How can Fairfood International attract new online individual donors?

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Date: May 31, 2012

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How can Fairfood International attract new online individual donors?

-An analysis of online individual giving strategies for NGOs and recommendations for implementation at Fairfood International.

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Executive summary

The major objective of this thesis is to help Fairfood International analyze the current online fundraising trends and give some possible online fundraising recommendations to implement.

Fairfood International, a non-governmental organization, focuses on advocating and campaigning food and beverage companies to take responsibility and concrete steps towards more sustainable supply chains. Fairfood International currently and in the past has received funding from governmental institutions and private foundations.

However with the fast development of internet especially for the big boom of online communication through social media tools and the wide usage of e-banking, fundraising from individuals online becomes a more cost-effective way to get donations. Also, governmental funding is decreasing in the world and therefore donations from individuals become very important for NGOs, such as Fairfood. Thus “How can Fairfood International attract new online individual donors?” becomes increasingly important in the current stage.

In order to analyze the matter, practical interviews with Fairfood managers are made as internal analysis and an in-depth desk research as external analysis. The internal analysis is made mainly based on the practical research. The general organization introduction, the current online fundraising tools such as webpage, email and social media will be analyzed. Consequently online fundraising strategies and expectations though internet will be explained in detail. Moreover the PEST analysis for macro environment of online fundraising and competitive analysis will be made as the first part of external analysis. Then concerning that Fairfood International has limited experience in online fundraising, the key words “online fundraising” and “individual donors” are clearly defined. Then in order to make successful online fundraising, Fairfood has to be familiar with the donors’ wants and needs, the motivations named pure altruism motivations and impure altruism motivations behind the fundraising strategies are analyzed. Additionally, according to the internal and external analysis, the SWOT analysis for the current situation of online fundraising at Fairfood International will be summarized, and then followed by some most common used online fundraising strategies such as building online trust, working with Application Service Providers and viral marketing. Based on the SWOT analysis, some suggestions for Fairfood to improve online strategies and tactics are made from webpage, email and social media.

- For webpage: Fairfood should add more items to make the web more trustful. Then MissionFish is a good ASP for Fairfood to build online shopping malls and online auction page. Finally a recommendation is made on how to fundraise for unrestricted funds.
- For emails: Fairfood should consider using its ex-employees to do viral marketing.
Moreover using e-birthday card to make the donation ask more personal is also worth for Fairfood to implement.

- For social media: Fairfood should use the Facebook application, Causes, to do viral marketing. In addition, using picture such as enthusiastic face with inspired text to motivate people’s compassion is also good to apply. Finally, using circles feature of Google+ to post specific information targeting on specific group will also be more effective to motivate people with same life experience.

Every day, thousands of new online communication tools are being launched and used as hundreds of thousands online tools are outdated on a daily base. The online fundraising strategies and tactics are really dependent on trends on the internet. Thus using the recommendations of thesis in time will be necessary for Fairfood to do successful online fundraising.
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Chapter 1: Introduction
On January 12, 2010, a 7.0 magnitude earthquake struck Haiti and over 230,000 people were killed during this disaster. At the same time, people from the rest of the world actively responded through making millions of donations, contributing voluntary time etc. Moreover, with the fast development of the internet, much of these donations were made online. According to USA TODAY\(^1\), in the first five days after the earthquake, the internet-based donations generated 109% more than the equivalents in the Hurricane Katrina of 2005. In addition, 1.8 million dollars were fundraised through the users of PayPal, the online payment platform. More importantly, Haiti Relief Campaign held by Red Cross was totally done by using text messages and social media channels such as Facebook and Twitter. As a result, 5 million dollars were fundraised within only one day. Recently, the 2011 Online Giving Report\(^2\) published on February 2012 shows that there is 13% increase in online fundraising in 2011 compared to 2010 among the surveyed NGOs.

Fairfood International, as a young Non-Governmental Organization (NGO), has already established its own online communication platforms. Moreover the main funding of Fairfood currently comes from governmental institutions and private foundations. However Fairfood does not receive gifts from individuals at all and especially not through internet-based tools. As the experience from other NGOs, online fundraising is currently the most popular trend for NGOs to get more donations. Fairfood International wants to cater to the current fundraising trend and be the pioneer of sustainable advocacy NGO among the food and beverage industry. Thus “How can Fairfood International attract new online individual donors?” becomes the main topic for Fairfood to be researched and implemented.

The purpose of this report is to help Fairfood International find out some best online fundraising strategies and tactics or recommendations to implement. In order to realize this goal, an external analysis from online literature review should be done to fulfill the theory framework. In addition, an internal analysis from practical research such as interview with managers of Fairfood and observations will be carried out to take a closer look at the online fundraising fundaments and analyze the current situation of Fairfood International.

In this report, chapter two will discuss the description of this report and then the general introduction of NGOs will be explained in chapter three. Internal analysis of Fairfood International will be illustrated in chapter four, then the external analysis including PEST framework, the general information concerning online fundraising and the individual donation motivations will be stated in chapter five. The SWOT of Fairfood online fundraising situations and some current most common used online fundraising strategies are included in chapter six and chapter seven. In the final two

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chapters, the recommendations for Fairfood to improve online fundraising strategies and tactics and a summary will be illustrated.
Chapter 2: Research description
2.1. Objectives according to Fairfood International

According to Fairfood International, this thesis should also be a strategic plan to be implemented in practice. Thus the following criteria should be met:

- Analyze the current situation of Online fundraising at Fairfood International.
- Conduct an in-depth research of external analysis such as online fundraising theories including motivations to encourage people to donate and some popular strategies and tactics.
- Provide clear and well-structured practical recommendations for Fairfood.

2.2. Research Questions

According to the purpose of this research, the main question is defined as “How can Fairfood International attract new online individual donors?” In the meanwhile, the underlying question of this report is “an analysis of online individual giving strategies for NGOs and recommendations for implementation at Fairfood International”.

Under the main question, some sub-questions will be analyzed as following:

- What does Fairfood do?
- What is the difference between for-profits companies and NGOs?
- What kind of current online platforms does Fairfood use?
- What are the current online fundraising strategies at Fairfood International?
- What are the expectations through online fundraising?
- What is the macro online fundraising environment?
- What is online fundraising
- What is the difference between offline and online fundraising?
- Who are the online individual donors?
- Why do people want to donate?
- What are the current most common used online strategies?
- What are the recommended strategies and tactics for Fairfood to implement?

2.3. Methodology

Three research methodologies will be used in this thesis. At first, literature review for successful online fundraising strategies will be done as the main theoretical research. Then this desk research will be supported by conducting interviews with Fairfood managers as the main practical research. Finally an internal company data analysis and observations for Fairfood webpage, Facebook news wall etc. will be conducted to support the practical analysis. Moreover PEST, Porter’s five forces model SWOT framework and STP model will be used in this thesis.
Chapter 3:

Brief introduction of NGOs
As explained in the first chapter, Fairfood International is a NGO, which is different from the normal corporation. Thus what is NGO, what does NGO do, how can NGO receive money to support daily activities and how can NGO spend money seem like the priority questions which should be answered before talking further about Fairfood. Thus this section will talk about these questions accordingly.

### 3.1. Definition and characteristics of NGOs

NGOs are legal organizations that work independently from any governments whose purpose is to serve the interests of border society rather than profits.\(^3\)

There are four basic characteristics of NGOs which are not-for-profit, independent, voluntary and not self-serving in aims and related values.\(^4\)

The first characteristic of NGOs is not-for-profit. The purpose of NGOs is not for personal financial profits. Probably some NGOs may also do some for-profits activities but they have to use all of these revenues to achieve the mission of the organization rather than distributing to individuals or shareholders. In addition, in the companies, the salary of the staff is determined by what they perform or sell. While within NGOs, the payment of employees depends on the content of their work supported by external funds.

The second characteristic is named independent. NGOs are guided by the funders who have formed them or the appointed boards of management under the laws of society. Moreover, they do not belong to any governmental institution.

Thirdly voluntary is also one of NGOs’ characteristics. NGOs are established by voluntary participants whether among the group of directors or large number of volunteers.

The final characteristic is called not self-serving in aims and related values. The aim of NGOs is to help disadvantaged people to achieve their potential or full rights in the society by improving their circumstances through direct or indirect actions.

### 3.2. Different ways NGOs can receive money

It can be clearly seen from the pie chart (figure 1) that there are three major ways for NGOs to get funds which are individual donations, the support from companies and

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support from government grants.

Figur1: 2009 USA giving revenue comes from
Sources: Nonprofit Charitable Orgs, 2009 and own illustration.

Donations from individuals are the largest part of the NGOs’ revenue. According to USA giving 2009, around 75% of total donations comes from individuals. Moreover this kind of donations is the most expected type of funds for NGOs to receive because it allows NGOs to use these funds with more flexibility compared to the support from companies and governments. Nowadays NGOs are using offline and online fundraising methods to motivate and get donations from individuals, which will be discussed more in chapter 5.

NGOs can also get funds from companies. In order to get more exposure in public and positive social images, companies are willing to support NGOs. In most cases, the donations from corporations are supported to be used in specific programme or events. Thus the flexibility of using this type of funds is limited. Nowadays NGOs are looking for both online and offline opportunities to get sponsorship with companies.

Government grant also plays a role in NGOs’ revenue. Every year governments have budgets to support NGOs concerning specific programs. However the amount and the flexibility to spend these funds are very limited and these funds are slowly decreasing now.

3.3. Types of funds

Generally there are two types of funds that an NGO has[^5], which are named restricted funds and unrestricted funds. Restricted funds are always connected to a project sold specifically to a funder. This means that the activities promised to the funder need to be carried out and these funds normally support content related activities and staff. On the other hand, unrestricted funds are funds which are raised from individuals or more flexible institutions and can be used by the NGOs where it is most needed. For

instance, the Dutch government supports Fairfood to lobby companies and thereby the advocacy project is covered by their funding. However, the Operations departments, such as Human Resources, Finance, IT, which are necessary in an organization, are not covered by such funding. Therefore, unrestricted funds from individuals are needed.

