach or hard to reach) and value (Low value or high value). (Dodson 2016, 341-342.) This theory can also be applied to donors. There are several target groups, and some are more relevant for charities. They are high value donors.

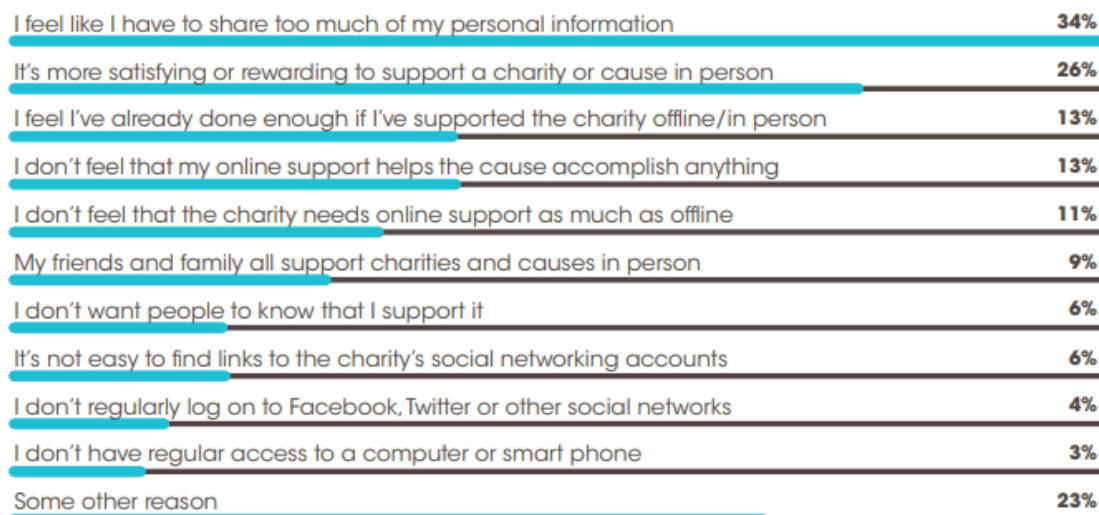
In 2012 Georgetown University's Center for Social Impact Communication surveyed 2004 American adults, age of 18 and older, who were digitally engaged to understand more of motivations and behaviour behind supporting causes in digital age. According to the study most people (82%) think that social media is effective way of getting more people to be aware of causes or other issues. 55% of survey respondents think that social media is effective way of raising funds. Survey respondents referred social media as their most important source of information related to causes. 65% of the respondents get in touch with causes through their friends and family who are in their network in social media. Most Respondents (78%) in this study think that Facebook is the most effective social media channel for causes to communicate their message. The importance of social media as the source of information is the most significant on a global scale. 30% of Respondents think that social media campaigns are in top reasons for supporting a global charity or cause. According to this same study the main motivations for sharing content in social media related to causes were: Being proud of being involved with a charity (61%), want to influence others to be involved with he same charity as I am (61%) and Feeling of having an impact (58%). (Georgetown University 2013, 3,6,7.)



Which of the following reasons best describes why you chose to take further action — beyond supporting the charity or cause on social media? Select all that apply.

Figure 8 Motivations for further action. (Georgetown University 2013, 15.)

This study shows that social media can help charities and causes to get more out of it than only “Likes”. 55% of the respondents who were communicating with causes in social media answered that they were likely to take more action: donating (68%), volunteering (53%) and donating goods (52%). Respondents think that the causes that are benefiting the most when people donate to them through Social media are children (37%) and animals (32%). (Georgetown University 2013, 14,16.)



I have been reluctant to support a charity or cause online because: Select all that apply.

NOTE: Percentages may sum to over 100% due to multiple responses.

Figure 9 Primary reasons for Social media reluctance (Georgetown University 2013, 18.)

Almost one in five (17%) of the respondents agree that they are not taking further action because they have doubts and concerns about where the money is really going. This study found that primary reasons for hesitating supporting charities or causes online are: sharing too much personal information and supporting a charity is more satisfying in person. (Figure 9.) 56% of respondents also said that first thing they do after seeing an interesting video of a charity, is to search for more information on the web. Survey data proves that information seekers need more transparent and reliable information available online. (Georgetown University 2013, 17.)

3.1.1 Search Engine Optimization and Analytics

Kananen (2013, 66-67) highlights that the functionality and effectiveness of websites must be measured continuously. There are several web analytic programs to track traffic on websites and visitor behaviour. The purpose of analytical methods is to find effective ways to acquire customers and optimize webpages. Two most important factors for a company's digital business are to get visitors to the webpage and get visitors to make the desired conversion, which is most likely the purchase decision. Without continuous follow up it is not possible to meet the conversion targets. The challenge of effective websites is that the visitors can't find them. Finding a site is about right keywords and whether the site matches the search engine algorithms. Network traffic can be very active to the website but doesn't lead to the desired outcome. The purchase decision can be divided into different phases and the planned step (conversion) is defined for each stage. By monitoring the implementation of the measures functionality and efficiency can be evaluated. Conversion can be watching a video, requesting additional information, subscribing to a newsletter or making a purchase decision.

According to Dodson (2016, 12.) Every time people make searches online they leave information of themselves behind. When this information is studied it gives insights of the individuals online search behaviour. Search engine optimization has three key things:

The searcher: The aim is to have people search for the organization and its services or products. To do so it is essential to understand the search behaviour behind every individual which allows to target them properly.

Website administrator: Site optimization needs to be aligned with customer searches. The intention is to compete with competitors in searches.

The Search engines: The aim is that the search engines will find the page and understand it for it to be seen.

Search marketing is an important tool for collecting customer insights based on online searches. The Digital Marketing Institute has created a model called "The 5P Model". Which will be studied in the next section. The purpose for the 5P model is to understand the customer search behaviour and understand the customer. 5P's will be reviewed next:

Person: Demographic data of the searcher including age, geographic location, gender.

Place: The geographic location of the searcher including country and city.

Product: This is the search topic or interest of the searcher and what drives them to make the search.

Priority: Priority determines the urgency of the matter and during which period the purchase will be made.

Purchase: Tells where customers want to buy and how.
(Dodson 2016, 12.)

The 5P model can be applied to understand the donors and gathering the customer insight data for Soi Dog. It can be used e.g. in online search: *Thailand animal sanctuary volunteer 2019*. Modified from Dodson (2016, 13.)

Person: Google Analytics tool offers a lot of demographic data of the searcher. There is no need to guess, because Google Analytics provides all this information.

Place: Search query tells what is the geographical place that the searched is interested in. Google Analytics provides this information.

Product: In this case the product the searcher is looking for is volunteering at animal sanctuary.

Priority: The priority for the search is in 2019 and the searcher is looking for options to volunteer in 2019.

Purchase: In this case there will not be any purchase, but it could also be a direct purchase if the searcher decides to donate on the website.

Customer search behaviour should affect on what type of keywords and content are added to the website and it should be studied from every angle of online optimization. Keywords must be used with relevant content. The website content should be written for both: search engines and the audience. The audience should not even notice that the content is SEO-optimized. The quality of content should not be spoiled because of SEO. (Dodson 2016, 12-13, 20.) Several organizations buy SEO services from the service providers. Optimization is continuous activity as the environment changes fast. What works today will no longer work tomorrow. There are hundreds of programs available for search engine optimization, some of them are free of charge e.g. Google analytics (Kananen 2013, 69-70, 87).

Digital marketers must set Key performance indicators (KPIs) for the business. KPIs have been used for Business analysis for years. KPIs indicate the process or what is missing in those areas that are relevant to the

functionality of website. KPIs allow to see relevant information from all data quickly. By defining and measuring KPIs provides a regular snapshot of every possible marketing measurement on regular basis. KPIs are defined by the company's management and are aligned with strategic business goals. KPIs should be based on existing data. KPIs also need to be measurable because they need to be measured consistently and significantly. KPIs must be easy to understand so that each employee can easily understand how the marketing is succeeding. One of the most important things for KPIs is that they can show what needs to be improved and where action is needed to improve marketing results. It is very important to define relevant KPIs that monitor how the marketing performs and allow making decisions for continuous development. (Ryan 2014, 84-85)

According to Ryan (2014, 86-87) relevant web-based KPIs could include for example; conversion rate, page views, bounce rate or cost per conversion (CPC). Conversion rate means the proportion of customers on a website that performs a predefined activity for example purchasing a product from the website, registering as a newsletter subscriber. The greater the conversion rate is, the better the site will reach the visitors. Bounce rate is the number of visitors who only come to the landing page and leave after that. Page views shows the number of pages the visitors are visiting in a certain amount of time. Bounce rate can be useful metric because it can inform that perhaps the page is not targeted properly. Keywords might be too common, or the landing page is not showing what the visitors are expecting to find. Cost per conversion is a calculation of advertising cost or a specific advertisement campaign where the ads are marked so that analytics can separate the resulting traffic. There are several other KPIs available online. Marketer decides which ones to use and what suits best for the purpose. Ryan suggest that companies should also consider using an external consultant in web analytics. The consultant can help to determine best KPIs.

3.1.2 Facebook

Facebook has over 1,2 billion daily users, two billion monthly users and over 60 million corporate pages (Facebook, 2018b).

There are many options available for defining the target group for Facebook advertisement. Facebook has different target group selection tools, which allow targeting a specific target audience. Facebook is using the knowledge that is already known of the target audience e.g. interests and behaviour. It is possible to define the target audience in three ways:

Core Target group: Audience is selected based on age and geographical location.

Customized target group: Current customers and Facebook contacts

Similarity groups: Using customer information at finding new similar customers. (Facebook, 2018b.)

Facebook allows finding customers based on location, interests, behaviour, demographic information and contacts. Target audience can be chosen based on their gender, age, marital status, education. Target audience can also be chosen based on their hobbies and other personal interests. Facebook allows reaching people based on past purchases and reaching people in a geographic location for example in a certain City or country. Facebook ads can be targeted to the followers or other audience if the aim is to find new audience for the Facebook page. (Facebook, 2018c.)

Facebook has a feature that allows users to create a Fundraising campaign in Facebook for a personal cause, Non-profit or a friend. Finding supporters through Facebook is possible by inviting friends. Making donation through Facebook is quite simple. Fundraisers have different categories such as Animals, Environment, Health and Medical. Non-profit Organizations get the funds through Facebook or through Facebook's partner Network for good. Donations can be made publicly or privately. Fundraiser and the charity can see donor's personal details. (Facebook, 2018a.)

Individual Facebook fundraising is an opportunity for Soi Dog to engage with donors and encourage individuals to raise money for Soi Dog. It is very easy way for any Facebook user to create own fundraiser, which can be shared within own friends. Soi Dog could encourage followers in Facebook to create own fundraisers. This could be an addition to supporter newsletters as well. Repeated messages related to this would eventually get the supporters attention and get them excited about this and help them to start own fundraisers.

Video marketing has grown explosively on Facebook and it offers many unique opportunities. Video offers an easy way to develop authenticity and building trust with the customers. Customers are more willing to make a new purchase after they have seen a video of the product. Previously due to lack of high speed internet there weren't enough options to use videos in social media marketing. Video advertising helps businesses to increase sales and it is also low-cost way to do it. It allows to show video testimonials of the product to the customers. Facebook also has an option for Live video streaming which creates transparency to the customers. Through live-videos the customers can see the business and it's a unique way to show them what happens behind the scenes. The opportunities for video marketing will continue to grow in Facebook in the future. (Rouhiainen 2016, 14-15.)

