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13-01-2014

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"BUILDING DEEPER DONOR RELATIONS AND KEEPING THEM ALIVE"

A study on how to apply relationship marketing to increase donor loyalty

MANAGEMENT SUMMARY

In January 2013, I approached the Utrecht-based NGO LiveBuild to inform if I could write my thesis for them. After some preliminary research, it turned out that they could use some help in the realm of communication.

LiveBuild was established in 2008 and had acquired over 1500 structural donors since then. However, despite this and other successes, LB is exponentially losing its donors. Therefore, the main question of this thesis is:

How can LiveBuild improve the relationship with their structural donors so they remain loyal to the organization?

This thesis and the advice is written from a marketing perspective, since this has proven profitable for over five decades. The paradigm within marketing that will be addressed, is called "friendraising". Friendraising is a fairly new concept within fundraising. It is aimed to look at donor relations not merely from a financial perspective, but to seek the person behind the money and, if possible, build a relationship.
However, in order to establish such a relationship, a cause has to know itself as well as its donor. The following concepts help to establish that knowledge:

- *Identity* – "the way an organization sees itself"
- *Image* – "the way the organization is seen by its donors"
- *Reputation* – "the overall opinion of the donor that is a result of image and identity"
- *Reciprocity* – "the expectation of receiving something in return"
- *Trust* – "The believe that somebody or something is good, sincere, honest, etc."
- *Satisfaction* – "the act of fulfilling a need or desire"
- *Involvement* – "participating or feeling part of something"

The key concepts mentioned above and their relations are displayed in the figure below (number 1).
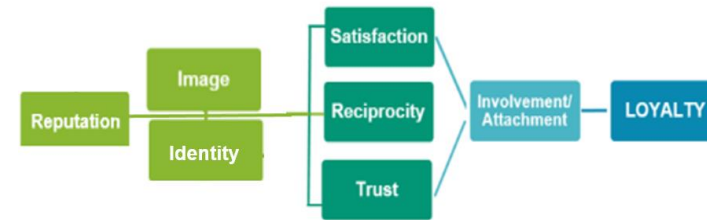

Figure 1. Overview of the most important concepts and their relations

As can be viewed in figure (???) there are several subsequent stages before reaching loyalty. The aim of this thesis was to find the missing link so, with the advice in this thesis, LiveBuild- is able to repair it.
From the research can be concluded that LB does not have an image or identity problem; the cause has clear what it stands for and this is also reflected on its donors. It does seem however that LB's reputation at the moment is somewhat fragile and subject to mild criticism and (at least) one rumor.
Furthermore all three stages before involvement (reciprocity, trust, and satisfaction) are al said to be reached by at least 70% of the donors. The bottleneck, however seems to be the lack of involvement. Since donors do not (want to) feel part of the organization they feel less compelled to stay.

For this reason, LB is highly recommended to strengthen the friendship with its donors. This can be done in three areas:

- Recruiting new donors through friends of LB
- Letting existing donors know they are heroes
- Respecting the donors that do not want to intensify the relationship

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ACKNOLEDGMENTS

Although this thesis might give a different impression, I'm not a person of many words. I would therefore just briefly like to thank the people that contributed to this thesis in any kind of way.

The most important person in this period was off course my coach Mari Carmen Puerta Melguizo, with who I have been so lucky. I could not have been happier with your support, humor, ongoing believe in me and your lovely Spanish character (feisty yet very loving). Muchísimas gracias, eres maravillosa!

Second of all: LiveBuild. This wonderful cause has made me feel at home from the very first minute. It was a pleasure to spend time with the team and be part of such a great organization; even though for a short period of time. Thank you for being so open. In my opinion, the spirit of LiveBuild is unique and contagious; never lose your playfulness!

Lastly, my mental support: my mom and my OA friends. You kept me grounded, calm and made that I believed in myself. You also made me realize that I could let go of my perfectionism and still have faith.

For all the wonderful people that contributed to this thesis: thank you for getting me started, pulling me through and helping me finish this final piece of my study!

LIST OF ABBREVIATIONS

ABBREVIATION	DEFINITION
NGO	Non-Governmental Organization
LB	LiveBuild
FG	Focus group
RQ	Research question
AQ	Advisory question
u/k	unknown

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1. INTRODUCTION

The Netherlands has over 30.000 charities. According to *Vakblad Fondsenwerving* "it is hard to tell who these charities are and how much money is going around in this circuit". Literally anybody is allowed to establish a non-governmental organization (NGO); there is no registration duty, nor are there rules or any other form of regulation. With this increase in competition and the decrease in supervision, many people have lost confidence in charity organizations.

Not only the large number of charities, is that people do not confide in these organizations anymore. *CendrisMonitor*, an organization that does annual research on national trust in charity organizations, reported in March this year that "only one in six people have confidence in the way their donation is allocated" (Cendris, 2013). This means that trust is low amongst (potential) donors in the Netherlands.

When I first heard about this problem, as reported in the news media, I immediately wanted to find out more. I have always been fascinated by charities and the way they work. What mainly strikes me is that people give money to an institution that does not seem to give any product or service in return. However, there has to be some factor that compels people to donate and to keep coming back. I am curious to find out what this factor is and how it can be used to its full potential so that people do not only become attracted to a charity but also remain attracted. In other words: what motivates people to become a donor and subsequently stay loyal?

Although the purpose of this thesis is to research the conditions for loyalty so a charity can eventually acquire more money, the approach of my work is not purely commercial. My main goal is to find out how to have a genuine relationship with donors; then money will eventually follow. That means that money in this case is merely a result, not a goal. When a person is treated more like a wallet than a human being, there is no bond and when there is no bond there is no trust. I personally believe that people are more compelled to do something for someone else, in this case a charity, if they feel involved.

For this reason I decided to find an NGO with a heart; one that not only cares for its cause but also for its donors. I had met one of the LiveBuild street-fundraisers back in 2009 and remembered the positive encounter I had with this volunteer. I found the charity's approach very refreshing; the NGO was one of the first that depicted African people in a positive way. Besides, the volunteer was not pushy or aggressive when asking for a donation. All of this spoke to me. So, when I had to write my thesis I immediately had to think of LiveBuild.

The charity officially exists since 2008 but the idea was created in 2001. The founders of LiveBuild were working for charities themselves when they noticed the lack of trust among (potential) donors. The critical young men had been wanting to change the charity scene for a while already. In their opinion fundraising had become too impersonal, almost aggressive and too focused on money rather than creating a better world. Furthermore, the founders wanted to address a relatively new target group, highly educated men and women between 20 and 30. In 2008 they decided to walk the talk and that is when they started LiveBuild.

LiveBuild now exists for over five years and is in the midst of a professionalization; where LiveBuild was first a group of friends they now have become more formal and independent. This becomes visible in the organizational structure: All of the original founders either went to other jobs or switched position within the company, the NGO hired a donor- and event-manager and the project coordinator became the director. The organization also found out, sometimes through trial and error, what does and does not work for them. One thing they have learned over the past years is to focus on several projects in one country instead of multiple projects over multiple countries. This way they are better able to bond with the local communities, educate them, track changes and maintain projects.

All these steps indicate that the "baby" that was created in 2008 has now become an "adult". It might also mean that it is time for a different phase; a phase that focuses more on donor retention than donor acquisition. In my first conversations with Koen and Filippa, the new director and the donor and event manager of LiveBuild, it directly became clear that the

organization is not looking for advice on the latest trends or technology, nor does it want slick marketing strategies. What LiveBuild values most, is a genuine, and moreover sustainable, relation with its donors.

In the past five years, the charity has acquired over 1500 structural donors. However, they also slowly see this number decreasing again. Therefore the organization would like to know what is causing this decline and how it can be prevented. In the first interviews with the organization, Filippa pointed out that the problem could be related to increased competition, donors' financial situations or the lack of engagement between LiveBuild and its donors. Therefore the goal of writing this thesis is to find out what the actual reasons are for ending donorship and how this can be prevented.

1.1 Problem Definition

As briefly addressed in the introduction, the main problem is: LiveBuild has over 1500 structural donors but is slowly losing some of them. From interviews with several team members can be distilled that some of the presumed reasons are: the economic crisis and the lack of a relationship between the organization and its donors. Before facing significant loss, the charity wants to know what the actual reasons for ending donorship are. Furthermore, the organization would like to learn how to address this issue so that loyalty can be increased.

1.2 Advisory Question

Based on the problem definition, the advisory question will be as follows: *How can LiveBuild improve the relationship with their structural donors so they remain loyal to the organization?*

1.3 Research Question and Sub-questions

In order to answer the main question, research has to be conducted. When simplified, the research will consist of four main components, namely:

1. The image and reputation of the organization
2. Donors' motivations for choosing LiveBuild
3. Donors' reasons for withdrawal
4. Donors' motivations for staying loyal

How these concepts are related and why they are important will be further explained in the chapter "Theoretical Framework".
From these four key elements I have distilled the four main questions and fifteen sub-questions.

1.3.1 What is LiveBuild's image, identity and reputation?

a. What is LiveBuild's identity?
b. What is LiveBuild's image?
c. What is LiveBuild's reputation?

1.3.2 What are donors' motivations to choose LiveBuild?

a. What are donors' motivations in general?
b. What are donors' motivations to choose LiveBuild?

1.3.3 What is a donor's motivation for quitting LiveBuild?

a. What are donors' motivations for ending donorship in general?
b. What are donors' motivations for ending donorship with LiveBuild?

1.3.4 What is a donor's motivation to stay loyal to LiveBuild?

a. Do donors experience reciprocity?
b. How much trust do donors have in LiveBuild?
c.   How satisfied are the donors?
d. What is the level of involvement amongst donors?
e. What are LiveBuild's donors' motivations and criteria for loyalty?
f. What is the level of loyalty amongst LiveBuild donors?

1.4   Research Purpose and Objectives

The purpose of this thesis is to gain insight on donor's motivations for joining LiveBuild, quitting and/or staying loyal to the organization. This insight will eventually provide tools for the organization itself to retain donors and will hopefully decrease the number of terminations.

1.5   Structure of the Paper

This thesis consists of the following chapters:
2. Theoretical Framework
3. About LiveBuild
4. Structural donors
5. Methodology
6. Results
7. Conclusion and advice
8. Research limitations and further research
9. References
10. Appendices

2. THEORETICAL FRAMEWORK

The aim of this chapter is to explain the theories used for this thesis and to clarify the relations that exist between them.

At the core of this thesis is fundraising, a money-raising practice applied by non-governmental organizations. Despite addressing a topic that relates to a non-profit sector, the basis of my research will be formed by a for-profit paradigm, namely marketing. I have chosen this approach since marketing has proven very successful for building and maintain relations with stakeholders.

However, where the marketing industry is centered on making profit, the charity sector is more centered on people. When creating the theoretical framework I have taken this into account; I have tailored concepts, and sometimes created my own models, to make my framework fit this particular field of study. As Ken Burnett, relationship fundraising expert explains in his book: "(…) marketing can prove really helpful when adapted to the non-profit branch, not adopted" (Burnett, Relationship Fundraising, 2002).

Key concepts that will be mentioned in this chapter will be: non-governmental organizations (2.1), fundraising (2.1.1), philanthropy (2.1.2), philanthropic psychology (2.1.1.2), relationship fundraising (2.2), loyalty (2.2.1), attachment and involvement (2.2.1.1), reciprocity (2.1.1.2), trust (2.2.1.3), satisfaction (2.2.1.4) customer relationship marketing (2.3), marketing (2.4), branding (2.4.1), reputation (2.4.1.1), identity (2.4.1.2), image (2.4.1.3). All theories mentioned above will be discussed, explained and linked in the text and diagrams of this chapter.

2.1 Non-Governmental Organizations

According to the *NGO Global Network*, non-governmental organizations can be defined as follows: "(…) any non-profit, voluntary citizens' group which is organized on a local, national or international level. By being task-oriented and driven by people with a common interest, NGOs perform a variety of service and humanitarian functions, bring citizen concerns to Governments, advocate and monitor policies and encourage political participation through provision of information. Some are organized around specific issues, such as human rights, environment or health. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements. Their relationship with offices and agencies of the United Nations system differs depending on their goals, their venue and the mandate of a particular institution" (NGO Global Network).

When simplified an NGO can be explained as: an independent organization that seeks to sustainably enhance living conditions by performing tasks that are beneficial to disadvantaged individuals or groups. LiveBuild's goals correspond with the definition of an NGO since the organization does not rely on government funding, supports people in Cameroon and aims to create sustainable improvement.

2.1.1 Fundraising

Naturally, NGOs ought to raise money in order to perform their tasks and realize their mission. For charities this practice of obtaining money is called fundraising. Besides providing aid, the core practice of an NGO is fundraising which can be defined as: "(…) the job or task to seek financial support for a charity, cause, or other enterprise" (Oxford Dictionairy, 2013).

Peculiar about fundraising however is, that no product or service is offered in return when a stakeholder invests in an NGO. This goes against human nature since the majority of society was raised with the concept of reciprocity. Early research already points out the social role of reciprocity; sociologist Simmel comments: "social equilibrium and cohesion could not exist without "the reciprocity of service and return service," and that "all contacts among men rest on the schema of giving and returning the equivalence" (Simmel, 1950). Simply put, reciprocity is the return of a favor; a mutual exchange (further explained in 2.3.3). This could be on emotional or financial level such as investing in a relationship

and getting love in return, paying a company to receive a product or a service; it is what our entire society and market is built on.

Since an NGO does not have any tangible counteroffer, it means that it has to balance out the donations it receives by returning a different type of remuneration (often in the form of emotional satisfaction). This distinguishes the charity sector from many other markets.

Striking however, is that fundraising already existed before the market economy was created. It is namely a practice that springs from the Middle Ages and that was mostly undertaken by religious people. However, not until recently fundraising became institutionalized and officially got its name. According to professor Adrian Sergeant from *Study Fundraising* "organized philanthropy supported by systematic fundraising is very much a late twentieth-century phenomena" (Sargeant, 2012). In my opinion the institutionalization could be related to the expansion in the number of charities in the last two decades.

2.1.2 Philanthropy

As can be derived from the definition of fundraising, the practice as it is known nowadays has a purely financial basis. Fundraising has its roots in philanthropy which originally knows a more human-centered approach. However, with the standardization of fundraising, there was also a shift in focus for philanthropy.

The Oxford English Dictionary states the following about philanthropy: "love for mankind; the disposition or active effort to promote the happiness and wellbeing of others; practical benevolence, now especially expressed by generous donations of money to good causes" (Oxford, 2000).

This means that people originally expressed their love or concern for the people that were less advantaged, by supporting them; sometimes financially, often physically or mentally. Nowadays this form of altruism is mainly, and often merely, expressed by (large) amounts of money. Furthermore, altruism is not the only underlying motive anymore; the psychology behind donations has become more complex over the years.

2.1.2.1 *Philanthropic psychology*

The field of study that researches (underlying) motives for donor's giving behavior is called philanthropic psychology. This is a complex field of study, for every person has its own, and often profound, reason(s) for donating. Philanthropic psychology is aimed at identifying the stream of thoughts during a moment of choice to be able to understand donors better. This on its turn could contribute to donor loyalty, a topic discussed in 2.2.1.

As mentioned above, motivations for charitable giving differ per person. For example in the Middle Ages, when philanthropy was still stimulated by religious institutions, it was a way for many people to secure a place in heaven after passing away. For some this is still a(n unconscious) motive for donating.

However, nowadays fundraising comes in many different forms and the underlying reasons are more complex. According to Russ Prince and Karen File, writers of *The Seven Faces of Philanthropy* (Prince & File, 1994), there are seven distinct types of donors who each have their own motivations:

- **Communitarians**
"(…) individuals who give because of their sense of belonging to a social community".

- **The Devout**
"(…) do good because it is God's will; (…) a moral obligation".

- **Investors**
"(…) see philanthropy as "good business. They are motivated by the personal tax and estate benefits philanthropy represents".

- **Socialites**
"(…) focus on doing good work or charitable giving because it can be fun".

- **Altruists**
"(…) tend to focus on social causes and giving that provide a sense of

purpose and personal fulfillment. They believe giving promotes spiritual growth (in this case, not religious-based)".

- **Repayers**

"(…) do good in return for what they have received in life".

- **Dynasts**

"(…) see philanthropy as a family tradition. Their giving results from childhood socialization by parents or other relatives as to the importance of philanthropy".

2.2   Relationship Fundraising and Friendraising

As mentioned in the introduction of this chapter, marketing theories are based on the assumption of making profit and do not fully cover the principles of fundraising as dealt with in this thesis. It is therefore important to use a framework that focuses on charity organizations instead of business entities.

Relationship fundraising and friendraising are two concepts that are tailored to the field of fundraising. Both concepts stem from marketing; in particular customer relationship marketing (CRM). These underlying theories will be discussed in 2.3 and 2.4. This chapter (2.2) however, is completely devoted to relationship fundraising and friendraising.

Relationship fundraising is one of the first groundbreaking theories that spring from CRM, but that is tailored to the non-profit sector. This theory was developed by Ken Burnett (1992) and was unique in both the field of fundraising as in the field of marketing. Relationship fundraising can be explained as: "an approach to the marketing of a cause which centers not around raising money but on developing to its full potential the unique and special relationship that exists between a charity and its supporter." (Burnett, Relationship Fundraising, 2008)

In 2006 Hildy Gottlieb was the first to officially redefine the relationship fundraising theory as "friendraising". She adopted it to a 21st century context by adding the concept of profitability. Gottlieb explains friendraising as: "…a form of fundraising that involves befriending an organization or individual for the purpose of helping support the financial aspect of a charity, nonprofit group or other community benefit organization" (Gottlieb, 2006).

The most recent alteration of this theory is done by the (self-proclaimed) friendraising expert Vera Peerdeman. She explains the concept as following: "Friendraising is stimulating involvement within your organization and building sustainable friendships with individuals, foundations or company, with the aim to both benefit from this relationship" (Peerdeman, 2012).

Although the theories do not differ too much in objectives and are all credible, accurate, reasonable and supported, I will mostly use Burnett's approach on relationship fundraising/friendraising for the research part of this thesis. The reason for this is that he is the establisher of the theory and provides lots of information on the topic from a researcher's perspective. For the advice section, Peerdeman's theory forms the basis since it is more up-to-date, and very practical and applicable.

2.2.1 Loyalty

Donor loyalty is often seen as the Holy Grail in fundraising. Reaching this point and maintaining a loyal relationship with its donors is one of the most complex practices for a charity. This is because an organization has to deal with interpersonal relationships. Since not every person acts and reacts equally due to its character and background, there is not one set method or approach to accomplish loyalty.
The definition in the Oxford English dictionary for loyalty is the following: "giving or showing firm and constant support or allegiance to a person or institution" (Oxford Dictionaries, 2011).

Expert in this field, Jen Shang who is known as the only philanthropic psychologist in the world, explains loyalty as follows: "To give money, people need to then be satisfied with the ways that organizations treat them as supporters. They need to trust the organization to best achieve what they would like to achieve with their limited funds. They need to commit to supporting the organizations in such a way that the commitment itself is meaningful to them as individuals" (New York Times, 2012). So according to professor Shang donors need receive some form of reciprocity, have trust in the organization and be satisfied before they decide to commit to an organization and eventually become loyal. These concepts will be further discussed in points 2.2.1.2 (reciprocity), 2.2.1.3 (trust) and 2.2.1.4 (satisfaction).

Furthermore, it is important for an organization to consider which level of loyalty is desired. There are different degrees of loyalty which are not equally important to each organization.
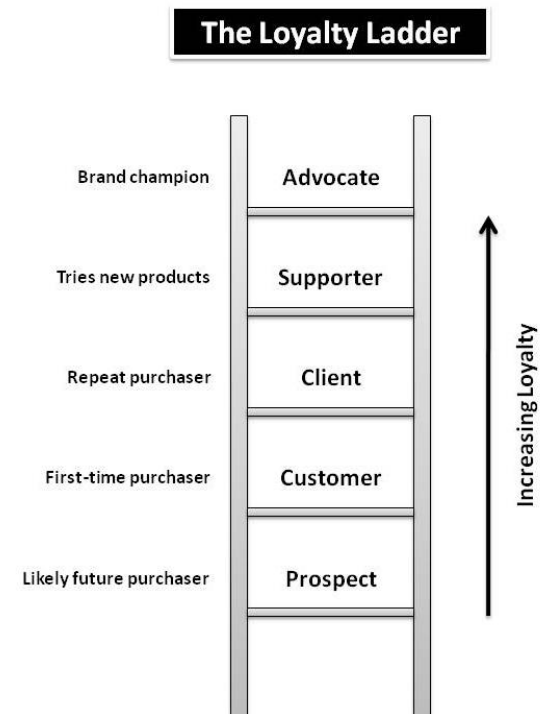
Figure 2. Philip Kotler's Loyalty Ladder (Eight Leaves, 2012)
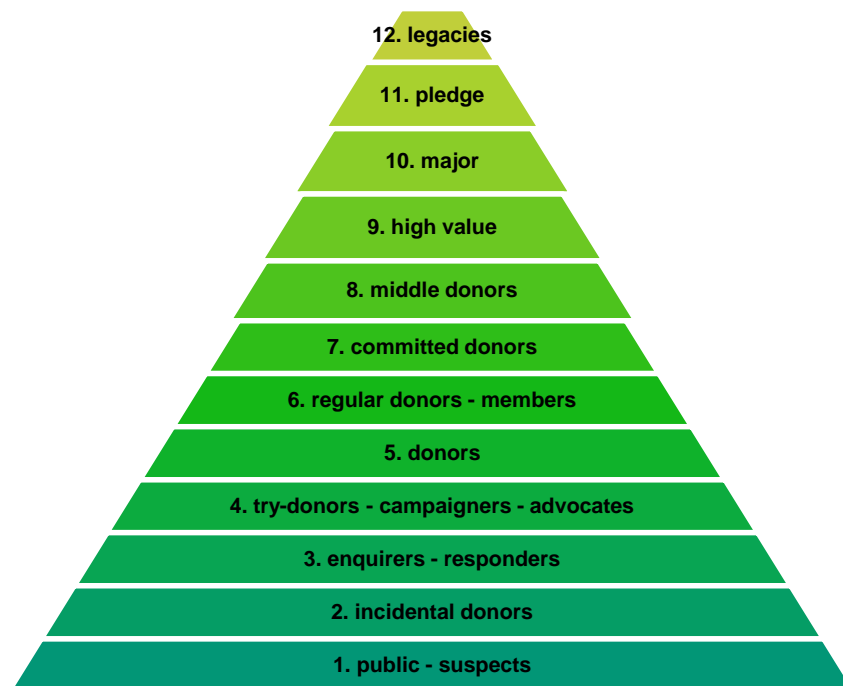
Figure 3. Elischer's 2008 version of the Fundraising Pyramid

In the figures above (1 and 2) two different models are displayed which indicate the level of loyalty. In marketing, the most-used model is Kotler's *Loyalty Ladder* as can be found in figure 1. This image explains the differences between one-time and structural customers. The *Fundraising Pyramid* (fig. 2) roughly explains the same. However, the main difference is that it is a triangle, meaning that long-time relations are rare in the field of charity. This also demonstrates how the degree of loyalty is not of equal importance nor feasible in each distinct field.