According to Hudson (2007), the research shows that nowadays people are willing to give donations on specific project which means that people are more likely to donate money as restricted funds. That is because people are more willing to see the specific change of their donation which will be explained further in chapter 5.
Chapter 4:

Internal analysis
In this chapter, a desk research about general introduction of Fairfood will be shown first and then two interviews with both Marije Vissee, the E-campaigner from Communication Department, and Dusica Naumovska, the fundraising manager from Business Department at Fairfood headquarters in Amsterdam will be explained. These two interviews mainly target on the current online communication tools, strategies and the expectations and plans for online fundraising. Moreover some practical research from internal reports and observations are also conducted.

4.1. Brief introduction of Fairfood International\(^6\)

4.1.1. General Background

Established in 2002, Fairfood International is a Non-Profit and Non-Government Organization (NGO) supported by paid employees and a lot of eager volunteers. The purpose of Fairfood International is to advocate the sustainability of food and beverage companies. Throughout a decade of fast development, Fairfood International has already launched five branches in Berlin, New Delhi, Johannesburg, London and San Francisco with the headquarter located in the center of Amsterdam. Moreover, Fairfood International engages in positive conversation with brand owners of food and beverage companies by using its creative approach. Until now Fairfood has lobbied over 2,500 food companies through about 76 countries worldwide to adopt sustainable practices. Additionally in order to adapt to the fast growing social media age, Fairfood, as an international organization, has already used Facebook and Twitter to establish social network with partners and get supporters. Currently, it has more than one hundred thousand supporters and partnerships with governmental institutions, other NGOs and companies in the entire world.

4.1.2. Vision, mission and objective statement

The vision of Fairfood International is to be the leading voice of sustainability in the food and beverage industry by 2020. Moreover, it determines to advocate more than 10,000 food and beverage companies to be involved in sustainable and fair business practices. Additionally, Fairfood International intends to be recognized by every food and beverage companies worldwide and to build partnership with other NGOs with respect to improving sustainable practices while continuing to get more international supporters.

The mission of Fairfood International is to stimulate change in the food and beverage industry to make it sustainable.

The central objective of Fairfood International is to use brand owners to enhance the level of sustainability in food and beverage products.

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4.1.3. Organizational structure

It can be clearly seen from the organizational chart (figure 2) below that the organizational structure of Fairfood is flat. There are not too many hierarchies between directors and employees or even volunteers.

![Fairfood International Organisational Chart](image)

*Figure 2: Fairfood International Organization Chart*

*Source: Own illustration cooperated with Ecrica, project assistant at Fairfood international*

Under executive board, there are five major departments named Business Development Department, Communications Department, Advocacy Department, Research Department and Operation Department. Within each department, there is one director and several paid managers. Moreover, as a NGO, volunteers are also an important part for Fairfood to do the daily activities.

The organizational culture of Fairfood is very family-oriented. The communications between volunteers and managers and among different departments are very easy and effective without bureaucracy. This kind of structure and culture is really beneficial for online fundraising because online fundraising needs to be integrated in various different departments especially between the business development and the communication department.

4.2. Current communication channels for online fundraising

Actually as a young organization, Fairfood International has sufficient basic online channels to do both communications and online fundraising. Fairfood has its own
structured website with a donate button. Moreover social media tools are broadly used during the daily internal and external communications. In addition, the traditional communication tool, email, is also used by Fairfood.

4.2.1. Webpage

According to the interview with Marije Visee, Fairfood webpage is well structured with the company mission, vision, objective and annual reports etc. It can be seen from the Appendix 6 that the introduction of Fairfood International, latest news, partnerships, support methods and contact details are clearly listed on the top of homepage.

More importantly, the “Donate Here” button is added to the website. As can be seen from the Appendix 6, on the left hand side at the top of webpage, there is a “DONATE” button with an outstanding green background. After clicking the “DONATE” button, a direct link leads visitors to the donation page which can be seen in Appendix 7. On this page, a donation box is shown in the middle as the title of “Make a donation”. In this box, two columns are listed under the title. The left column is shown the one-time donation amount options such as 20 euros, 50 euros etc. While, the right column is shown the monthly donation options with 5 euros, 10 euros etc. In addition, donors can paid through credit card and choose the amount they are willing to make.

Moreover, the brief introduction of Fairfood International, the reasons why people should donate to Fairfood and current projects are also stated in the donation page.

In addition, the social media are well intergraded with website. It can be seen from Appendix 6 that the hyperlinks of Facebook, Twitter, YouTube and LinkedIn are located on the top right hand side of the website. As Marije Visee said that at this moment, the webpages are highly integrated with only Facebook and Twitter. Due to the internal research, more than 18,000 individuals are attracted to visit the website trough the online channels.

4.2.2. Social media

According to the interview with Marije Visee, some popular social media channels are being used currently to communicate with supporters. The most common used online platforms within Fairfood International are Facebook, Twitter, YouTube and LinkedIn.

Facebook is one of the most important online platforms for Fairfood to communicate with their supporters. There is a huge increase of Facebook fans through 2011 from 10,000 fans at the beginning to about 55,000 fans at the end of year, which can be clearly seen from the figure 3 below. To be more specifically, the Internal Statistics

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8 On April 6, 2012 Facebook statistics of Fairfood International.
show that there are totally 65,181 fans generated on Fairfood official Facebook page with the total friends of fans’ population 28,787,124. The pie chart (figure 4) below also shows the age group of Facebook fans of Fairfood is mainly located from 14-years old to 34-years old. Moreover these fans come from more than 40 countries. It can be seen from the Facebook Time line in Appendix 8 that Fairfood logo, company introduction and the number of likes are clearly demonstrated at the top of Facebook page and news, pictures are updated every day on the newsfeed walls. Using Facebook is very successful to get attention and set up brand recognition. “We are becoming the biggest Dutch based NGO on Facebook” said by Marije Visee which proves that Facebook has already helped Fairfood to get a lot of attentions through individual supporters.

![Number of Facebook fans](image)

*Figure 3: Number of Facebook fans at Fairfood International*

*Source: Fairfood internal report*

![Age Group of Facebook Fans](image)

*Figure 4: Age group of Facebook fans at Fairfood*

*Source: Fairfood internal report*

Twitter, as the second largest online communication platform for Fairfood International, has 9,247 followers from about 30 countries at the beginning of April,
2012. According to Marije Visee, through Twitter, more than 50 percent times of the word “Fairfood” is mentioned in all of the internet-based communication tools. From the official page of Fairfood International in Appendix 9, the average posts of tweets are about 5-7 and most of which are articles, e-newspaper, blog and responding to the retweets.

YouTube account was created by Fairfood International in 2007. As it shown on the official YouTube page in Appendix 10 that totally 163 videos are uploaded by Fairfood with 80,000 viewers and 113 subscriptions. Among these videos, the older ones are mainly targeting on Dutch audiences and the recent ones are for international supporters. Moreover from the Fairfood YouTube page, the organization introduction is stated by English and the direct links to Fairfood webpage, Facebook, twitter are followed each uploaded video.

LinkedIn, as a new online communication platform for Fairfood International, is not fully developed by Fairfood to make efficient communication. According to the interview with Marije Visee, there are only 755 members and most of them are Fairfood employees. Moreover there are about 450 followers on the company LinkedIn community. However there are few activities being done till now.

4.2.3. Email

Although Email is relatively older than some social media channels such as Facebook and Twitter, it is still ranked as the most successful internet-based tool activating people to make a donation will be explained in chapter 5. However Fairfood International does not use this powerful tool sufficiently. According to Marije Visee, most the only function of email for Fairfood is to send six Newsletters to subscribers every year. These newsletters are mainly about the company and campaign updates. Currently Fairfood has already got 26,000 email subscribers. Moreover around 900 previous employees’ email addresses are collected, which is going to send them newsletters to let them re-notice Fairfood and probably make donations.

4.3. Current strategies for online fundraising

According to the interview with Marije Visee and Dusica Naumovska, the basic online fundraising strategies are generally divided into three steps which are shown in the following.

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9 On April 6, 2012 Twitter statistics of Fairfood International
10 Fairfood International Internal report.
As this pyramid (figure 5) shown, the first online fundraising step is to get more attentions through online platforms including using email newsletter, social media channels and webpages. The second step is to turn these followers to activated supporters such as following Fairfood updates, signing the petitions and joining the campaigns. Finally motivating these activated supporters to Fairfood regular donors is the third step. With the number of people diminishing from the bottom to the top, the difficulties are also increasing. Fairfood has already performed well to finish the first step. As mentioned above Fairfood got great success through social media during 2011. For example, the Facebook fans have significant increase from 10,000 to over 65,000 and the Twitter followers have already increased to 9,500. Then the next most important procedure for Fairfood International is to use internet-based tools activating them and motivating them to be the regular donors. According to Marije Visee, current online tools such as email, social media platforms and webpage are still the major online fundraising channels which should be improved and used for Fairfood in 2012. Moreover some new channels such as Google+ are also considered to be used depending on the actual situation.

Moreover for Fairfood International, the major gifts should be settled through donation page. While the online communication platforms such as email, Facebook, Twitter and YouTube should be used more efficiently to lead to more traffic to the donation page.

According to Marije Visee, the donation page is ready at the beginning of 2012 and the direct link to this donation page is also added to all of the internet-based tools. However the results show that this does not perform well because the gift through
Fairfood donation page is almost zero during the previous four months. It shows that having these online platforms does not mean getting online donation successfully. Thus the reconsideration of how to effectively use these online platforms to integrate people is the most important step for current satiation.