According to a study by Georgetown University's center for Social Impact Communication (2013,10) Facebook is the best platform to engage with causes online. Top reasons for liking a cause or charity on Facebook were: Show support to the cause publicly (67%), Follow updates of the specific charity (55%), Have an impact on my friends or family to also support the same causes. Interestingly the top reasons for "Unliking "a charity were: the charity posted too much content (43%), the content was not interesting or touching (40%), charity only asked for donations (36%) and charity didn't reply to my comments.

According to Rouhiainen (2016, 34-35) Google Trends (www.google.com/trends) offers valuable information about the customers and is a free research tool. It helps digital marketers to follow all Google search keywords by regional interests. Google trends allows Facebook marketers to target their advertising correctly. Another tool is Word Tracker (www.wordtracker.com). Keyword research is a SEO activity for websites but also discloses useful information for Facebook page administrators. Keyword research system helps to find out which words have been used more commonly to find a specific topic. Including these keywords to Facebook page or ad helps to attract more visitors.

Rouhiainen (2016, 51-52,56.) recommends a few basic strategies to improve the engagement on Facebook Business page. Many readers are viewing the posts from smartphones and this allows them to see the pictures easily. If the text in the post is long, using a question in the end is recommended. Communicate effectively on the page and always in a polite way. Sharing testimonials that are essential to followers is also recommended. Facebook business pages might have a lot of content but no shares or likes. These pages have no impact for the organization's marketing but require a lot of work. The content should be created from the audience perspective. Content should be created in a way that is relevant to the audience and what is currently happening in their lives. Marketers should not talk about "we" as a company, they should rather use word "you" which refers to the followers.

3.1.3 Seasonality

Giving Tuesday is a global movement which was founded in 2012 by Belfer Center for Innovation and Social Impact with United Nations Foundation. It supports philanthropy and charitable giving. Giving Tuesday is celebrated annually after US Thanksgiving Day and major shopping events such as Black Friday and Cyber Monday on the following Tuesday. Giving Tuesday starts the charitable season, when many people focus on charitable giving and year-end holiday season. Giving Tuesday connects different communities, charities and foundations around the world for one specific purpose: Charitable giving. Giving Tuesday utilizes the power of Social Media and the generosity of people to make real life changes in their communities. It provides a platform for them to encourage volunteering time, resources and abilities to meet local challenges. (Giving Tuesday, 2017a.)

Giving Tuesday is open for everyone to participate and it has been built in cooperation with various parties; non-profits, families, schools, individuals and companies. Participating in Giving Tuesday is free, and materials are available online free of charge. Materials have been produced by experts in charitable giving and are designed to help non-profits to use social media marketing and raise funds for their cause. Giving Tuesday creates an opportunity for non-profit's around the world to join the movement. Retailers have taken advantage of the coordination of national shopping days in different ways through different brands and channels. Giving Tuesday

offers non-profit sector the same opportunity. Giving Tuesday donations are made through organizations own websites. (Giving Tuesday, 2017b.)

3.2 Content marketing

According to Kivi Leroux Miller content marketing for non-profits means creating valuable and interesting content, that is relevant to the supporters, influencers and participants and helps the organization to move towards its mission. Traditional communications that has been used for many years for example newsletters, articles, e-mail are also content. The difference is that the new content that is produced is bringing the supporters towards the organization and attracting them instead of bothering them. (Leroux Miller 2013, preface xxvi.)

Social Media has played a key role in content marketing growth. For Example, Facebook and Instagram are channels where users are searching for interesting content including videos, posts and links. It is not possible to engage with customers without interesting content. Organizations need to have something useful to offer to the customers. (Ryan 2014, 304-305.)

Ryan (2014, 308-309) states that content strategy is a base for successful content marketing. Content strategy is the planning and engagement tool for engaging with the chosen target audience through content. In content strategy planning data analysis is important. Marketers should check the available data analytics on the website and on social media channels. It is important to study which content has been popular and which page has the best conversion into sales. While planning a content strategy these questions should be considered: What is the target group? What kind of data are the customers looking for? What type of content interests the customers? How to engage with current customers? How to find new customers? What is the main goal the company is trying to achieve by using content marketing?

Content Strategy should be documented. It would be advisable to summarize the strategy in a single page or two, so that as many people as possible in the organization can understand it. This simple strategic model explains why how and what content is created. KPIs should be included in the content strategy. Reviewing and updating the strategy is recommended to provide the content that the listeners seek and reach the strategic goals. (Ryan 2014, 308-309.)

It is important to understand where content marketing is placed within the organization and who is responsible for it. It should cover all marketing channels comprehensively. Content marketing is not only an advertising campaign or PR strategy. The importance of content in all marketing channels is crucial. Content strategy becomes increasingly important to dedicated marketers who understand the production process and how content could be used for a comprehensive marketing process. Content is at the core of search engine optimization strategies. Search engines support unique and high-quality content that improves user experience. Keywords and content gap analysis are good additions to content strategy, but the

strategy should be more comprehensive than keywords. There are many different content that can be created. What type of content is created depends mostly on the brand, target groups, budget and available resources. Principles that work with content marketing are the same. Creating content what followers consider interesting and then expanding the reach of the content. (Ryan 2014, 310-312)

Ryan (2014, 312-314) has listed different types of content that should be considered while creating effective content:

News and Blogs: This type of content is simple to create. Publishing site-related news is effective for many reasons: Search engines prefer regularly updated sites with up to date content. It informs them that the page is relevant to potential customers. Publishing short blog posts regularly gives the opportunity to promote and contact customers on social media channels.

Video: Video content is becoming more and more important for the success of digital marketing. Video presentations provide a good introduction of the company to potential customers. Videos can also be used for brand promotions.

Photographs: Instagram and Pinterest are becoming more popular and digital marketers should also focus on creating more content including pictures. It is advisable to do something different and for example publish photos of customers using the products. Ryan (2014, 312-314)

Ryan (2014, 315) recommends that after creating content strategy and deciding what type of content is most suitable for the organization creating a content calendar is useful to stay on schedule. Scheduling will also save time. The following should be considered while creating a content calendar:

Seasonality: Consider the seasons and trends that are relevant for business and focus on creating content in these times of the year.

Topics: Each month should have own powerful theme that has subcategories.

Timing: Planning each month, week and day helps increasing the content structure and regularity.

Sharing: Sharing content schedule helps everyone within the organization to see insights of the planned content. This will help to achieve the set goals. (Ryan 2014, 315.)

Target audience is a typical marketing term, but Kivi Leroux Miller argues that this term should not be used because the term involves old thinking about non-profit communications. It is much more useful to focus on engaging with people who share same interests as the non-profit organisation. Both terms target and audience represent same type of thinking where the communicator pushes the content towards people instead of creating new interesting content that naturally raises the interest of the audi-

ence. The goal of the communications should be creating a response to the content. Non-profit communications do not move straight to the direction of the audience anymore, communication goes back and forth between the organization and members of the community. Instead of using the term target audience Leroux Miller prefers using terms: participants, supporters and influencers while referring to the community who cares about the cause and are part of the organization. With participants she refers to volunteers and advocates who already have adopted the mission of a non-profit and are helping actively. Supporters are financial donors who support the work of the non-profit. Influencers are for example journalists or officials who have an impact on how people see the non-profit and their work. (Leroux Miller 2013, 4-6.)

According to Kivi Leroux Miller one of the reasons for Non-profits success is the ability to communicate long-term from one week to the next week with the community on their level. (Leroux Miller 2013, 12.)

Outbound marketing is pushing ads directly to the recipient. TV advertising is a good example of outbound marketing. Inbound marketing concentrates getting the recipients attention. An article that was found while searching on the web under specific theme is inbound marketing. The idea is to create useful and relevant content, so that people who are searching information of the same field will find the organization. The organization becomes known for its valuable information and trusted source and people decide to share it with their friends and family. After that people start searching the organization because others have referred the content as relevant source of information. Leroux Miller states that if the non-profit already has adopted a donor-centred approach to the communications content marketing should be natural next step. (Leroux Miller 2013, 26-27.)

Setting content marketing goals is very important but it is more complicated in the non-profit world than it is in the for-profit world. In business world the objective is always to make sales. In non-profit world the goals are more complex, and the desired outcomes vary. Non-profits may want people to participate in programs, donate money or work as volunteers. (Leroux Miller 2013, 46.)

According to Lieb (2012, 12-14) Content marketers are today's publishers, this might seem distant, but they must adapt to it. Lieb recommends the following steps towards successful content marketing practices:

Audience: It is very important to know the people who are listening to the communications and it is a lot easier to plan communications in advance when the organization knows the people. This cannot be overemphasized.

Messages and Key Themes: Once the audience has been defined it is time to focus on the message and key themes the organization wants to share with the audience. Organization should not focus exclusively on the organizations products or services, instead they should try to see what is the real concern that the people have that affects their lives. Marketers should use knowledge that they already have of the audience.

Frequency framework: It is not necessary to publish daily blog posts or tweets but doing it only once a month is not enough and it is also risk of being left behind. Therefore, it is important to establish a frequency framework and create a schedule with deadlines. Marketers should plan different type of content in advance and it is ready when the deadline comes up.

Editorial calendar: Detailed editorial calendar should be planned. Plan daily and weekly content in advance and add it to the frequency framework. This allows the organization to communicate with quality content in regularly according to the timetable.

Regular features: This is very commonly used editorial way of creating content. For example, horoscopes, weather, and other repetitive things on a newspaper are regular features. Regular features are helping to create interesting content constantly.

Interviews: If there are no creative ideas available, one way of producing content is to interview others. People who are specialized in the same field, colleagues or fans. Marketers should create a list of potential interview themes.

User-created content: This type of content is a new way of producing quality content. Marketers should create clear guidelines for users and kindly ask them to create content. Next, the users will create the content for the organization.

Comments and feedback: Commenting and feedback should be possible in all social media channels. Social media is a platform for conversations and helps to engage with the customers. The comments also help to see what the customers want and what type of content they wish to see. Active presence, polite communications and no lecturing the followers.

Listen: Marketers should listen to the people and what they are talking about in social media. Listen what they talk about in the feed and in other channels.

User-generated content is a way of engaging with the audience. User reviews, ratings and shared stories are all user-generated content. By noticing all the comments, reviews and feedback people write the organization shows that they care and wants to stay in touch with their audience. At first some organizations resisted allowing commenting and feedback on social media sites because they were afraid of negative comments. All reviews whether it is negative or positive are user generated content and help build trust, because it is coming from the customer not from marketing perspective. (Lieb 2012, 148-149.) Soi Dog is engaging with the audience for example through TripAdvisor, Facebook and e-mail. People can leave reviews and comments. This is a great way of talking to the audience, engage them and let them know that there is a real person behind the posts.

According to Davenport (2017) the way a charity tells its story is very important for the Foundations success. What is usually missing in the story is empathy. Empathy differs from sympathy. Empathy is a connection people have with each other. In philanthropy sympathy usually appears as donors feeling sad about a certain issue. Humans have the desire of relating to others. The value Non-profits can create to their donors is the connection. Non-profits usually share their stories using the same format; telling that someone needed help because they had a problem they couldn't solve. Luckily, they connected with the charity who could help. The problem with this format is that charities do not make a meaningful contact with the audience. Good ways to connect with the audience are common values and beliefs and life experiences. Values define people and communicating the values and beliefs is an effective way to communicate with the audience. Another way to find something in common through storytelling is life experiences. These can be general feelings; joy or sadness but when these feelings are shared it offers the donors a possibility to have an experience. Storytelling and vulnerability can be used for donor retention.