LB's donors can often be found in the first six layers, but for some reason it is hard to convert them to committed donors, let alone legacies. What the exact reasons are, will be researched further in this thesis and will be discussed in the conclusion.

2.2.1.1 Attachment and involvement

The step that is reached before loyalty, when building donor relationships, is attachment and/or involvement. According to the *American Marketing Association* (*AMA*): "Creating emotional brand attachment is a key branding issue in today's marketing world. One way to accomplish this is to match the brand's personality with the consumer's self (i.e., self-congruence)" (American Marketing Association, 2011). Brand personality will be further explained in chapter 2.4.1.2.

Although, at the stage of attachment or involvement, stakeholders do not (yet) choose to commit themselves exclusively to one organization, they do like to be part of it. This manifests itself in working for an organization, having brand preference or being keen on receiving updates.

While attachment and involvement are not the same actions, they are closely linked to each other. According to the Oxford English Dictionary attachment means: "affection, fondness, or sympathy for someone or something" (Oxford Dictionaries, 2013). Involvement is defined as: "the fact or condition of being involved with or participating in something" (Oxford Dictionaries, 2013). Whereas the first concept is more passive, the latter involves an action. However, in order to accomplish loyalty, it is not necessary to have achieved both steps (e.g. attachment and involvement) in the process. It simply depends on the type of organization what is most fitted. For example for an organization that is for-profit or that has tangible products it is more common to reach attachment. For a non-profit organization it is more likely to get stakeholders involved, for example in the form of voluntary work. There are of course exceptions and it is also common that both stages are reached.

However, due to the scope of this thesis, I have chosen not to pay significant attention to this distinction. From now on it will therefore only be called "involvement" to avoid confusion.

2.2.1.2 Reciprocity

Reciprocity is a very old principle intertwined in society and our market economy. The concept is mainly based on expectations and trust; when fulfilled it could contribute to even more trust and satisfaction. According to Nelson and Green from the *Michigan University*: "One cannot understand charity unless one understands its referent: trustworthiness in reciprocal relationships" (Nelson & Greene, 2003).
The Oxford English Dictionary defines reciprocity as: "a situation in which two people, countries etc. provide the same help or advantages to each other" (Oxford, 2000). In a broader sense: "Reciprocity means, a mutual exchange. As a principle of influence it could be described in layman's terms as (…) "give and take" principle (…) When someone does something for us we typically feel obligated to do something for them in return, (…)" (Ahearn, 2009).

There are two forms of reciprocity: direct and indirect. Due to the scope of this research, I have chosen to not discuss the phenomena in great depth. Simply put, "direct reciprocity" is the act that takes place between the donor and the receiver. "Indirect reciprocity" is the act where the donation is returned through or to a third party or network. As discussed above, reciprocity cannot be found in a tangible form in the NGO sector and therefore also counts as indirect.

Modern society often thinks "what is in it for me" before investing money, therefore charities have to fulfill donor's expectations for reciprocity in a different, often emotional, way. This is often compromised by making donors feel good; sometimes by letting them share, sometimes by providing the opportunity to buy off guilt and sometimes by offering them a (social) experience in the form of an event or gathering.

2.2.1.3 Trust

In order to reach involvement, and eventually loyalty, trust is one of the three key ingredients. Trust is what is needed in indirect reciprocity. The increase in trust is also a result of reciprocity.

Trust is a very personal, complex concept that depends on a human being's character as well as its background and experiences. In general, trust can be described as: "The believe that somebody or something is good, sincere, honest, etc. and will not try to harm or deceive you" (Oxford, 2000).

For consumers, trust is an important factor to proceed to a first purchase and to keep coming back. *Mashable*, the American news website on digital innovation reports that according to *Forrester Research*, trust is not a simple marketing trick; there is a whole psychology behind it: "70% of consumers" are said to "trust brand recommendations from friends" against "only 10% from advertising" (Mashable, 2013).
Trust is something even more vital for charity organizations since they have moral obligations to fulfill. Furthermore, as mentioned above, these organizations deal with a non-conventional concept of reciprocity; this acquires an adjustment in trust on the side of the donor. Striking however is that according to *The Economist* lack of trust among donors is not necessarily a problem. "The "Trust Barometer", an annual survey of attitudes in six countries by the PR firm *Edelman*, found that NGOs (…) were more trusted than governments or businesses" (The Economist, 2010).

2.2.1.4 Satisfaction

Satisfaction is a result of reciprocity and rewarded trust. Just like trust satisfaction is a personal and complex notion that depends on many internal and external factors. In general satisfaction can be explained as following: "the good feeling you have when you have achieved something or something that you wanted to happen does happen" or "the act of fulfilling a need or desire" (Oxford, 2000).

When placed in a more commercial context satisfaction is often linked to consumerism. This concept is known as customer or consumer satisfaction and according to *Webalue* it: "(…) basically depends on your product's (or service's) perceived performance in delivering value relative to your buyer's expectations." (Webalue, 2009).

The same website explains that dissatisfied customers spread negative word-of-mouth, whereas customers of which expectations were exceeded spread a positive word-of-mouth. However, if customers are just satisfied, they might not spread any word-of-mouth and when they do it might be either positive or negative. This means that satisfaction is also closely related to an organization's image; a concept further explained in 2.4.1.1.

2.2.1.5 Loyalty model

Based on the notion that current loyalty models are mainly focused on commercial organizations and through literature research, I have created a model of my own. In my opinion this model (as displayed in fig. 3) fits the concept of loyalty as can be applied to the charity branch. In chapter 8 the limitations and possibilities of this model for further research will be discussed.

The model shows the sequential steps that have to be taken before reaching loyalty; it is off course a simplified version of reality. As explained in more detail in chapters 2.2.1.1 until 2.2.1.4, the three concepts (reciprocity, trust and satisfaction), when completed successfully, all contribute to involvement and eventually to loyalty. It should be mentioned that it is not impossible to obtain loyalty without these steps. It is however less simple and less permanent without the steps.

Figure 4. Relation between reciprocity, trust, satisfaction, involvement and loyalty

2.3   Customer Relationship Marketing

Customer Relationship Marketing (CRM) forms an important concept in this thesis since it is the precursor and commercial form of relationship fundraising; both theories therefore also have some overlap.

CRM is a concept with its roots in the field of marketing. Philip Kotler, professor in international marketing, describes it as follows: "(…) customer relationship marketing is the process of building and maintaining profitable customer relationships by delivering superior customer value and satisfaction (…)" (Kotler, Principles of Marketing, 2010). Simply put, it is pleasing the customer so that he or she keeps coming back. As mentioned above, this displays that satisfaction and loyalty are two concepts that are closely linked to each other. "Value" in this definition can also be defined by the level of reciprocity. Both "reciprocity" and "satisfaction", as explained above, are closely related to trust.

In both CRM and relationship fundraising the main focus is on achieving loyalty through maintaining donor or customer satisfaction. In order to realize this, elaborate two-way communication has to be established before a relationship can be built.

2.4 Marketing

At the foundation of the theories explained above is marketing. Although the concepts are adapted to the non-commercial charity field, the paradigm on which this research was constructed is commercial in origin. This is a deliberate choice I have made, since the principle of marketing has proved very successful over the years for generating money.

As stated by Ken Burnett, expert in relationship fundraising, the nonprofit branch has much overlap with marketing. However, this is only a recent development: "(…) twenty-five years ago even some of the biggest nonprofits had barely heard of marketing, or training or even professionalism (…) It was rather a time for learning the lessons already understood by our brothers and sisters on the for profit side." (Burnett, Relationship Fundraising, 2002) This is no surprise since the for-profit market has been applying marketing techniques almost since the beginning of trade; the first print ad dates back to the 15th century (Hubspot, 2012).

Marketing as defined by the Oxford English dictionary means the following: "the activity of presenting, advertising and selling a company's products in the best possible way" (Oxford, 2000). In this definition the focus is on tangible products; the oldest and most traditional form of marketing.
The concept as it is known nowadays, can be applied in a broader sense and can best be explained by Philip Kotler, well-known professor and marketing guru. In his book *The Principles of Marketing*, he defines this key term as follows: "The process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return" (Kotler, Principles of Marketing, 2010). Basically, at the end of the day all we want, both as a human and as a company, is to be unique and feel valuable. Marketing is the practice that realized that.

2.4.1 Branding

Originally, a brand is "a type of product made by a particular company" (Oxford, 2000). However, just like marketing, the concept of a brand can be seen in a much wider context. Whereas a brand first only concerned a product, it is currently even used for (famous) people and is also known as "personal branding".
Branding, the practice of presenting something as a brand (e.g. belonging to a certain maker or owner), is a typical 21st century practice with its origin in marketing. Often the value of a product or service is determined by the name, associations and attributes of a certain brand.
Unbranded products are frequently considered unreliable; that means that in branding trust again plays a vital role. Kotler describes the phenomenon as follows: "The fact that consumers are willing to pay more for a branded product is a well-accepted phenomenon in the business-to-consumer industry" (Kotler & Pfoertsch, Ingredient Branding: Making the Invisible Visible, 2010).
This means that marketing and branding are so intertwined in modern communication practices that it is impossible to omit one (or both) when striving for a successful product, service or overall organization.
In the paragraphs below, the important practices of branding (reputation (2.4.1.1), identity (2.4.1.2) and image (2.4.1.3)) will be discussed.

2.4.1.1 Reputation

Reputation is a construct within the marketing paradigm, and branding theory in particular. It is the umbrella concept that influences trust, reciprocity and satisfaction (and therefore also loyalty). Reputation is defined by the Oxford English Dictionary as: "the beliefs or opinions that are generally held about someone or something" (Oxford Dictionaries, 2013).
"Another way of defining the elements of reputation is to represent it as consisting of: Identity (what the company says it is) and Image (what stakeholders think of the company). The alignment of these factors is

vital if we want to build, sustain and protect an organization's reputation" (Schultz & Werner, 2010). These two key elements mentioned by Schultz and Werner will be further explained in paragraph 2.4.1.2 and 2.4.1.3.

As mentioned before, reputation is something very vital for an organization: "Like it or not, every individual, every company, every organization develops a reputation that is based on people's perceptions of it over time. Though reputation takes years to form, it can be ruined in an instant" (Alsop, 2010). According to a law in social psychology called "positivity ratio", one negative point even needs to be balanced out by three positive ones.

Although staple, a reputation is hard to control and cannot be influenced directly. An organization can, however, try to steer its reputation by maintaining a strong identity and positive image.

2.4.1.2 Identity

Whereas image exists in the minds of the stakeholder and is therefore external, identity is something determined by the company itself; it is internal. In short it, identity is: "what the company says it is" (Schultz & Werner, 2010). The Oxford Dictionary defines the concept as follows: "the fact of being whom or what a person or thing is". This means that identity is the core of an organization, its believes and the reasons it came into existence; it is its essence. Although an organization can have a strong or a weak identity, it cannot exist without one.

Identity is a rather complex construct and is not something an organization establishes in a day. To get a better grasp of identity and its six facets, I have used Kapferer's *Brand Identity Prism*. This prism explains each of these six components and its division in four dimensions, namely: constructed source/constructed receiver and externalization/internalization.

As can be viewed in the brand identity prism, the identity of a company or organization permeates through its external and internal characteristics. "Externalization" means what an organization carries out and what is visible, whereas "internalization" means "that which is

incorporated in the brand itself" (European Institute for Brand Management, 2009).

An identity's external components are: physical facets, relations and reflection. Its intrinsic components consists of the following concepts: self-image, personality and culture.

The "constructed source" is represented by the company (in this case NGO), whereas the "constructed receiver" is considered tho be the user (in this case donor). The six internal and external concepts that are intertwined with these dimensions will be explained in the following paragraphs.
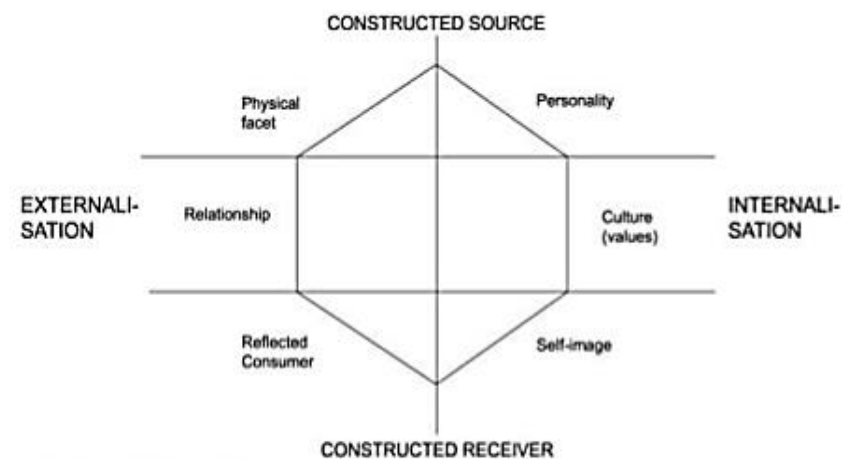
Source: Kapferer (1997, p. 100)

Figure 5. Kapferer's brand identity prism

Physical facets

The physical facets are the signs that the organization sends out and that distinguish it from any other; it is anything tangible, audible and visual that an organization radiates. For NGOs, physical aspects mainly

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become visible through their house style, work wear and banners. For commercial company's this could for example also be packaging, merchandising or advertising.

Relations

Relations are the symbolization of "a certain relationship between people (…) to express what the brand stands for" (European Institute for Brand Management, 2009). This could be family-like, but also formal/informal or even royal. It is the depiction of what the organization thinks its bond with its target group and stakeholders should represent. It is how the organization wants to treat their stakeholders, but also how they want to be treated by them.

Reflection

Reflection is the "reference to stereotypical users of the brand" (European Institute for Brand Management, 2009). Reflection could also be seen as the persona of a brand. According to Kapferer, there is however "no need (…) to make a realistic reflection of the actual target group (..) but rather present a group/person that will appeal to members of the target group" (European Institute for Brand Management, 2009). This means that it is more of an ideal than the actual audience. It is however what attracts or repulses certain type of people.

Self-image

Self-image, also known as "core", is who the organization believes to be in its essence. It is the impression an organization holds of itself. It is what the organization stands for.
This self-image however, is often completely based on its stakeholders, not directly on the organization itself. It is "the mirrow the target group holds up to itself"; meaning that an organization has adjusted itself to that which it thinks its stakeholders would want it to be.

Personality

A corporate brand personality can be defined as: "(…) the brand's character. By communicating with consumers in a certain way, these can be given the feeling all brand-related communication actually constitutes a person with specific character traits speaking to them" (European Institute for Brand Management, 2009).
These personal traits can be, for example: trustworthiness, friendliness or inventiveness. Personality is what enables stakeholders to identify themselves with an organization; it is what gives it heart.
Personality is often a direct personification of the organization itself and is made up of the human characteristics or traits of the employees or the corporation as a whole. "A corporate brand personality will reflect the values, words, and actions of all employees and the corporation" (Journal of Brand Management, 2006). It does not necessarily have to be an employee, however, it can also be an ambassador like Lance Armstrong for Livestrong.

Culture

The European Institute for Brand Identity explains culture as: "the system of values and basic principles on which a brand has to base its behavior (products and communication)" (European Institute for Brand Management, 2009). The institute also explains that often the organizational culture is linked to the country of origin.
Culture becomes most visible to employees; it are the rites, values and (unwritten) rules that are carried out on the work floor that define a company culture. For example, an organization can be known for its informal culture, Friday drinks and colorful office. Altogether this contributes to the intrinsic identity of the organization since these are all signs of what the organization stands for.

2.4.1.3 *Image*

As mentioned before, image is often described as: "what stakeholders think of the company". According to The Business Dictionary it is: The mental picture that springs up at the mention of a firm's name. It is a composite psychological impression that continually changes with the firm's circumstances, media coverage, performance, pronouncements, etc." (Business Dictionary, 2013). Additionally, "it is the sum of impressions that affects how consumers perceive a brand and identify or differentiate the brand from others" (Lindeberg, Blomkvist, & Johansson, 2012). Image can therefore also be considered as the reflection of the organization's identity as perceived by the receiver (in this case the donor).

Image is "something not visual and not sizable. It forms itself subconsciously in the imagination of a person" (Maguire, 2002). Together with the identity, image can have a significant impact on the reputation of an organization.

Image is often mistaken for reputation and vice versa. The difference, however, is that image is purely a depiction of a brand or organization; it is therefore objective. Reputation, on the other hand, is the opinion about this depiction and is therefore subjective.

Unlike reputation, image can partially be steered by creating a strong identity. The practice of shaping the target group's image therefore has a lot of emphasize in marketing. As explained above, this is clearly not without a reason: it is the first thing that comes to mind when naming an organization. "An image is powerful. It helps to determine how a person will behave towards a company. How that company is perceived (…) will influence that person's disposition, his readiness to buy the company's products, give credence to what it says, command his actions, purchase its stock, even to seek work there. If an image can do all that no wonder companies are tempted to concentrate upon image" (Bernstein, 1984).
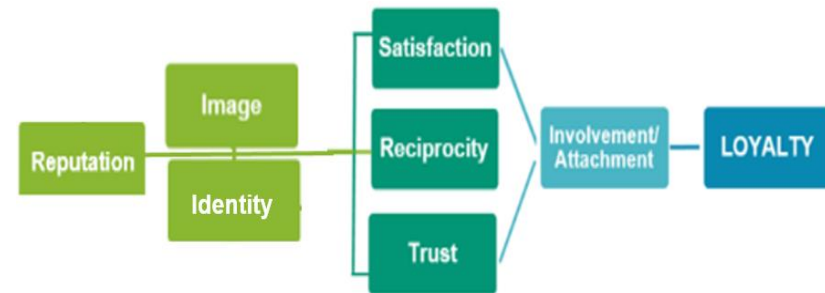
Figure 6. An overview of the links between the most important theories in this thesis

2.5   Tree Diagram

To summarize this chapter concerning the theoretical framework, a schematic outline will be provided on the next page. This tree diagram. links all concepts discussed above, so that both their importance and their relation to each other will be visible.
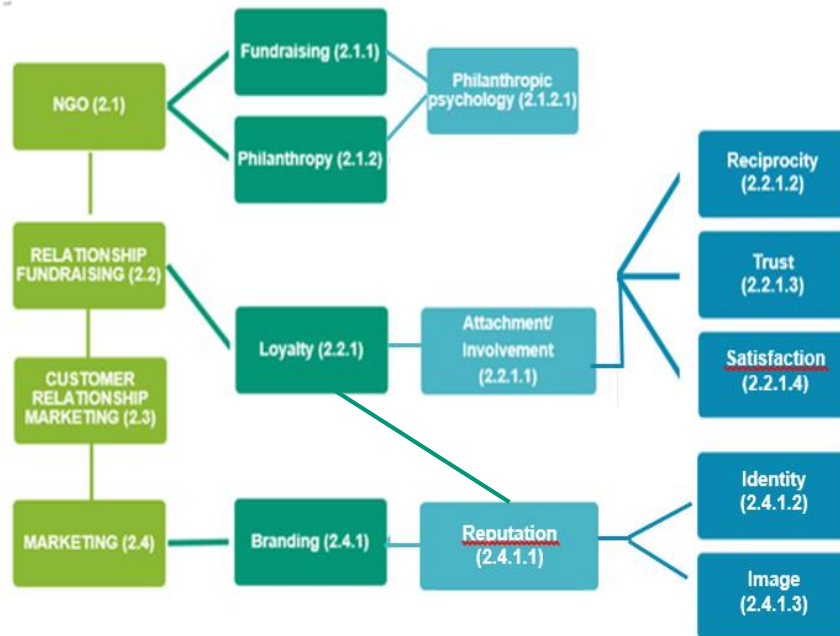
Figure 7. Tree diagram of links between the concepts

3. LIVEBUILD'S IDENTITY

As explained in the previous chapter, reputation, and therefore image and identity, can influence a fair amount of the donors loyalty. Although the organization's image and overall reputation only become apparent after the main research, the identity already becomes visible during observation. Identity can be found in the topics elaborated on below: general info (3.1), self-image (3.2), personality (3.3), physical facets (3.4), culture (3.5), relations (3.6), reflection (3.7) and SWOT analysis (3.8).

3.1 General information

LiveBuild is a small-size Dutch NGO that specializes in development work in the English speaking region of Cameroon. According to CBF "small" means the following: "A fundraising organization with a sum of revenue lower than €500.000 a year. To see specific details about the financial situation of LB see chapter 4 "Donors". The organization exists for over five years now and mainly focuses on water-, sanitation- and education projects. More detailed background information can be found in the paragraphs below.

3.1.1 Work Environment

LiveBuild operates on two different locations: the Netherlands and Cameroon. The organization's office is situated in Utrecht. The fundraising takes place all over the country, but mainly in the bigger cities. Although before, LiveBuild mainly recruited donors on the street, they have decided since 2010 to only be present on festivals and events. The reason for this decision is that LiveBuild did not support the current image that existed on street fundraising; obtrusive. Furthermore, events and festivals provide the opportunity for LiveBuild to create an experience and have genuine contact with people; this contributes to the positive feeling they want to create amongst donors.

3.1.1.1 *The Netherlands*

The Netherlands knows over 30,000 NGOs of which almost half is registered and the other half is not (Trouw, 2010). This means there are charities in abundance and competition is high, especially now in difficult economic times.

Current economic and political climate

Currently, the Netherlands are in the midst of an economic crisis and this seems to influence not only commercial companies but also many NGOs. The financial crisis might also be the reasons that LiveBuild's donors are withdrawing. Since many people have less income to spend, charities are not top-of-the-mind at the moment.

The current economic situation has its roots in the summer of 2007 and already became apparent in 2008. In that year the Dutch news broadcaster NOS reported for the first time that the effect of the crisis was measurable. According to the Dutch newspaper NRC Handelsblad, the unemployment rate in the Netherlands has skyrocketed above 600,000 since February 2013. This also has effect on the Dutch purchasing power, which decreased with 0,4% in 2011 and 0,6% in 2010 and 0,5% in 2009 (CBS, 2012).