4.4. Expectation for online fundraising

According to Dusica Naumovska, some specific targets are made and fixed at the beginning and during the online fundraising process. At the beginning of 2012, the online fundraising goals for the whole year is to get 200 donors and €12,000 donations at the end of year. At the same time, some non-data targets are also made. For example, online fundraising donation page should be ready and online fundraising strategies should be drawn up. Actually at the beginning of April, the donation page has already been created and the first version of online fundraising strategies are also been formulated. However due to the fact that there is almost no individual donations from Fairfood donation page through these few months, the specific goals have are considered to be changed to 100 donors and around €6,000 at the end of year. As there is no experience to do online fundraising before, thus these data are mainly based on the experience of fundraising managers and other NGOs. Moreover some successful fundraising events are also expected to be arranged and conducted involving with online channels. Although fundraising events should be held offline such as speech in the hall, the online tools can support this activity and post the updates of the news and communicate with the people who may interest in but cannot come by themselves. That is to say online channels can be combined with offline events so that encouraging people to follow up and make donations.
Chapter 5:
External analysis
5.1. PEST analysis for macro environment

PEST framework is a method to analyze the external macro environment of the organization concerning Political, Economic, Social and Technological aspects. The analysis of the external factors of Fairfood is as following.

Political factors
The political factors that may influence online fundraising for Fairfood International can mainly be derived from two aspects: the official attitudes towards sustainability of food and beverage industry and the current legislations for e-fundraising in global. Firstly, the recent conference held by Food and Agriculture of the United Nations (FAO) and Compassion in World Farming (CIWF) in Brussels claimed that fair farming needs to be ensured in the near future\(^{12}\). Moreover according to the Common Agriculture Policy (CAP) set by the European Commission\(^{13}\), fair trade in the food industry and sustainability of food and beverage products are been noticed and regulated by the European Union. Thus it can be seen from these actions that fair and sustainable food and beverage products are the current topic in the European Union. Not only in the European Union, but also in the whole world, sustainability and fair trading are becoming increasingly vital on governments’ agendas. These all meet the mission and vision of Fairfood International which is also a big opportunity to get more support or certification from governments. In addition, the regulations for fundraising online may vary in different countries. As an international organization, Fairfood has branches located worldwide. Thus some legal issues for using internet may arise such as privacy and copay right\(^{14}\). For example, Fairfood post a lot of materials, researches on the website and sometimes the copy right problem may occur. Thus being carious of legal problems arising from online fundraising should be considered by Fairfood International.

Economic factors
Due to the high government debts in Greece, Ireland and Portugal, the Eurozone is facing the new economic crisis from 2011\(^{15}\). Moreover USA, India and Japan are also facing economic crisis, which will not only influence the whole business and industry but also affect individuals. Because of the economic crisis, the employment rates and salaries are decreasing. At this hard time, people are more willing to save more money


rather than spending out. It means that potential donors of Fairfood International will cut the budget for donating, which makes donation much harder from individuals.

Social factors
The social factors for Fairfood International are generally from two parts: the individual attitude towards NGOs which advocate sustainability of food and beverage and the reputation risk among the society. Firstly according to the Deloitte report of Food and Beverage 2012\textsuperscript{16}, the consumers are concentrating more on green and sustainable food in the recent years. Thus Fairfood as a sustainable food advocacy organization will gain increasingly supporters from food and beverage consumers, which is an opportunity for Fairfood to get more online supporters. Moreover, being online signifies increased reputation risk. Among the online society, everyone can leave either positive or negative comments about Fairfood International which can also be shared with each other. Thus it increases the risk concerning the reputation issue even starting from some untrusted negative comments.

Technological factors
In the current digital world, more and more people are doing business online. Moreover with social media tools widely used among internet users, the technologies for NGOs to do online fundraising are becoming more feasible and easier. According to the Non-profits Communication Trends Report 2012\textsuperscript{17}, the technology for doing online fundraising mainly depends on email, webpage and social media tools such Facebook, Twitter and YouTube, which will be discussed further in section 5.3.2. More importantly most of these technological tools for doing online fundraising are free and easy to access which is an opportunity for Fairfood to use cutting edge online tools to get donation.

5.2. Competitive analysis

According to Porter’s five forces model, threat of potential competitors, the bargaining power of buyers, the power of suppliers, threat of substitutes and competition among existed firms should be considered when analyzing competitive forces (Hill & Jones, 2010). Currently the competitive forces of online fundraising at Fairfood International are mainly from the existed competitors and the risk of substitutes.

Some NGOs are also doing advocacy for sustainable food industry which can be regarded as existed competitors of Fairfood International. One of the NGOs is called


Slow Food International. Slow Food\textsuperscript{18} is an international based NGO established in 1989 with seven main national branches in Italy, Germany, Switzerland, the Netherlands, the UK, the USA and Japan. The mission of Slow Food is to advocate “Good, Clean and Fair” food. Good means that the seasonal food should be fresh and flavorsome which can satisfy the senses. Clean means that the production and consumption of food should be more sustainable such as more environmental-friendly and healthier. Fair means that the price for consumers, the working conditions and salary for labors should be reasonable. Thus it can be seen that Slow Food International are also focusing on fair and sustainable food which is similar to what Fairfood International is doing. Thus Slow Food is an existed competitor of Fairfood.

Moreover currently Slow Food International has over 100,000 individual supporters in around 150 countries and 2,000 food communities are also involved in sustainable food production practices. Additionally, Slow Food has already built up donation webpage and strong online communication network. Slow Food has already use Facebook, Twitter, YouTube, LinkedIn, MySpace etc. to do online fundraising campaigns (Slow Food Webpage, 2012). On Facebook, totally Slow Food has around 160,000 supporters on Slow Food USA, Slow Food Italy etc. Thus with similar mission, Slow Food has more supporters recognition worldwide and more experience of doing online fundraising which will give more competitive pressure to Fairfood International.

The threats of substitutes for Fairfood International are some other NGOs which are also doing sustainable campaigns for improving the world. There are a lot of NGOs advocating sustainability not only targeting on food but also focusing on environmental issues, animal issues, agriculture issues etc. When people are willing to donate money to sustainable campaigns, they may think which issue is urgent and interesting. Thus some big NGOs such as Greenpeace and WWF (World Wide Fund for Nature) are the powerful substitutes for Fairfood. For example, Greenpeace International\textsuperscript{19}, a Dutch-based NGO founded in 1970s, has already had branches in over forty countries. The main objective of Greenpeace International is to campaign the green or sustainable issues such as global warming, overfishing, sustainability in agriculture and anti-nuclear actions. Through both offline and online campaigns worldwide, Greenpeace has gained huge power to influence supporters to donate. Moreover only on Facebook, the fans are more than 1 million. Thus Greenpeace has stronger brand recognition among supporters. Because of stronger brand recognition and more optional green campaigns to choose, people may donate to Greenpeace instead of Fairfood. Thus these big and famous substitute NGOs are also a threat for Fairfood online fundraising.

5.3. Online fundraising

5.3.1. What is Online fundraising

Online fundraising is a method which uses internet or digital channels to get donations directly from individuals. Getting donations directly, means that the giving from individual donors can be charged directly from debit or credit card online via web page. Moreover, getting support from individuals means that all online tools such as email, Facebook, YouTube etc. can be used to support attracting individual donors online\(^{20}\).

5.3.2. What are the popular online fundraising tools

According to 2012 Nonprofit Communication Trends Report\(^{21}\), the most popular online tools for NGOs to communicate and fundraise are website, email, and social media in 2011.

As the first impression to the public, webpage is an important communication and fundraising channel for NGOs. Based on the Trends Report (2011, p.8), among 1,228 surveyed NGOs worldwide, 93% of them identify that webpage is a vital tool for fundraising. Nowadays webpage is not only brochure-style such as the description of organization and some pictures, but also should be more interactive (Trends Report, 2011, p.15). Firstly, the “Donate Here” button should be linked to the webpage. This button will lead donors to a donation page which can allow people to fill in the basic information and choose the payment through credit or debit card. Moreover, social media links like Facebook, YouTube etc. should also be added to the webpage, so that people can get instantly share the donation page with their circles. The social media channels will be discussed further in this report. Additionally, online charity auction and online shopping mall, as the modern online fundraising style, can also be created on the webpage. Online charity auctions offer NGOs another opportunity to get donations through online biding. Online shopping malls also give donors a chance to donate through buying some items or services from NGOs.

As ranked in the second most important E-fundraising and communication channel, emails are still preferable for most NGOs. According to the Email Statistics Research 2011-2015\(^{22}\), there are around 3.1 billion email accounts in the world by the end of 2011 and 75% of them are registered by individuals. Thus using emails offers a wide range for NGOs to reach more potential donors. As a typical application of E-Marketing, Electronic newsletters are more ethical and effective sent by emails to


the supporters who have already subscribed or are interested in the NGOs. Compared to the traditionally printed newsletters, using emails is more cost-effective and time-saving. More importantly it is also possible to interact with supporters with response activities (Grobman, G., & Grant, G., 2006, p.63).

As can be seen from the chart (figure 6) of expected importance of social media tools to NGOs in 2012, Facebook is the most common used and important social media channel for NGOs to fundraising and then followed by Twitter and YouTube. Blog, Photo Sharing and audio are not that vital for NGOs. Thus Facebook, Twitter and YouTube will be discussed in this report. Facebook, established in 2004, offers a community for users to connect with friends, meeting new people and keeping the relationship through sharing experience, photos and comments etc.

According to the Facebook fact sheet, there are more than 800 million active users worldwide by the end of 2011. Thus Facebook gives NGOs an excellent platform to prospect new likers and communicate with supporters. Another important social media channel is Twitter. Twitter, as a micro blogging platform with only 140 characters each tweet, can offer users an instant communication platform to share the latest news, experience and opinions with friends, families or even strangers. Based on the research from United States Computer Emergency Readiness Team, there are

about 140 million active twitter users in the world at the beginning of 2011. Therefore Twitter offers an instant way for NGOs to update the latest actions and interact with supporters. Finally YouTube, as a web-based video-sharing community, offers a platform for users to upload, watch, share and comment videos. According to the YouTube statistics, more than 2 billion videos are viewed every day and averagely around 15 minutes are spent on YouTube by every person each day. Thus YouTube offers NGOs a more visual way to interact potential or existed supporters by posting videos.