Georgetown University's center for Social Impact Communication (2013,14) study found that storytelling in social media transforms consciousness into action. 56% of respondents agreed that stories are a key to inspire them for further actions; after reading a story on social media they were willing to act and do more.

According to Lieb (2012, 4, 207.) content marketing has no strict rules. There are guidelines and best practice but mostly it is best to use common sense while doing content marketing. The secret of content marketing is that what works for one organization does not work for another organization because they have different audience and character. Interesting part of content marketing is that it is very creative. At the same time all the creativity must be controlled by discipline, measurements and accuracy. Content marketers are publishers who can make videos, tell stories, take photos and use them as part of the content. As important as the creative content is to choose the right metrics and decide how and why they measure the results.

Supporters want to hear more of the results the organization has achieved, and it is possible to communicate the result in many ways. Kivi Leroux Miller (2013,257.) recommends using the following methods:

A dramatic story: Marketers should share a story with the supporters and tell stories that present the achieved goals. People want to hear exciting stories.

Timeline: Marketers need to explain what the non-profit has achieved one step at a time. Think carefully how to describe this long-term goal-oriented progress what the organization has achieved.

Before and after: Very powerful way is to share before and after photos or videos with the audience. This is an easy way to understand the change and the results non-profit is creating.

Behind the scenes: Taking people behind the scenes to see where the non-profit really operates helps donors understand the importance of their contributions. This is where most donors do not usually get to see or even are not able to see.

Overcoming an unusual challenge: Has the non-profit achieved something which is almost impossible to achieve? Marketers should share the results with the audience, because the audience will think it is interesting.

Client testimonials: Marketers should allow community members tell about the results. Followers and donors love stories straight from the centre of the events, where they can see how their gift affected on someone else's life. It is possible to hide personal data of the client if necessary. (Leroux Miller 2013,257.)

Soi Dog has applied most of these methods in weekly communications with the followers. Soi Dog uses a lot of before and after photos and videos of the animals in Facebook and Instagram. This has been very successful. Most of the stories are dramatic because the animals face so much abuse while living on the streets. Sharing the stories of the animals is usually sharing dramatic stories and overcoming unusual challenges. Soi Dog started posting daily Instagram Stories in august 2018. These are live videos or photos from the shelter and they allow followers to see what happens in the shelter almost in real time. This is a great way of showing the supporters what happens behind the scenes at Soi Dog shelter. Soi Dog is also sharing client testimonials by sharing pictures and videos of adopted animals. To develop communications and engagement with the supporters the researcher proposes the following methods:

Dramatic story: Soi Dog has a great story behind it and how it started from scratch. (Appendix 6) Soi Dog has grown fast. Maybe it is not clear to all followers how everything started and what challenges were faced in early days.

Timeline: Gamble illustrated in his book how a children's charity used visual images and iconography to show their supporters what the organization had achieved annually. The charity used numbers and icons to show how many children they had helped every year. This information was summarized in one picture. (Gamble 2016, 167-168.) Soi Dog could also use this approach for example in the context of annual reviews. Soi Dog has been in existence for 15 years. Soi dog could use visual content marketing to show by images and numbers what the organization has achieved since the beginning. e.g. sterilizations, adoptions, number of volunteers and community outreach programs.

Before and After: This type of content has worked very well. Appendix 5. is an example of the content. It could be useful to apply it into something

else than only pictures of the animals. For example, showing how it affected to a volunteer's life to come and spend a time in Phuket with the animals.

Behind the scenes: This type of content is very interesting for many supporters and the researcher suggests putting a lot of effort by showing the followers what happens at the shelter and in the animal hospital. This promotes transparency.

Overcoming an unusual challenge: Street animals suffer a lot and unfortunately get in road accidents. In many cases it seems almost impossible that the animal survives and recovers from the accident. Soi Dog has many of these stories to tell, where the animal was rehabilitated with physiotherapy. Maybe there is a different angle of telling these stories that has not been used yet.

Client testimonials: Asking adopters to share their stories with the adopted animals on video. Seeing the real bond between the dog and owner is priceless. Ask volunteers share their stories, why did they end up being volunteers? This would be a great way to show the followers the large spectrum of people who volunteer and all the nationalities. Soi Dog could kindly ask sponsors to share their stories and motivations for giving.

3.3 Summary

There are some key differences between for-profit and non-profit marketing. Most non-profits provide services rather than products. Marketing services is more complex than marketing products. Digital channels are the most important channels for Non-profits to engage and communicate with supporters. Social media marketing is targeted, personal and interactive. Social media is ideally suited for customer engagement and creating communities.

Digital marketers need to know their audience and what the audience is interested in. Creating different customer personas helps to understand the customer. Effective digital marketing plan requires customer knowledge. Social Media has played a key role in content marketing growth. Interesting content is bringing the supporters towards the organization and attracting them. Marketing aims to influence the target audience through interesting communications. It is important to know the people who are listening the messages. The key is to communicate long-term with the audience on their level. User-generated content is a new way of engaging with the audience. Reviews, ratings and shared stories are all user-generated content. By acknowledging the comments and feedback the organization shows that they care about their supporters.

4 RESEARCH METHOD

4.1 Action Research

Kurt Lewin (1890-1947) and John Dewey (1856-1952) are often mentioned as pioneers of Action research. Kurt Lewin was the first who used the term action research in 1946. In Lewin's research in 1940s the three features of action research were noticed: collaboration, democracy and the blending style of theory and practice. (Kananen 2014, 18.)

The introduction to action research in the guide books can be a little bit misleading. Action Research is not an actual research method. It is more of an approach where practical development and research have been combined. Theoretical interest is usually guiding traditional research. Action research is guided by practical interest, the objective is to find out how things could be done differently. Action research aims at finding information which can be applied in practice. (Valli & Aaltola 2015, 204-205.)

Action Research is a qualitative research method. Research subjects can be easily divided into two categories: qualitative and quantitative research. The material for the research will be collected using the selected research method. A research method is needed while reading and analysing the findings. According to Strauss & Corbin 1990, Qualitative research means any kind of research which aims to find new discoveries without any statistical or other quantitative methods. Qualitative research uses words and phrases while quantitative research uses numbers. Qualitative research aims at deep understanding of the phenomenon. The analysis of qualitative data is a cyclical process where collecting and analysing the data alternate with each other. (Kananen 2014, 20-21.)

Action research studies the way people behave. Rationality and goal orientation are part of human's genetic behaviour. Action research changes routines by using human intelligence. Action research focuses on social activities which are based on basic interaction. Traditional research explains how things are and creates theoretical knowledge based on the findings. Action research focuses on finding information that can be used in practice. A benchmark for traditional research has been in natural sciences, whereas action research has applied influences from social sciences and pragmatism. Action researcher is involved in the research, making a deliberate change intervention in the research. Action researcher is included in action and is influential. A traditional researcher is usually external and impartial. Action researcher aims to empower people to trust their own capabilities and creates change. Action researcher encourages people to make change which contributes to development from their perspective. Reviewing at the research subject from the inside will influence the researchers approach to the material and the analysis. Traditional researcher acquires the research material from an external point of view. Action researcher uses own findings as a part of the research data or in addition to the research data. (Heikkinen, Rovio & Syrjälä 2007, 16, 19- 20.)

After action research has been successfully accomplished things have changed from the past. The change affects social practices and new ways of thinking. The researchers own thoughts and ideas change during the research process. New things aren't always recognizable or predictable. Many times, the researcher finds out that presumptions of the research subject were wrong. It is not possible to write an accurate research plan prior to action research. Data acquisition also cannot be described in detail. Researcher learns while doing the research more about the subject and more about the research methods. Planning the research in advance is crucial even though it can't follow the plan all the way to the end. Sometimes the most important research question rises unexpectedly during the research project. In the planning phase the researcher outlines the research setup, research questions and ideas for field work. Successful fieldwork is based on theoretically and practically justified research questions. (Heikkinen et al. 2007, 86- 87, 96-97.)

4.2 Action Research Spiral

Several consecutive cycles are forming the action research's spiral. The Action research spiral was created by Kurt Lewin and other researchers have developed it further. The basic idea is the same in every action research spiral model. Action research is "a swirl" where thinking and activity are related to planning, action, observation and reflection. (Heikkinen et al. 2007, 80-81.)

Kemmis and McTaggart (2000, 595) described Action research as participatory research. According to them Action Research involves a spiral that consists of the following steps: plan for a change, observing and acting the change process, contemplating and studying the effects, replanning and after all doing the same again.

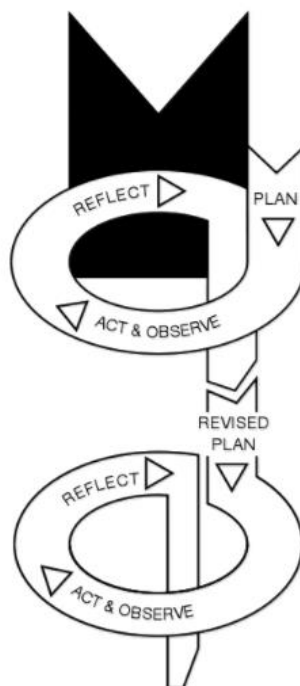


Figure 10 A simple model of The Action Research spiral (Koshy 2005, 4.)

Figure 10 describes the spiral model of Action Research according to Kemmis and McTaggart. They don't advise using the model precisely, because the model presents the research process, but it describes the phases in a simple way. In practical terms, all the phases are overlapped, and they can't be separated. (Koshy 2005, 5.)

The Action research spiral has often been criticised for being inflexible. The number of cycles is not meaningful criteria while evaluating action research's success. The researcher might get disturbed by the paradigm of the spiral model. Sometimes it is not possible to see or separate the cycles. The continuity and development of action research can be included only in one cycle. The basic research idea, planning, action and evaluation are more important than the amount of cycles in action research. (Heikkinen et al. 2007, 80, 82.)

Action research allows the researcher to observe a phenomenon and develop an action plan to enhance practices. The three main reasons for choosing action research as the research method are: The desire to do research that solves problems and leads to a change, growth and improvement in a situation, the research has special objectives and targets and there's potentiality to achieve these objects and action research promotes cooperation within the community. Researchers who wish to solve problems and find solutions for them usually select action research as their research method. The action research process increases professional growth and opportunity to create positive change. The method is ideal for researchers who aim to provide valuable information because of the research, supported by theory and data. (Craig 2009, 6-7.)

4.3 Data collection

According to Mligo (2016, 78-79.) There are many different types of tools, methods and techniques available for collecting data in research. Each method is being used to answer the specific research question.

Data collection sources can be divided in two parts: secondary data and primary data. Secondary data is data collected by previous researchers and the purpose for collecting it could've been totally different. Primary data is something the researcher collects while doing the research. When collecting data by using primary sources the researcher must decide what kind of method to use. The data collection method is selected based on the research question and what kind of data is needed for this type of research. (Ghauri & Gronhaug 2002, 76,81,85.)

According to Kananen (2014, 77-79) the data collecting methods of action research do not differ from other qualitative research methods. He argues that Action research is more of a research strategy than a research method. The research problem is defined in a new way and the methods used for

collecting and analysing data may vary according to the situation. The methods of collecting data in action research are: Observation, interview, written sources and surveys. Different types of observation are: hidden observation, direct observation, participatory observation and inclusive observation. Observation can be used to define the research problem, implementing change and evaluating the results. Interviews are divided into open interviews, theme interviews, surveys and interviews.