This financial crisis is not only affecting the commercial sector but is also causing a so called "charity financial crisis" (Butler, 2011). People are not as generous as they used to be: "When it comes to money, people are not as willing as they were 12 months ago to pass it to poorer countries" (European Commission, 2010). Also several news media have reported that society cuts back on charity expenditure and that donors have become less loyal. The Volkskrant reports that, according to the Vrije Universiteit van Amsterdam, "people want to commit less to a charity than

before, and do not opt for a monthly or yearly subscription; if they donate they do this once and with less money." (ANP, 2013)

With the financial crisis also as a political agenda point, the government has decided to cut 0,1% on development aid this year and more in the coming years.

Altogether this means that the environment the organization is operating in is changing drastically. With a plethora of charities, a cut in government funding and a drop in societal expenditure, (Dutch) charities are in an unstable position. These economic changes are twofold in their effect: less money goes directly to development countries and less money can be spend by charities to provide aid.

3.1.1.2   Cameroon

Cameroon is a country in central Africa that knows a long history of colonization. It became independent in 1984. Due to the settlement of foreign conquerors, the country has suffered a lot of damage and has remained underdeveloped for a long time; especially the English speaking part. For this reason development aid is most needed in this region. It is also the reason that LiveBuild is active in this part of the country.

Originally LiveBuild embarked on various projects in five different countries. After two years, however, the organization realized that it was better to specialize in one country to be able to bond with the community and to track changes.

The organization decided to focus on the north-west and south-west region of Cameroon, together they formed the former English colony. During previous projects, LiveBuild had discovered that this area was the most disadvantaged compared to the rest of the country and that the communities here could use some help. On top of that, the motivation of the inhabitants, the rich nature, the infrastructure and the fairly stable political climate formed further motivation. By listening to the needs of the locals the organization determined that water, sanitation and education were top priority.

Figure 8. Map of all regions of Cameroon

Economic and political climate

Cameroon started out independent, but already in 1520 Portuguese settlement took over to set up sugar plantations and slave trade. In the 1600s the Dutch take over the slave trade from the Portuguese until the Germans gain extend protectorate over Cameroon in 1884. Then, in 1916, at the end of WWI, Cameroon got taken over by the French and British (BBC, 2013).

Liberty came almost 45 years later when the French part of Cameroon became independent in 1960. One year later it formed a Federal Republic with the British part. Since 1972 the county is fully united and is called Republique du Camroun. The two main languages are French and English (BBC, 2013).

The maps below show several stages of colonization through the years. It depicts who the conquerors were, and which part belonged to which European country. Furthermore the periods of oppression are indicated. Despite this long history of colonization, Cameroon now has a fairly stable political climate. The current president Paul Biya was elected in 1982 and has never left since. Although elections are not held in a fair manner and Biya is seen as a dictator by many Western countries, the inhabitants of Cameroon seem to remain relatively calm. This (pseudo) stability might however collapse when Biya dies and new elections are necessary.

Furthermore, the former English part has been suppressed and neglected for many years, and often still is. According to the CIA World Factbook "Cameroon has one of the best-endowed primary commodity economies in sub-Saharan Africa, because of its modest oil resources and favorable agricultural conditions" (CIA, 2013). This means that Cameroon has all resources to be a wealthy country, but due to corruption, inequality and a lack of knowledge it is still underdeveloped. The CIA therefore also describes the current economical state as "serious"; it states that Cameroon is facing problems that interfere with a stable economic and political environment.
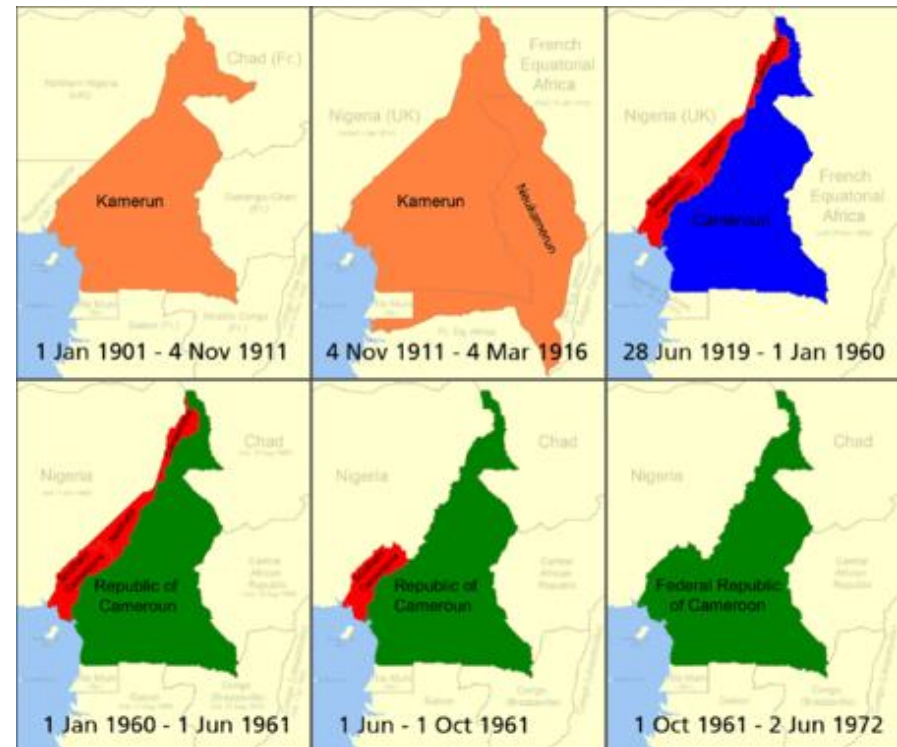
Figure 9. Maps of colonization history

3.2 Self-image

3.2.1 History

The history of LiveBuild, as told by the organization itself, is as follows:
"Like many good initiatives, the idea of LiveBuild started in a bar and was written on the back of a beer coaster. In 2001 three guys in their twenties, Ruurd van den Berg, Douwe van Loenen and Joris van Rest, discussed what could be improved in the NGO community. Two of the three young men had a background in fundraising and were frustrated by the way NGOs operate. They saw the unnecessary cash flows that circulated in the street fundraising scene. Many large charities outsourced this job to commercial agencies that "sold" donors to NGOs for a lot of money; a donor worth of €5, - in donations might be "sold" to a charity for €85,-. The critical young men opinionated that it is not fair that donors did not have any idea of these practices. Often, recruiters who worked in street fundraising were forced to tell they work for the charity itself, while in reality they work for an intermediary.

Besides the unfair practices in the Netherlands, the young men noticed that it was often a big mystery what happened in the development countries. Development aid was a "black box". When the Young men asked friends and family if they donate to charities, they often got the answer: "Yes, I give to two or three charities". If one of them then asked "do you know what was achieved with help of your donation?", people often said: "well, yeah, I believe… something with poor kids in Africa or something".

The young men believed this could be changed; the NGO community could become more transparent, more small scale and more visible, but most of all more positive. In fifty years of development aid, NGOs often spread the message of poor helpless kids in Africa. This image does not do justice to all local initiatives and motivation present in this continent. Furthermore, with the opportunities and growth of the internet and social media, it is less complex to communicate what is really going on in Africa. That is how the idea for LiveBuild was born.

Since this starting point, the charity has known a turbulent continuation. It began quiet; first, time had to tell if this idea would grow into something real. However, in 2008 the idea had become reality. Many people felt attracted to the vision and the values of LiveBuild and offered to help, become part of the organization, donate or introduce LB to their network of people. The next step that became clear was how exactly LiveBuild could begin to make a change in development countries. Through different projects, in Ghana, Rumania and Cameroon, LiveBuild explored how to make a bigger impact, support local initiative and to collaborate directly and on a small scale."

In twelve years LiveBuild has grown into a professional organization and both the approach and the organizational structure have changed. Sometimes through trial and error, the charity has discovered what does and does not work for them. An example of this is the shift in focus over the last five years; where the organization first had several projects in many different countries, they now only operate in the English speaking region of Cameroon. By doing this, LiveBuild notices that they are able to connect with the community, track changes and maintain projects instead of having to divide attention, time and money between many different areas.

Although the organization has a very clear story to tell, this does not always happen in practice. Through observation at the office I noticed that for many volunteers, for some employees and certainly for me in the beginning, the message was not clear. The documents in which the history is mentioned, are only available to the team and the volunteers. Even for these employees it is hard to find them amongst the numerous documents on Dropbox. Besides, the documents are not being pointed out to employees, they have to search them themselves. Furthermore, the documents might be outdated; also this text, which can be found in the Communication Manual stems from 2010.

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3.2.2 Mission, Vision and Values

As can be deducted from the creation story, LiveBuild revolves around positivity. This is also carried out through the website (communication will be further discussed in 3.3.1), LiveBuild's volunteers and employees and every event they create. Like Joris van Rest (founder/creative director) stated during my interview with him: "Many charities want to give people a good feeling through donating. We give people a good feeling from the start and as a result they want to invest in us."

Although the founders had a clear vision in mind from the beginning, they had never established a charity before and had to go through a learning process. For this reason, they occasionally needed to adapt to changing situations and redirect their approach. All these changes, challenges and limitations sometimes lead to an unclear vision and goals and therefore sometimes unclear communication.

Through this learning curve, it has become clear for LiveBuild who they want to be, what their concept of development work and fundraising is and what their exact goals are. Since 2011 the organization and its volunteers have created an official pitch on their vision and mission:

"LiveBuild is a **young, sustainable** and **ambitious organization**. We communicate **live** in order to **engage** as many people as possible through what we do; establishing **water** and **education projects** in **Cameroon**. By doing this, LiveBuild wants to stimulate **local initiatives**. This is how we help to create a **better world**!" (LiveBuild, 2011)

To clarify this pitch, the organization has developed a table which explains the most important concepts. This table can be found in appendix A and is a direct translation of the table that was used in the LiveBuild Pitch (LiveBuild, 2012), which is accessible by the team and LB's volunteers.

3.3 Personality

3.3.1 Communication
LiveBuild is a charity with a clear vision that makes use of a pull strategy to get its message across, instead of a push strategy. This means that the NGO wants people to be drawn to the organization because they truly feel a connection; they prefer this over forcing the message upon people. This strategy is very visible in the organization's tone of voice, the choice for certain tools, the frequency of communication and the lay-out of their messages.

LiveBuild is very good in communicating with its team. However, communication with its donors hardly takes place; only when recruiting them. Once donors are recruited they do not hear much from the cause. LB's communication is mainly one-way, hardly any dialogues between the donor and the organization take place.

3.3.1.1 Tools

In the communication with its donors, LiveBuild utilizes three main tools: a website, social media and email. To describe and analyze the communication tools mentioned above, I will use the expertise I have obtained during four years of International Communication and Media (ICM).

Website
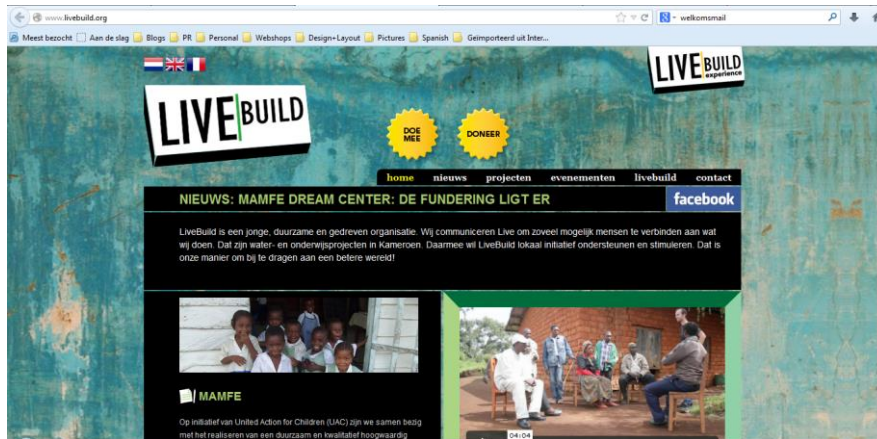
Figure 10. Homepage LiveBuild website

The website is LiveBuild's main tool for communication. It is where most information can be found, where contact (through other media) can be sought and where the identity of the organization becomes most visible. Above an image of LiveBuild's homepage is depicted. All the remaining pages are not directly relevant for this thesis and can be found at www.livebuild.org.

The website consists of the following pages:

Figure 11. Overview of the LB website and its pages

Although the website is LB's main tool of communication, it is not its strongest. The organization is aware of this and is currently working on improvement. The website is, however, not user-friendly, cluttered and unstructured. Furthermore, main information cannot be found directly and information on the projects is outdated. Also, no clear link is made between LB itself and LB Experience.

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3.3.1.2 Social media

Whereas the website could be considered a weakness of the organization, the use of their social media is very strong. They use three tools of which Facebook is used most frequently. There is a minimum of overlap and the content is well-received and frequently read by LB's followers.

Facebook

Another frequently used tool is LB's Facebook page. It has over 2500 likes and is still growing each week. This page is updated regularly and contains information that cannot be found on the website. Often it contains personal stories, pictures of events and other informal/light-hearted messages. Often humor is used and sometimes provocation is a tool the tone of the page is never very critical, angry or negative in any other way.

Twitter

LB also uses Twitter to get its message across. This medium is mainly used for short news messages about the organization's events, partnerships or things that inspire LB.

Vimeo

Vimeo is mainly used for short clips of the projects in Cameroon and the events in the Netherlands. It mainly contains impressions of the atmosphere. For a long time it did not contain any informational clips to give an overview of what the organization is about. However, since August this year the organization has published its first informational movie. In this short clip the annual report is depicted and explained in a fun, clear and colorful way.

3.3.1.3 Email

LB uses email for the communication with its partners and its donors. All email is written by team members and is not automatically generated by a computer. Mostly personal messages are sent by email, but the organization also sends newsletters, welcome mails and thank-mails. Furthermore, when a special event occurs, like the installation of a new director, an email is also sent out.

Newsletter

Since 2010 LB has a newsletter to keep donors informed on projects and other novices. The newsletter is not sent out frequently; sometimes once every two months, sometimes even less frequent. The newsletter consists of 75% text and 25% image. It contains the following sections:

- News from the Netherlands (about events)
- News from Cameroon (about projects)
- News on LB Experience

Unfortunately on average on 20% of the receivers opens the newsletter. Furthermore, frequently after sending the newsletter many donors decide to cancel their donorship. This affects the organization and they have even admitted to be scared for loss when sending out the newsletter. What the exact reason for the cancellations is, has to be researched further in this thesis.

Welcome email

The organization sends a standardized "welcome mail" to confirm that a person has become a new donor.

Termination email

LiveBuild sends a standardized email to let the donor know that his-her termination of donorship was successful.

3.3.1.4 Events

LiveBuild is very much known for its many events, this is also one of the organization´s main ways to communicate with its (prospect) donors. Often the organization is present on festivals to raise money and awareness, but also creates events of its own, such as a cycle race, a 24 hour art sale and a volunteer meeting called World Café.

3.4 Physical facets

3.4.1 House style

The house style of LB is rather minimalistic and simple. It is exactly what the cause stands for, young and fresh but grounded. Everything LB communicates is styled in a rather simple way. Sometimes a form of illustration or other modern art is used to pair with the content.

Logo

The logo the cause uses most often, is that which is depicted on the cover of this thesis and right below.

Figure 12. The LiveBuild logo

Colors

LiveBuild is known for its distinct variations of the color green, often paired with shades of blue and/or yellow. As a base color, LB uses both black and white.

Fonts

LiveBuild uses a sans-serif font called "Gill Sans". It is a modern condensed font with a clean minimalist look.

3.5 Culture

3.5.1 Organizational structure

Although LiveBuild is a small organization, concerning the number of employees, it does have several divisions. The organizational structure is as follows:
LiveBuild consist of a core of seven employees. LiveBuild's founders are Joris van Rest, who is now creative director, Douwe van Loenen, who recently left LiveBuild to work for himself, and Ruurd van den Berg who left LiveBuild already in 2010.
In January 2013, Koen van Bremen became the organization's director. He was the first official project coordinator in Cameroon and is now active in the Netherlands. His tasks are to represent and steer the organization, to connect people, projects and activities and create a network to benefit the organization. His main focus is on sustainable development of LiveBuild's projects.

Jitske Varkevisser is currently holding Koen's position in Cameroon. She is responsible for all LiveBuild's projects, volunteers and contact with the local partners and communities in Cameroon.

Fillipa Wittenberg is the organization's communication expert since the beginning of 2013. She specializes in donors and events and makes sure that the donors remain satisfied. Her aim is to conduct transparent and respectful fundraising, so (potential) donors can make a well-informed choice.

Since March 2013, the LiveBuild Experience projects are looked after by Mieke Langeberg. LiveBuild Experience is a separate part of the organization and will not be dealt with in detail in this thesis. Mieke maintains contact with people that are interested in doing volunteer projects in Cameroon. Furthermore, she aims to develop the program and increase awareness.

The relations with funds are build up and maintained by Iris Gardien. Her task is to find sponsors and create partnerships. This forms an important part of LiveBuild's money flow and makes sure that the organization not only depends on donors for income.

Since March 2013, Maaike joined the LiveBuild team. She is the new office manager and will mainly take care of administration.

LiveBuild also works with interns and volunteers; often young people full of ideas. The tasks of these people vary per person and could concern communication, as well as more economic task. The workload and level of responsibility is also tailored on the person's preferences and competencies.

The core team is surrounded by a creative intern, a communication intern and an intern specialized in a theatre education project. LiveBuild is also backed by ± 20 structural and ± 20 incidental volunteers; their tasks vary from coordinating events to fundraising. Some of them carry responsibility for entire events, whereas others have less heavy tasks.

Furthermore, there is a board of directors that consists of three independent advisors. Their task is to supervise LiveBuild's overall strategy, its projects and activities and its financial health. If necessary the board can steer or even intervene, considering that they have been granted the authority to take decisions.

Figure 13. Organogram LiveBuild

3.5.2 Organizational culture

An important value at LiveBuild is that people deployed at the tasks they like most and therefore do best. By emphasizing people's natural talents and interest, a very relaxed and open atmosphere is created.
Furthermore, LiveBuild is an advocate of flexible working which means that people are free to spread their working hours the way they prefer. Besides, the office is always open to anyone who wants to work there and/or share ideas (employee, intern, volunteer, donor or friend).
Team members at LB are knows for working hard and delivering good work, but also for enjoying life and spare time. "Work hard, play hard" is a quote that would fit the organization very well. LB organizes many events, drinks and other pleasant activities for its team. For example: Wednesday is "kroketten-dag" a day on which the savory Dutch specialty is served for lunch.
The organization does not have a dress code, nor does it have an overly luxurious interior. Everything at LB is rather basic; exactly how they believe an NGO should be. They do not want to spend much money on overhead, they rather spend it on their projects. Therefore team members are asked to put in lunch money and only a handful of people receives a salary. Furthermore, there is only one spare laptop, team members are asked to bring their own equipment. Most material, such as the chairs and even the LB festival car, is second hand or fabricated by a team member.
All of this makes that LB is known for its informal, creative culture with a homely character where everyone is welcome. Not without a reason, the organization's motto is: everyone is LiveBuild.

3.6   Relations

3.6.1 Stakeholders

Like any other NGO, LiveBuild has several stakeholder groups with which they have to interact. All these groups contribute to the organization in a certain way; without them, LiveBuild could not exist.
Although this thesis only focuses on communication with structural donors, it is important to map out all parties involved in the charity. This way, a structured overview is provided of the environment LiveBuild is operating in. Below a stakeholder map and detailed descriptions of each party can be found.

3.6.1.1   (Structural) donors

The first and most important stakeholders are the donors. Although the cause does not entirely rely on donors for (financial) resources, the organization could not exist without them. Since this group plays a vital role in this research, chapter 4 ("Donors"), is entirely dedicated to this group of stakeholders.

3.6.1.2   Employees, volunteers and interns

Employees, volunteers and interns are also referred to as the LiveBuild team, which has been discussed in 3.5.1, "The organizational structure". This group is the thriving force behind the organization. Next to being responsible for the organization's success, they are also the face of the organization. The people that work for LiveBuild and know the organization's culture, are the ones that radiate the charity's image and personality. This means that they play a vital role in spreading the message and could make or break the organization's success.
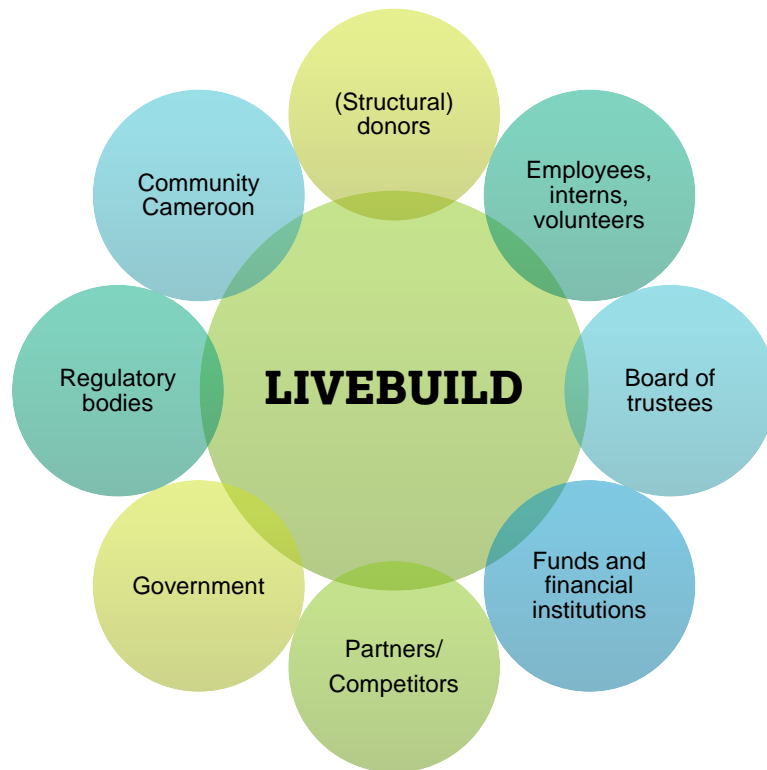
Figure 14. Stakeholder map

3.6.1.3 Board of trustees

The board of trustees is also elaborated upon in 3.5.1. They are a salient group, since they are "outsiders" that have a supervising and decision-taking role in the organization. It is important to keep close contact with them, to make sure that the organization and the board are on the same level. This will avoid intervention or even having to shut down the organization.

3.6.1.4 Funds and (other) financial institutions

These funds form a big part of LiveBuild's income and could be seen as sponsors. Often these are specialized funding organizations or companies. It could however also be wealthy individuals that contribute in philanthropy. Their role with LiveBuild is important because the organization partly depends on them; funds are often not structural and requests have to be filed on a regular basis. Requests for funding could also be denied, which means that for example costs for recruiting new donors could not be paid for. An example of such a fund is *the Lion's Club*, the catholic/protestant church or *Het Cultuur Fonds*.