5.3.3. **What is the difference between offline and Online fundraising**

There are major differences between offline and online fundraising named as channel, cost and audience range. An overview compared chart (figure 7) is shown below:

<table>
<thead>
<tr>
<th></th>
<th>Offline fundraising</th>
<th>Online fundraising</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Channel</strong></td>
<td>direct mail, telephone solicitation, face-to-face meeting and fundraising event</td>
<td>donation webpage, email newsletter, social media tools such as Facebook, YouTube etc</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td><strong>Audience Range</strong></td>
<td>Narrow</td>
<td>Wide</td>
</tr>
</tbody>
</table>

*Figure 7: Three major differences between offline and online fundraising
Source: Own illustration.*

The most important difference between offline and online fundraising is channel. For offline fundraising, the most common used tools to attract donation is direct mail, telephone solicitation, face-to-face meetings and fundraising events (Grobman, G., & Grant, G., 2006, p.15). As mentioned in section 4.2.2, the channel for online fundraising is donation webpage, email newsletter, social media tools such as Facebook, YouTube etc.

As NGOs, cost is one of the key factors to be considered through the daily activities. Generally speaking, the cost of offline fundraising is more costly than that of online fundraising. For instance, traditional direct mailing will normally cost 40 cents to 60 cents per piece. While sending email newsletter or post information on Facebook will only require initial contribution of money and time which is much cheaper. As the IPDI (Institute for Politics, Democracy & the Internet) report shows that average offline costs such as direct mailing are approximately three times as expensive as

average online costs such as email newsletter.

Audience range means the number of individuals who will notice the existence of the organization, the current update of the campaign etc. In other words, it measures the number of potential supporters or donors. Due to the limited budget, offline fundraising method can only target on small range of audience. For example, using direct mailing will only target the individuals on the mailing list. However the range of audience through online channels is much wider. It is because internet can be accessed anywhere in the world and the information posted on the webpage is available for all of the internet users worldwide. Moreover with the fast growing trend of using Facebook, the information posted on the news wall can be shared, forwarded and delivered to all of the Facebook users in the world. Thus the audience range of online fundraising is much wider that of offline fundraising.

5.3.4. What are the advantages and disadvantages of Online fundraising

According to the differences between online and offline fundraising, some advantages and disadvantages will be summarized below which are demonstrated by Grobman and Grant (2006, pp.15-19)

Firstly the advantages of online fundraising will be divided into 7 points in the following part.

**Increasing visibility**
Internet can offer an online platform for potential donors to find the NGOs. This means that potential supporters can use search engine, the link from other web, Facebook and even word of mouth to find the NGOs they want to support. Thus the organization even does not need to contact them instead the potential donors can find the NGOs by themselves through internet which will of course enhance the visibility.

**Increasing comfort with online transaction**
With the increasing popularity of using credit cards and online banking, online transactions enable donors to give money easily to the NGOs.

**24 hours a day, 7 days a week**
Donors can find the webpage, all of the necessary information they need from NGOs and even make donation through online at any time of the day or night from any computer which can access internet.

**Cost-effectiveness**
Cost effectiveness means that compared to traditional fundraising, online fundraising is much cheaper and faster. As mentioned in section 5.2.3, the cost of online fundraising is cheaper as three times as traditional methods. Moreover, online communication tools can make the conversation between donors and NGOs within
few seconds.

**Satisfaction of donors**
In traditional fundraising method, direct mailing and telephone solicitation appeals often really trouble donors. This annoying method will decrease satisfaction of supporters and will of course influence donations. Through online methods such as email or social media tools, the messages can be read by donors anytime at their convenience. It will not be regarded as annoying messages.

**Easily integrating with supporters**
It is more convenient for NGOs to communicate with their supporters by using online platforms. For example, feedback and comments can be easily and quickly given by supporters and NGOs through email or Facebook. It means that supporters can be integrated or easily involved in this two-way communications.

**Attracting more opportunities to cooperate with companies**
Many for-profit organizations are willing to help NGOs to get more donations, which is also benefit for these companies to build up their brand. Online platforms can offer more opportunities to build relationship with each other. For example, eBay as a for-profit online shopping web, collaborates with NGOs to build up eBay Giving. EBay Giving can offer eBay buyers more opportunities to select preferential NGOs and make donations together with buying products. Thus online platforms offer NGOs more potential to be sponsored by for-profit companies.

Although online fundraising has a lot of advantages, some disadvantages also exist which are listed in the following section.

**Impersonal**
The personal contact such as the ability to read, explanation, body language and other non-verbal language are also very important to ask donations. Thus online fundraising such as email newsletter or Facebook post has lack of personal contact compared to face-to-face conference. Only facing on computer screen to communicate will lead to limitations.

**Time consuming**
Online fundraising is a time consuming job, because NGOs have to be more active to post information online and keep up conversation with supporters. In addition, doing online research to analyze the characteristics of supporters and make right strategies to encourage donors are also important but time consuming.

**Donor fatigue**
Donor fatigue means that some previous donors will not give to NGOs any more money which has already been a common phenomenon. The reason why people
become donor fatigue is because of the pressure to donate, overspending of budget, cheated experience from mismanaged NGOs and being overwhelmed by of campaigns. Normally donors have their own budget for donations. However due to the increasing opportunities for NGOs to ask donations through online platforms, the budget will be spent out quickly and they cannot make donations anymore, which will lead to donor fatigue.

**Trust issues**
Due to the limited budget, many NGOs are not supposed to build up its own online infrastructure to process donations. Instead, they will collaborate with other for-profits companies. However these for-profits companies may lack reliability or ethical conduct, which will result in a negative reputation of the NGO. Moreover the abuse of logo or the name of NGOs by other for-profits companies to cheat money will also stain the reputation of NGOs. Thus trust issue should be considered when doing online fundraising.

### 5.4. Individual donors

#### 5.4.1. Who are individual donors

As the traditional definition, individual donors refer to the donors who use their personal funds to make donations to NGOs\(^30\). With this definition, the individual donors are imaged as the successful business man with old age. However with the new generation booming out, the major online donations come from new and young donors. According to a research from CONVIO, a professional fundraising consultant institution, the new online donors are approximately fifteen years younger than the traditionally direct mailing or door-to-door donors in general\(^31\). These new donors are defined as “relatively newly wealth” such as higher educated students or teachers, entrepreneurs, high technique stuff etc. who are single, newly married or young parents\(^32\).

During the fast development of the internet, online actives are being adopted by all age groups. According to Internet World Stats\(^33\), about two billion people around the world accessed internet by the end of 2011. For example the online users in the USA are about 75 percent of nationals. Thus it is difficult to distinguish traditional and new donors. Therefore, in this report, individual donors are mainly people who can access

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internet and have online activities through social media.

### 5.4.2. Why people want to donate

According to Maslow’s hierarchy of needs\(^{34}\), five needs are defined as physiological needs, safety needs, love needs, esteem needs and self-actualization needs from the bottom to top of the pyramid model (figure 8).

![Maslow's Hierarchy Pyramids](image)

**Figure 8: Maslow's Hierarchy Pyramids**

*Source: Changing minds org 2012*

As illustrated in the definition of individual donors, most of online donation is made by “relatively newly wealth” generation. It means that the individual donors have already fulfilled the basic hierarchies of Maslow’s model. In the other words, the needs for individual donors are allocated in the love needs, esteem needs and self-actualization needs.

In addition, Andreoni (1989) states that individual donates because of altruism effect, which refers to the giving behavior motivated by the concern for other people’s interest. This theory was expanded by Andreoni in 1989 as pure altruism and warm glow.

Pure altruism means that people donate because of unselfish concern of other’s benefits\(^{35}\). In this level individuals are motivated by the inner willingness to help others without selfish, social pressure and sympathy (Andreoni, 1990). Personal values are one of the motivations belonging to pure altruism. According to Converge research\(^{36}\), some people donate because they believe that donation can change the


world better and they are willing to help others. Moreover self-actualization located in the top level of Maslow’s model also belongs to pure altruism (Larsson, E., & Ogren, H., 2010). After fulfilling the first four needs, people have the inherent need to help others so that they can support people to achieve self-actualization. Thus personal value and self-actualization are pure altruism motivations.

Warm glow is defined as people making donation in order to get some benefits back which is also called impure altruism (Andreoni, 1989). There are donate motivations located in this model such as feeling good, love needs, esteem needs, making difference, and getting some tangible things back.

The first warm glow motivation is feeling good. According to a report from Harvard Business School, an experiment to test the relationship between giving and emotion is conducted by economics professor Harbaugh and psychology professor Mayr (Anik, Aknin, Morton & Dunn, 2009). In this experiment, the volunteers are given one hundred dollars and are required to make a decision whether keeping the money themselves or donating it to local food bank. Their brain activities are recorded by brain imaging technology. As a result, participants who make a donation are shown that more stimuli are released by their certain brain region. These stimuli can lead to people feeling happier. Thus this experiment proves that donating can stimulate certain brain region related with pleasure and self-reward emotions and lead to feeling good. Therefore feeling good motivates individuals to donate to NGOs.

Secondly, people are motivated by love needs. In Maslow’s model, love needs refer to affectation and sense of belonging (Mullins, 2006). Compassion is one of the major donate motivations of affection. Compassion means that a person who has empathy of other unfortunate people, so they are willing to offer help to suffered people to make them feel better. According to the Canadian National Survey of Giving, Volunteering and Participating (NSGVP) in 2004, 94% of the surveyed people donate because of compassion which can be seen in figure 9 below. It proves that most people donate because they feel compassion for the people who need help. Moreover personal experience is also a motivation for donating. In the above mentioned NSGVP survey, almost 70% of Canadian donors are motivated by their personal experience. People feel an affinity for a cause experienced by them or by their friends or families. Additionally, similar experience or background can also be easily led to empathy. For example most of the supporters in American Cancer Society have experienced cancer or their friends or families have had cancer. Similar experience will stimulate supporters to be involved in donating.