According Heikkinen et al. (2007, 94-95.) the purpose of Action research is to develop activities in a community. Researcher is also required to observe, analyse and understand the changes. Researcher is familiar with the topic based on previous research and literature. In the field work the action researcher participates in the process. Researcher has a change-oriented community in which s/he wants to influence by participating in the production of research data.

4.3.1 Observation

The biggest advantage of using observations as a research method according to Ghauri & Gronhaug (2002, 90.) is that it allows collecting data from a direct source in a natural environment. In addition, observation allows the researcher to interpret the situation differently to what interviews and surveys are capable of. In Field observations (participant observation) the researcher is a natural part of the event. The researcher observing the situation is a part of the organization and sometimes researcher might even join the organization to make observations. One challenge while doing participant observation is that the researcher might be strongly affected by the new situation that it might be difficult to stay neutral to the issue or situation.

Saunders, Lewis & Thornhill (2012, 343-345) divide participant observations into four different types: Complete participant, Complete observer, Observer-as-participant and Participant-as-observer. Complete participant role means that the researcher tends to join the group. Researcher does not reveal the real purpose of getting into the group. Complete observer role means that the researcher also does not want to reveal the real purpose of getting into the group, but researcher is not joining the group activities. Instead s/he is only observing the activity. Observer-as-participant means that researcher will focus on observing but the purpose for this is known by the entire community who is involved in the study. Participant-as-observer role means that researcher is participating in the activities and everyone in the organization knows that s/he is doing research.

In this study the researcher is in the role of participant-as-observer. Observations were made while volunteering in Soi Dog Shelter and the community was aware of the research.

4.3.2 Interviews

Interviews are an effective method for collecting data in research. Interviews are based on a great interaction between the respondent and the interviewer. Two types of interviews are used in research: structured interviews and unstructured interviews. Structured interview often called as Survey research has a standard format and emphasis is on fixed response options. Structured interview often uses quantitative measurements and statistical methods. Unstructured interviews give more flexibility to the interviewer. Interviewers role in unstructured interviews is to open the discussion, listen and record the answers. The dialogue is not planned, and the interviewer gives almost complete freedom to the respondent to tell about the topic. (Ghuri & Gronhaug 2002, 100-101.)

Different types of interviews can be used in defining the research problem and the factors that affect it. If the change focuses on people and their actions, the assessment of change requires interviews or surveys besides collecting facts. Interviews can be categorized according to the number of participants as individual or group interviews. Theme interview means conversation between two people one theme at a time. The researcher has previously defined topics that are being discussed with the interviewee. The research ideas are obtained from the preliminary view of the phenomenon. Deep interviews free interview form since a deep interview discusses a topic without themes. A deep interview is also called an open interview. Interview is one of the most used data collection methods in qualitative research. According to Kananen the definition of the right interview is very important for the success of the research. There are many interview techniques and one of the most important tools for interviews are questions. Properly set questions provide reliable information. Questions can be divided into open and closed questions that can be answered yes or no. These questions may also concern facts such as How old you are? Open questions use words such as: Why, What? They cannot answer the question in one word because the answer requires justifications. Presenting wrong questions can interrupt the whole interview process. (Kananen 2014, 87-88.)

According to Ghauri & Gronhaug (2002, 102) while planning the interview the researcher should first analyse the research problem, understand what information is needed to find the answer to the research problem and think how to find the answers.

Researcher's intention is not to find general information or assumptions. The aim is to gain real insights of the studied phenomenon. Interviewees can easily provide general answers if the relationship between the interviewer and the researcher is not confidential. The following should be considered while planning the interview (Josselson 2013): Qualitative research aims at genuine experiences in a natural environment. At the end of the interview the researcher should ask the interviewee to clarify the issues to ensure the affiliation of the phenomenon. If the interviewee uses many metaphors the content of the message should be clarified by using clarifying questions. The researcher must be very neutral regardless of the answers received through the interview. The interview sit-

uation should be in a genuine environment and it should be recorded. The researcher is a listener and acts as a of information. Hypothetical questions should not be put forward because research does not look for assumptions. (Kananen 2014, 94-97.)

According to Heikkinen et al. (2007, 110.) Action research typically uses theme interviews. Researcher defines the interview questions including the themes. The interview supports the observation of changes. Usually interview is held at an individual level, but group interviews are also used methods.

4.4 Ethical perspectives

There are several different factors that affect the research ethics. Throughout the research process, there are many ethical factors that need to be considered to conduct the research ethically. The following ethical guiding principles are a part of different phases of the research. The researcher must always act openly and be truthful. The quality of the research is determined by the honesty and objectivity of the researcher. If there is a conflict of interest that should be recognized. This also means that the researcher must avoid any kind of fraud, dishonesty, distortion of findings and information. Privacy of the individuals who are participating in the research should be a top priority. Participation in the research must be voluntary and the researcher must to avoid causing any kind of inconvenience for the participants. Research focuses on finding answers to questions: who, what, when, where. Therefore, it is not focusing on the individual who gave the answers. Research should be anonymous, and the individuals need to remain unidentified. Reliability of data is also likely to be high if confidentiality and anonymity are ensured during the research process. Research findings should be reported accurately, and the analysis and interpretations must be checked and corrected in a case that there are false interpretations. The researcher has the responsibility to check the accuracy of the data. The key for ethical research is that the researcher takes an ethical approach at every stage of the research. (Saunders et al. 2012, 230-232.)

Ethical issues may occur at any stage of the research; starting the research and finding ways for collecting data, while collecting data, analysing the results and reporting the results. All research methods have ethical concerns, but qualitative research methods are often more likely to have them. Ethical and legal issues are also associated with data storage and data protection as the researcher is also responsible for storing the data carefully. (Saunders et al. 2012, 249-250.)

5 ANALYSIS

The definition of analysis is difficult as the concept of analysis is often understood in different ways depending of the researcher. During the research the data is collected through various methods, afterwards the data (interviews, research diary, observations) are changed into written form. When the material is processed into an understandable written form, the researcher tries to find an explanation of the studied phenomenon. Transcribing data means writing previously recorded material in a written form. Afterwards the material can be processed by analytical methods. Theme interview material is written into words as clearly as possible. Transcribing data can be done with a few different techniques and levels of accuracy. (Kananen 2014, 104-105.)

Soi Dog’s Fundraising, Finance and Marketing departments and Regional representative of German speaking countries were interviewed individually between March- April 2018. Theme interviews were chosen for these individual interviews because theme interviews allow conversation between the researcher and interviewee. Therefore, theme interviews were the most suitable data collection method for this research.

INTERVIEWS			
Interviewee	Code	Location	Date and time
Fundraising Department	F1	Soi Dog Foundation	March 15 th , 2018 10.00AM- 12.30 PM and March 20 th , 2018 1.00-2.00 PM
Fundraising Department	F2	e-mail	November 30 th , 2017.
Finance Department	FI1	Soi Dog Foundation	March 16 th , 2018 01.00-02.00 PM
Marketing Department	M1	Skype	April 26 th , 2018 7.00-8.00 AM.
Regional representative of German speaking countries	R1	Skype	April 22 nd , 2018 12.00-01.00 PM.
Volunteer Coordinator	V1	e-mail	April 5 th , 2017. April 19 th , 2018.

Table 3 Research interviews

Table 3 illustrates the interviewees, interview times and dates and locations.

All theme interviews were recorded, which allowed the writer to carefully listen to them and transcribe the data in written form. In this study the data was transcribed in written form in standard English language. Research diary was also transcribed in written form. All The material in this study was transcribed in standard English language by deleting spoken language. Interviews aim to find the most accurate description of the current situation of Soi Dog Foundation and its Fundraising methods. The interviews took total of 5,5 hours and written material was 25 pages.

During the analysis, the material was anonymized. Names and nationalities of interviewees were removed. It was commonly agreed with the interviewees that a written study only discusses about representatives of each department, to maintain the anonymity of the interviewees. Research data including recordings and notes will be permanently deleted after 3 months the research was published.

The primary goal of the research is to find a solution to the research problem and research question. (Kananen 2014, 109.) The qualitative analysis does not have only one analytical method. Instead there are different perspectives and ways in which the material can and should be systematically studied. There are numerous options for doing the analysis, however the analysis can not only describe the collected data alone. Analysis of theme interviews can be implemented for example by interpreting and theming the data. The researcher summarizes the essentials of themes in own words and associates own interpretations with theory. The researcher must justify all the decisions made during the analysis stage and explain why the choices have been made in order that the research is credible and reliable. (KvaliMOTV, 2006a.)

Theming is a consistent way of analysing theme interview materials. After transcribing data, the material can be sorted by different themes. All themes that have been discussed with the interviewees are usually found in different interviews, but they may be found in varying degrees and different ways. Sometimes the themes may resemble used theme interview questions, but this is not always the case. The themes are mostly composed of the written research material by looking at the meta data and drawing unifying or separating findings. Theory oriented theming is also an option of analysing the research data. The transcribed data from the interviews should be analysed with open mind. (KvaliMOTV. 2006b.)

In this research written interview material was analysed according to selected themes. These themes were found from the theme interview questions as well as from the theoretical part of the study. Themes are the following:

- Theme 1. Current situation of Soi Dog Foundation
- Theme 2. Soi Dog Supporters
- Theme 3. Donor engagement and acquisition

Theme 4. Social Media and Digital Marketing

Theme 5. Regional networks

This research was also analysed based on the researcher's own research diary and observations during the time of volunteering. There was no personal connection between the researcher and the interviewees before the interviews. The researcher had not previously participated in the Foundations operations.

5.1 Research diary

First day at Soi Dog Foundation started with filling volunteer forms. Volunteer form has volunteers' personal information including emergency contact's, length of stay, home address. The day continued with one-hour tour of the shelter and video training. Volunteers staying for minimum three days or longer will be assigned a run. Main role for volunteers at Soi Dog is to socialize with the dogs. Many of the dogs have been abused in the past and building trust with them is one of the key things.

Soi Dog has 200 full time Staff members including 12 Veterinarians. There are many visitors at the shelter, some of them spend only a few hours, some of them spend the whole day at the shelter. Visitors come from all over the world for example: Denmark, Sweden, Italy, Australia, UK. The atmosphere at Soi Dog is very welcoming and relaxed. Many visitors bring supplies for the dogs with them for example medication, dog food or toys. Visitors are not charged for a fee but many of them donate online or leave cash donations.

Volunteers also come from all over the world. During the first week at Soi Dog there were approximately 20 volunteers from UK, Belgium, Italy, USA, Australia, Canada. Volunteers stay between a couple of days, one week or months. During the second week there were less volunteers and visitors.

During the first week I met the regional representative of German speaking countries. It turned out that Soi Dog used to have more activity in Finland but in the recent years there has not been that much activity or adoptions. We agreed to have a Skype interview where we could discuss more detailed of the development needs.

The atmosphere at the shelter is hospitable and friendly. Staff is very helpful and caring. The shelter is well-maintained. Staff takes animal welfare very seriously. This is an advantage of the acquisition of new volunteers and donors. Volunteer coordinator also requested leaving a volunteering review on greatnonprofits.org. and TripAdvisor. Training new volunteers was well organized and safety was also considered to be a top priority.