Since, LiveBuild deals with enormous amounts of money which have to be transferred to Cameroon, reinvested or used in another way, the charity has to deal with financial institutions, such as banks, to monitor safety and efficiency.

3.6.1.5 Partners/Competitors

Apart from the structural donors, there is one other party in the stakeholder map that is valuable for this thesis: the partners/competitors. Although these terms might appear contradictory, the two groups are deliberately put together. The main reason for this is that founder and creative director Joris does not favor the word "competition". Joris once stated that it implies something hostile while he believes that all

organizations, especially small-sized like LiveBuild, could collaborate and learn from each other. However, for this thesis I will only use the term "competitors", to avoid confusion.

Most NGOs operate in a saturated market. However, for LB this situation slightly differs since it has a distinct target audience. Whereas most charities focus on baby-boomers as structural donors, LiveBuild mainly focuses on young (highly educated) people between 18 and 35. This means that competition is scarce. Nevertheless this position is slowly shifting since more charities start targeting young people.

3.6.1.6 Competitors with same vision

The following are charities with the same ideals, approach and/or target audience as LiveBuild:

The 1% Club:

"The *1% CLUB* is a crowd funding platform that connects people in development countries who have brilliant ideas, with people all over the world who have the money and/or knowledge to fund these plans. We are talking about sustainable projects in the entire world that stimulate people's independence and increase the quality of their lives.

Our aim is to make the *1% CLUB* a world-wide movement of people that collectively donate 1% of their time, knowledge or income to create effective international partnerships" (1% Club, 2012).

What LiveBuild and the *1% CLUB* have in common, is that they focus on the strength of people in development countries, instead of on their weaknesses. Furthermore, they stress the importance of sustainability and independence by stimulating people to explore their strengths and learn new competencies. They work with communities not for them.

Get it Done:

"*Get It Done* is an online crowd funding platform for small human-needs development projects all over the world. We give small projects the platform they deserve and the chance to get funded by the crowd. We give individuals the chance to set up and manage a project aiding a cause that they are passionate about. We trace every cent donated and keep our promise to donors that 100% of donations is transparently disbursed. We retain 0% of your donation" (Get it Done, 2013).

The similarities between LiveBuild and *Get it Done* are the size, the focus on the needs of local communities, the transparency and the passion that drives the cause.

Monkey Business:

"*Monkey Business* protects orangutans and its natural habitat; the tropical rainforests of Borneo and Sumatra. The orangutans (literally "people of the woods") are endangered, therefore *Monkey Business* financially supports three organizations to help protect the orangutan. Furthermore it helps create awareness about the extinction of this species.

Monkey Business' philosophy is: "Feel good, Do good", therefore it strives to raise money by organizing fun actions and events. Therefore we organize our yearly SAVE ME parties with performances of well-known DJ's. All of this is done disinterestedly by contributing parties and organizations" (Monkey Business).

Since *Monkey Business* also retrieves its income from festivals and has the same target group as LiveBuild, it could be seen as the biggest threat. Fortunately, however, the area of work is totally different. Whereas *Monkey Business* focuses on animal aid, LiveBuild focuses on human aid. This could mean that the description of the target group could be totally similar, however, if one cares more for people than animals, a choice for LiveBuild will be made. If not, one will prefer *Monkey Business*.

3.6.1.7 Competitors in the same area or branch

The second category of competitors are water NGOs (that operate worldwide) and charities that specifically operate in Cameroon. These charities have the same type of aims or share the same location. Examples of these are:

Water for Life

"*Water for Life* is committed to realize clean potable water and sanitation for everyone around the world. With projects in different development countries, the organization hopes to contribute to global water issues" (Water for Life).

United Action for Children (UAC)

"*United Action for Children* provides assistance for education projects in Cameroon by offering money and knowledge. We recruit and guide (new) volunteers and the UAC organization in Cameroon. By doing this we hope to help the Cameroonian organization on track so it can eventually function independently" (UAC Nederland).

3.6.1.8 Intermediaries

Furthermore, there are marketing agencies specialized in fundraising; their task is to recruit donors for charities. This means that they are intermediaries and get paid for acquisition. This is no direct threat for LiveBuild, but it is competition in such a way that they saturate the market. Furthermore, their way of recruiting is often seen as inappropriate and has made many people prejudiced against charities. These intermediaries are the following:

Emolife:

"*Emolife Fundraising* is the founder of street marketing for Dutch charities. We introduced the technique in 1988. Now street marketing is an essential part of fundraising in the Netherlands. Whereas the classical technique started in shopping districts, it is now applied in a much wider sense. One can find *Emolife's* recruiters for example on festivals, exhibitions and fairs. They also recruit door-to-door in residential areas" (Emolife)

Pepperminds:

"*Pepperminds* is the most convincing marketing agency in the Netherlands. Each year we recruit 300,000 memberships, subscriptions, donors, leads and sales transactions. Besides, we reach 10,000,000 consumers each year through our recruitment- and promotion activities. We do this with people and for people. At events, at your doorstep, on the streets, in the shops and on fairs. Also via telemarketing, online and through cross medial concepts we reach the target audience. Always with a conversation as the centerpiece" (Pepperminds, 2013).

3.6.1.9 Government

LiveBuild does not depend on government funding, nor does the Netherlands have laws on fundraising. However, the NGO still has to obey to certain laws concerning for example: event permits, tax and privacy regulation. This means that the government is not a pivotal stakeholder, but, it does influence the organization and is therefore mentioned in this chapter and on the stakeholder map.

3.6.1.10 Regulatory bodies

Regulatory bodies are organizations with an informational and supervising function. They have set out certain guidelines for reliability, financial health, and effectiveness and report each year which NGOs apply these standards well.

The main regulatory body in the Netherlands, is *the Centraal Bureau for Fundraising (CBF)*. The *CBF* assigns certificates to those charities that meet the guidelines as set out by the regulatory organization. Although charities are allowed to operate without a *CBF* certificate, their credibility could decrease as the CBF is seen as a highly acclaimed organization by many. As discussed in appendix A*,* LiveBuild does not possess such a certificate since it does not agree with paying an amount of money which could be better spent on one of their projects.

3.6.1.11 Partners and communities in Cameroon

LiveBuild works together with Cameroonian partners and communities in to improve local living conditions. These are very important stakeholders for they are the actual reason the charity was established. This means that LiveBuild has to listen to them and support where they can. LiveBuild highly values independence of communities and does not do the work for them. Therefore, criteria for collaboration are that the party in Cameroon is eager to learn and apply change. Communication is key in this process to make sure that everyone is on the same level and plans will eventually be put into action.

3.7 Reflection

As explained in the theoretical framework, "reflection" is the stereotype user, and in this case donor. This prototype donor is between 25 and 30 years old, is a student or young professional and lives in Utrecht or another student city in the center of the Netherlands. He/she is both responsible as fun-loving, is open-minded and daring, loves music and festivals, cares about other people and the world, is social and loves to be involved.

Described above is, however the ideal donor. What the actual donor is, will be described in detail in chapter 4.

3.8 SWOT Analysis

To obtain a complete and clear overview of the company's identity I have conducted a SWOT analysis. This matrix is an analytical tool build and maintain a strong identity. SWOT analyses are used in many areas of study, but prove very useful for the field of communications.

The SWOT analysis below will show the organizations strengths, weaknesses, threads and opportunities. The analysis is mainly based on my own observations within the organization, the focus group held amongst the team members and my expert opinion on LB's strategy- and communication documents.

3.8.1 Strengths

Transparency

LiveBuild is a very open and approachable organization; this makes the charity transparent. An example of this is that everyone is always welcome to visit the office or contribute to the organization in a way that he/she feels comfortable with**.**

Size

As explained in paragraph 3.1, LiveBuild is classified by *CBF* as a small organization when it comes to the number of employees and also when it comes to the number of donors. This means that the organization is able to keep close, and often personal, contact with its team and donors. Furthermore, the size also allows the company to remain clear and avoid

slack, which sometimes happens in large enterprises. LiveBuild could be compared to an artisan, whereas bigger organizations sometimes turn into factories.

Focus on one area

Another strength of the organization is that it has learned to focus on one area (the west of Cameroon), rather than to divide its resources and attention. This way the organization contributes to sustainable development. Often, organizations build something, sometimes even something of bad quality, then leave and a year later it is collapsed already; this is not the case with LiveBuild. LiveBuild tries to bond with the local community, pay attention to their needs and preferences, offer support where needed, educate them on water and sanitation, track changes and provide aftercare when necessary.

Positive approach

Since the founding, LiveBuild has its focus on positivity and have made this their unique selling point (USP). This differentiates them from the majority of NGOs that focus more on pity and guilt. LiveBuild however, truly believes in the strength of Africa and its people and it radiates in their vision, mission and communication.
Apart from a positive viewpoint on Africa, the charity also wants to connect and empower people in the Netherlands through positivity. During my observation I noticed that LiveBuild spends much time on socializing and teambuilding amongst its team members and volunteers. This makes that the organization feels like an enormous group of friends. Furthermore, their motto "Feel good, then do good" is present in all activities the charity organizes. They have created festival packages they offer to entertain and inspire festival guest who will then also be compelled to donate. Creative director/owner Joris van Rest explained that often LiveBuild's activities are free of obligation since it is not the organization's intention to come across as forcing.

3.8.2 Weaknesses

Target group

LiveBuild has a relatively young main target group (18-35 years), compared to other charities (50-70 years). It is often stated that young people tend to stay less loyal to a brand or an organization. As the American news website Marketplace states: "young people aren't as brand loyal as their parents (…) everyone is certainly bombarded by lots of information. But one of the big issues -- particularly for the younger generation, the so-called millennial generation -- is the fact that they are really, pressed financially at the moment, so they're making different kinds of decisions than probably their older brothers or sisters or their parents did" (Marketplace, 2012).
This means however not that it is impossible to attract young people. However, it requires a new, and perhaps more intensive strategy, to keep the target group interested.

Human Resources

During my observation in the office, I was able to see that LiveBuild is a creative organizations with an innovative vision, many plans and plenty of enthusiasm. The organization has a team of seven employees. This means that for the other part they depend on volunteers to carry out tasks. The problem is however, that they are sometimes lacking professionals to carry out the task.
An example of this is website maintenance which has been done by different interns who all had their own visions and limited time. Although LiveBuild's motto is that all help is welcome, it sometimes affects the organization's professionalism.

Creativity versus strategy

Through my observation I found out that LiveBuild is a very passionate organization with plenty of innovative ideas. They are present on many

festivals for which they provide a self-made entertainment program, make short clips and have regular teambuilding events. The charity even has ideas that are more provocative, like "Toasting for Cameroon". This is a day on which a live stream is established between a square in the Netherlands and one in Cameroon. Here (potential) Dutch donors can buy a beer and toast with a local in Cameroon. In my opinion this is groundbreaking and daring since it has never been done before and could maybe generate negative publicity as well, since it is related to alcohol.

As explained above, the charity is not afraid of being different, which could be a good strategy. However, the focus on creativity could also distract from the effectiveness of the charity's message. This could eventually mean that the organization is not seen as professional and is being taken less seriously than it aspires to be.

3.8.3   Opportunities

Innovative approach

There are numerous current debates on development aid and its links with dependency. Many NGOs are alleged of figuratively colonizing development countries and holding back their growth. This discussion is often backed up by the dependency theory which states that "economic activity in the richer countries has often led to serious economic problems in the poorer countries" (Ferraro).

LiveBuild tries to break this cycle by not only providing materials and education, but by setting up a more sustainable system. LiveBuild is for example an advocate of repayment. This may sound contradictory since the money was initially given by donors. However, when a community learns about the urge of repayment and is able to apply this, money can either be saved for calamities or be reinvested.

This is an approach that is relatively new within the charity sector. However, through my observation I found out that it is not communicated

very clearly. It could however be used as a unique selling point and be turned into a strength when emphasized more.

Target group

Although LiveBuild's target group forms one of the charity's weaknesses, especially concerning loyalty, it also provides the NGO with many opportunities. There is for example more freedom in working with a young target group than an older one. This is because young people tend to be less conventional and more experimental. This creates opportunities and room for trials like the "Toasting for Cameroon" as mentioned above.

Furthermore, the youth is the future. This means that, once LiveBuild succeeds at making donors loyal, the organization could have obtained lifetime members.

Retaining donors

LiveBuild has obtained over 1500 donors, which could be considered a great achievement. However, the main problem and the reason for this research is that the NGO is losing donors. This is not yet a big problem, but it could turn into one when action is not being taken.

As can be read in chapter 3.3.1 communication with existing donors is not a strength of the organization. They put a lot of effort in attracting new donors, but hardly any follow-up communication takes place. Furthermore events are organized for potential donors as well as for volunteers, but not for donors. Whether these are the actual reason for losing donors will be revealed further along this research. It is however evident through observation that the effort to retain donors is less than for recruiting them. Therefore it is definitely an opportunity the cause should seize.

LiveBuild is not "live"

In short, the name LiveBuild stands for live reports of what they build. This is often done by filming milestones and placing them on the LiveBuild website and/or Facebook. However in practice, this is not always executed; not every important event is being filmed or put online within a considerate amount of time. This means that there is no congruence between the charity's vision and what it actually communicates. This is a pity since it is so prominently mentioned in the organization's name; it could even disappoint stakeholders when the organization is not living up to these expectations.

Media coverage

LiveBuild has been able to gain awareness, build a credible status and obtain donors. This is quite an achievement. However, until this moment the organization has mainly used word of mouth and face-to-face communication. This is what they are successful at and it has brought them far, but it could also be their weakness since it is a somewhat unilateral way of communicating.
The organization has no PR department, nor does it utilize the opportunity to obtain media coverage. When speaking to Joris he argued that they simply do not have enough manpower to realize this and that he does not see the purpose of it. This is only partly a valid argument. As a communication expert I think the organization is missing out on an opportunity to create brand awareness and eventually even obtain more donors. Therefore, PR (and especially free publicity) is definitely an area for further development for LiveBuild.

3.7.4 Threats

Economic crisis

As explained in chapter 3.3.1.1, the Netherlands are currently in a financial crisis. This not only affects commercial branches, but also the field of charity. People's philanthropic behavior has changed in the last years and charities struggle with gaining (structural) income.
For LiveBuild this could also be one of the explanation for the decrease in the number of donors. This research will show if this actually is the underlying reason for losing donors or not.

Stability Cameroon

Although Cameroon is a fairly peaceful and stable African country, it has a history of (civil) wars and riots. Especially elections could form a threat to the country's stability. At the moment Paul Biya is president, however, allegedly he was never (re)elected in a fair way. Over the years the Cameroonian people have tolerated this, yet some have never fully accepted it. This means that the situation could be compared to a volcano which is always boiling under the surface. Small changes could already trigger turmoil.

This could eventually affect LiveBuild's work in the country and could even damage the image of the organization; especially since it also has an exchange/volunteer program in Cameroon called LiveBuild *Experience*.

Saturation charity market

With over 30,000 good causes the Dutch charity market is saturated. This means that competition is ubiquitous and it is hard to obtain and maintain a profitable position within the market.
Although LiveBuild deals with a less conventional target group, competition is emerging. More and more charities have decided to focus on young people. This means that young people have so many charities

to choose from, that they often a little lost. Joris also explained me that many of the donors yearly switch charity to "satisfy" each or most of the available causes.

Strengths	Weaknesses
* Transparancy * Size * Focus in one area * Positive approach	* Target group * Human resources * Creativity vs. strategy
SWOT	
Opportunities	**Threats**
* Innovative approach * Target group * Retaining donors * LiveBuild not "live" * Media coverage	* Economic crisis * Stability Cameroon * Saturation charity market

Figure 15. SWOT analysis LiveBuild

4. DONORS

As described in chapter 3.7 (Reflection), LB has both an ideal and an actual donor. What this actual donor is and if it resembles the ideal one, will be analyzed and discussed in this chapter, which consists of the following sections: financial health (4.1), types of donors (4.2), number of donors (4.3), total and average gift (4.4), and demographics (4.5).

4.1 Financial health

As mentioned in chapter 1 (Introduction), the organization is struggling to retain donors and is therefore suffering financial loss. According to the director, Koen van Bremen, the organization is exponentially losing about 100 donors each year. Since each donor has an average gift of approximately €5,-, this means that LB is having an annual decrease in income of €5000,-.

In order not to lose more donors it is vital to take a closer look at this important group. This thesis will provide the tools to understand the donors' needs better and keep them satisfied.

4.2 Types of donors

The main target group of an NGO is its donors. It is therefore crucial for an organization to have a clear definition of this group in mind. According to the Oxford English dictionary, a donor can be described as: "a person who donates something, especially money to charity" (Oxford Dictionaries, 2013). This means that a donor is often characterized as a financial supporter, but the term can also be interpreted in a broader sense.

Also while speaking with LiveBuild team members, I found that within the company there is no set image of what a donor is. Some define this concept as "all people investing time, money or knowledge in LB",

whereas others strictly define donors as "individuals that financially invest in the organization". Since LiveBuild only has data of the latter group, I have decided to particularly focus on the financial donors for this thesis. Furthermore, as mentioned earlier, a distinction can be made between "incidental donors" and "structural donors". "Incidental" are those who only donate to LiveBuild once or once in a while. "Structural" can be understood as those giving on a regular basis or, in the case of this thesis, those having a monthly, quarterly or yearly subscription.

Since the structural financial donors are the most valuable group to LiveBuild, this research will focus on them instead of the incidental donors. For, if people were to donate sporadically or invest time and knowledge only, the organization could exist, due to a lack of income. This does not mean however, that the group of incidental donors or donors that invest time or knowledge should be ignored. These groups still form a valuable target audience and a potential donor group for LB; therefore, they will not be addressed in the main part of my thesis, but they will be mentioned in my advice.

Below the main characteristics of this group will be discussed, so the reader will get a better insight on who the subject of my thesis is.

4.3 Number of donors

On the 30th of December 2012 LiveBuild had about 1100 structural donors; this number is of course constantly fluctuating since donors tend to come and go. Naturally, LiveBuild started with almost no donors and managed to reach this number in approximately five years.

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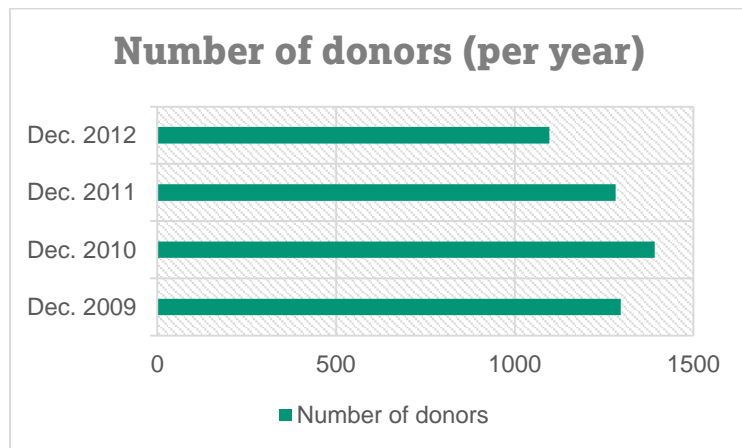
Figure 16. Number of donors at the end of 2009, 2010, 2011 and 2012

Table 1. Number of donors at the end of 2009, 2010, 2011, 2012

Date	Number of donors
30/12/2009	1297
30/12/2010	1392
30/12/2011	1282
30/12/2012	1097

Some donors have been there from the first moment, while others have only been a member since and/or for a couple of months. Below a graph can be found of the distribution of total donorship duration.
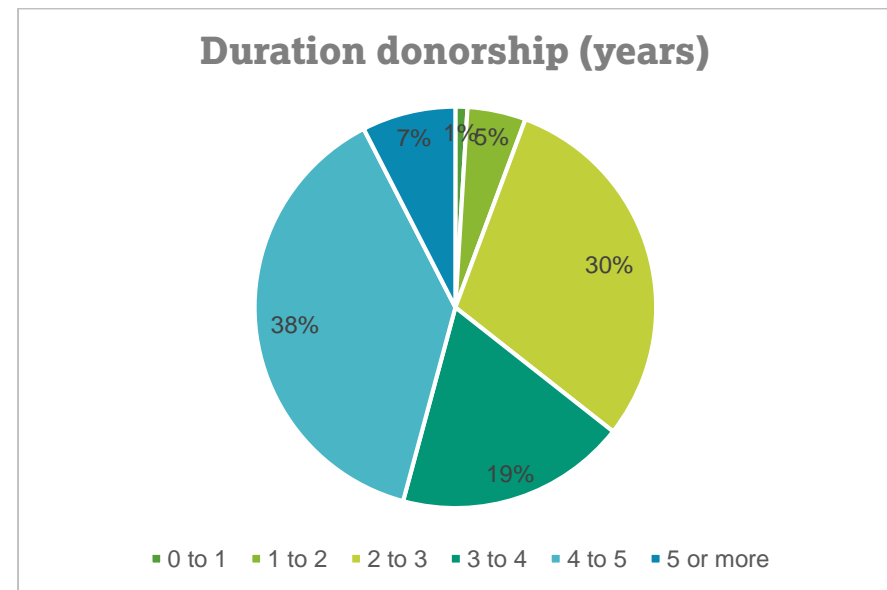
Figure 17. Duration of donorship in years

As can be concluded from the chart in figure 18, LiveBuild has a fairly high amount of loyal donors; 64% has been a donor for three years or more. However, this number does not include any information about donors that quit over the past five years, it only displays the membership duration of those who are currently donating.

This means that once LiveBuild has succeeded in making donors loyal, these people stay loyal for a fair amount of time. The problem is however, that the organization does not always manage to reach the stage of loyalty with its donors and is therefore not experiencing growth. As I emailed with the director, Koen, in July 2013, he told me that the current number of donors is at 1200. This means that in 6 months' time, LiveBuild was able to recruit 100 donors more.

However, Koen also stated that the losses are greater that the number of new members. As mentioned, the losses grow exponentially with about 100 donors each year. This can also be deducted from the graph below which depicts the number of terminations each year over the past three years.

Number of donor loss (per year)

Figure 18. Number of donors that quit in 2010, 2011 and 2012

The losses have increased with almost 30% from 2010 to 2011 and almost 10% again from 2011 to 2012; this means a total growth in losses of 40% over two years.

According to the director, this can be explained by the fact that (until recently) LiveBuild has not done any effort to recruit new donors over the past two years. In my opinion this is however partially true, since the number of new donors would only compensate part of the loss. This is however just a quick fix and is not addressing the loyalty problem.

It is therefore also important to map out all the characteristics, needs and wants of the current target group, in order to understand them better. This way the organization would not only be able to recruit donors, but also retain them; this eventually saves a lot of money.