The third warm glow motivation is esteem needs. Esteem needs can be divided into self-esteem and esteem from others which is located in the fourth level of Maslow’s pyramid (Mullins, 2006). Self-esteem means that people respect their personal belief or values. To be more specific, the sense of justice and equality, as one of self-esteem, is an important motivation for people to donate (Kamas & Preston, 2005). For example, people donate to Women’s Justice Initiative, which is a NGO that helps women to claim their legal rights, because they respect women’s legal rights and want to change the inequality and injustice problem. Another motivation of esteem needs is respect from others, which can be also seen as self-image. Ariely, Bracha and Meier (2007) state in their findings, donors are willing to make their donate actions to be noticed by others in public. In this research, a finding is summarized that donations made anonymously are tended to be smaller while donations made publically tend to be bigger (Ariely, Bracha & Meier, 2007). The finding proves that people donate because they want to increase their self-image. Thus publicly acknowledging a donation by NGOs should be made in order to fulfill donors’ self-image to achieve their esteem needs.

The fourth warm glow motivation is willing to make a difference. Sagawa (2001) argues that donors believe that they can make a difference or an impact on an individual. It means that donors are willing to see that their contributions can lead to a tangible change on the supported person. An analysis shows that people are willing to donate to specific project or person other than unrestricted funds. It can be seen the trend that people donate because they want to make a change on a specific person. In addition, donors also want to make a difference to change a certain issue or the community. As Warwick (2001, p.12) said in his book: how to write successful

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fundraising letters that individual feels powerless in front of a big social issue. However, making donations can make donors feel contributing to change the community, which increases their sense of controlling the world.

The final warm glow motivation is getting some tangible things back. Warwick (2001, p.12) argues that some people who may not be interested in the events or causes but they still donate, because they can get some tangible premium in return. These premiums may be some special sales, membership cards or some memorable gifts. For example, Charity Floks.com 41, an online auction charity, has a lot of products for bid including memorable products with the signature of a celebrity. Donors may donate to this charity by biding because they want to get the favorite celebrity’s signature.

To make a clear look at these donate motivations, a diagram (figure 10) are made and shown below:

![Diagram of donation motivations](image)

*Figure 10: Summary of donation motivations*

*Sources: Own illustration*

Chapter 6:

SWOT analysis
Combining both external and internal factors, a summarized SWOT analysis for Fairfood current online fundraising situations will be shown firstly as an overview. Then some detailed explanations will be stated afterwards.

**Strengths**
1. Has experience of using online communication platforms.
2. The flat organizational structure and family-oriented organizational culture decrease the bureaucracy of communications between each department.
3. As an advocacy NGO, Fairfood has more possibility and ability to help more people.

**Weaknesses**
1. Is getting unrestricted funds.
2. Has limited budget for fundraising.
3. Brand image and recognition are not being strongly accepted and noticed in the overseas.
4. No specific statements or actions to build online trust among donors.
5. The applications of online communication platforms are too general and it is not personalized or donor-oriented.

**Opportunities**
1. People among the society are becoming more concentrated on the sustainability of their food and beverage.
2. A lot of new online communication platforms are being launched every now and then.
3. With the new generation booming out, these new wealth generations are born with computers.

**Threats**
1. Economic crisis still influences most of the countries in the world.
2. The competitors such as Slow Food and the substitute NGOs such as Greenpeace have more experience to do not only online campaigns.
3. Some legal problems may occur such as copyright issues.
4. The reputation risk will increase compared to only doing offline fundraising.

*Figure 11: SWOT analysis
Source: Own illustration*

**Strength**
Fairfood has experience of using online communication platforms. Fairfood has already started using donation web page and sending six newsletters per year. The email subscribers is around 26,000 and ex-employees’ email address are around 900. Moreover the social media tools are used quite well currently with around 65,000 fans on Facebook, 9,247 followers on Twitter. More importantly the total friends of fans’ population on Facebook are over 28 million.

The flat organizational structure and family-oriented organizational culture decrease the bureaucracy of communications between each department. Since online
fundraising needs the coordinating and communication between business development and communication departments more effectively.

As an advocacy NGO, Fairfood has more possibility and ability to help more people. Normally the NGOs offer direct help to the people who need help such as asking donors to directly donate tuition fee to the specific African child. However Fairfood International is not targeting on the specific people while it mainly concentrate on lobbying companies to be more fair and sustainable. That is because Fairfood believe company plays an important role in building sustainable and treating workers fairly. Thus lobbying one company may not only contribute to the sustainable industry but also help hundreds and thousands of their employees to be treated more fairly.

Fairfood has already got ISO 9001 certificate, which is a global standards for quality management systems. Obtaining this certificate means that the quality standard of operation at Fairfood has already met the international requirements which will increase the trust among donors.

Weakness
Firstly as discussed previously, Fairfood does not target on helping specific people. In another words, Fairfood is getting unrestricted funds, which means that the donation from individuals may not go for specific project. Instead, it may be used for the daily operations or advocating companies. Moreover lobbying companies is really a long process which may take few years. However people are more likely to know the direct impact of their gifts thus more people are willing to donate to restricted funds nowadays. Therefore getting unrestricted funds become a weakness to convince individuals to donate. Thus how to motive people to donate to unrestricted funds and how to make unrestricted funds restrictedly will be discussed chapter 8.

In addition, as a NGO, Fairfood has limited budget for fundraising. It means that some effective fundraising methods such as mobile-marketing are not applicable to Fairfood due to the money issue. This is also limited for using expensive software to do online fundraising. Thus looking for some cost-efficiency.

As a young Dutch –based organization, Fairfood becomes internationally only since two years ago. Thus the brand image and recognition are not being strongly accepted and noticed in the overseas.

Moreover there are no specific statements or actions to build online trust among donors. This may make donors feel unsafe to donate to Fairfood though online platform. Thus Fairfood should perform some actions to build trust online. This will be discussed further in the recommendation chapter.

Finally the applications of online communication platforms are too general and it is
not personalized or donor-oriented which is lack of efficient to motivate supporters. Thus using the online platforms more donor-oriented is very important for Fairfood to activate donors which will be discussed in chapter 8.

**Opportunity**

According to the PEST analysis in chapter 5, nowadays, people among the society are becoming more concentrated more on their food and beverage. Fair, sustainable and healthy are the current hot topic among consumers. Thus Fairfood should hold this opportunity to get more supporters and even donors among this target group. This point will be explained more in the recommendation section.

With internet being widely used in the contemporary world, a lot of new online communication platforms are being launched every now and then. In most case these platforms are free to use, which offers Fairfood International a great cost-effective chance to contact more supporters. Moreover companies are also looking for the new business model to build sponsorship with NGOs through digital environment. Thus Fairfood should look for the opportunities to use these cutting-edged communication platforms and build partnership with companies to get more online support such as technique aspects to attract more donors.

Finally with the new generation booming out, these new wealth generations are born with computers. This means that they are more likely to communicate online and doing transactions online. More importantly according to the internal analysis, the supporters at Fairfood are most from this new generation. In addition, this new potential donors have their specific motivations for donation which are explained in chapter 5. Thus how can Fairfood motive these potential donors will discuss more in recommendation part.

**Threats**

According to PEST analysis on chapter 5, economic crisis still influences most of the countries not only in Europe but also in the world, and it does have the negative impact on the donation decisions. Because of the economic crisis, people are more willing to keep money in their pockets instead of donating to others. Thus Economic crisis is a big threat for Fairfood to get gifts online.

Moreover competitors such as Slow Food International have more experience to do online and offline campaigns than Fairfood. Moreover some substitute NGOs such as Greenpeace International, are also big threats for Fairfood. Thus Fairfood International should use some unique selling points and special methods to take advantage through competitions. For example online shopping malls and online actions are good unique ways to motivate people making donations and this will be expanded in chapter 8.
In addition, according to the PEST analysis in chapter 5, some legal problems may be a threat for Fairfood. As an advocacy NGO, Fairfood will do a lot of research, cite online and offline sources and post them on the internet. Thus some copyright problems due to the different legislations in different countries.

Finally with broaden usage of online channels, the reputation risk will increase compared to only doing offline fundraising. Through the online channels, people are easily to leave comments and share experience with others. Sometimes negative comments for any reasons will be left on Fairfood online community walls and it can be visible to other supporters. Even worse, these comments which may not be the truth will probably influence others to donate. Moreover being online means that every individual can monitor the daily process of Fairfood. Thus a small wrong step may lead to a big discussion online which will of course damage the reputation of Fairfood.
Chapter 7:
Most common used online strategies
7.1. Building trust online

The most important fundamental for NGOs to get online donation is building trust. According to Millennial Donors Report 201142, 84 percent of donors are willing to donate after fully trust a NGO. Moreover 90 percent of them will stop donating when they lose trust of a NGO. Thus building online trust relationship between NGOs and potential donors will directly determine the final donation decision of potential donors. Giving potential donors a good impression is the most important step for NGOs to get trust. In the online environment, the first impression is more about the webpage. Visitors will judge the NGOs’ website within only few seconds. If the official website is loading slowly, if the navigation is not intuitive, if some links cannot be found or is out of date, if the futures are difficult to be understood, the visitors will lose trust of this NGO and will never make donations. Thus major five ways are explained Warwick, M., Hart, T. and Allen, N. (2002) for NGOs to build online trust.

Firstly third-party approved symbols should be displayed to make sure online security. The approval seals such as TRUSTe, a third-party trust mark, can help visitors to ensure that the NGO is worth to be trusted and the site is verified to be safety to protect the personal data. Moreover NGOs can also make a statement of the steps which they can make the online donation more trustful and how to protect donors’ information.

Then the information contained on the website should match the organizations’ mission. Visitors will review the website content and if the some contents are irrelevant to the organization’s mission, they will suspect authenticity of the stories on the website. Thus every story on the website should stick to the mission of NGOs.

The third way is to make the site navigation easier for visitors. It is important for visitors to find the information they need easily, which will increase the trust for the NGOs. Thus NGOs should use clear instructions and outstanding navigation buttons to direct donors to make donation online.

In addition, managing every donation well will gain more trusts from donors. It means that the procures for online donation is clearly demonstrated on the website, the response for the concerns and comments should be processed in time and the personal credit card and contact information should be kept in the safety manner.

The final approach is to put the donors’ wants and needs in the first place. Making potential donors feel that they are put as the number one place by the NGO will win more trust. Thus placing some instant communication tools on the website and answering the potential donors’ questions, wants or needs in time is very important.

As Warwick etc. say that if the donors do not get the response with forty-eight hours, they will begin to lose trust of this NGO, thus NGOs should always put potential donors at the first place.