It was challenging to make observations during the volunteering time because the shelter, dogs and staff were new to me. I was focusing on the dogs but at the same time observing the activities and how they were operating. Volunteers do not see what happens in support functions and how

the fundraising is done. Visitors and volunteers are only seeing the Foundation's normal daily routines.

5.2 Early Days of Soi Dog

In the following chapters the results of the individual theme interviews are analysed. The history and current situation of Soi Dog Foundation are studied first.

An Interviewee of Fundraising Department started by telling about Soi Dogs early days. In 2004 was the Asian tsunami. The tsunami was a major milestone for Soi Dog because it brought Soi Dog to International attention for a couple of reasons. One because people from Soi Dog were actively assisting the local community for both human and animal side. Nobody else was doing it for the animal side. The tsunami was in International media for a long time and that brought Soi Dog straight into the consciousness of people around the world. (F1)

That was very important period because it allowed some of the supporters that we still have today from those regions to be more involved. They wanted to help by setting up regional offices with the main objective of obtaining the charitable registrations which will allow fundraising in countries like US and Canada. (F1)

The interviewee (F1) continued by telling about a specific campaign which was a great success in the past. In 2012 a production company in the UK was interested of the work that Soi Dog started doing in Thailand to stop the Dog Meat trade. This company in the UK created a video, which was known as "IDK" which stands for I didn't know. The video featured several celebrities, many from Downtown Abbey. The IDK-campaign really allowed for that message to be carried by famous people. That video was not an exclusive video for Soi Dog, it was more of an awareness video that this company wanted to put together and Soi Dog used it by putting the logo on it to promote specifically the issues in Thailand. Uniqueness about the video was the shooting and blocking of scenes. It was very compelling and very strong because people would see the reaction of actors watching a screen. People didn't see what the actors were seeing. People could only hear the noise of dogs being slaughtered alive. The angle really worked because they were not showing any core images, only playing emotional reactions. (F1). The interviewee (F1) commented about the video:

The way that the video was used was through an engagement, it wasn't just one off; this is the video, give us the money. It was really telling the story and having several points of context throughout the journey where people could either get a little bit more information or get a different angle of the story. (F1)

This type of video campaign has been very successful in the past because it included well-known celebrities who caught people's attention. The author proposes that an International advocate, who is a well-known person

would be useful for Soi Dog to increase awareness and visibility in Social Media.

5.3 Current Situation

According to the interview data the biggest market for Soi Dog Foundation is the US, following countries include UK, Canada, Australia and Europe. Most of the Fundraising comes through digital sources. Majority of the revenue comes through Facebook.

Table 4 illustrates the interviewees comments about current situation of Soi Dog Foundation.

CURRENT SITUATION			
Fundraising (F1)	Finance (F11)	Marketing (M1)	Regional representative (R1)
Approximately 65-70% of the money we raise comes from the USA. Following we have UK, Australia and Canada.	Most of Fundraising comes through digital advertising through Facebook. 90% of revenue comes through this source. Approximately 80% of donations come from the USA.	Majority of the supporters are in the USA, Europe, Australia, Canada, UK.	Last year we established Soi Dog International, which is in Switzerland. The intention of Soi Dog International is to overview all the regional activities.
We do get some money from Thailand and we are now focusing on raising more money from the local population.	The most important donors are regular givers who donate monthly; givers who donate 10-100 \$ per month.	The reason for Soi Dogs rapid growth was Facebook fundraising.	The final idea is that Soi Dog International is working “like an umbrella” for all Soi Dog Foundations worldwide.

Table 4 Interview findings about current situation of Soi Dog Foundation

According to Fundraising Department (F1) the Anglo-Saxon world is the biggest supporter of Soi Dog. Soi Dog gets some money from Thailand and is now focusing on raising more money from the local population. Finance department (F11) commented:

Facebook advertising is huge, and it creates, 90% of the revenue Soi Dog makes. Individual bequest is about 5-8%. Cash donations in Thailand are very small, but we are trying to increase that through face-to-face program. (F11)

According to Finance and Fundraising departments Soi Dog is also putting an effort to engage local community. Fundraising department commented:

We do get some money from Thailand and we are now focusing on raising more money from the local population. (F1)

The most important donors are regular givers who donate monthly. Second one is bequests, people leaving money in their will. Finance department sees that bequests is an area that could be improved:

That is an area where we could certainly improve and needs more focus. That could generate more revenue, because it generates to some charities almost 30%. (F11)

Due to International growth Soi Dog International was established in 2017 in Switzerland. Regional representative of German speaking countries explained that, this is the “umbrella” charity for all Soi Dog Foundations. It has just started, and the organization is not defined yet.

The intention of Soi Dog International is to overview all the regional activities. (R1)

According to Marketing department (M1) the reason for Soi Dogs rapid growth was Facebook Fundraising. Soi Dog was one of the first charities to start using Facebook strategically. (M1)

5.4 Soi Dog supporters

Based on the interview data a typical Soi Dog supporter is a woman, between 35-60 years of age living in the USA, Canada, UK, Australia or Europe. Typical supporter is heavily interested in animal welfare issues. All interviewees (F1, F11 & M1) had similar views of who is a typical Soi Dog supporter. The profile is well defined and monthly donor base is wide; 20 000 supporters. Approximately 65-70% of all donations comes from the USA. Table 5 illustrates the interviewees comments.

WHO ARE SOI DOG SUPPORTERS?		
Fundraising (F1)	Finance (F11)	Marketing (M1)
35-45+ old women, mainly English speaking based in the United States.	Females, living in the USA, between 35-60 years of age.	Women above the age of 42.
Many wealthy communities, who love animals.	Soi Dog has 20 000 regular givers who donate money on monthly basis	who are heavily interested in welfare of animals.

Table 5 Soi Dog supporter profile according to the interviewees

This target group is typical among the charities and Soi Dog is aware of it. Interviewee of Marketing department (M1) pointed out:

This is also a major target group for major of the Fundraisers. Fundraisers are far more likely to get a committed donor within this demographic group than for example 19 years old male. Most of charities are targeting older women. (M1)

Finance department (F11) commented:

Other groups may also be University students, but they are less likely to donate because of student loans and lack of cash. There's an understanding in the Fundraising industry that some groups may give more generously than others. (F11)

Since most charities are targeting the same audience it is very important that Soi Dog becomes the favourite cause among its supporters. According to Rosen (2011, 69.) organizations should focus on what donors want. While communicating with the donors focus on what is their interest to get their attention and focus towards the organization. This will make it much easier to secure the donation at the end.

In chapter 2.1.3. it was discussed how different demographic groups relate to philanthropy. The majority of Soi Dog supporters are Generation Xers. Research has evidence that generation Xers are generous givers. They are likely to support a few preferred charities. They are also potential bequest givers.

According to Fundraising department (F1) majority of the donors are individuals, but Soi Dog also has corporate foundations and family foundations. Soi Dog has corporate donors, but they are corporate owners who decide to donate through their business. The nature of the relationship is therefore individual:

Corporate donors are from all over the world. Medical and food donations are Thai based but when it comes cash donations they come from all over the world. (F1)

5.5 Donor engagement and retention

This research has determined the donor profile of typical Soi Dog supporter. Donor engagement and retention is one of the core topics of this research. These topics will be reviewed next. Soi Dog has been engaging donors by regular communications

DONOR ENGAGEMENT AND RETENTION		
Fundraising (F1)	Finance (F11)	Marketing (M1)
Soi Dog has decided to focus on the acquisition of regular donors rather than individual donors. Regular giving secures a monthly cash flow.	We are focusing on retention of exciting givers. If we don't take care of our donors, they will wonder why they are writing us a check every month.	Soi Dog does 98% of Fundraising digitally. The main mechanism to engage with them is through Email and additionally very active Facebook following.
We never had a recognition program, where people get acknowledged. Because you donate at this level, these are the benefits that you get.	The engagement of our 20 000 existing donors reduce the number of people who stop to give us money.	Soi Dog is probably one of the ten best charities in the world at acquiring digital donors but historically it has been poor at initial engagement and keeping donors.
We don't have a strong system to keep people onboard and strengthen their loyalty.	There is a regular communication with the new givers and regular givers.	Soi Dog has been a little bit of a victim of its own success, because Fundraising and other departments had to mature very quickly.

Table 6 Donor Engagement and retention according to the interviewees

Table 6 illustrates research findings regarding donor engagement and retention. In this research it seems that Soi Dog Foundation has been very good at acquiring new digital donors but has not focused very much on donor retention or created a donor recognition program where donors get acknowledged because they donated. This has been affected by the rapid growth of the Foundation. Based on the research findings donor retention should be high on priority list. Donors should be engaged to make them feel wanted and make them understand what Soi Dog is doing and to understand where the funds are spent. The primary channels for engaging donors are e-mail and Facebook. Next the research findings will be discussed in more detail.

According to Marketing department (M1) Reactivation in Fundraising terminology really involves going back to donor database and targeting campaigns of those people who used to donate but for whatever reason no longer donate, they need to be brought back on board and re-activated.

It is cheaper to keep an existing donor, than it is to get a new donor. Soi Dog has been poor at that but is currently working on this. (M1)

Marketing department (M1) sees that Soi Dog has not focused on re-activating donors:

Soi Dog has been poor at declines and re-activation. Declines and re-activation primarily involve regular monthly donors. For example, if someone's payments start failing, Soi Dog ignores it. (M1)

However, interviewee of Marketing department (M1) has a development idea:

Soi Dog should be following up with the donor and say we noticed that the last two payments of your dog's sponsorship failed, could we please help you to get a valid payment method associated with your sponsorship. (M1)

Fundraising department (F1) agrees, that Soi Dog has not focused on retaining existing donors. Fundraising department also remarks that Soi Dog does not have a strong system to keep donors:

We didn't have a proper retention program. We clearly look at those people who start filtering, they donate and maybe they miss one month, and we re-activate them, or they re-activate themselves spontaneously. (F1)

Fundraising department (F1) thought the Animal sponsorship program would need some improvements. Interviewee commented:

We haven't created tiers or levels of sponsorship for somebody who sponsors 20 dogs per month (which we have). It's not different from person who sponsors only one dog per month. Understanding how to be more donor centric is something that we need to do. Focusing on learning about the profile of the ideal donor of Soi Dog. Creating personas and really understanding who the ideal person is who interacts with us. (F1)

By reflecting the theory of digital marketing in chapter 3.1 creating digital customer personas is crucial to be able to understand the audience and who the ideal Soi Dog supporter is and creating Soi Dog's Digital customer personas.

However, Fundraising department (F1) thinks that sponsorship program has a great advantage because it creates immediate connection between the individual and sponsored animal. All Foundations do not have this kind of approach which creates strong emotional connection between the Foundation and donor.

Finance department (F11) describes donor retention methods as follows:

We have content writers who write from the dog's perspective. We retain their interest through a sponsorship of dogs. We retain them by telling what we are doing through Facebook promotions, regular posts, live videos. When people sign up to face-to-face in Bangkok we send them a Thank you - email and a second email a week later to thank again. (F11)

Interviewee of Finance department (F11) states, that there is ongoing engagement with supporters, who donate large amounts and are familiar with Soi Dog.

People who donate large amounts are engaged. They are familiar with us and know us and we know their faces. It is the lady who wants to give us 10\$ a month and who we have never met. She donates through the bank, if we don't engage her she is just as important than someone who gives large amounts. Those are the ones that drop out, major givers are not the ones that drop out, they are easy to retain. (F11)

Marketing department (M1) sees rapid growth as the biggest challenge for Soi dog. Rapid growth can be negative or positive and it is usually both.