4.4 Total and Average Gift

LiveBuild's structural donors give a vast amount of money each month. The mean of all these monthly donations is called the "average gift" in the NGO branch. In the figure below is depicted what the height of this average gift is for each year over the past four years.

LB donors are fairly steady when it comes to giving behavior; on average they have invested between €5, - and €6, - each month in the last four years. The best year for the cause was 2011, when it comes to average gift. The reason for this is unfortunately unknown and is left for further research.

Average gift per month (for each year)
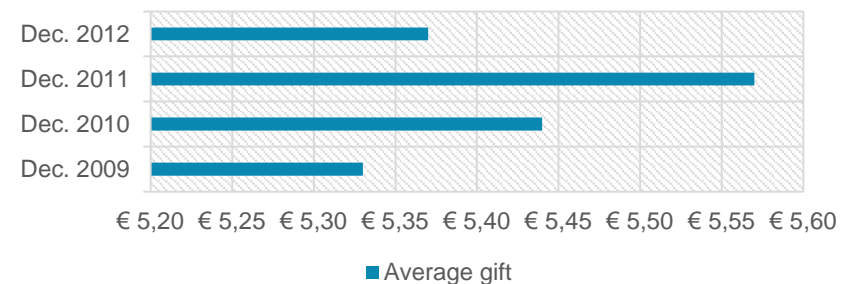
Figure 19. Average gift per month for 2009, 2010, 2011 and 2012

However, when looking at the total income from donations, 2011 was not the most prosperous year; it was 2010. This is due to the higher amount

of donors in that year. Striking, however, is that 2012 is the year with the least income so far; even less than 2009 (the year LB started). This is worrying for the organization. If this trend will continue over the coming years, LiveBuild might not make it. Luckily, the organization is doing its best to recruit new donors and has created new strategic plans. Furthermore, this thesis will hopefully give a better insight of how to interact with existing donors; with loyalty as a result.

Total gift (per year)

Figure 20. Sum of structural donations for 2009, 2010, 2011 and 2012

Table 2. Total and average gifts divided over the number of donors, sorted per year

Date	Number of donors	Total gift	Average gift
30/12/2009	1297	€ 6.909	€ 5, 33
30/12/2010	1392	€ 7.574	€ 5, 44
30/12/2011	1282	€ 7.146	€ 5, 57
30/12/2012	1097	€ 5.893	€ 5, 37

4.5   Demographics

As each target group has demographic characteristics, so do the donors of LiveBuild. In the following paragraphs the age (4.5.1), gender (4.5.2), residency (4.5.3), occupation (4.5.4) and cultural background (4.5.5) of the target group, will be discussed in detail.

4.5.1 Age

As discussed in the previous chapter (3. LiveBuild's density), the organization has a primary and a secondary target group. The first being 18 to 30 years old, the second being between 45 and 55.
Although the second group makes up only 5% of the entire donor group, they are nevertheless important. This is mainly due to their high level of loyalty and the height of their donation. This older group namely tends to be steadier in their donation behavior. Furthermore, they are likely to choose one charity and, once hooked, they often stay loyal to the end of their lives. Some people even spend (a part of) their pension or will on their favorite charity.

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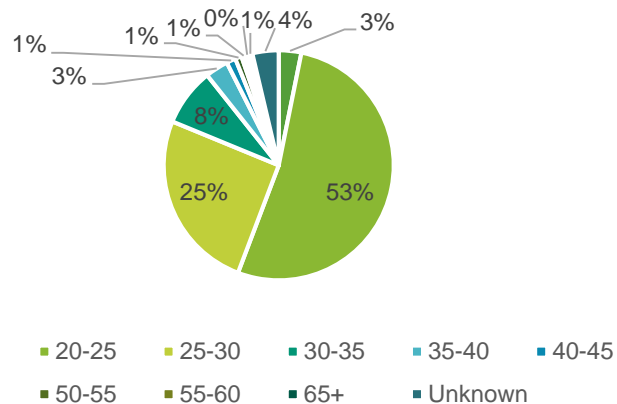
Figure 21. Age distribution amongst LB donors in percentages

Table 3. Age distribution of LB donors in numbers and percentages

Age	Number of donors	In percentages
15-20	49	3
20-25	812	53
25-30	393	25
30-35	125	8
35-40	50	3
40-45	20	1
45-50	14	1
50-55	9	1
55-60	7	0
65+	8	1
Unknown	57	4
Total	**1535**	**100**

The young people, the primary target audience of LiveBuild, makes up 70% of the pie. Although their donations are often not that high (in 2012 the total average gift was €5.10), they do form the basis for LiveBuild. This is due to the fact that they are great advocates of a cause and therefore often come in large numbers. It is a perfect example of how peer pressure could work in a positive way.

Below a simplified version of the donor loyalty pyramid, as displayed in chapter 2, can be found. It is again relevant since it depicts which age group tends to have which position in the pyramid. For example, the older group tends to be in the upper half of the figure ("4. regular donations" to "6. legacies"), whereas the younger donors tend to be in the lower half and often do not make it further than "3. incidental donors". This can partially be explained by the height of their income but also lack of commitment plays a role.

Fig. 22 Simplified donor Pyramid as extracted from T is voor 't Goede Doel (Claes, 2008)

Figure 23. Table of profitability per age cohort

4.5.1.1 Generation Cohorts

In general, western society knows four generations: "matures, (baby) boomers, Gen X and Gen Y" (Bhagat, Loeb, & Rovner, 2010). They each have their own characteristics and were roughly born between 1920 and 1990. Below, their behavior in terms of giving behavior is depicted. This shows that the youngest generation does not donate a lot of money, but they are large in number. On the other hand, the older the donor, the smaller the amount of people and the larger the amount of money. For this research Gen X and Gen Y are the most relevant, since they form the main target audience for LiveBuild.

Generation Y

The first main target group mostly consists of tertiary education students and is also known as "Generation Y" or "the Millennial". According to *Mashable*, this group can be categorized as: "the demographic cohort following generation X, with beginning birth dates ranging from the early 1980's to the early 2000's (…) mostly the children of baby boomers or Gen X'ers. Characteristics vary by region, depending on social economic conditions. Generally marked by an increased use and familiarity with communication, media and digital technologies. In most parts of the world its upbringing was marked by an increase in a neoliberal approach to politics and economics" (Mashable). This means that LB deals with a very liberal, tech-savvy and a fairly wealthy public.

Generation X

The secondary group of donors is between 45 and 55 years and is known as Gen X-ers or May 68'ers. According to Karel Claes, writer of *T is voor 't goede doel* this group is raised during the hippie period in which many protests took place. At that time, the majority of them had solid ideals and wanted a better world. However, now that they are older and look back on what they have accomplished they realize that not many of their dreams have become true. They feel the urge to make up for what they have left in the past and often feel compelled to charity for that reason.

4.5.2 Gender

The majority of LiveBuild's donors, almost 75%, is female. According to a study by the Women's Philanthropy Institute of Indiana, published in Time Magazine "women are as much as 40% more likely to donate than men (..) Not only do they give more often; they also tend to donate more" (Time, 2011). According to the same study this can be explained by the fact that women experience "a steady increase in earning power" (Time, 2011). I personally think that emotions (and especially a feeling of guilt) are also playing a vital role.
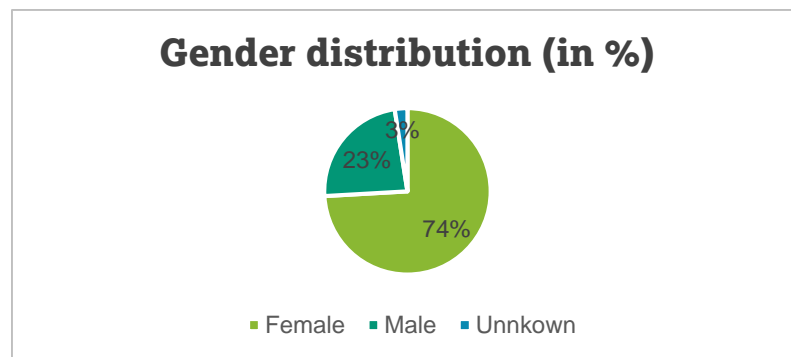
Figure 24. Gender distribution LiveBuild donors

Table 4. Gender distribution LiveBuild donors

Gender	Number of donors	Percentage of donors
Female	1147	74
Male	363	23
Unknown	38	3

Furthermore: "women are more drawn than men to causes and organizations they or their family members closely relate to" (Time, 2011). Knowing this, could also form major opportunities for LiveBuild.
However, another study by the Indiana Women's Philanthropy Institute states that "women tend to strategize every year before giving, men tend to donate to the same cause year after year" (MainStreet, 2009). This means that men form a more loyal target group.
As said before, women give more (easily), but men are more loyal. Therefore it is important to not specifically focus on one gender. Both gender groups are valuable, so it is important to keep a balance. With this in mind LB could try to imply tailor its messages to their male and female donors. More about this can be read in the advice.

4.5.3 Residency

The majority of LiveBuild's donors lives in Utrecht. This is not a coincidence considering that in the early years the organization only operated in their home town. Later, when the charity started to travel the country and operate more on festivals, the target group expanded to donors from other cities as well.
The second city with the highest amount of LiveBuild donors is Amsterdam and third is Leiden. All three cities are situated in an urban area that is called "de randstad" and are student cities. This is not

coincidence since the target group of LiveBuild exists of young people of which many are tertiary education (hbo or university) students.

Although some other cities in the list might appear as random, they can often be explained by an event that LiveBuild once held in that area. As a result of such an event, often new donors subscribed.

Table 5. Top 10 Dutch cities with most LiveBuild donors

	City	Number of donors	Percentage of donors
1.	Utrecht	305	**40**
2.	Amsterdam	169	**22**
3.	Leiden	111	**15**
4.	Den Haag	49	**6**
5.	Haarlem	25	**3**
6.	Zeist	24	**3**
7.	Rotterdam	23	**3**
8.	Amersfoort	21	**3**
9.	Katwijk	19	**3**
10.	Hilversum	18	**2**
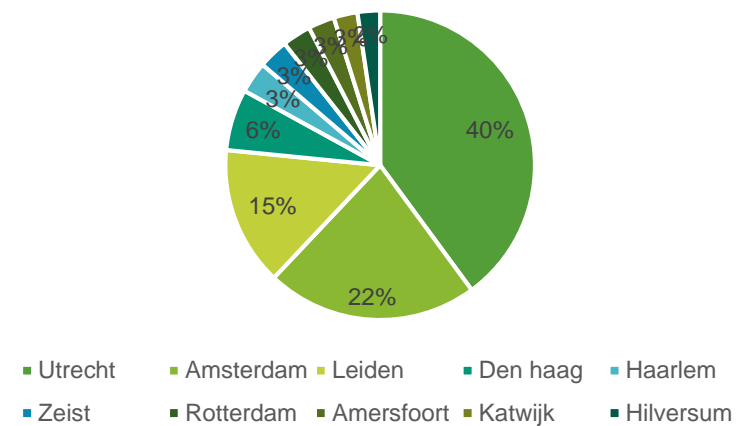
Figure 25. Number of donors per city, 10 cities with most donors

When looking at a macro level, by including postal code areas and therefore also small villages, roughly the same order exists. However, areas outside of the "randstad" are now also taken into account. In the Northern provinces (Groningen and Friesland), LiveBuild has almost no donors (1%). Flevoland, Gelderland and Overijssel, the east of the Netherlands, are accountable for a total of 8%. Noord Brabant is the only southern province where LiveBuild has donors; with 6% it represents the south.

48

Figure 26. Number of donors for each postal code area in the Netherlands

Donors per postal code area

Legend:
- 1000 - 1999 (i.a. Amsterdam)
- 2000 - 2999 (i.a. Den Haag)
- 3000 - 3499 (i.a. Rotterdam)
- 3500 - 3999 (i.a. Utrecht)
- 4000 - 4999 (i.a. Breda)
- 5000 - 5999 (i.a. Eindhoven)
- 6000 - 6999 (i.a. Nijmegen)
- 7000 - 7999 (i.a. Enschede)
- 8000 - 8999 (i.a. Almere)
- 9000 - 9999 (i.a. Groningen)
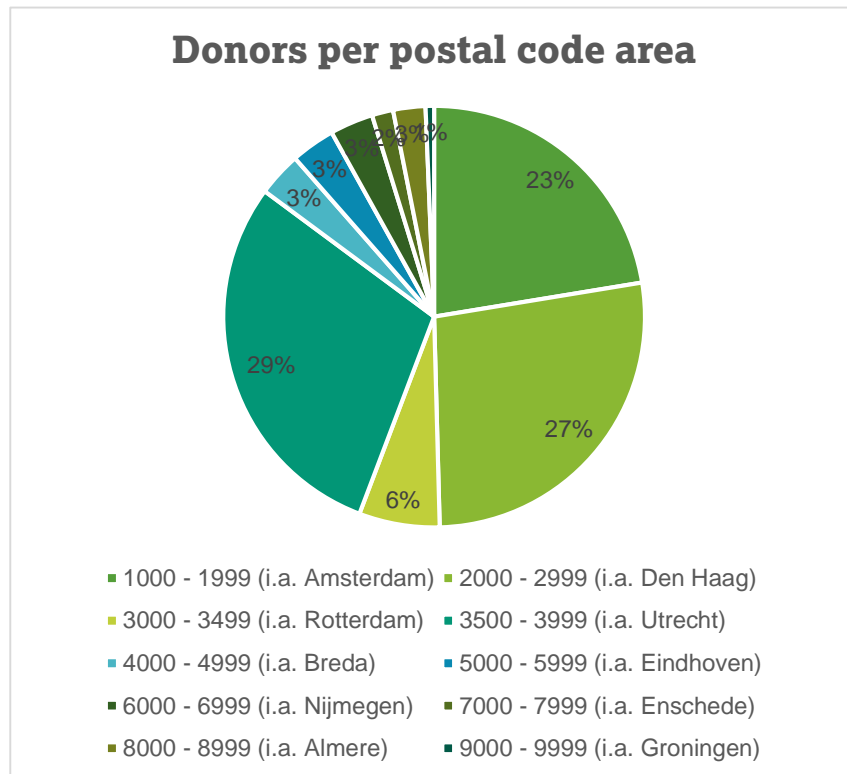
Table 6. Number of donors for each postal code area in the Netherlands

Postal code area	Amount of donors
1000 - 1999 (i.e. Amsterdam)	344
2000 - 2999 (i.e. Den Haag)	417
3000 - 3499 (i.e. Rotterdam)	95
3500 - 3999 (i.e. Utrecht)	451
4000 - 4999 (i.e. Breda)	52
5000 - 5999 (i.e. Eindhoven)	52
6000 - 6999 (i.e. Nijmegen)	51
7000 - 7999 (i.e. Enschede)	25
8000 - 8999 (i.e. Almere)	38
9000 - 9999 (i.e. Groningen)	10
Total	1535

4.5.4 Occupation

Although most exact occupations of LiveBuild donors are not registered in the organization's files, it is known that most are students, graduates or juniors. When interviewing donors and conducting the focus group with the volunteers, I came to the conclusion that 83% was student and 17% working. It should be taken into account however that this information was retrieved from a random sample. The types of studies and

professions varied from stylist to politician. This means that there is not a standard LiveBuild donor. It could be concluded however, that the level of intelligence is above average since most donors are doing a bachelor's or master's study or have completed one.

4.5.5 Cultural background

Specific details about donor's cultural backgrounds have sparsely been documented. I could however deduct this information from the Facebook pages of the LB followers, but this is such a timely matter that it is left to further research.

Despite the scarce data, it could be stated that the majority of the donors has the Dutch nationality. This could mainly be explained by the high risk to recruit international students or expats. Since internationals only spend a limited amount of time in the Netherlands they are more likely to end their membership after a short period of time.

From the organization's address file could be concluded by analyzing last names, that approximately 11% of LB's donors have a cultural background other than Dutch. This does not have to mean however that they do not have the Dutch nationality, or that they or their parents are foreign. Having a non-Dutch last name could also indicate foreign ancestors.

Through another survey, held earlier by LiveBuild, I found out some of the donor's musical tastes. Of the 22 donors that had replied, the majority liked pop, followed by folk/singer-songwriter and third was soul and jazz. The average age of the respondents was 27. Also this information is quite minimal. Therefore future research could clarify what a certain musical taste tells about a target group.

Also when analyzing 10 random Facebook profiles of LiveBuild members, I found out that that most donors can be characterized as: students, urban, politically engaged, above average intelligence, interested in (independent/innovative) arts, culture and traveling.

5. METHODOLOGY

This chapter describes the methods used to conduct this research. In order to obtain complete and information-dense answers to my research questions, I have chosen to apply mixed methods (5.1). This means that my research consists of both qualitative and quantitative methods, being: observation (5.3.1) focus groups (5.3.2), interviews (5.3.3) and surveys (5.3.4). These tools will be described and explained below. An elaboration on the preliminary research can be found in appendix B.

5.1   Mixed methods

For this research I have chosen to use mixed methods. This approach is known for combining qualitative and quantitative research. It gives the researcher a deeper understanding of a subject than when dealt with from only one point of view. In mixed methods, both approaches complement each other: quantitative research is very efficient, yet less rich, while qualitative research is more time-consuming but also more in-depth. This means that the researcher only experiences "(…) the benefits of different methods while compensating for some of the limitations. Mixed methods can offer the opportunity for a more complete understanding of psychosocial phenomena" (Uk Counil for Psychotherapy, 2013).

Figure 28 describes the four research questions, the theories that are related to them (and that were discussed in greater detail in chapter 2) and the methodologies that will be used to solve the research questions. When a method is bold and italic, this means that it played a more important role in this thesis.
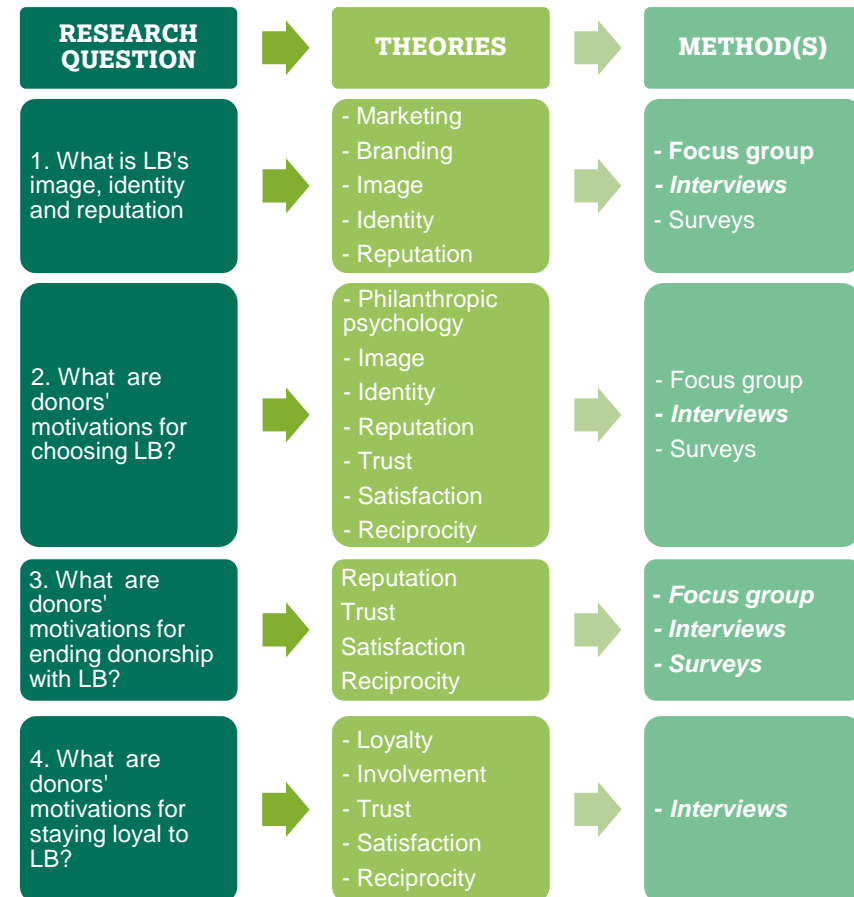
Figure 27. Methods and theories and their relation to the research questions

5.2 Preliminary research

In the early stage of this research I have conducted preliminary research to determine the subject and get to know the organization. What I have researched exactly and how this was done, can be found in appendix B.

5.3 Main Research

The main research was done after the preliminary research was completed and had provided insights to base my further research on. This part of the research consists of: an observation (5.3.1), two focus groups (5.3.2), ten in-depth interviews (5.3.3) and twenty surveys (5.3.4).

5.3.1 Participant observation

During the period I wrote my thesis for LiveBuild, I was also working as a communication volunteer for the organization. For multiple days a week I was present in the office and was able to get to know the organization through observing. This makes me a "participant observer"; "this refers to inserting yourself as a member of a group in order to observe behavior you wouldn't otherwise have access to" (California State University, 2006).
Just as through preliminary research, I was able to get to know LB and determine the organization's identity through observation. Moreover, observing allowed me to capture the organization in its natural environment. This means that people act more intuitively instead of staged and do not necessarily display socially desired behavior. These unofficial moments also play a very vital role in my thesis. The reason for this is that it depicts the situation in a less biased form than for example an interview, where the data is mainly based on the subject's opinion.
However will be further elaborated in chapter 8 (Research limitations and future research), there is one main downside to using this method: an observation is not as solid and reliable when done by one individual. This

was however the case for my research and has to be taken into account when reading this thesis.

5.3.2 Focus group

The second data collection tool that I have used, are focus groups. According to the *Annual Review of Sociology*, a focus group has the following definition: "(…) a research technique that collects data through group interaction on a topic determined by the researcher" (Morgan, 1996). This means that a fairly natural environment is created, without losing track of the main goal: abstracting vital information.
I have chosen to use this tool for several reasons. The first being the interactive aspect. Since a focus group is face-to-face, there is room for two-way communication, non-verbal expression and follow-up questions. Another reason to choose a focus group, is that a group setting can stimulate people to answer because (in the right setting) they feel safe enough and are inspired by the answers of others. Furthermore, a subsidiary aspect of a focus group is that it can make people feel more involved and connected to each other and/or an organization. In this case it would be a bonus if a focus group has that effect on LiveBuild's volunteers and donors.

5.3.2.1 Target group

For this research I had originally planned to conduct three focus groups; one with employees, one with volunteers and one with structural donors. However, due to complications (elaborated upon in the chapter (Research Limitations) I was only able to organize one focus group with employees, and one with volunteers. The group with structural donors did not take place because they were not able to attend or did not feel like it.
Although employees and volunteers were not the main target group for this research, they provided solid reference material. Moreover, both

groups contained some donors. As can be seen in table 7, the group of employees had two structural donors, one incidental donor and one non-donor. The group of volunteers consisted of two structural financial donors (and therefore met the exact requirements for this research) and five people that invested time and/or knowledge in LiveBuild (in this thesis considered non-donors).