7.2. Working with Application Service Providers (ASPs)

An Application Service Provider (ASP) is a third-party service company which can offer application software or management service through internet. Currently a lot of NGOs are being partner with these providers. Through these ASPs, NGOs can rent or purchase some application software for online fundraising. For NGOs which have limited budget and limited technology to create their own software or buy new software, it is good to work with ASPs which can allow NGOs being concentrated on helping people instead of spending more time on technical or management issues. However when NGOs decide to work with ASPs, they really should evaluate the companies and double check that the financial stability and reputation on the internet. NGOs should avoid some fraud providers; otherwise they will bring reputation risks.

For example, a very popular ASP is called MissionFish, which is a partner with eBay and can help NGOs to open online shops and hold online auctions on eBay. To be more specifically, NGOs can register MissionFish for free. Then the subscribe NGOs can choose the three major services offered by MissionFish named Receive Donations, Run an Online Charity Shop and Hold a Special Auction. For the Receive Donations service, MissionFish will help the register NGOs to find the eBay sellers who are interested in donating to the specific NGOs. The donations will be from 10% to 100% of the sales and MissionFish will charge commissions according to the donation amount. For Run an Online Charity Shop service, MissionFish will help registered NGOs to open an online charity shop on eBay which is totally free service. The final Hold a Special Auction is the service that MissionFish will help subscribed NGOs to hold a special online auction on eBay and charge commissions based on the final bid.

Thus according to the MissionFish example, working with the ASPs is a win-win strategy for both NGOs and providers. NGOs can get donations with the free or commission-charged services offered by providers. And ASPs can also gain through offering the services for NGOs.

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7.3. Viral marketing

Most of people may know word-of-mouth which is the delivering of non-commercial information such as brand and service through oral person-to-person communication\textsuperscript{45}. Viral marketing is also word-of-mouth communication but occurred in the internet-based platform. Thus viral marketing refers to strategies that use online tools to encourage customers to share product or service information with other potential customers. Like the replication of virus, this approach will get thousands potential customers within limited time\textsuperscript{46}. Viral marketing can be also applied for NGOs to do online fundraising but the only difference is the goal of NGOs is to get more donations to help others. As the picture shown below that every supporters can be the NGOs’ fundraisers to get more potential donors through their own online communication network and the same thing can be repeated over and over through their online communities (Warwick, M., Hart, T., & Allen, N., 2002).

\begin{figure}[h]
\centering
\includegraphics[width=0.5\textwidth]{viral_marketing.png}
\caption{Viral marketing picture}
\end{figure}

\textit{Source: Context over dogma.com 2012}

Therefore using viral marketing to do online fundraising is a good strategy for NGOs to get huge number of potential donors and possible more gifts within limited time and lowest labor. Currently webpage, email and social media platforms such as Facebook are all good tools to do viral fundraising. “How do these tools work for viral marketing” will be discussed in Chapter 8.


\textsuperscript{46} Kirby, J. Connected marketing, the viral, buzz and word of mouth revolution. p. 88. Accessed 20 April, 2012.
Chapter 8:
Recommendations for Fairfood International
Based on the internal analysis from interviews with Fairfood managers and the external analysis from literature, some recommendations are made for Fairfood International to make right online STP strategy and to improve current online fundraising tactics which are mainly concerned on three aspects which are webpage, email and social media tools.

### 8.1. Recommended STP strategy

According to the STP model, three steps named segmentation, targeting and positioning should be taken into account to make a good strategy (Stone & Desmond, 2007). These steps can be also applied to make a good online fundraising strategy for Fairfood International.

According to the statistics shown in the internal analysis, the online supporters of Fairfood International are aged from 14 to over 65. Thus the potential donors of Fairfood can be segmented as three age groups which are under 17 years old, from 18 to 34 and over 35. In the first age group, the mainly potential donors are students. They have limited income and most of them do not have credit cards. In the second age group, the supporters are the new wealth such as entrepreneurs which referred in external analysis. Most of these potential donors are born with computers and working now, which means that they are quite familiar with online communication and online transaction. Moreover they have money to donate. In the third age group, the supporters are successful people in their field with enough money. However most of the people in this group are not quite familiar with online communication tools.

As can be seen from figure 4 in chapter 5, 80% of Fairfood Facebook supporters are from 18 to 34. Combined the characteristics of each age group in the above paragraph, Fairfood should target on the segment located in age group 18-34. In this target group, the potential donors are actively online, which means that they have a lot of communication activities on email and social media. Thus Fairfood should concentrate more on these online tools to reach these people.

Fairfood is positioned as a professional advocacy NGO on sustainable food and beverage industry, which means that Fairfood can help more people than some other competitors only targeting on specific person or event. This point has explained as strength on SWOT analysis. Thus let the potential donors understand the way of Fairfood doing is important. Moreover according to the wants and needs of the potential donors explained in chapter 5, pure altruism motivations such as self-actualization and warm-glow motivations such as feeling good, love needs, esteem needs, making a difference and getting some tangible things back should be considered to motive the new wealth to donate. Thus Fairfood should use these motivations in practice. In addition, as a young and enthusiastic organization,
Fairfood should use active and enthusiastic way to lobby donors. Finally keeping up using some newly donation ask method or communication platforms will help Fairfood to reach more potential donors because most of these targeting young people are always willing to try some fresh things.

8.2. Recommended tactics to implement

8.2.1. Webpage tactics

Add more items to build trust
As explained in the weakness part of SWOT, Fairfood does not do some actions for building trust online especially for the webpage. Thus taking actions to build trust on the official webpage is necessary for Fairfood to attract new donors. The seals of approval and security statements should be added on the donation page. According to the interview with communication manager, Fairfood International has already got ISO 9001 certificate which has already been stated as the strength in SWOT analysis in chapter 6. This logo should be placed on the donation page to let donors know that the quality process of Fairfood is worth to be trusted and Fairfood is a trustful organization. Moreover as Fairfood does not have any official certificate of online security, some necessary privacy statements should also be added. One example of the statement could be:

Fairfood International will use your personal data in a very serious way. We process your personal contact information and your bank card information with the highest security technology which can make sure your information will be securely accessed by the financial network for processing. Please notice that your personal data cannot be available to anyone else, so be assured to donate to us.

Working with ASPs to build online shopping malls and online auctions
Fairfood International should consider adding online shopping malls and online auctions or even the direct link to the webpage. As referred in chapter 5, people are motivated to donate because they are willing to get some tangible things back. Online shopping malls and online auctions can offer donors a great opportunity to choose the tangible things back through donating. At the same time, donors will also feel good because of donating which is referred to the first warm-glow motivation. Thus feeling good and getting tangible things back will definitely highly motivated donors to donate more. Moreover according to the SWOT analysis, the pressure from competitors such as Slow Food is a threat for Fairfood. Thus being unique and holding unique campaign is important for Fairfood to win the competition. Online shopping malls and online auctions are not done by Slow Food, so holding them will
make Fairfood be unique and attract more online donors.

Fairfood can build the online shopping malls and online auctions page by both itself and working with ASPs. While working with ASPs will help Fairfood to save more budgets. Thus the best suggestion for Fairfood International is to work with ASPs to build online shopping malls and online auctions and put the direct link on the Fairfood webpage. As discussed in chapter 7 that MissionFish is an ASP which can help NGOs build online shopping malls and online auctions on eBay. Thus Fairfood should consider using MissionFish. However through the practical email communication with MissionFish UK (see Appendix 13), currently only the UK-based NGOs can be registered MissionFish while the international MissionFish are still in developing and will be coming in 2013. Thus the following strategies which are based on general UK MissionFish policy are utilized for Dutch-based NGOs.

For opening an online shopping malls partnering with MissionFish, the process of how to start for Fairfood is made by chart as following:

![Figure 13: The process of running online shopping malls through MissionFish UK. Source: Own illustration](image)

As can be seen from this chart, the registration for MissionFish is totally free and
Fairfood can get 100% of the selling price as the donation. It will help Fairfood get huge benefits to save money and time.

However there are two points should be taken into account. The first problem is that what kind of items should Fairfood sell and the second question is as an international organization, Fairfood has supporters worldwide thus the delivering for long distance should also be highly concerned. For the first problem, Fairfood can sell its own imaged-products such as Fairfood cups and Fairfood T-shirt which has already designed and wearing by Fairfood employees. Donors are also interested in these unique imaged-products. In addition, Fairfood can also accept items from donors worldwide. For collecting second-hand items and re-selling them meets the sustainability mission of Fairfood. Then Fairfood should take care of these items and take photos of them then post the images on the eBay selling page. More importantly, the link to eBay selling page should be shared with donors through Facebook and the special “thank you” should also be listed under the product description. It can meet the warm-glow motivation which can make donors feel self-esteem. For the second question, Fairfood is an international organization thus the supporters are from almost 40 countries. Thus delivering for a long distance will cost a lot of delivering fee which may excess the selling price. Thus delivering to a long distance seems like unreasonable. As our headquarters are located in Holland and two branches are located in Germany and London, thus testing online shopping malls in Europe should be the first step for Fairfood to implement.

Additionally the practical process for holding an online auction partnering with MissionFish is summarized as the following chart.

Figure 14: The process of holding online auctions through MissionFish UK.
Source: Own illustration

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47 Selling price does not include delivering fee. The delivering fee will be paid by buyers depending on the distance of shipping.
As can be seen from the above chart, after registering MissionFish account, Fairfood International can hold special auction through eBay. As mentioned before, FairFood can hold events with different topics in different periods and ask gifts which can fit for the specific topic. For example, one of the topics of Fairfood International is Freedom of Association which means that Fairfood are trying to lobby companies to against child labor, unfair salary and dangerous working conditions. Under this topic Fairfood should use its email and social media tools to let the supporters donate some items which are relevant to this topic such as books for against child labor, paintings or photos showing sad face of unfair workers etc. Then Fairfood should post the items’ pictures with donors name on the online auction page. The original price can be five or ten euros and one bid is about five euros. Then the time limit and current bid should be placed on the auction page such as one month which can increase transparency to make the event more trustful.