The biggest challenge for Soi Dog is that it has grown faster than it has been able to cope with. The challenges there are putting into place effective donor reactivation program and the other major challenge is diversifying into other fundraising mediums such as: phone, face- to- face and direct mail. (M1)

Another challenge according to Marketing department (M1) is effective use of available data in Donor Management system:

Soi Dog has a lot of data of its donors in Donor database. In the last 3 months Soi Dog has been using the data but still has a lot to improve. Donor Management database system which records gifts, communications and donor behaviour. Soi Dog has the data in the Donor Management system but is not making a great use of it. (M1)

The number of visitors has been growing monthly. Fundraising department sees this as an advantage but at the same time engagement is needed:

We don't have a proper designed marketing structure to engage with these visitors. We are following up now, collecting their names and e-mails and trying to thank them for their visit. Follow up with them as soon as possible, see if they are interested in donating. (F1).

Fundraising tactical approach means that the organization needs to start thinking the relationship between the charity the donor. Fundraising Department commented:

We need to find out what is the thing they are interested in? What is the thing that really hits him or her from emotion perspective? Do they see themselves supporting for a long period of time or just one-off? What are the convictions in their life that facilitate the ability to donate or hinder the ability to donate? What are the so-called vehicles that they can contribute to it? (F1).

5.6 Social media and Digital marketing

Soi Dog did not follow the traditional path of Fundraising and leapfrogged straight into digital. Soi Dog has been a pioneer in digital marketing and social media fundraising. There are only a few non-profit organizations who invested exclusively into digital as Soi Dog did. Majority of non-profits still have the traditional approach of Fundraising including posting things on their website and redirecting people to the website to find more information and donating (Table 7).

Based on the interview data Facebook is the main digital channel. Marketing department commented:

Facebook is the dominant one of current digital channels, about 90% of Soi Dog's effort goes into Facebook. The other channels are face- to -face fundraising and e-mail. Soi Dog has done some telephone fundraising in the past. (M1)

Marketing department (M1) explained that Soi Dog often runs two step digital campaigns on Facebook and other social media platforms. Interviewee described the social media campaigns as follows:

First, we identify people who are interested in animal welfare related matters and after that we target those people with e-mail and Facebook advertising towards conversion of financial donors. (M1)

Marketing department continued discussing the advantages of Facebook advertising as follows:

Soi Dog reached a ton of people on Facebook platform. Facebook is a very rich environment for being able to target potentially very qualified donors and convert them to donors. (M1)

According to Fundraising department (F1) Soi Dog tends to use Facebook ads more through a very specific journey:

We put prospects until they start donating for example, people sign up a petition, then you get first ask, second ask, third ask and between them you have different angles of the issue, tell the story in different angles, its longer-term engagement. As you tell the story and you ask for money, you are engaging them. (F1)

Facebook has organic distribution and paid advertising distribution. According to Marketing department (M1) Soi Dog has a team of two people who post advertisements. Soi Dog has built up a strong organic following, 1,3 million followers. Soi Dog gets a reasonable degree of revenue from organic content. (M1)

SOCIAL MEDIA AND DIGITAL MARKETING			
Fundraising (F1)	Finance (F11)	Marketing (M1)	Regional representative (R1)
Soi Dog has not followed the traditional path of Fundraising. Soi Dog leapfrogged straight to digital.	Main source of revenue is digital online donations. The most important donors are regular givers who donate 10-100 \$ per month.	95% of Soi Dog supporters are found by using Facebook. Soi Dog invests significantly on Facebook advertising.	Fundraising team in Phuket is focusing on current donors, sponsorships, Facebook ads, newsletter and YouTube videos.
We have focused very much in one channel, which is digital and especially Facebook. We focused exclusively to acquire new donors through digital and acquire new regular donors more than one time.	If Facebook reduces more and more, we would have to look other outlets by which to generate online revenue. We must look at the trends.	Soi Dog spends very aggressively on Facebook and the return on investment is very good. Soi Dog's level of spend, they usually reach 8-10 million people with one campaign.	They are not looking for regional volunteers who are willing to spend some time running an event or doing other fundraising events in their country.

Table 7 Social media and digital marketing according to the interviewees

Table 7 illustrates the interviewees comments of social media and digital marketing. According to Marketing department (M1) 95% of Soi Dog supporters are found by using Facebook. Soi Dog has focused on finding regular donors more than one-time donors. Soi Dog invests significantly on Facebook advertising. Soi Dog has grown very fast about \$400 000 US revenue in 2011 to \$9 million US this year (2018). According to Marketing department donors could be segmented as follows:

There are characteristics that you might use while segmenting donors. An example would be people who are not regular monthly donors versus people that are monthly donors and you treat them fundamentally differently. For regular monthly donor you want to be focusing on monthly engagement and upgrades and giving more every month. For one-time donors you want to be focusing on converting them into regular monthly donors. (M1)

Content marketing plays a key role in Soi Dog's digital marketing. Fundraising department (F1) explained the benefits of content marketing:

We are trying to look at what is the reaction that people have to the content both in terms of what is said but also in terms of visual images and how images are presented. It is perhaps an obvious thing but the before and after pictures have always worked very

well for our donors because we tell the story within just a few pictures. Because of the immediacy of showing what are the results of your contribution, people tend to donate more quickly and more emotionally. (F1)

Soi Dog Foundation has been a pioneer in digital marketing, however Marketing department (M1) sees that there is also another side of it:

Soi Dog's weakness is that the organization has become lazy because digital marketing has worked so well, and it's not invested in other channels. It is not a bad idea not to invest in them, but it certainly is a weakness and a risk factor. (M1)

Soi Dog is focusing on ongoing supporter engagement in Facebook. Fundraising department (F1) commented:

We have two people who have an eye on Facebook and e-mails to see how people react to information that goes out. The more you interact in the feed below the post, the more you strengthen the engagement. (F1)

The interviewee of Marketing department (M1) commented of the Future of Facebook as follows:

In a case that Facebook disappeared tomorrow, Soi Dog would need to invest seriously and heavily in conventional fundraising channels such as direct mail, phone and face to face. (M1)

Finance department (F11) had a slightly different approach:

The impact of Facebook is having now is reducing. We monitor the success rate and that deepens on how much money we spend on the advertising. The impact in recent months has gone down. We must monitor that very closely. If Facebook reduces more and more, we would have to look other outlets by which to generate online revenue. We must look at the trends. (F11)

In this research it seems that Instagram is seen as another option for social media advertising:

Instagram is treated as another placement option within Facebook advertising. Instagram is nowhere as good as the Facebook news-feed in terms of converting people into donors. (M1)

Fundraising department (F1) thinks that Soi Dog is not embedded in the local community in the US or have programs or rescue animals in the US. Soi Dog does not run country wide awareness campaigns on the ground with volunteers in the US. However, Fundraising department thinks that Giving Tuesday is worth the effort:

When you do a Giving Tuesday campaign among other things, it is attached where those campaigns really operate best and for us being part of giving Tuesday movement means that we need to be willing to invest earlier on a few months ahead. Some of the cam-

paings are more region specific, giving Tuesday is very big in the US but in the UK is not big enough. (F1)

Year-End campaigns and Giving Tuesday are an opportunity for Soi Dog because many of the supporters are from the US. Giving Tuesday movement is very big in the US. On the other hand, Soi Dog is doing well with the digital and has a wide base of regular donors. The researcher has come to a conclusion that Giving Tuesday campaign is something that should be considered in the future, because it has a lot of potential in terms of fundraising.

5.7 Regional networks

Soi Dog is a registered charitable organization in Thailand. Finance department described the need for regional networks: To be able to generate income from around the world we have established a few boards that operate as independent charities within their own country. For example, we have a board of directors and a charity registered in the UK. They have about 4-5 volunteers they are all board members. They are not paid, they have volunteer status. They are not allowed to be paid salary, so there is not a conflict of interest. They are responsible for generating exposure to Soi Dog through the UK market and raising revenue. (F11)

According to Regional representative of German speaking countries Soi Dog International was established in 2017 and is in Switzerland. The intention of Soi Dog International is to overview all the regional activities. The organization is not yet defined. (R1)

Finance department (F11) states that, the Swiss charity has full control of the funds and is monitoring them:

Different currencies come throughout the world and we must deal with foreign exchange rates and generate the best return we can. The Swiss charity has the responsibility for monitoring how we receive funds and how we dispense funds. That is very highly controlled and is visible. (F11)

According to Fundraising department (F1) the regional networks do not have a structure yet. They are more coalesced way of bringing together volunteers who can offer some support but the majority 98% of the activities that they have the purpose of raising funds is run from Phuket. Soi Dog has limited growth of the regions as entities that are running programs on their own, whether they will ever run programs, or they will focus on awareness on certain programmatic things.

According to Fundraising department (F1) Soi Dog does not have a systematic way to interact with the regional volunteers;

It is for the organization to grow and become more disciplined in setting up structures and connecting with the right people on the ground to start developing the relationship with the volunteers or

fundraisers because they go out and raise money for Soi Dog. Volunteers may end up being donors or adopters or they might be a part of the network that open doors to new supporters. (F1)

According to Fundraising department (F1) Regional volunteers are mainly focusing on adoptions instead of fundraising:

A lot of the regional volunteers are working on supporting the adoptions. The Fundraising is still very limited outside of Thailand. From the digital perspective it would not make sense to duplicate the same efforts somewhere else. (F1)

6 CONCLUSIONS

In the last chapter, the results of the research are studied, and conclusions are drawn. Further development proposals are presented. The aim of the research is to offer Soi Dog Foundation a study with its current situation and development ideas how to improve fundraising through digital marketing.

According to Philanthropy Outlook 2018 & 2019 report by Indiana University it is very crucial to get to know the donor base of the organization. Organizations need to focus on the principles of Fundraising in the future. This needs extra care as knowledge about the donors and donor retention rates are generally below 50% and these rates have been very low the last five years. It is important to understand donor’s motivations for giving to a charity, personal qualities to be able to build long-lasting relationships between the organization and donor. (Indiana University 2018, 34-35.)

6.1 Soi Dog’s Strengths

Table 8 illustrates Soi Dogs strengths according to the research data. According to research findings Soi Dog has many strengths and many of them are connected to Digital marketing and digital acquisition. Fundraising department (F1) highlighted the SEO knowledge as one of the biggest strengths. Soi Dog is looking at trends and monitoring performance. In chapter 3.1.1 it was noted that succesful digital marketing requires continuous monitoring and testing.

SOI DOG’S STRENGHTS			
Fundraising (F1)	Finance (FI1)	Marketing (M1)	Regional representative (R1)
SEO knowledge, looking at analytics and trends and constantly monitoring those. It is testing of various propositions and seeing what works best and keeping eye on the content.	Our umbrella charity is recently registered in Switzerland. The Swiss charity has the responsibility for monitoring how we receive funds and how we dispense funds.	Major strength is digital acquisition (Facebook directly and email).	Soi Dog has been very succesful at doing sterilizations.
The donors are centred and the only way we can maintain that engagement is by dedicating a lot of time and effort in engaging with them.	The number of visitors is growing significantly every year.	Exceptionally good donor care; if people contact Soi Dog with questions, complaints etc. Soi Dog responds to them.	