Table 7 Number of donors per focus group, divided per type

	Structural donors	**Incidental donors**	**Non-donors**
FG employees	2	1	1
FG volunteers	2	-	5

Both groups provided information on how the organization is seen from an internal perspective (e.g. its identity). They were asked to give clarity on what the desired image and reputation is and what their reasons are for being involved in and loyal to LiveBuild. Furthermore, respondents that were donor and team member proved very useful for they know the both sides of the organization. This provided interesting insights on how to create loyalty since they form the link between the organization and its public.

Employees

The first focus group (employees), contained two structural donors. "Employee" at LiveBuild can be defined as: everyone who has a paid job or is an intern at the organization. Ideally, this group would have consisted of seven people, but since some employees work in Cameroon they were not able to attend the focus group. For this reason, the actual group consisted of four people: Joris van Rest (founder/creative director), Koen van Bremen (director), Filippa Wittenberg (donor- and event manager) and Hannah Ellens (communication- and LiveBuild Experience coordinator).

Volunteers

The second focus group consisted of seven volunteers. The focus group was held during one of LiveBuild's volunteer events called "World Café". For this two-weekly gathering an email is always sent out a week in advance to all volunteers (200 in total) to invite them. So the only selection criteria for this focus group is that the attendees had to be volunteers. I did not take into account if they were donor or not. Nor did I include or exclude people based on age, background, length of donorship or other criteria. All candidates were randomly selected. However, the majority of candidates lives in Utrecht, were female and between 23 and 31 years old. Again, this is no coincidence since the majority of the structural donors shares the same characteristics.

Structural donors

As mentioned before, due to complications the focus group with structural donors never took place. The approach was as follows, however: Deliberately, fifty people from Utrecht were selected, since they were most likely to attend the FG due to limited traveling time. Furthermore, the selection was based on donors' age; starting at 18 and ending at 35, with an age gap of two years. Also, I made sure that both men and women were equally represented and that there was a fair mix in cultural background and length of donorship.
Then I sent out an email, ten days to a week in advance. This was personally addressed to each potential participant to invite him/her for an event named "Vrijdagmiddagborrel", (an informal get-together on a Friday afternoon).
Three days after the invitation I called to ask if the invitees had received my email and were able to attend. However, when calling the donors I could only find five people willing to attend. The reason for this was that they had other appointments such as work and weekend trips. It also

appeared that many phone numbers were old or incorrect. However, often it seemed that people gave socially desired answers whereas they actually did not feel like attending. This will be further discussed in the "conclusion and advice" section since this provides me with a lot of information on the involvement and loyalty level of the donors as well. Below a table can be found with the exact numbers and characteristics of all three target groups.

Table 8 and 9. Place of residence per target group sorted by gender

Target group	Nr. participants	Men	Utrecht	Other cities
Employees	4	2	1	1
Volunteers	7	2	2	-
Structural donors	-	-	-	-
Total	11	4	3	1

Target group	Nr. participants	Women	Utrecht	Other cities
Employees	4	2	-	2
Volunteers	7	5	3	2
Structural donors	-	-	-	-
Total	11	7	3	4

Table 10 and 11. Age per target group sorted by gender

Target group	Total nr. participants	Men	22-25	25-28	28-31	31-34
Employees	4	2	-	-	1	1
Volunteers	7	2	1	1	-	-
Structural donors	-	-	-	-	-	-
Total	11	4	1	1	1	1

Target group	Total nr. participants	Women	22-25	25-28	28-31	31-34
Employees	4	2	1	1	-	-
Volunteers	7	5	3	1	1	-
Structural donors	-	-	-	-	-	-
Total	11	7	4	2	1	-

5.3.2.2 Process

To conduct an accurate, representative and reliable focus group, I have taken in mind the following instructions as suggested in the *Guidelines for Conducting a Focus Group* (Eliot & Associates, 2005):

- Small group of 6-10 people

- Open discussion

- Moderator leads

- Duration of 45- 90 minutes

- Structured around predetermined questions (±10)

- Homogenous group of strangers

As mentioned above, participants of each group were personally invited; team members got a face-to-face invitation, volunteers via email and donors via email and a follow-up phone call.
On the day of the focus groups itself I tried to make the participants feel comfortable by explaining the purpose of this meeting. At the beginning of the volunteer focus group, I started with a small warming-up. I let participants create a mood board, containing magazine/newspaper images of everything they think LiveBuild stands for. Then I posed the questions (as stated in 5.3.2.3) one-by one, moderating where necessary. The justification of the RQ's can be found in appendix C.

The focus group sessions have been both recorded and written down by an assistant. However, in this report I only present an excerpt; I have tried to transcribe the sessions but it was too time-consuming for the limited research time I had. However, the most striking answers will be discussed elaborately in chapter 6 (Results).

5.3.2.3 Focus group questions

Below the focus group questions can be found. The justification of these questions is elaborated on in appendix C.

Table 12. Overview of focus group questions

SECTION	NR.	QUESTION
Demographics	-	Name
	-	Age
	-	Occupation
	-	Place of residence
	-	Gender
Introduction/ identity (self-image)	1.	Tear out as many images as possible, that you associate with LiveBuild and stick them to the big paper. There's a maximum of five minutes.
Motivation (general)	2.	What attracts you in doing good (in the broadest sense of the concept)?
Motivation (LiveBuild)	3.	How did you first get into contact with LiveBuild?
	4.	Why did you specifically choose LiveBuild?
Involvement	5.a.	To what extend do you feel part of LiveBuild?
	5.b.	Why (not)?
	5.c.	How could they make you become more involved?
Identity (reflection)	6.a.	How would you like to be seen, as a member of LB?

Identity (culture/ personality)	6.b.	How would you like the organization to be seen?
Identity (Personality)	7.	If LiveBuild would be a person, who would it be and why? (give a name and/or description)
Reputation	8.a.	What could LiveBuild improve? (name three things)
	8.c.	What is the organization doing well? (name three things)

The questions in table 12 are those as posed to the participants of the focus groups. Although during sessions the questions were posed in Dutch, they are translated in English for this thesis. The justification of these questions can be found in appendix C.

5.3.3 Individual interviews

Although the observations and focus groups proved helpful, they do not provide direct answers to my main question (*How can LiveBuild improve the relationship with their structural donors so they remain loyal to the organization?*)
Therefore I have designed a set of interview questions that cover the research questions and discover what donors' motivations are for staying loyal, what their level of satisfaction is and what the image of LiveBuild is. Below the target group (5.3.3.1) and the process (5.3.3.2) will be discussed in detail.

5.3.3.1 Target group

This group of respondents was also randomly selected via LiveBuild's address file and consisted of structural donors only. Some of the people I interviewed where donors that were initially interested in the focus group session. Since the focus group was cancelled as a result of insufficient response, I asked those who were interested for an interview instead. Although I started with a list of twenty-five potential interview candidates, I was able to make an appointment with less than half of the people. In total I was able to recruit ten participants. The ages of the interviewees ranged from 21 to 29, with the average age being 26. The male/female ratio was 4:6. Furthermore, the majority of the respondents (seven) lives in Utrecht, two of them in Amsterdam and one in Rotterdam. Below an overview can be found of the main characteristics of the interviewees.

Table 13 and 14. Place of residence per target group sorted by gender

Target group	Total Nr. participants	Men	Utrecht	Other cities
Interviewees	10	4	2	2

Target group	Nr. participants	Women	Utrecht	Other cities
Interviewees	10	6	2	4

Table 15 and 16. Age per target group sorted by gender

Target group	Total nr. participants	Men	18-22	22-25	25-28	28-31
Interviewees	10	4	-	-	2	2

Target group	Total nr. participants	Women	18-22	22-25	25-28	28-31
Interviewees	10	6	2	2	1	1

5.3.3.2 Process

When the candidates for the individual interviews were selected, I have called all of them to invite them for a date and place that would suit them best. I had decided that any rather quiet place would be suited, except for the LiveBuild office, since it is the least neutral area and people might not feel comfortable to speak their minds. With seven of the candidates I met in person, often in a café, library or other public area. Three of them were too busy to meet so I agreed to conduct a telephone interview with them.

The interview consists of 14 questions in total and will be discussed further in the chapter below. Mostly it took me fifteen to thirty minutes to complete it, depending on the lengthiness of the respondents' answers.

The interviews were both recorded and written down during the conversation. Afterwards I processed them as soon as possible, in order not to lose important details.

5.3.3.3 Interview questions

Table 17. Overview of interview questions

SECTION	NR.	QUESTION
Demographics	-	Name
	-	Age
	-	Occupation
	-	Place of residence

Motivation (general)	1.	What attracts you in doing good (in the broadest sense of the word)?
	2.	How did you first get into contact with LiveBuild?
Motivation (LiveBuild)/image	3.	Why did you specifically choose LiveBuild?
Involvement	4.a.	To what extend do you feel part of LiveBuild? Why (not)?
	4.b.	If not, (how) could this be improved?
Loyalty	5.	What makes that you are still a donor?
Image	6.a.	Describe in a few words what LB is to you.
	6.b.	If LiveBuild would be a person, who would it be and why? (give a name and/or description)
Satisfaction	7.a.	On a scale from 1 to 5 (1 being extremely dissatisfied, 5 being extremely satisfied), how satisfied are you with LiveBuild in general?
Reputation	7.b.	What are LiveBuild's strengths?
	7.c.	What are its weaknesses?
Satisfaction (communication)	8.	Again, on a scale from 1 to 5: How satisfied are you with the way you have been approached by LiveBuild to become a donor?
	9.	On a scale from 1 to 5: How satisfied are you with the way LiveBuild is informing you?
Involvement	10.	In what way would you like LiveBuild to communicate with you?(Why?)
Trust (approach)	11.	Are you confident that LiveBuild is doing a good job?(Why?)

Trust (finances)	12.	On a scale from 1 to 5: How satisfied are you with the way your donation is being allocated by LiveBuild?
Reciprocity	13.	Do you feel that LiveBuild appreciates your donation?
Disloyalty	14.	What would be a reason for you to end your donorship with LiveBuild?

The questions in table 17 are those as posed during the interviews with the ten randomly selected LiveBuild donors. Also these questions were originally posed in Dutch but were translated in English for this thesis. The justification of the questions can be found in appendix E.

5.3.4   Surveys

The fourth tool, the survey, has some overlap with the interviews I conducted. It is however different in approach. Firstly, since the survey was digital the threshold was lowered (compared to interviews for which an appointment has to be made). Furthermore, this time the focus was more on reciprocity, trust and satisfaction, whereas the interviews were mostly aimed at mapping out LB's image and reputation.
Although a survey provides less in-depth information, it does prove to be a good tool when aiming to reach a large group.

5.3.4.1   Target group

The target group for the survey consisted of structural LiveBuild donors that were also "friend" of the LiveBuild Facebook page. On this page it was asked to voluntarily fill out the survey. This means that the target group was not selected and therefore random. In the results the demographic information of the exact target group will be discussed.

5.3.4.2   Process

The survey consisted of nine questions which can be found in the table below and will be discussed in detail in appendix E. It deliberately consisted of ten questions so it would not be time-consuming and people would feel more compelled to answer.
Furthermore, I had chosen to design the questionnaire in *Survey Monkey*, an online survey program. This way it was easy for donors to fill in and easy for me to analyze since the program already structures most of the data.
When the design was finished I posted a message on the LiveBuild Facebook page that said:

Figure 2. Screenshot of Facebook message

5.3.4.3 Survey questions

Table 18. Overview of interview questions

SECTION	NR.	QUESTION
Satisfaction	1.	How satisfied are you with LiveBuild in general?
(Communication)	2.	How satisfied are you about the way LiveBuild approaches people to become a donor?
	3.	How satisfied are you about the way LiveBuild keeps you informed?
Involvement	4	In what way would you like to get to know LiveBuild (better)?
Trust (finances)	5.	How satisfied are you about the way your donation is allocated?
Reciprocity	6.	Do you think you donation is appreciated by LiveBuild?
Involvement	7	To what extend do you feel part of LiveBuild?
Reputation	8.a.	What are LiveBuild's strengths
	8.b.	What are LiveBuild's weaknesses
Disloyalty	9.	What would be a reason for you to end your donorship?

The questions in table 18 are those as posed during the interviews with the ten randomly selected LiveBuild donors. Also these questions were originally posed in Dutch but were translated in English for this thesis. The justification of the questions can be found in appendix E.

6. RESULTS

This chapter will discuss the most important or unusual findings of my research. Furthermore, the focus will be on analyzing and explaining these results. In the next chapter (conclusion and advice) the results will be linked to the theoretical framework. This chapter consists of the following paragraphs: research participants (6.1), grounded theory (6.2), and research questions (6.3).

6.1 Research participants

Table 19. Division in nr. of people per research tool and type of donorship

Method	Nr. of people	Structural donors	Incidental donors	Non-donors
Focus group employees	4	2	1	1
Focus group volunteers	7	2	-	5
Interviews	10	10	-	-
Online surveys	20	20	-	-
Total:	41	34	1	6

Altogether, 41 people have contributed to this research: 20 survey respondents, 10 interviewees, 7 volunteer FG participants and 4 employee FG participants.
In total 34 of the participants were structural donors. The majority of them consisted of women and the average age is 27.

Almost half of the research was in-depth and qualitative (focus group and interviews, 21 in total) and half was a quantitative and more general investigation (online surveys, 20 in total).

Since the surveys were anonymous, it was not possible to detect demographic info such as gender and/or address. Of the of the FG's and interviews, however, this information was known: 38% consists of men, whereas 62% is made up of women. Of this group of men 75% was a structural donor; for the group of women this was 62%.

At the moment this research was conducted, the majority of donors (52%) lives in other cities than Utrecht. During in-depth research I have found that 71% got to know LB when living and/or studying in Utrecht. Furthermore, 25% more male than female donors live in Utrecht (62% against 38%).

Table 20. Donors categorized according to gender and type of donorship, divider per research group

Method	Nr. of people	Men	Of which structural donors	Women	Of which structural donors
Focus group employees	4	2	1	2	1
Focus group volunteers	7	2	1	5	1
Interviews	10	4	4	6	6
Online surveys	20	u/k	All	u/k	All
Total:	21	8	6	13	8

Table 21. Donors categorized according to gender and place to residence, divided per research group

Method	Nr. of people	Men	Utrecht	Other city	Women	Utrecht	Other city
FG employees	4	2	1	1	2	-	2
FG volunteers	7	2	2	-	5	3	2
Interviews	10	4	2	2	6	2	4
Online surveys	20	u/k	u/k	u/k	u/k	u/k	u/k
Total:	21	8	5	3	13	5	8

Table 22 and 23. Donors categorized according to gender per age group, divided per research group

Method	Nr. of people	Men	18-22	22-26	26-30	30-34
FG emplo-yees	4	2	-	-	-	2
FG volunteers	7	2	-	1	1	-
Interviews	10	4	-	-	2	2
Online surveys	20	u/k	u/k	u/k	u/k	u/k
Total:	21 + 20 u/k	8 + u/k	-	1+ u/k	3+ u/k	4+ u/k

Method	Nr. of people	Women	18-22	22-26	26-30	30-34
FG emplo-yees	4	2	-	1	1	-
FG volunteers	7	2	-	2	-	-
Interviews	10	6	2	2	1	1
Online surveys	20	u/k	u/k	u/k	u/k	u/k
Total:	21+ 20 u/k	10+ u/k	2+ u/k	5+ u/k	2+ u/k	1+ u/k

Table 24. Accumulated total per gender sorted by age

Method	Total	18-22	22-26	26-30	30-34
Men	8	-	1	3	4
Women	10	2	5	2	1
Accumulated total:	18	2	6	5	5

6.2 Grounded theory

After having conducted the research, I labeled and categorized the answers from all methods according to grounded theory. The reason for this, is that it is a well-known and trusted method, that enables researchers to acquire a clear overview of information-dense data within a considerate amount of time. Due to the limited time and scope of this thesis, but the fair amount of data, this seemed like a logical choice.
Grounded theory is an inductive methodology created by Dr. Barney Glaser. "It is the systematic generation of theory from systematic research. It is a set of rigorous research procedures leading to the emergence of conceptual categories. These concepts/categories are related to each other as a theoretical explanation of action (s) that continually resolves the main concern of participants in a substantive area" (Grounded Theory Institute, 2008).
So first I sorted all the data according to tool (FG, interview, survey). Then I categorized all responses into concepts (i.e. motivation, image, reciprocity). Then I created categories (i.e. finances, communication), sub-categories (low/medium/high, positive/negative) and finally I placed the quotes/answers of the participants with the specific labels. When having completed that, I counted the labels to see how many times they

were mentioned by the participants. This way I was able to analyze the data both in a broad (numeral) and in a deep ((con)textual) way and was able to come up with the overview of results below. The complete data and labeling can be found in appendix F until I.

6.3 Research questions

6.3.1 LiveBuild's identity, image and reputation

What is LiveBuild's identity?

LB's identity has already partially been established in chapter 3, which was mainly based on observation. However, I have tried to obtain an even clearer view of LB's identity by posing questions about it during the focus groups. Since identity is an internal trait of an organization (as explained in the theoretical framework), this RQ could only be answered by employees and volunteers. Therefor the questions solely got posed during the FG's.

Self-image/core
As explained in chapter 2, self-image is "the essence of an organization". Therefore, in the introduction of the volunteer FG, I asked them to tear out images and headings from newspapers and magazines that represent LB to them. For this I gave the participants five minutes so that the assignment would mainly be intuitive. The result of this can be found in figure 29.
As can be viewed in the image, the volunteers have collected pictures/words in the following main categories:

- People (13x)
- Group/friends (7x)
- Africa (5x)
- Sustainability/nature (5x)
- Water (aid) (4x)
- Festivals/fun (4x)

- (Better) world (4x)
- Culture/diversity (4x)
- Creativity (3x)
- Clarity (1x)

Figure 29. Mood board as composed by volunteers during FG

Also when I asked team members during my observation to describe the essence of LB in words, they (again) said: water, Africa/Cameroon, sustainability and group of friends.

Culture
Culture can be seen as the "values of an organization" and are reflected in its employees. Therefore, this phenomenon was researched through asking the team members three questions:
What was the reason you joined LB/started working for them?, *How would you like the organization to be seen?* and *How would you like to been seen as a LB volunteer/employee?*
When inquiring what the reason was for joining LiveBuild, one of the employees commented: "I directly wanted to work here because it was so relaxed, I had never experienced that before". She also said "oh and I love kroketten-dag!". Although this might be a trivial comment, I think it further illustrates the down-to-earth culture of LiveBuild.
Volunteers also mentioned that they felt really valued by the organization. One of the girls said: "I really like it that they give a title to everyone who's working at LB. That makes you feel like a mini professional instead of someone who's doing errands. Everyone does what he/she does best".
Two other volunteers described a situation where posters of them had been secretly put up throughout town: "In the week of the volunteer they put me on a poster saying 'thank you Marion, you're awesome!" The other one added: "It was so cool to find out through a tag on Facebook, that I was on a poster. That was at eleven o'clock and I decided to have a look. That was pretty cool and really makes you feel appreciated. And it is not the classical approach of some wine during Christmas but so original and creative!".
From the answers above the relaxed and friendly atmosphere and of the organization can be distilled. This was what, in their eyes, really defined the company culture. Joris said LB wants to be: "that fun club you want to belong to"
When I asked the other team members how they would like the organization to be seen they said:

- fun (4x)
- open-minded (1x)
- safety (1x)
- warm nest (1x)

Also in the answers to the third question, I found much overlap with the values mentioned above. When being asked how the team would like to be seen as a member of LB, the following traits were given:

- friendly (3x)
- giving trust/confidence (3x)
- hard-working (3x)
- accessible (1x)
- making people feel comfortable (1x)
- honest (1x)
- example-function (1x)
- professional (1x)
- dedicated (1x)
- change-maker (1x)
- innovative (1x)
- creative (1x)

Overall, the following words were mentioned most: "relaxed" (3x), "fun" (4x), "friendly" (3x) and "giving trust" (3x).

Reflection
As explained in the theoretical framework, "reflection" can be considered "the stereotype donor". This concept was researched through the following question, namely: *If LB would be a (famous) person, who would it be?*
This question resulted in two types of answers, namely: answers related to "reflection" and answers related to "personality". This was due to the fact that some people interpreted this question as asking for an ambassador, whereas others saw it as an invitation to describe the stereotype LB donor.
LB's donor was often said to be a man and be between 27 and 45 years old. Some comments were:

- "Down to earth, balanced, no spacey stuff, confident. Focused; not a backpacker, has a goal and a vision"
- "I see it as someone older, a man 40/45. Because of knowledge and experience. Someone with a young spirit, but more responsible"
- "Someone, 26/27 that is very driven. But also someone that still has to learn (teachable)"
- "A guy of 28 that cycles around the world and takes pictures. He knows what to do and how and makes something beautiful and shares that with the whole world. Has a plan, but he's always open to change course. Explorer"

What the descriptions above have in common, are mainly the following traits:

- hard-working (2x)
- down-to-earth (3x)
- likes to travel (2x)
- open-minded (3x)

Personality
This concept, as defined in chapter 2.4.1.2, can be translated as "a person that represents the organization; an ambassador".
As discussed in the paragraph above, personality was also researched by asking: *If LB would be a (famous) person, who would it be?*
As a person to represent LB, an ambassador, diverse names were given. The group of volunteers mentioned Hanna Verboom (a Dutch actress who also "has created a charity and has a lot of enthusiasm") and Johnny

Depp ("due to its variety of roles and how skilled he is in doing this). Also Joris (the founder) was named three times as the ultimate ambassador for LB.

Joris himself had a young Quintin Tarantino in mind. According to him this notion was mostly linked to being innovative and slightly provocative without offending anyone.

Relations

"Relations" in this thesis are defined as "the way an organization treats, and wants to be treated by, its stakeholders". The culture and personality already (partially) give away how the cause sees and values its relations. As can be read in the paragraphs above, LB was described as "relaxed", "accessible", "honest" and "friendly".

LB wants its donors and volunteers to feel "safe and welcome", they want them to "have trust" and they want to be "down-to-earth". Furthermore, their ideal is to be seen as a "group of friends".

All of the above describe how LB aims to create an equal, honest and intimate relation with its stakeholders.

Physical facets

This part of the identity was not described in a direct way during the focus group. The only time it got some attention was during the making of the mood board. Many pictures that were chosen by the volunteers contained green, blue or yellow. This was partially due to the fact that nature and sustainability are often depicted in green, water in blue and so on. However, some people deliberately chose these colors, not for their meaning or symbolic value, but for their direct representation of the LB house style.