If Fairfood is willing to create the own online shopping malls and online auction pages, the above strategies without working with MissionFish, the strategies can still be applied in practice.

**Other online tactics**

According to one of the warm-glow motivation named making a difference which is introduced in chapter 5, donors are willing to support a specific people or project. They prefer to see the direct effect of their donations on either individuals or the community. This means that donors are more willing to donate to NGOs which use restricted funds. While as explained in the weakness part of the SWOT, Fairfood is getting unrestricted funds, which cannot motivate donors to donate very well. Thus how to motivate supporters to donate to the unrestricted funds and how to turn some unrestricted projects into restricted projects are very important to attract online donations. The first approach is to list the unrestricted funds directly as a project to ask donation. Unrestricted funds are also very important for Fairfood to keep daily operations. Thus Fairfood should feel free to use the title “Unrestricted funds” on the donation page with the explanation of what is restricted funds and why it is important for Fairfood. The second approach is to turn our current unrestricted projects into restricted ones. For example, Fairfood has a project called Land of Promise, which is a project to lobby companies to be fairer to the farmers and more sustainability during producing in pineapple industry from the Philippine island of Mindanao. Thus Fairfood should get the approximate amount of lobbying one company in Mindanao and post the time constraint and target amount on the webpage. In addition, in order to keep the flexibility of using these restricted funds, a disclaimer can be placed under the project name. The disclaimer should be: All gifts are symbolic and help fund the entire work of the organization.
8.2.2. Email tactics

**Doing email viral marketing**
As explained in chapter 7, viral marketing is a friend-ask-friend strategy which can get lots of audiences with limited time. Moreover, Email as the second powerful online fundraising channel has a huge potential to get wide range of supporters, which is the priority condition to do viral marketing. In addition, according to the practical interview, Fairfood has around 900 ex-employees’ email addresses which means that hundreds and thousands’ friends are in the back. For these previous volunteers and employees of Fairfood International, they are quite familiar with Fairfood. According to the second warm-glow motivation, people are motivated to donate by personal experience. These ex-employees have ever worked for Fairfood and of course they have personal experience related to Fairfood International. It means that they are more easily to be motivated to donate. More importantly, because of the personal experience, these ex-employees trust Fairfood and are more willing to share information with their friends, which increase the possibility to do successful viral marketing through email.

For Fairfood, a warm greeting email should be send at the first step to let the ex-employees. This warm greeting email will increase the sense of belonging and self-respected feelings according to Maslow’s Hierarchy of needs theory. More importantly at the bottom of this email, a sentence asked receivers to forward Fairfood update to their friends should be included. For example this sentence can be written as: Your previous contributions to Fairfood International are highly appreciated and if you still want to support us, please share this email to your friends and let more people know Fairfood International. Moreover as mentioned before, during each period, Fairfood has different topics. Thus sending emails related to different topics and asking them to share these updates with friends will be an effective strategy to get more audience and more donation chances.

**Using email to make donation ask more personal**
Impersonal, as a disadvantage of online fundraising explained in chapter 5, makes donation ask much harder compared to face-to-face method. Moreover as explained in the weakness part of SOWT, the application of online tools at Fairfood International is not so personalized. Email as a point-to-point communication tool is more private and personal than social media such as Facebook. Thus how to use email to make donation ask more donor-oriented is very important to attract donations. Firstly as explained in the strength part of SWOT, Fairfood has around 26,000 email subscribers and 900 ex-employees email addresses. Most of the birthdays are known when they subscribe. Thus sending an email with birthday card is a donor-oriented way to make donation ask. In the e-birthday card, potential donor name, birthday wish, a link
allowing donors to share this card on Facebook and a link directing donors to donation page should be placed. An example of Birthday card is shown in Appendix 14. Moreover for some activate donors, a small video contained the birthday wish can be made and upload on YouTube. Then the link of this video can be included in the birthday card. This video can be birthday wishes from some employees of Fairfood. Birthday card and birthday video are both very personal and powerful tools to make donation ask.

8.2.3. Social media tactics

Using ASPs to do viral marketing
As discussed in chapter 4, compared with three most common used social media tools (Facebook, Twitter and YouTube) by Fairfood, Facebook with around 65,000 fans is ranked as the first place which should be fully used and activated to do fundraising. Moreover the practical research shows that the total friends of Fairfood Facebook fans are over 28,000,000, thus doing viral marketing on Facebook should be a huge potential for Fairfood to get more donations. Fortunately some ASPs offer free Facebook applications to do viral marketing and one of the good applications for Fairfood is Causes. Causes is a free Facebook application which allow NGOs to ask the supporters to set up their own personal fundraising pages on Facebook based on specific causes such as birth day wish, signing petitions etc48. Fairfood should use this free application to increase online fundraising.

Firstly Fairfood International should set up an account as a partner with Causes. Then Fairfood should use three major futures of Causes well which are named Birthday Wish and Petition. Birthday Wish is a tool to allow users to create a personal fundraising page which can ask their Facebook friends to donate to the specific causes on their birthday as a birthday gift. This is a great application which can make people feel their birthdays much more unique and special. It is also some part of their needs for self-actualization as explained in pure altruism in chapter 5. Moreover the thank-you letter and the fundraising amount will be updated on the news wall of the person who creates this wish. Since Facebook news wall is a public space for all of the friends, it is a good platform for these people to strength their self-image which is stated as one of the warm-glow motivation in chapter 5. The Facebook friends can also share this birthday wish or create a new birthday wish after being motivated by this new method. Thus the viral marketing is being build up through birthday wish tool.

Thus Fairfood should keep an agenda to keep every Facebook fans’ birthday in mind and send them a request for joining the birthday wish before their birthdays. Additionally, the birthday wish is now expanded as wedding wish, holiday wish and memorial wish etc (figure 17). It increase a huge opportunity for Fairfood to get fundraising.

The other tool of Causes is called Petition which is only served for NGOs to start a specific cause and let users to sign the petition on their personal Facebook network. Fairfood can easily fill in the form called “Start a Cause” (figure 18).
After approved, this cause can be officially started on Facebook. For the petition projects, Fairfood can use the current projects. For example, Fairfood can use The Land of Promise project to start a petition and motivate the supporters to sign the petition for the pineapple farmers who are suffering unfair treatment in Mindanao. Moreover Fairfood should launch some specific topic petitions to attract supports because nowadays people are more willing to make a difference on a specific person or a project which is demonstrated as a warm-glow motivation in chapter 5. In addition, some topics can be related to justice and equality issues which are met for the topic of unfair issues such as unfair working hours, child labor and low salary paid etc. in the food and beverage industry which can also motivate more people to donate. For example the petition can be launched as “Petition: Stop using Child labor to produce pineapple”. After starting this petition on Facebook, Fairfood can ask supporters to join in and let them know their reaction can change these children lives. After signing this petition, the updated information will be automatically shown on the news wall of the signers, which means that this petition will be promoted through the singers’ online network. The Facebook signers can also share and sign the petition and let their friends notice it which is like the spread of virus.

Thus using Causes to do viral marketing is a good strategy for Fairfood to implement in the coming period and in the meanwhile, Fairfood should also use some visual tools such as photo share on social media to motivate more people to pay attention on our causes and donate more. This strategy will be explained in the coming section.
Using picture to motivate donors on social media

Social media such as Facebook and Twitter offer a great platform to post and share pictures online. There are also bunches of information concerning on how to use photo strategies on the internet. According to the situation of Fairfood and the motivations discussed in chapter 5, several picture strategies for Fairfood are explained in the following.

As discussed in chapter 5 that compassion is an important motivation for people to give. Charity cannot exist without compassion. Thus picture sharing offers a great opportunity to catch people’s compassion. Moreover a powerful picture with a good storytelling next by will fully stimulate people’s compassion. Thus Fairfood should consider use this strategy. Lisa Simpson report (Andresen, Mckee & Rovner, 2011) explains that pictures which showing faces should be a good start, but the question is what kind of faces Fairfood should share with donors: suffering face or enthusiastic face.

Figure 18: Suffering and enthusiastic faces
Sources: World Vision UK. 2012

Showing sad face is very popular among NGOs to get compassion of donors, but this strategy makes donors feel fatigue which is a disadvantage of online fundraising discussed in chapter 5. Moreover according to the STP strategy explained in section 8.1, Fairfood is positioned as a young and enthusiastic organization. Thus showing enthusiastic face with inspired text is a best way for Fairfood. For example, when Fairfood start a cause concerning child labor, pictures shown enthusiastic child face can be posted on Fairfood social media platforms such as the example picture in appendix 15. Additionally a storytelling statement should also be followed by the picture. This statement can start with a story about a specific person or event; this is because people are more motivated to make a difference specifically. Then descriptions about these underprivileged that had no choice over their condition should be introduced. More importantly what Fairfood will do with the donation should be planned which can let donors clear know how will be spent.
Consider using Google+ to motivate more people

On September, 2011, Google launched Google Plus (Google+) project which is an online social network. Similar to Facebook, Google+ allows users to share life experience, photos and videos etc. with their friends on the steam which is similar to Facebook News Feed (see Appendix 16). It is worth for Fairfood to create Google+ account, because currently Google+ has already generated around 90 million users and 60% of active ones within only one year. Thus there is a huge potential for Fairfood to increase the competitive advantage through this relative new social media tool. More importantly, some new futures can be useful for Fairfood to attract more donations. One of the important applications is called circles. Circles offer users a platform to specify different friends into different groups (figure 20). For example, Family, high school friends and colleague friends can be put into different circles in Google+.