Table 8 Soi Dogs strengths according to the interviewees

In this research it seems that Fundraising department and marketing department agree that Soi Dog has a good donor care and is active in social media by replying to messages and comments. This builds trust and transparency to donors. Regional representative of German speaking countries (R1) commented that Soi Dog has been very successful at doing sterilizations, this reflects to Soi Dogs mission. With sustainable funding, the organization can move towards its long-term goals and mission.

The number of visitors is growing every year. This is excellent for Soi Dog because it increases global awareness because the world is the market for Soi Dog.

6.2 Key findings

Ten key findings of this research were identified in the analysis phase of the research. Table 9. illustrates the top ten key findings of the research. These will be discussed next. Soi Dog leapfrogged straight to digital and reason for Soi Dogs rapid growth was Facebook fundraising. Major part of the donations come from women and from the United States. Soi Dog has data available in the Donor database but could use it more effectively.

TOP TEN KEY FINDINGS	
1. Soi Dog leapfrogged straight to digital. (F1) The reason for Soi Dogs rapid growth was Facebook fundraising. (M1)	2. The fast growth of Soi Dog, thanks to great fundraising, has brought up a lack of organization which needs to be handled (R1)
3. Soi Dog has focused very much in one channel, which is digital and especially Facebook. (F1)	4. Major part of Soi Dogs donations come from women. Approximately 80% of donations come from the USA. (F11)
5. Soi Dog does not have a strong system to keep people onboard and strengthen their loyalty to the organization. (F1)	6. Digital marketing has worked so well, the organization is not invested in other channels. (M1)
7. Soi Dog is probably one of the ten best charities in the world at acquiring digital donors but has been poor at initial engagement and keeping donors. (M1)	8. The engagement of our 20 000 existing donors reduce the number of people who stop to give us money. (F11).
9. Soi Dog has a lot of data of its donors in Donor database, but it is not leveraging the data effectively. (M1)	10. In the future we are looking at potential to expand throughout South-East Asia, with a partner program. (F11).

Table 9 Top ten key Findings of the research

In this research it seems that Soi Dog Foundation is aware of the importance of retaining donors but is not doing it effectively yet. Long-term relationships with the donors could be improved. Donor engagement and retention should be high on priority list. The researcher proposes that Soi Dog could invest in Donor engagement and recognition program and acknowledge different levels of loyalty. In chapter 2.2. Giving USA report recommended charities to acknowledge their supporters' different levels of giving. Soi Dog could focus more on the development and less to immediacy of funding because regular giving has grown to cover the expenses.

Heyman (2016,114) recommends interviewing or surveying donors regularly to understand them better. What kind of loyalty benefits they wish to get and what kind of programmatic issues are most interesting for them. Membership campaigns should reflect organizations mission.

In chapter 2.2 Sargeant & Jay (2010, 125-126.) recommend that maintaining loyalty of existing donors should target 70-80 % of the fundraising budget. According to Fundraising department (chapter 1.5.1) 65% of Soi Dog's total fundraising budget is used for Facebook advertisement. When the focus was at donor acquisition, this approach has been very successful. Soi Dog has developed a wide supporter base and the focus should be towards donor retention instead of acquisition. The researcher proposes that this could be slightly changed, and more funds should be used towards donor retention.

Donor engagement programs are usually associated with terms called "membership" and "benefits". These benefits usually include written recognitions, access to special events or sometimes gifts. (Association of Advancement Services Professionals, 2018.)

Soi Dog should look at holistic picture and what is the goal they need to achieve in terms of Fundraising. According to Fundraising department (F1) when the organization raises a lot of money they have bigger responsibility to use it effectively. One of the biggest challenges is to focus on not raising funds right away but develop other streams e.g. major donors or raising money from capital campaigns, other proposition that are linked more specifically to the development of the program versus the need for money to pay for bills. (F1).

Soi Dog has not invested in other channels other than digital, which can be a risk factor. The researcher has come to the conclusion that traditional Fundraising methods such as. face-to-face could be used more among the local population or in Bangkok.

6.3 Development ideas

The regular giving has grown beyond the cost of the facility. This enables future growth plans and expansion. Soi Dog is looking at expanding throughout South-East Asia with partner programs and working together with other animal welfare organizations who have the same mission as Soi Dog does and share the same strategy that sterilizations are the only ethical way to reduce numbers of stray animals.

Soi Dog experienced rapid growth and has been a little bit of a victim of its own success. This brought up several challenges. When the organization is growing fast there is a possibility they miss the organization behind it. This can be compared to start-up organizations who experience rapid growth and are not able to keep up with the fast growth. Finding the right staff, proper accounting, processes, job descriptions, responsibilities and human resources, it takes time to determine these. This also applies to regional networks; regional volunteers also need guidelines. Therefore, controlling the growth and monitoring funds is crucial.

Table 10 illustrates the development proposals by the interviewees of each department. The interviewees had different development ideas, but they were all related to donors and growth.

DEVELOPMENT IDEAS	
Fundraising (F1)	The regular giving eventually has grown beyond the actual cost of the facility and cost of running Soi Dog. Now that we are out of the survival mode, what can we do?
Finance (FI1)	One of the challenges is controlling the growth and making sure we spend our money carefully. Other challenge is to implement systems and policies that give us a strong foundation for the growth. Other challenge as always for charities is Fundraising. We are always in need for more money because there is so much to do in South East Asia in terms of animal welfare and dog meat trade.
Marketing (M1)	Soi Dog should focus more to donor retention and exploring other fundraising channels other than digital.

Regional representative (R1)	We are not very efficient with fundraising in German speaking countries. This is something we need to focus on. There is so much potential.
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Table 10 Development ideas suggested by the interviewees

Fundraising is always a challenge for charities. Finance and Fundraising departments commented:

It is crucial that we look closely how we operate and the number of staff we have and where the money is being spent. (F1)

Fundraising is not sales. Otherwise it would not be called Non-profit. (F1)

Interviewee (R1) thinks that Soi Dog is not very efficient with fundraising in German speaking countries. That is something Soi Dog could focus on, because there is a lot of potential. Fundraising department (F1) commented:

We are trying to understand how we can tap into a very German based approach, not only in their language but also what is that the German public is more interested in hearing. (F1)

Soi Dog has been successful because Facebook-marketing has worked very well. This is something that cannot be trusted on forever but focus on how to ensure future funding by following the digital trends. Information about successful fundraising campaigns could be shared between departments. Strong internal communication is a key to success in digital marketing. Selected KPI's could be shared within the team to succeed in digital campaigns. Team meetings could include information of the current situation of Fundraising and digital campaigns. The challenge here is that Soi Dog has volunteer staff members who are not physically in Phuket, however Soi Dog could use technology and arrange e.g. Skype-meetings.

More advertisers are using Facebook, which means the cost of donor acquisition is becoming higher and higher. There is a possibility Facebook will not work after five years. Now the regular giving eventually has grown beyond the actual cost of the facility and cost of running Soi Dog. (F1) Soi Dog is out of the survival mode. This is an interesting challenge and opportunity at the same time. It is an opportunity for growth and challenge in terms of keeping the existing donors.

6.4 Reliability of the research

The trustworthiness of the research is examined in science through validity and reliability. These concepts have been developed to measure reliability, for example in natural sciences. These are not well suited for measuring the reliability of qualitative research or action research. However, the quality and trustworthiness of qualitative research must be measured in some way. According to Mäkelä (1990,48). The trustworthiness of qualitative research can be evaluated by the adequacy of the materials, the scope of the analysis, evaluation and repeatability of the analysis. The trustworthiness of action research assessment is based on accurate documentation of the research results, used methods and data collection. (Kananen, 2014, 125-126, 131,134.)

According to Hopkins (2002) there are differences between validity and reliability. Validity reflects the internal coherency of the research and reliability reflects the generalizability of the research findings. Action research and qualitative research often focus on validity because the research focuses on researching a case rather than an example. However, generalizability is often possible and research results can be applied to other similar situations. (Koshy 2005, 106.)

In this research the amount of transcribed interview data was 25 written pages, which is not a lot comparing to other studies which have research data of roughly 100 pages. However, the researcher found that the quality of the data was comprehensive, and conclusions were drawn. In qualitative research large amount of data can also be a disadvantage. In this research there was large amount of data and it was not possible to analyse all the data related to fundraising and digital marketing. The interviewees were from different departments and their responses were somewhat different. In this research several studies that were done in the USA and UK were used as a source. These studies were chosen for sources because the majority of Soi Dog supporters are from the USA and UK. University studies and journals and studies made by Associations were rated as reliable sources. For example, Georgetown University's research surveyed 2004 American adults, to understand more of motivations and behaviour behind supporting causes in digital age. The sample size of this research was quite comprehensive.

Indiana University, Lilly Family School of Philanthropy specializes in Philanthropic studies. Giving USA reports were also considered trustworthy sources because Giving USA Foundation publishes data of charitable giving and trends. Giving USA Foundation was established in 1985 and it has provided data for over 60 years. (Giving USA, 2018a.)

6.5 Summary of results

The objective of this research was to find out what is the current situation of Soi Dog Foundation in terms of Fundraising and how to make Fundraising more efficient through digital marketing. This research looked answers through two research questions: “How can a non-profit organization create effective fundraising through digital marketing?”

Theoretical part of this research focused on the motivations for giving, giving behaviour and digital marketing (Chapter 2 & 3.) Based on this understanding Soi Dog Foundation can inspire donors to give more. Transparency and trust are very important factors in ethical Fundraising. Timely communications with interesting content which are of interest to listeners are a key to successful digital marketing.

Second objective was to improve donor retention and engagement. It was answered through second research question “How can a non-profit organisation engage and retain supporters?”

It is cheaper to keep an existing donor than to find a new one. Soi Dog does not have effective donor retention or re-activation program yet. Soi Dog does not have levels in sponsorship program and there is no difference between donors depending on how much they donate. However, the Sponsorship program has a great advantage of creating immediate connection between the individual and sponsored animal. In this research the researcher proposes the idea that understanding the donors is a key to develop long-term relationships with the donors. Understanding their motivations for giving and creating digital personas increases donor engagement. Donor Management database records communications and giving behaviour, therefore it is a useful tool that could be used more to understand the donors.

Action Research aims to create change and development. It was used as research method in this master’s thesis. Action research proceeds in cycles. It is not uncommon that during the study the research question also changes. In chapter 4.1. it was noted that it is not possible to write a complete research plan for action research. Many times, the researcher finds that the presumptions were not correct.

In the beginning of the study the objective was to fundraise for Soi Dog Foundation using social media’s marketing channels. The objective of the campaign was to raise awareness and find new donors for Soi Dog. Fundraising is always considered to be a challenge for charities. In the beginning of the research there were three research questions:

“How a non-profit organization can maximise funding opportunities through digital marketing?”

“How a non-profit organisation can use digital marketing channels to raise awareness of their own charity cause? “

“What kind of opportunities social media marketing creates to a non-profit organisation?”

However, this research found that Soi Dog leapfrogged straight into digital. The research questions were modified later to meet the organization's needs and find useful data. This change can be compared to an action research cycle.

The results can be used for educational purposes. Research findings can also be applied to other similar charities and their fundraising activities. However, it should be noted that Soi Dog has been very successful in digital marketing and has a wide supporter base. Non-profits who do not have that yet, should start by looking at digital fundraising methods and building up a sustainable donor base.

Soi Dog aims to grow in the future and cooperate with other animal welfare organizations. Loyal and engaged long-term donors are prerequisite for growth. Development of donor relationships is the change this research found. It secures sustainability of the funding.