Furthermore, one of the volunteers had cut out a picture that was very colorful. According to this volunteer this is what LB looks like and from which she always recognized it. She added: "the green of the logo, the website, but also the colorful festival stands and colorful personalities".

This was the only actual information that was given by the participants on the physical facet.

What is LiveBuild's image?

As described in the theoretical framework, image can be seen as a reflection of the organization's identity. Although the input does not necessarily have to be the same as the output, image can be researched on the same dimensions, namely: self-image/core, culture, personality, reflection, relations and physical facets.

This question was researched through the interviews and surveys, since it only could be answered by donors. The replies to the question will be categorized according to the concepts named above.

Self-image

This concept was mainly researched through the question: *Describe (in a couple of words) what LB is to you.* However, this question did not always result into answers related to LB's self-image; sometimes information was given about other aspects of the identity or even about the reputation of the cause. Also, sometimes answers also indirectly came up through questions like: *Why did you specifically choose LB?*

Words to describe the core of LB were:

- Small-scale (4x)
- Africa (3x)
- Cameroon (3x)
- Water (3x)
- Sustainable (2x)
- Friends (of mine) (2x)
- Local (1x)
- Wells (1x)
- Good cause (1x)
- Development aid (1x)
- Festivals (1x)

- LB 24-Hours (event) (1x)
- Utrecht (1x)
- Green (1x)
- Clear goals (1x)

Culture
Culture was examined by asking: *Why did you specifically choose LiveBuild*. However, also answers came up as a result to question 8*. How satisfied are you with the way you have been approached by LB to become a donor?* Often, when people gave an additional comment to this question they said something that was related to the company culture.
Although some donors do not know LB's culture from the inside-out, they do form an idea about it since it is reflected by the organization. A part of the donors however are (or have been) volunteers and therefore have an even clearer view of its culture (due to the anonymous character of the survey the total number is unknown).
Some key words that were mentioned to describe LB's culture include:

- Personal (4x)
- Transparent (3x)
- Not pushy (2x)
- Good atmosphere (1x)
- Positive (1x)
- Ambitious (1x)
- Responsible (1x)
- Not too commercial (1x)
- Honest (1x)

Some other comments were:

- "The energy at LB was different, it was special. People really believed in the cause, not in getting rich"
- "Less money ends in bureaucracy"

- "Do what they promise"
- "LB puts in a lot of effort and visibly books results"
- "Everybody seems to be connected and know someone else within LB"
- "They do everything themselves"

Both the keywords and the quotes above reflect that the LB culture is seen as integer/honest, hard-working, friendly and positive.

Personality
Personality was only researched through the interviews. This was mainly due to the length of the survey, but also to the complexity of the question. Striking was that many donors that are or were in some form involved in the organization, mentioned (former) employees or founders as ambassadors of LB. One interviewee said:

- "Enthusiastic, engaged, playful. Joris actually"

Also the following famous Dutch people were mentioned as a representation of the organization: Ali B, Johnny de Mol and Tygo Gernandt. Some explanations for that were:

- "(Ali B). Just do it. Very fresh. Big mouth"
- "(Tygo Gernandt) a bit of that wild, playful character, without being absolutely stupid. He does what he wants and is creative. Nothing can stop him".

From the quotes above, the following can be extracted:
- Many people see the founder(s) of LB as most representative for the organization itself
- "Playful", "wild", "enthusiastic" and "just do it" are all words that describe the energetic character of LB; naturally a person with that same character is sought to be the ambassador of LB.

Reflection

This question was posed during the interviews. Although the question was not deliberately posed in the survey (due to limited space), it did get answered. This was due to fact that many people mistook image for personality and named character traits.

However, I did manage to get some information on the stereotypical donor as seen by LB themselves. Some comments about LB's reflection were:

- "A guy, not that old, 25-30, reliable, a little bit cheeky, humble, cheerful, determined, likes a laugh and a party every now-and-then"
- "A traveler, someone who thinks out of the box, is a pioneer. Someone who likes a party every now and then but knows when to be serious. Is focused on its goals and is down to earth."
- "Light-hearted, enthusiastic and cheerful"
- "Caring, grounded, a realist that wants to make the world a little bit better. Man or woman, doesn't matter. Age neither. Especially someone who is not tied to rules; not bureaucratic."

Participants associated mainly named the following characteristics with LB:

- Guy (2x)
- 25-30 (2x)
- Cheerful (2x)
- Likes a party (2x)
- Traveler (2x)
- Has humor (1x)
- Down-to-earth (1x)
- Reliable (1x)
- Open-minded (1x)

From these and others reflection-related answers, the following description of the stereotype donor can be created: A man, 25-30, likes a laugh and a party. Nevertheless he is focused and down to earth. He loves to see a bit of the world and think outside of the box.

Relations

LB's relations with its donors, mainly became apparent through the following question:
To what extend do you feel part of LB? and *How satisfied are you about the way you have been approached by LB?*
Although this question was only posed during the interviews, it was also unexpectedly answered in one of the surveys.
From the interviews, it became apparent that actually all of the donors had been recruited through friends or acquaintances. Some answers were:

- "Through Joris. We worked together at Ledig Erf. He enthused me, but I approached him myself to become a donor"
- "It went through Fabrice, so all very informal"

Furthermore, it became clear that the way LB approaches its donors is seen as very pleasant. Half of the interviewees (5 in total) answered that LB was not in any way aggressive in recruiting new donors. Some comments were:

- "Less pushy"
- "Super! Very nice and open. Just friendly, not that focused on my money"
- "No drama"
- "Wasn't really approached on the street or anything, but I was made a member through a friend. That is of course not as slick as those street recruiters for other charities; they take the money out of your wallet themselves if they have to"

This humble and friendly way of approaching donors was also mentioned when I asked donors about (the frequency of) the communication. A girl said:

- "Fine. If I would like to know something, I have to take some action myself, I should not expect them to do it"

One of the survey respondents commented:

- "Nice to read such personal messages"

From these comments can be distilled that the relationship between LB and its donors is personal and informal, yet not obtrusive; the donor is still in charge.

Physical facets
There was no direct question that asked for the physical facets of LB; due to the scope of the research this felt like a loss of time. However, when answering *Describe in a couple of words what LB is to you* people might also describe the physical aspects of the organization.
However, except for the color green, nobody answered the question stated above by naming a physical facet.

What is LiveBuild's reputation?

This part of the research mainly became clear through the interviews and surveys, by asking the participants for their level of satisfaction and LB's strengths and weaknesses. However, results also came up when donors were asked for their reasons to choose LB, or through other less obvious questions. LB reputation was divided in positive and negative. First the positive status of the cause will be discussed.
During this research LB was often said to do a good job; literally 9 people mentioned this. Many other stated the following:

- "They are doing very well. It seems like every time they have moved up a little (…) they aren't there yet, but they will be"

- "For making a difference. The way LB works, meets my personal values and vision in all aspects"
- "I would not know anything that has to be improved"
- "They are realistic, ready for the future"
- "Do what they promise"
- "I believe in their projects"
- "I think their way of fundraising is innovative. If you can finance your projects through crowd funding, I think that's really cool!"
- "LB puts in a lot of effort and visibly book results. I believe in them"

From the comments mentioned above, can be made-up that LB has a good reputation when it comes to its approach and successfully executing work.
However, this is just one side of LB's reputation. Besides positive associations, participants were also asked to name some weaknesses.
One participant seemed to disagree with the opinions above and said:

- "Rumor is going round that LB is having a tough time"

However, this seemed to be a one-of-a-kind answer. Statements about communication, visibility and publicity were mentioned more often. Some comments were:

- "Content. Message is too light-hearted"
- "Could be a little bolder, actively looking for publicity. And with that I think they could attract bigger funds. So maybe they could be a little more Ali B"
- "There's always room for improvement. For example, I think they can be more visible or present"
- "I'm not tuned in enough, but maybe communication. I'd forgotten I'm a donor. This is such a pity because I think LB is dealing with such a valuable group, regarding time, knowledge, effort etc."

Furthermore, it was striking, that the survey respondents named more weaknesses related to LB's image than the interviewees (15 against 2). This could be related to the anonymity of the research tool.

The critical comments that were given by most of the survey respondents were more related to management than communication. These included the following quotes:

- "Management (although it's getting better)
- "Professionalism"
- "The chaos"

Overall, despite negative comments, LB was more praised than criticized.

6.3.2 Donors' motivations for choosing LiveBuild

What are donors' motivations in general?

For the reason stated above, this question was only posed during the FG's and interviews.

A striking finding is that donors' main motivation for joining a charity is often related to a sense of duty. Most of them donate because they feel obliged or feel pressure from society; more than they actually like giving money. They make statements like "I believe that the stronger shoulders should take on the heavy burden; since I'm strong, physically, mentally and financially, I believe I am that person", "noblesse oblige" or "I cannot ignore what is going on in the world".

There are also donors who join a charity in order to feel good about themselves; according to the interviewees this is because it "gives a sense of purpose", "gives energy" or "makes me feel happy. There are however also donors that become a member out of selflessness; they find it important to care for other people ("especially those who are not as fortunate") without receiving anything in return.

The last group of donors is mainly driven by the notion of sharing. They often say they have become a member to "share their happiness".

What are donors' motivations to choose LiveBuild?

For reasons mentioned earlier, this question was only posed during the FG's and interviews.

The two main reasons for specifically choosing this organization were: "they're friends of mine" and "the approach of LB". The latter was mentioned more often, namely 10 times in total. As an explanation donors gave answers such as: "because it's small-scale" and "they (visibly) book results". Other arguments to explain why the "LB approach" appealed to them were: "No middle-man or agencies" and "they are innovative".

The second reason for joining LB was out of friendship. Four respondents explained: "they are friends of mine". By saying this, respondents often referred to one of the team members or other donors. Participants often said that they liked the personal and small-scale character of the cause. "Everybody seems to be connected and know someone else within LB, and so do I. That's why I love to stay updated, just to know how they're doing" one of the interviewees commented. Another donor said: "Because they are friends of mine; it does give a more confident feeling and contributes to the transparency".

A different, but often mentioned motivator "the way LB communicates", was mentioned three times. To support their argument, two donors mentioned "cheerful" in association with LB. The organization's communication was also described as "lighthearted", "positive" and "open and honest".

Some other, less popular, motivations for choosing LB were: "country preference" and "looking for a job". This means that these people ended up at LB because they had a specific quest. The first category liked Cameroon so much that they specifically looked for a charity that was active in that country. The second category mentioned that they were looking for a job, applied at LB and were hired. At that time they were not donors yet. However, as they started to get to know the organization better, they started to value it more and decided to become a donor. One

of the interviewees said "I have never specifically chosen for LB. It was more coincidence; I was actually looking for a job".

Altogether, positivity seemed to be a great motivator; the cheerful, open and honest character is what donors mentioned as a reason for choosing LB.

6.3.3 Donors' motivations for quitting LiveBuild
What are donors' motivations for ending donorship in general?

This question was posed in the interviews and surveys. The focus group was not appropriate for this since it contained a combination of donors and non-donors.

The ten interviewees have given multiple and very diverse reasons for quitting a charity in general. Therefore, there is not much cohesion in this part of the results. It is noteworthy, however, that for many donors several reasons seem to be intertwined. For example, many people said that "too little or poor communication" would be a reason for them to quit. They often gave "not feeling involved enough" as a second reason and saw it as a result of "too little or poor communication".

Furthermore, one of the interviewees said to "not trust charities in general" and pointed out that her trust is "easily damaged, mainly due to dishonesty in the charity branch and CEO's that make a lot of money".

Another reason for ending donorship that was mentioned, was "finances don't allow it". For many people this is often a reason to quit since a charity has no priority over the person's own needs.

For the survey participants, finances also played the biggest role. Altogether, almost a quarter of the respondents said to quit a charity for lack of money. The second most prevailing reason was, just as for the interviewees "not feeling involved enough" in combination with "too poor or too little communication".

What are donors' motivations for ending donorship with LiveBuild?

Just as the question above, this question was only investigated through interviews and surveys, due to the composition of the research group.

Four out of ten interviewees answered this question with "finances do not allow it"; one person gave an explanation. She said: "If I was obliged to donate €10, - I had already quit a long time ago". She also explained that she liked it that LB's motto was: "It doesn't matter how little you give, we always have a destination for your money". This means that, currently, money forms no obstacle for donors. It would however, if the minimum donation would be raised.

Also 70% of the survey respondents answered "finances don't allow it" as a possible reason, followed by "not feeling involved enough" which was voted on by 25% of the respondents. The other three answers "too little or poor communication", "don't support/trust charity anymore" and "change cause every period (month/year/other)" were all chosen by 20% of the respondents. When these percentages are added, they make up for more than 100%, this is due to the fact that respondents were allowed to tick multiple answers. However, since the online surveys are anonymous and limited in complexity, it is not possible to see which answers are linked. Furthermore, no additional comment was given.

Several interviewees (three in total) told me that "too little or too poor communication" would stop them from contributing to the cause. One of them commented: "This would definitely be a reason for me. I have to meet them, interact with them as I do with friends; spontaneous".

Another common reason for quitting was "not feeling involved (enough)". Three people gave this as a reason. Unfortunately, none of them gave a further explanation.

Altogether, financial reasons form the biggest (potential) reason for donors to quit, especially now during the financial crisis; bad communication and lack of involvement came in second. Below an overview can be found of the answers of the interviews and surveys added up.

Table 25. Frequency of answers to RQ 7a (interviews) / 1 (surveys)

REASONS TO QUIT LB	FREQUENCY
Finances don't allow	18
Too little or poor communication	7
Feel not involved (enough)	7
Don't support/trust charity anymore	4
Change cause every period (month/year/other)	4

6.3.4 Donors' motivations for staying loyal to LiveBuild

Do donors experience reciprocity?

The subject of reciprocity was only researched through the interviews and surveys. The focus groups did not prove to be an adequate moment for this, since they contained a mixed target group (donors and non-donors).

By the responders of the interviews, reciprocity was experienced by 6 out of 10 people. One person said this was because of the message on his bank account that goes with every donation (this message varies, but mostly contains "thank you" and "project … was succeeded"). Another person states that she knows it is appreciated but it does not have to be said with so many words. She explained that "It does not really have to be that explicit. It just feels right".

The other 4 interviewees did not have a pertinent idea on reciprocity and gave a neutral answer. One of them mentioned: "Guess so. But after becoming donor at LB, it becomes very quiet. So if I had not known

someone at LB I might have left already". This lack of expressing thankfulness was also touched upon by another donor who said: "Yes, but it could be more. I know it because I know them, but I could imagine that if you are an outsider this can be shown a little more. Maybe something creative"

Of the 20 survey participants, 16 people (80%) believes that they are getting appreciation in return for their donation. The other 20% is not sure about this. No one however believes that their donation is taken for granted. Answers of the participants were varying from: "Yes, by the tone in mails and newsletters" to "No idea, but I assume so".

That means that the majority, 70% of the respondents (30 in total), believes that their donation is appreciated by LB. Therefore it proves that reciprocity is experienced by LB donors.

Table 26 percentage of reciprocity as experienced amongst all participants

	% of total respondents
Positive	70
Neutral	30
Negative	-

How much trust do donors have in LiveBuild?

This question was only posed during the interviews and surveys, since these target groups consisted merely of donors.

During the interviews the concept of trust was measured through two variables, namely: "trust in finances" and "trust in approach". The RQ for the interviewees was as follows: "*Are you confident that LiveBuild is doing a good job?(Why?)*". This means that the questions could not be answered with any rating, or other numeral system. A response to this question could either be "positive", "negative" or "neutral".

When finances were discussed, 5 out of 10 interviewees reacted with a positive comment such as: "(I trust them) very much. I get a clear vision

of what it is spent on". The other 5 donors did not have an overview of the finances, but still had faith in the cause. One person said: "I've never seen a financial report or anything, but I completely trust them". Two other respondents especially praised the low level of luxury. One of them commented: "(They) don't display unnecessary luxury; that also creates trust".

Table 27. Trust in finances amongst interviewees

	negative	neutral	positive
% respondents	20	30	50

Also this question could only be responded to with an affirmation, negation, or neutral answer. About "trust in approach" 9 out of 10 interviewees had positive comments; only one person had a neutral remark. The variable was measured by posing the question: "Do you trust that LB is doing a good job?". Some people said trust in the approach was the exact reason for them to join LB or to stay with the cause. They concluded: "Yes, otherwise I would not have become a member" and "Without a doubt! Otherwise I would not be a donor anymore". Furthermore another interviewee gave as an additional response to his "yes": "(…) strong that they also say it when they fail". For this person, the openness of the cause gave an extra dimension to his trust.

Table 28. Trust in approach amongst interviewees

	negative	neutral	positive
% respondents	0	10	90

In the online survey only "trust in finances" was measured due to the limited number of questions available. In these anonymous surveys there seemed to be less coherence. As can be viewed in the table below, a minority of the respondents (5%) said to be very unsatisfied (VU). However, the majority (60%) had sufficient trust in the finances and said to be satisfied; followed by 10% that was very satisfied. The 25% that

was left, had mixed feelings or did not have an explicit opinion and said to be neutral.

Table 29. Trust in finances amongst survey responders

	VU (1)	U (2)	N (3)	S (4)	VS (5)
% respondents	5	0	25	60	10

In the FG with the volunteers, questions about trust were not posed, due to the biased character of the respondents. The same applies to the FG amongst employees. However, the issue of trust was mentioned once when a volunteer talked about the image of LB. His comment was: *"(…)innovative, creative, safety, making people feel comfortable, give trust that LB is doing well; an example function."*
Altogether LB donors seem to have trust in LB. Especially the approach of the cause is highly valued and adds to the trustworthiness of the cause. The finances seem to be less transparent for some people and therefore create room for some suspicion. However, overall LB donors seem to be satisfied with the level of trust. To create unity in the answers when calculating the mean satisfaction rate, I have labeled "very unsatisfied" (VU) and "unsatisfied" (U) as "negative", neutral needs no change, and "satisfied" (S) and "very satisfied" (VS) are considered "positive". That creates the following overview:
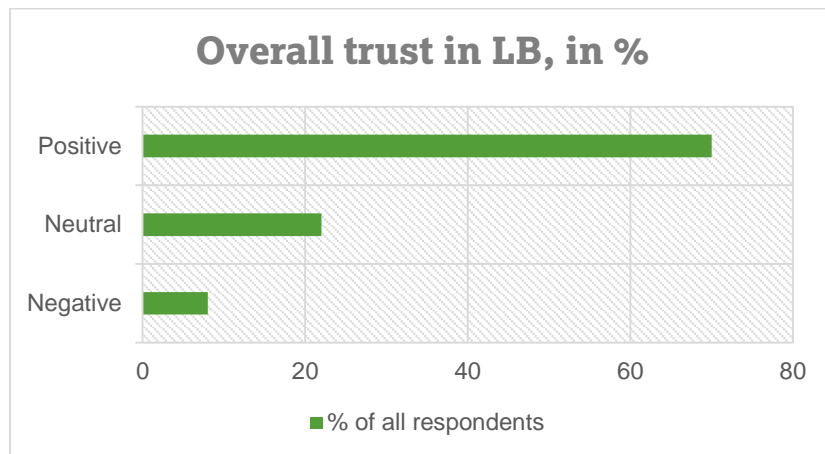
Figure 30. Trust in LB amongst all LB interviewees and survey responders

Table 30. Overall trust in LB amongst interviewees and survey responders

	negative	neutral	positive
% of all respondents	8	22	70

How satisfied are the donors?

In general, LB donors seem to be relatively satisfied with the organization. The average score of LB is 4 out of 5; this makes donors "satisfied" (indicated as "S" in the table below).

The surveys and interviews show that 67% of the respondents (20 out of 30) is satisfied with LB. When this is combined with the percentage of the people that are very satisfied, it is even 84% of the participants. This means that LB donors are rather content with the cause.

Furthermore, only 2 people answered to be "unsatisfied" with the cause and only one person was "very unsatisfied". These answers came from the online survey. This could have made a difference since the survey was anonymous which could have caused respondents to open up more.

Table 31. Satisfaction rate of interviewees and survey respondents

	VU (1)	U (2)	N (3)	S (4)	VS (5)	Total	Average score
n. respondents	0	1	4	20	5	30	4
% respondent	0	3	13	67	17	100%	-
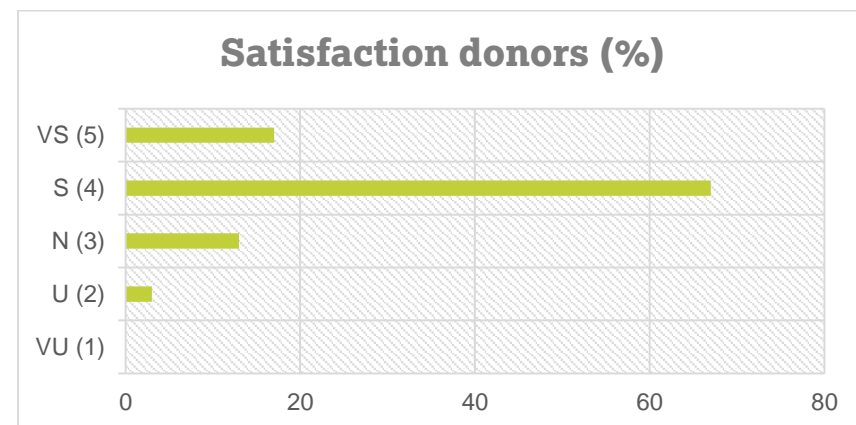
Figure 31. Level of satisfaction amongst all 30 respondents

What is the level of involvement amongst donors?

This question was posed during both focus groups, the interviews and the surveys.

Through the interviews I found out that donor involvement was low amongst LB members. Only those who were volunteering, or had volunteered for LB felt part of the organization and cared (somewhat) about their affairs. Often they said it was a deliberate choice to stay on the sidelines; they explained: "Not really (involved). Only if I would work there, I guess. My purpose of being a donor is supporting others so they

can carry it out" and "I feel 'donor', not particularly involved, but that's my own choice. I could interfere if I wanted to, but I deliberately chose not to". On the question if donors wanted to be more involved, often a "no" or "not really" followed. This is a somewhat unexpected finding and will be elaborated on in the conclusion.

Table 32. Level of involvement amongst interviewees

	low	medium	high
% respondents	80	20	0

Of the 20 survey respondents, 4 people (20%) felt "not involved" (NI) and 8 (40%) people felt "a little involved" (LI). The other 40% felt "involved" to "very involved" (20% each). Altogether this shows that also the majority of the respondents feels a low to medium involvement for the organization.