![Google+ Circles](image)

Figure 19: Google+ Circles
Source: Google+ official blog, 2012

This can be very useful for Fairfood to do online fundraising. Sometimes the information posted on the Facebook News Feed can be seen by everyone which is lack of target audience and some massive comments may include some negative judgments which can increase reputation risk for Fairfood. However Google+ gives Fairfood a great chance to classify the fans into different groups according to their professional experience. For example, Fairfood can make different circles such as food and beverage employees, university students, ex-Fairfood employees, sustainable supporters and employees from other NGOs etc. Then according to the

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futures from different circles, Fairfood should post different information, since the life experience may varied a lot in different circles. For instance, for the circle of Fairfood ex-employees, they have same experience of working at Fairfood for a period. Thus they are quite familiar with the organization and some causes such as donate office facilities to Fairfood new office may get good reactions among the people who have ever worked for Fairfood. That is motived by personal experience which is explained on Chapter 5. Posting according different circles will make the target audiences more segmented and easier to motive each circle. Additionally this kind of segmentation will decrease the reputation risk for Fairfood. Each circle is closed which means that some negative comments in one circle cannot be seen from other circles. Thus it means that less people will see the negative judgments which will definitely reduce the possibility of reputation risks. Thus Google+ should be another good way to motive more donations in the coming year for Fairfood International.
Chapter 9:

Summary
To sum up, this paper is mainly concentrated on two major topics which are defined as the analysis of current online fundraising trends and the suggested strategies for Fairfood International to implement. Before going to discuss these topics, some general information is introduced including the general knowledge about NGOs. Under the first topic, an internal analysis from practical interview and an external analysis from literature are made. In the internal analysis section, four sub questions are being answered which are “what does Fairfood do?”, “What kind of current online platforms does Fairfood use?”, “What are the current online fundraising strategies at Fairfood International?” and “What are the expectations through online fundraising?” In order to answer these questions, the brief introduction of Fairfood international and the current online fundraising tools at Fairfood concerning webpage, email and social media are discussed at first. Then the descriptions of Fairfood three-step online strategies and expectations for online fundraising are illustrated. In the external analysis section, four sub questions are answered which are: “What is the macro online fundraising environment?”, “What is online fundraising?”, “Who are the online individual donors?” and “Why do people want to donate?” For answering the first question, a PEST framework and competitive analysis are being used to analyze. For the second question, the definition of online fundraising, the current popular online fundraising tools such as webpage, email and social media platforms, the difference between online and offline fundraising and the analysis of advantages and disadvantages of doing internet-based fundraising are discussed. For the third question, some secondary research are shown to define the relatively newly wealth who can access internet as the potential group of individual donators. Then the pure altruism motivations and impure altruism motivations or warm-glow motivations are explained to answer the forth question. The pure altruism motivations mainly contain personal value and self-actualization needs. Feeling good, love needs, esteem needs, making difference and getting tangible things back belong to the warm-glow motivations. In addition, the SWOT is being used to summarize the major findings through external and internal analysis. Under the second topic, two sub questions are being answered which are “What are the current most common used online strategies?” and “What strategies and tactics are best for Fairfood to implement?” In order to answer them, three popular online strategies are stated firstly, which includes building trust online, working with ASPs and viral marketing. Moreover recommended STP strategies and suggestions targeting on the improvements on Fairfood webpage, email and social media tools are illustrated. For the webpage, Fairfood should add more items to build trust, consider working with MissionFish to build online shopping malls and online auction page, use strategies to make unrestricted funds becoming restricted. For emails, Fairfood should consider use ex-employees’ contact information to do viral marketing and use e-birthday card to make donation ask more personal. For the social media tools, Fairfood should use Causes, a Facebook application, to do viral marketing. In addition, Fairfood should also use picture strategies such as enthusiastic face with necessary statements to stimulate people’s compassions. The final recommendation for improving social media is to consider
using the circle feature of Google+ to make group discussion more efficiently.
References


Appendix 1

List of abbreviations

NGO  Non-Governmental Organization
PEST  Political, Economic, Social and Technological
FAO  Food and Agriculture of the United Nations
CIWF  Compassion in World Farming
CAP  Common Agriculture Policy
IPDI  Institute for Politics, Democracy & the Internet
WWF  World Wide Fund for Nature
NSGVP  Canadian National Survey of Giving, Volunteering and Participating
Google+  Google Plus
SWOT  Strength, Weakness, Opportunity and Threats
ISO  International Organization for Standardization
STP  Segmentation, Targeting and Positioning
ASP  Application Service Provider
Appendix 2

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Appendix 3

Research objective according to HZ, University of Applied Sciences

According to the academy of HZ, University of Applied Sciences, the graduation thesis for Bachelor of Business Administration has to meet the following six competences:

- Assess the way he or she is functioning and change appropriately
- Search, scan and study texts about international developments that are relevant for the organization
- Advise management about the opportunities and threats for the organization in the international environment
- Look for opportunities for new and existing products and services
- Contribute to the creation of an atmosphere within the organization that lets people cooperate proactively in the changes
- Develop and adjust the strategic marketing and/or export plan in which the analysis of the organization’s environment is incorporated
Appendix 4

Questions for interview with Communication Department

1, what kind of online channels do we use now for fundraising?
For example: we have Donate web, Facebook, Twitter, YouTube, email newsletter.
What else do we have now? Do we have online magazine?

2, how many likes do we have on Facebook, twitter, link in etc?
   Do we have the age, gender, or educated background distributed information of our likes?

3, how do we encourage supporters to participate our event or donate?
   For example we use a lot of pictures, videos etc.

4, what are the reactions from our supporters? Do they highly motivated or not?

5, what are the most difficult things do you think we have currently in online communications or encourage supporters to donate?
Appendix 5

Questions for interview with Business Development Department

1, what are our goals and expectations through online fundraising? (Maybe we can use some specific measures like time limited, approximate number etc.)

2, what do you think are our advantages of doing online fundraising?

3, what do you think are our difficulties of doing online fundraising?

4, what do you think are our opportunities of doing online fundraising?

5, what do you think are the threats of doing online fundraising?

6, what kind of actions do you need to do urgently for doing online fundraising?
Appendix 6

Fairfood International Webpage

Sources: Fairfood International Webpage, 12 April, 2012.
Appendix 7

Fairfood International Donation page

Sources: Fairfood donation page from official website, 12 April, 2012
Appendix 8

Fairfood International Facebook page

Sources: Fairfood International Facebook Page, 12 April, 2012.
Appendix 9

Fairfood International Twitter page

Sources: Fairfood International Twitter, 12 April 2012.
Appendix 10

Fairfood International YouTube official page

Sources: Official YouTube page of Fairfood International, 13April, 2012
Appendix 11

Fairfood International Official LinkedIn page

Sources: Official LinkedIn page of Fairfood International
Appendix 12

MissionFish UK Webpage

Sources: Webpage of MissionFish UK, 2012
### Appendix 13

**Email contact with MissionFish UK office**

<table>
<thead>
<tr>
<th><strong>Subject</strong></th>
<th>Completing Your MissionFish Registration [ ref:_00D30B3z._50070LoSus:ref ]</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reply from</strong></td>
<td><strong>MissionFish</strong></td>
</tr>
<tr>
<td><strong>Wednesday, May 02, 2012 4:33 PM</strong></td>
<td><strong>Hi Clark,</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Thanks for writing in.</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Currently only charities that are registered in the UK and the USA and can provide proof of their charitable status can register with MissionFish.</strong></td>
</tr>
<tr>
<td></td>
<td><strong>To see if you meet this criteria visit:</strong></td>
</tr>
<tr>
<td></td>
<td><strong>For the US:</strong></td>
</tr>
<tr>
<td></td>
<td><strong><a href="http://www.missionfish.org/help/getting-started/us_who-can-register.html">www.missionfish.org/help/getting-started/us_who-can-register.html</a></strong></td>
</tr>
<tr>
<td></td>
<td><strong>For the UK:</strong></td>
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<td></td>
<td><strong><a href="http://www.missionfish.org.uk/help/getting-started/uk_registered-charities.html#how-to">www.missionfish.org.uk/help/getting-started/uk_registered-charities.html#how-to</a></strong></td>
</tr>
<tr>
<td></td>
<td><strong>We are working at expanding the programme internationally in 2013 and we will let you know when this happen.</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Many thanks for the interest.</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Regards,</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Ryanne Putnam</strong></td>
</tr>
<tr>
<td></td>
<td><strong>MissionFish Community Care</strong></td>
</tr>
<tr>
<td></td>
<td><strong><a href="mailto:ryanne@missionfish.org">ryanne@missionfish.org</a></strong></td>
</tr>
<tr>
<td></td>
<td><strong><a href="http://www.missionfish.org">http://www.missionfish.org</a></strong></td>
</tr>
<tr>
<td></td>
<td><strong><a href="http://www.missionfish.org.uk">http://www.missionfish.org.uk</a></strong></td>
</tr>
</tbody>
</table>
From: Clark
Sent: 5/2/2012
00226809

Dear L/S

We are Fairfood International, a Dutch based NGO. We have already registered in Holland. Moreover we have office in London. We are considering using Missionfish. But we are not quite sure about is it possible to register Missionfish (UK).

Please let me know if you need more information.

Clark (Chinese Name: Xu Feng)

Online Fundraiser Business Development Department
Fairfood International
m. + 31 685736953
e. Xu.Feng@fairfood.org | i. www.fairfood.org
n. Twitter, LinkedIn | s. Xu.Feng.fairfood

Support Fairfood? Donate now
Like what we do? Like us on Facebook
Appendix 14

Example of E-Birthday card

Dear XX
Happy birth day!
Thanks for supporting Fairfood and we wish you all best.
Please continue to support us.
Fairfood International
To share this card on Facebook

Source: Own illustration.
Appendix 15

An example for Fairfood picture strategy

Look at this picture. The smiling girl is Sandra, nine-year old, born in Philippine. However she is not like the child living surrounding us. He has to work more than sixteen hours per day to grow pineapples. The salary for this little child cannot even be enough to cover two meals. Terrible working conditions makes the little man suffers a lot.

There are thousands of children with similar experience of Sandra struggling in the world when we enjoy our food and beverage in the pleasant place. They have no ability to against and save themselves.

Fairfood International is one of the powerful NGO trying to help these children. We have already lobbied ten companies to attend sustainable practice including against child labor in the last three months and we are willing to get more companies involved in our activities.

Please sign our “Stop using Child labor to produce pineapple” or donate us to help these little children.

Source: Own illustration.
Appendix 16

Google+ Official Stream Wall Page

Source: Google+ Official Page, 2012