6.6 Author's word

Writing this master's thesis has been great educational journey. While doing this research I learned a lot about philanthropy, fundraising, giving behaviour and digital marketing. This topic also has an ethical and social significance.

It was an honour to write the research for a good cause and in International settings. I would like to thank all interviewees and staff of Soi Dog Foundation for their support and cooperation.

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THEME INTERVIEW QUESTIONS FOR FUNDRAISING DEPARTMENT

1. What is the current situation of Soi Dog Foundation?
2. Social media: current channels, KPI's and target groups?
3. Donor retention and donor acquisition?
4. Future growth plans?
5. Seasonality in fundraising?
6. What are the biggest challenges for Soi Dog in terms of fundraising?
7. Cooperation with regional networks?
8. Future prospects for Soi Dog in terms of Fundraising?
9. Development ideas?

Appendix 2

THEME INTERVIEW QUESTIONS FOR FINANCE AND MARKETING DEPARTMENTS

1. What is the current situation of Soi Dog Foundation?
2. Who are Soi Dog's supporters / donors?
3. How do you attract new donors from different backgrounds (age, geographic location, gender)?
4. Social Media channels and digital marketing?
5. Are you only focusing on social media as digital is major way to raise funds for Soi Dog?
6. What do you think are Soi Dog's strengths and weaknesses?
7. What do you think are the major challenges for Soi Dog's growth and success?
8. What trends (Digital) are happening in the world that might have positive/ negative impact on Soi Dog?
9. What do you think Soi Dog should be doing more or less of?
10. Development ideas?

Appendix 3

THEME INTERVIEW QUESTIONS FOR REGIONAL REPRESENTATIVE OF
GERMAN SPEAKING COUNTRIES

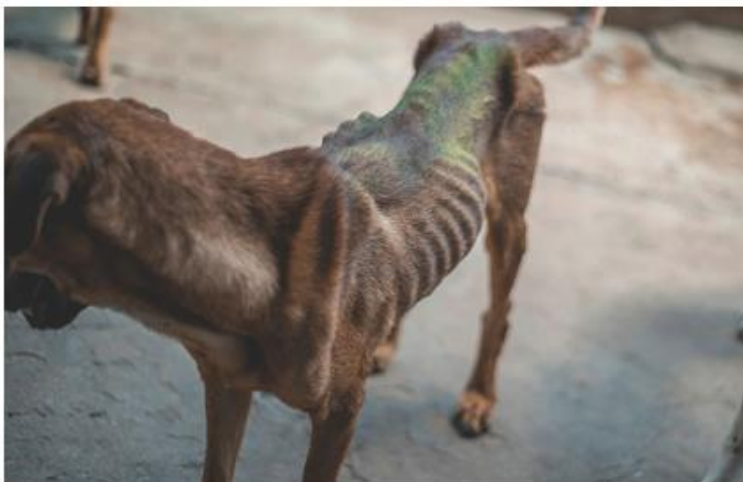
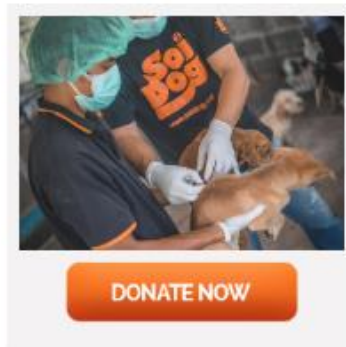
1. What is the current situation of Soi Dog Foundation?
2. What is the main role of regional networks especially in German speaking countries?
3. What do you think are Soi Dog's strengths and weaknesses?
4. What do you think are the major challenges for Soi Dog's growth and success?
5. What do you think Soi Dog should be doing more or less of?
6. Development ideas?



Dear Jonna,

When thousands of dogs were rounded up by government officials in a panicked reaction to a rabies scare, it was the beginning of hell on earth for these terrified animals.

Over 3000 were incarcerated in a make-shift shelter that wasn't in any way equipped to cope and disaster rapidly unfolded.



With a severe lack of food, medication, and vaccines, thousands of dogs tragically died from preventable diseases, fights, and starvation. [Those who have survived still need your help.](#)



When news of this animal welfare disaster reached our shelter over 1,000 miles away, I issued an urgent appeal and compassionate people like you responded.

Thanks to that support, Soi Dog Foundation was able to deploy a rapid response mobile team with life-saving medication and vaccines.



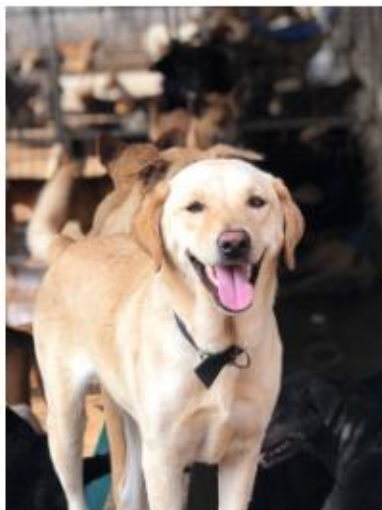
With a Soi Dog veterinary team working at the facility for the last three months, the situation has improved significantly, with hundreds of dogs receiving intensive care and being brought back from the brink of death.

But now that the surviving dogs are on the road to recovery, what is their future? **[These desperate animals are still in urgent need of help.](#)**



Unless we act now, these dogs, having already been through so much, will spend the rest of their days in unsuitable conditions in a basic facility that cannot care for them.

Some are disabled or in need of specialist treatment and need to be flown to our hospital in Phuket. **Your support** will mean they can be given **hope for the future**.



With our partner rescues in North America ready to re-home many of these deserving dogs, your kind gift can also help fund their transport out of Thailand to the loving homes that await.

After all they have been through and survived, will you please donate to help them?



Many of these dogs will have been **grabbed from the streets** - the only home they have ever known. The sudden loss of their freedom means they are depressed and at very real risk of **shutting down completely**.



Other dogs are surrendered pets, discarded by owners caught up in the rabies scare and unwilling to vaccinate and care for their dogs. Can you imagine the confusion and trauma these innocent animals have endured? **[Please act now to help suffering animals like this!](#)**

With your support, abandoned, traumatised animals can be provided with love and medical care, and ultimately, a new life.





Jonna, when I first witnessed the horrors these dogs were enduring, I promised them I'd do everything I could to help them heal and find a better future. **But I can't do it without you.**

Will you please join me so that together, we can change the world for suffering animals?

Thank you for giving these dogs a future.

John Dalley
Co-Founder
Soi Dog Foundation

P.S. Please donate now so that we can end the suffering of man's best friend. These dogs deserve a brighter future. Let's make sure they get it.

Soi Dog Foundation, 167/9 Moo 4, Soi Mai Khao 10, Tambon Mai Khao, Amphur Thalang, Phuket 83110,
Thailand
Phone +66 76-881-029
www.soidog.org



HISTORY OF SOI DOG FOUNDATION

Appendix 6

John and Gill Dalley got married in Phuket, Thailand in 1996 and visited the island several times after that. The Dalley's moved permanently to Phuket in 2003. On their previous visits to Phuket they had noticed the large number of stray dogs and cats. The animals needed veterinarian care and had various diseases and wounds. The Dalley's thought the problem was massive. At the time there were approximately 50 000 animals living on the streets. John Dalley had thought of doing some voluntary work helping homeless dogs and cats prior arrival to Phuket. However, when they had relocated to Phuket they realised how shocking the problem was. As the couple started investigating if there was already some help available for the street animals they met Margot Homburg a Dutch citizen who was also living in Thailand. Homburg had been doing some sterilizing in her old neighbourhood in Bangkok working together with local vets and had just recently moved to Phuket. Homburg had established a charity called Soi Dog Foundation. They decided to join forces and started working tirelessly towards their long-term goal: mass sterilization of dogs. In the long run, this would be the way to reduce the number of homeless puppies who live their life on the streets. (Johnson & Johnson 2015, 9-12.)

In 2004 Gill Dalley was saving a street dog from a flooding field and only a few days later she got a blood poisoning from bacteria from the flood water. She was in a coma and the doctors weren't too optimistic about her recovery. Her both legs had to be amputated. Gill Dalley survived the accident and was discharged from the hospital in December 2004. Only a few days after the Tsunami hit South East Asia including Phuket area killing thousands of people. Gill Dalley was helping people in the crisis area, even though she had just experienced a personal tragedy. After that the Dalley's started to help the animals affected by the natural disaster who had lost their homes and sources for food and water. This natural disaster was a turning point in Soi Dog's history. Their story had spread widely to the public. Months after the disaster the foundation received help from international volunteers and veterinarians. Soi Dog was also admitted a two-year grant from charity called: World society of the protection of animals, whose fundraising events were very successful after the tsunami. Soi Dog could employ veterinarians and other medical staff for the first time. (Soi Dog Foundation 2010-2017d.)

Soi Dog Foundation had their first clinic in Phuket after the tsunami and was taking care of most of the animals they found from the streets. The new clinic was not yet a shelter, but they were taking care of almost hundred animals. In early 2006 Soi Dog was given a chance to use a government owned area in Northern part of Phuket as a shelter for dogs. The foundation invested almost \$ 90 000 for rebuilding the shelter and a new clinic. Soon after the reconstruction was finished they received a notice from Thai Government advising that they should leave the premises as

non-government should be operating in the government owned facilities. Soon after this Soi Dog started to look for new area where they could operate, run the clinic and the shelter. In 2008 the charity found suitable land which they ended up renting and building a new shelter. The shelter accommodates 400 hundred dogs and cats. Today Soi Dog owns the land in Mai Khao. (Johnson & Johnson 2015, 5-6.)

In 2011 Soi Dog started a campaign against Dog meat trade. It was estimated that in that time approximately 500 000 dogs were transported to Vietnam and sold for human consumption. Dog meat trade was illegal only because legislation was banning transporting un-vaccinated dogs because this could spread diseases such as rabies. Soi Dogs undercover team members saved thousands of lives making several arrests. In previous fifteen years only two arrests had been made towards dog meat traders. In 2014 Thailand introduced its first animal welfare law in the history. Soi Dog Foundation was a part of the board that was preparing the new legislation. John Dalley was one of the few foreigners who has been involved in preparing new legislation in Thailand. Animal welfare law prohibits eating dog and cat meat and prevents animal abuse. (Soi Dog Foundation 2010-2017d.)

Dog meat trade is one of the biggest animal welfare issues in Asia where the availability of dog meat is widespread. Soi Dog is constantly working towards stopping this unethical act. Soi Dog has been able to stop Thailand's dog meat trade and is now focusing on helping dogs in neighbouring countries. In Vietnam Soi Dog is working with the government and national television to raise public awareness towards the dog meat consumption and health related risks. Roughly 5 million dogs are butchered for their meat every year in Vietnam. Soi Dog is working with government officials also in South Korea and aiming to shut down the dog meat farming and the whole industry by making strict animal welfare laws. Soi Dog has also funded animal activists in China to help save dogs from dog meat trade and dog meat festivals. Soi Dog is raising public awareness of the dog meat trade and trying to change the attitudes against the whole dog meat industry. (Soi Dog Foundation 2010-2017c.)

Researches have shown that the overpopulation will be decreasing naturally once 80% has been sterilised. Sterilisation is the only sustainable and ethical way to prevent new puppies being born. It is estimated that by 2025 the amount of street dogs in Phuket area should be minimal. (Soi Dog Foundation 2010-2017b.)