Table 33. Level of involvement amongst survey responders

	NI (1)	LI (2)	N (3)	I (4)	VI (5)
% respondents	20	40	0	20	20

The focus groups also proved that working or volunteering for the organization made a difference in the level of involvement. The volunteers felt an average to high involvement for the cause and gave comments like: "For me it was always very strong, but it is decreasing a little. A generation says goodbye. There were many friends of mine that were active at LB, and now not as much. I guess that has a relation. I thought 'I'll come tonight because I'd like to see some familiar faces. Well, that's not the case". However, one other person felt very involved and said: ""Very much. I always feel very welcome. For a long time already".

Table 34. Level of involvement amongst FG volunteers

	low	medium	high
% respondents	0	43	57

The employees however, all felt highly involved and gave comments like: ""I know everyone and everything" and "I'm having less responsibility but I'm feeling more involved because I can do the things a have a lot of affinity with. Instead of having to do things I do not like as well". Three out of four people even said: "I take my work home".

Table 35. Level of involvement amongst FG employees

	low	medium	high
% respondents	0	0	100

This means that altogether involvement seems to increase when people are working or volunteering for LB or an organization in general.
All together LB donors seem to have medium involvement as becomes evident through the figure below.

Table 36. Average level of involvement amongst participants

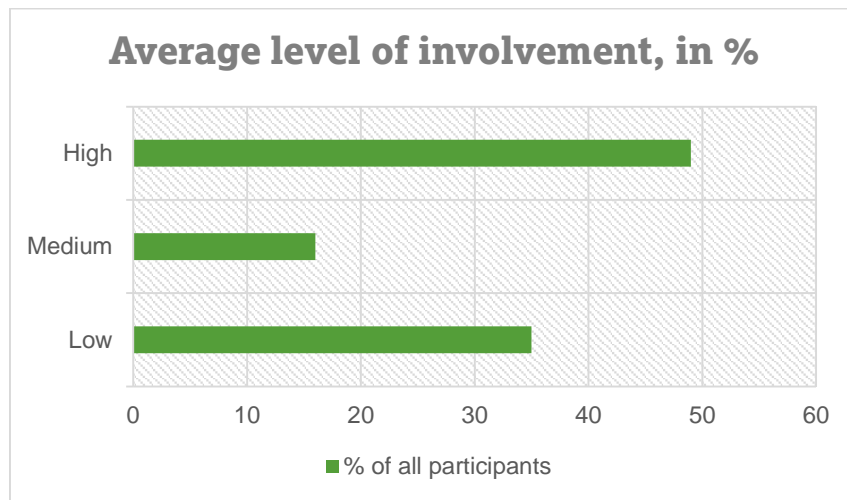|	low	medium	high
% respondents	35	16	49

Average level of involvement, in %

Figure 32. Average level of involvement amongst participants

What are LiveBuild's donors' motivations and criteria for loyalty?

This question was only posed in the interviews. Compared to online surveys the tool offers the possibility to elaborate on respondent's answer. The reason the question was not yet posed during the focus group, is that I only found out later that "reasons for quitting" do not necessarily imply that "reasons for staying" are direct opposites or antonyms of these.

The main reason for many people to stay loyal to LB is that they found "friendship". This relation was not necessarily established with the cause itself but with (one of) the staff members or amongst donors. In total 9 out of 10 people gave this as a reason to stay with the cause. Of these 9 people, 3 said because they are friends with the staff, 2 because they are friends with other donors and 4 people have friends in both groups. One of the interviews added: "I worked for LB a couple of years ago and had

many positive experiences". For many people, these friendships and (shared) experiences are a reason they want to stay part of LB.

Another reason for loyalty is the success of the cause. If the charity is visibly obtaining good results, the donors are more likely to stay with the organization. This means that not only outcomes itself play a role in this, but also the communication of these outcomes. Three people pointed out that LiveBuild is "doing a good job". Others statements were: "Are doing good work, I support them", "I believe in their projects" and "do what they promise".

The height of the donation also seems to play an important role in loyalty. Many donors mentioned that the low amount of the donation not only overhauled them to join the cause, but also stay loyal. One respondent commented: "Actually forgot to end my donorship; it's only 3 euros anyway. It's ok".

Furthermore, donors find the approach of the cause towards them an important reason to stay. One of the respondents said: "Free of obligation" and another person mentioned "LB is really different and more personal".

What is the level of loyalty amongst LiveBuild donors?

This last research question cannot be answered by measurements and was also obtained by observation in the organization. Since loyalty is made up by various aspects (such as reciprocity, trust, satisfaction, involvement and the decreasing number of donors), the answer to this question is a sum total of the previous RQ's.

It is hard to determine the exact level of loyalty for each donor. However, I can conclude that for most LB donors the level of loyalty is low to average. Although reciprocity, trust and satisfaction seem to be present among all donors, the level of involvement is fairly low amongst regular donors. However, structural donors that participate in the organization (e.g. by doing (voluntary) work) feel far more committed and often display an average to high level of involvement.

Since loyalty is often (only) achieved through the successive stages (trust, reciprocity, satisfaction, involvement) as can be found in the figure below, it seems logical to say that where there is little to no involvement, loyalty is not achieved. Therefore this is also the case for structural LB donors that do not take part in the organization.
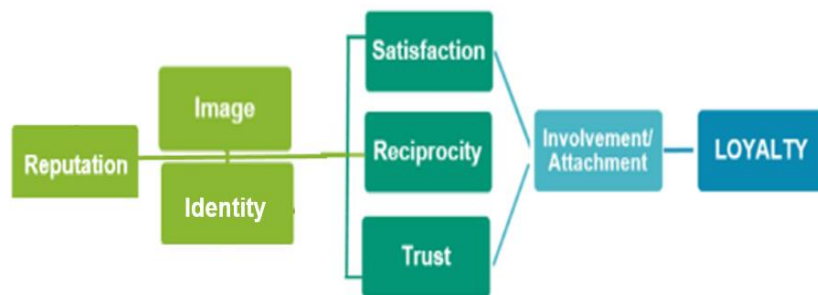

Figure 33. Overview of the links between the most important theories in this thesis

7. CONCLUSION AND ADVICE

After having conducted all research and analyzing the results, I have obtained a clear view of the company and the environment it is operating in, the research problem and its underlying reasons. A summary of this will be given below in the conclusion (7.1). Based on this conclusion I will give LiveBuild an advice (7.2) which depends on the theory as set out in the theoretical framework.

7.1 Conclusion

The main reason for writing this thesis is that LB is losing structural donors and wants to know how to retain them instead of recruiting new ones. My task as a communication professional was to research the concept of loyalty and the path to achieve this. I chose look at this challenge from a marketing perspective, since over the years this has proven to be a successful model to achieve and maintain loyalty. With this in mind, the following advisory question was formed:

How can LiveBuild improve the relationship with its structural donors so they remain loyal to the organization?

In the theoretical framework I eventually created my own model to research loyalty. This model is based on established research and theories. It focuses on concepts such as trust, reciprocity and satisfaction as a base for involvement and eventually loyalty.

This model was set out in four different research questions with several sub questions that dealt with the concepts mentioned above. To answer my advisory question I came up with the following research questions:

1. *What is LiveBuild's identity, image and reputation?*

2. *What are donors' motivations for choosing LiveBuild?*

3. *What is a donor's motivation for quitting LiveBuild?*

4. *What is a donor's motivation to stay loyal to LiveBuild?*

In the following paragraphs the different themes dealt with in the research questions will be elaborated in detail.

7.1.1 Identity, image and reputation

In the following paragraphs, the identity (7.1.1.1), image (7.1.1.2) and reputation (7.1.1.4) of LB will be discussed. Although identity and image on itself can be an interesting subjects of study, they is even more valuable when compared to each other. This way one can examine if an organization is on the same level as its audience; if not, work has to be done to align these two components. Therefore, in paragraph 7.1.1.3 I will look at this so called "image gap". From the perspective of this image gap, the reputation will be discussed.

7.1.1.1 Identity

As explained in chapter 2.4.1.2, identity is "what the company says it is". This concept the organization has of itself, can be divided into six different categories: self-image, culture, personality, reflection, relations and physical facets. These six dimensions have been discussed in detail in the theoretical framework and results.

The most important and frequent founding are displayed in figure 34. Each color represents one of the dimensions, the font size is adjusted according to the word count of the terms. Altogether, the figure below summarizes how LB sees itself.

Table 25. Legend most popular terms related to the identity of LB

◎	Self-image
◎	Culture
◎	Personality
◎	Relations
◎	Reflection
◎	Physical aspects

people, group, friends, nature, Africa, sustainability, water, festivals, relaxed, friendly, **fun**, **hard-working**, giving trust, Joris, slightly provocative, enthusiastic, trust, safe, welcome, group of friends, man, ±35 years, traveler, focused, creative, open-minded, **green**, yellow, **blue**, colorful

Figure 34. Most popular terms related to the identity of LB, sorted in categories

7.1.1.2. Image

In chapter 2.4.1.3, I elaborated on the concept of "image". Here I concluded that "image" can be seen as "the mental picture of an organization"; it is a reflection of all the aspects of the organization's identity. Therefore the figure below is categorized in a similar way as the overview of LB's identity (figure 35). However, this figure summarizes how the cause is seen by its donors, instead of itself.

Small-scale, **Africa**, **Cameroon**, water, friends, sustainable, **personal**, transparent, not pushy, honest, **Joris**, playful, **personal**, **informal**, not obtrusive, guy, ±27 years, cheerful, party, traveler, green

Figure 35. Most popular terms related to the image of LB, sorted in categories

7.1.1.3 Image vs. identity: the image gap

When comparing LB's identity to its image, I can conclude that there is a fair amount of overlap between the way the cause depicts itself and the way it is seen by its donors. Overlap is defined as "+" and a gap as "-". The following can be concluded about the six dimensions as explained in the theoretical framework and analyzed throughout this thesis:
Self-image +
By both the organization itself and its donors, LB is known for:

- Africa/Cameroon
- Water
- Friends

- Sustainability

However, whereas the identity had more focus on festivals and fun, the donors seemed to define LB by being small-scale. Although there is a minor discrepancy between image and identity, this is not considered problematic.

Culture -
Here a gap seems to exist. Whereas the donors focus more on the integrity of the cause, the LB team mostly defines itself as "fun" and "hard-working".

Personality +
This part of both the identity and image was characterized by the appointment of Joris (the founder) as the ultimate representation of LB. Within both groups this description was accompanied with words like "playful", "energetic", "enthusiastic" and "provocative".

Relations +/-
Also when it comes to relations, a slight gap seems to exist. Although both donors and the organization seem to agree on the informal/welcoming character of the cause, donors do feel a certain distance. Whereas the organization defines the relation as "a group of friends" the donors prefer the non-obtrusive character of the relationship.

Reflection +/-
Also between the reflections as experience by the donors and by the LB team, seem to be minor differences. The main difference is the age of the stereotype donor: ±35 years as depicted by the team and ±27 years as depicted by the donors. From the overlap in information I was able to create the following persona:

Meet Tjitte Mollen. This LB donor is a busy man. Tjitte works as a freelance camera man, so he can go surfing whenever he likes. He lives in a studio in the center of Utrecht but is away often. He loves traveling and is a very social person; he has friends all over the world. His girlfriend is from Berlin; he met her on a surfing trip to Bali.

His job as a camera man means everything to him, but so do his hobby and his friends. If he could, he would be at multiple places at the same time, so he never has to miss a thing. When filming he gets totally immersed in the activity and is as happy as a little kid. Every time he does a project he is inspired and learns something new. He could spend hours on this; it really is his passion. Off course the money is a nice bonus. He is not one of those fast-paced business men though; he likes taking things easy and spending quality time with the people he loves. His motto is work hard, play hard.

He doesn't watch a lot of TV or listen to the radio. If he does, it is mainly 3FM or more underground/international stations. He owns a laptop and likes to quickly scan the headlines in the morning. Sometimes he downloads a movie or series or watches it online on uitzendinggemist.nl. The only program he might stay home for is "Wie is de Mol?". He rather spends his time outside though. He doesn't mind the Dutch climate (and rainfall that goes with it), he likes the roughness of it. He could however also appreciate some sun and a cold beer.

This August he turned 31, something he celebrated with a BBQ in the Wilhelmina Park and a house party afterwards. For his birthday he got a vintage record case, since he is such a music lover and has many LP's. He likes electronic music, but prefers it when this genre is mixed with something odd like African Jazz.

Tjitte is also a lover of good food, although this could also include an old-fashioned "kroket". He rather enjoys good company and cooking together, than high-end culinary treats. He is not sensitive to trends and like to go his own path. Although he is not against modern technology and materialism and understands the benefit of it, he is just not particularly interested in it.

He owns a car which he only uses when he drives to the coast to catch some waves. It is an old red pick-up truck with many rusty patches, dents and bruises, but it functions perfectly.

Kind of the same goes for his wardrobe: it's not all slick and perfectly new but Tjitte has a good sense of style. However, practicality and nonchalance are always priority. He has long hair and a little beard. Although he thought about it when he was younger, he has no tattoos or piercings.

Physical aspects +
Both the organization itself and its donors agree that LB is known for its variations of green. Although team members also specified LB's appearance as blue and yellow, the main color still remained green. Therefore, this cannot be considered an actual image gap.

Overall there are three plusses, two plus-minuses and two minuses. This means that there is a minor to no image gap. This is a good sign, since (as becomes visible in fig. 35) the image and identity form the base for loyalty; even before trust, reciprocity and satisfaction.

Figure 36. Overview of the links between the most important theories in this thesis

7.1.1.4 Reputation

As discussed in the previous paragraph there seems to exist a negligible image gap. This is vital to establish a sound reputation, for if an image

gap does exist, your reputation is already damaged. With a damaged reputation, reaching loyalty is almost impossible.
Overall, the opinions about LB were positive; mainly people praised LB and appeared to believe in the cause. Although LB is not too often linked to negative associations, a handful of people was critical; this did often not involve team members, but solely donors.
According to, mainly, survey responders the main point of concern was the lack of communication and management. About the management, the comments said LB to be "chaotic" and lacking "structure and "professionalism". The communication was said to not be as "live" as claimed by LB, "too light-hearted", "too low in frequency" and "not informing on projects and allocation of money".
Although the amount of negative comments does not transcend the amount of positive ones, the criticism is about two fundamental areas of the cause. Both good communication and adequate management are key ingredients of a successful organization.
Furthermore a rumor was going round that "LB was not doing so well lately". Although this was only stated by one person, rumors never come from one source and need multiple people to survive. Furthermore, before a rumor reaches the organization (if it ever does), it has already passed many people. Therefore, it is important to keep an eye on it and disarm it whenever possible.
As explained in the theoretical framework, according to the "positivity ratio", one negative point needs to be balanced out by three positive ones. This means that despite the higher amount of positive comments (13 against 7), LB's reputation is in a fragile position.

7.1.2 Joining

In this research I made a distinction between general motivations for joining a cause and motivations for specifically choosing LB. This way I could determine if LB has a special factor that draws people to become

a structural donor. This is relevant information since LB has to know its strengths before being able to explore donor loyalty; the reason for joining a cause might namely also be (one of) the reason that keeps them there.

7.1.2.1 General

Often (unconscious) notions to join a cause are a sense of duty or even (slight) pressure from society, church or family. The participants, and many other people in western society (2.1.2.1), feel the urge to carry the burden of the weak or share their wealth and happiness, since they are privileged. As mentioned in chapter 2.1.2.1 (Philanthropic psychology), this donor archetype can mainly be described as "Repayers" (for detailed description see p. 10). Then there are those who think being a donor contributes to their own wellbeing, they are called the "Altruists" (for detailed description see p. 10).

7.1.2.2 LiveBuild

For most donors, the reason to specifically choose LB was the approach of the cause; as one donor describes it: "The energy at LB was different, it was special. People really believed in the cause, not in getting rich." Mainly participants were appealed to the idea that LB is personal and small-scale: it uses no middle man, e.g. the money goes directly to the projects. For this motivation however, no category exists in chapter 2.1.2.1 (Philanthropic psychology). The reason for this might be interesting to research during future research (8).
The same goes for "positivity", another reason why many people felt attracted to LB. "Positivity", "fun", "enthusiasm" and "playfulness", are all factors that not only caused people to join, but also to stay.
Another reason to become a member is "friendship". This type of donor seeking to belong to a group is labeled as the "communitarian" (p. 10); they like "a sense of belonging to a social community". Many donors

commented to have joined LB, because either other donors, or team members already were friends of them. Sometimes they had been actively approached and enthused, but more often this went in a natural way when current members of LB passionately told their friends about the organization or one of their events. Besides adding to the fun of being part of something, knowing people who are part of the same initiative also creates trust (a topic later discussed in this chapter).
Although positivity is an influencer, it is striking, that no one mentioned to donate to LB because it is fun (the so-called "Socialites" p. 10); something LB clearly aims for (p. 18). This is a vital observation for the organization to realize, since "fun" makes up a big part of their culture. Since LB does not seem to be on the same level about this as the donor, they either have to work harder to achieve this, or consider revisiting this aim.

7.1.3 Quitting

Just as the motivations for joining, the motivations for quitting were divided in general reasons and reasons specifically related to LB. Again, this is to distinguish a potential X-factor for LB (which can be used as a USP, see advice).

7.1.3.1 General

As speculated in the introduction (p. 5), one of the main (potential) reasons to quit a cause is the financial situation of the donor. This is partly because of the crisis and partly because of the low income as a student/young-professional.
The second reason for quitting seemed to be "not feeling involved enough" as a result of "too little or too poor communication". This combination of reasons made that people were not able to identify anymore with the cause and had therefore lost a sense of sympathy and connection.

7.1.3.2 LiveBuild

The donors mainly mentioned the same reasons for specifically quitting LB: "finances" and "not feeling involved enough" as result of "too little or poor communication". The first was mentioned 18 times, the latter 14.
The main difference with the general motivation, seemed to be that finances did not yet form a threat; it could however become one if LB would raise the standard donation to, for example, €10. Currently however, LB does not handle a minimum donation, it lets donors decide what they want to give. Furthermore, the cause lets donors know that it appreciates any donation, small or big, since it contributes to its aims. This a very good thing to do when having students as a target group. This way the threshold is lowered and people feel more compelled to commit and become a structural donor. Moreover it has proven through the research of this thesis that a lower structural donation lowers the risk for donors to quit.

7.1.4 Loyalty

The current level of loyalty and the question if and how this could be raised, form the main reason for writing this thesis. As explained in the theoretical framework, loyalty itself is a difficult concept to research since it is not very tangible and is made up from different aspects that subsequently contribute to this. To break down what adds to loyalty, I have created my own model, based on existing theories. This figure (nr. 36) can be found below. A detailed explanation of the model is stated in paragraph 2.2.1.5 (Loyalty model) of the theoretical framework.
The elements as depicted in figure 37 have been researched separately and were discussed in the results. Below the meaning of these findings will be explained. Below the conclusion of the elements reciprocity (7.1.4.1), trust (7.1.4.2) and satisfaction (7.1.4.3) will be presented.
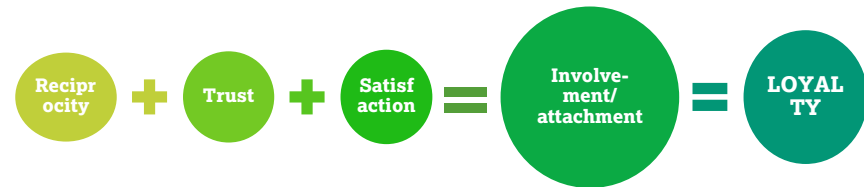
Figure 37. Relation between trust, reciprocity, satisfaction and loyalty

7.1.4.1 Reciprocity

In total, 70% of the donors stated to have experienced a form of reciprocity with LB. Although they seemed to be aware that that LB was grateful for their gift, they could not point out how exactly this was expressed. Some named the short message on their bank account, others did not know the reasons.
Therefore with reciprocity, gut feeling seems to play a role amongst LB donors. They often stated that they have the feeling the cause appreciates their donation, although it is not explicitly stated. When asked if they would like this to be more clear, they commented that it is ok like this; "it just feels right". However, this "feeling right" does not come out of nothing.
Donors often said reciprocity was not necessarily needed, but they did notice it. Most donors said to expect nothing in return. This could also be a form of politeness. When asking again, almost all of them said that it would be nice to receive a little appreciation for their donation. Again they did not have a clear idea what this would look like but one person said "Something small, maybe creative and LiveBuild-like".
As explained in 2.2.1.3, it is an unwritten rule in modern society that when people invest in something (be it time, money or love), they (subconsciously) expect something in return. This is therefore not any different for LB donors. As LB deals with indirect reciprocity, this form of reward does not necessarily have to be of material value. However,

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emotional gratification is the minimum a cause could do in return. How this could exactly be achieved can be read in the advice.

7.1.4.2 Trust

When people join a cause, a basic level of trust is already present, otherwise they would not take the leap. Over time, trust can increase, but off course, also decrease. Reasons for increasing trust are often related to credibility. Credibility on its turn is created by openness and communication, but mainly by living up to ones values. If one does not, the reputation of the cause is damaged.

As discussed in paragraph 7.1.1.4, LB's image is slightly fragile at this moment. However, it is not yet damaged and trust still seems to be present amongst its donors.

Trust was researched according to two variables: "trust in finances" and "trust in approach". As became visible in the results section (6.2.4) donors seem to have a high amount of trust in LB. Notwithstanding, they mentioned that this confidence is despite the lack of communication on finances and projects. On average, 70% of the participants have said to trust the organization on the two variables mentioned above.

With these facts in mind, one may conclude that, also when it comes to trust, LB members seem to follow their intuition. It also implies that donors have more reasons to trust the cause; reasons that are not purely based on finances or approach. Another reason to trust the organization may be the minimal image gap of the cause.

The high percentage of trust mentioned above is a good sign; it is needed to deal with the adjusted form of reciprocity as applies to the branch of NGOs. When trust is present, as it is amongst LB donors, one of the staple ingredients of loyalty is already laid out. Furthermore it is both the basis, and the result of reciprocity, the other key to loyalty.

7.1.4.3 Satisfaction

Satisfaction, the third key ingredient, is also high amongst LB donors: a total of 84% is satisfied to very satisfied with the organization in general. However, this is not a very striking result since "satisfaction is a result of reciprocity and rewarded trust" (p. 14); two elements that both seem to be present in LB according to the donors.

Satisfaction is also highly linked to the expectations of the consumer, or in this case the donor. This high satisfaction rate shows us that the expectations the LB donor had when first joining the cause (e.g. the motivations) are met. These motivations mainly had to do with LB being personal, small-scale and successful in its promises (money really goes to the projects instead of the organization itself and results are sustainable).

7.1.4.4 Involvement

As can be read in the previous paragraphs, all three basic ingredients for loyalty (reciprocity, trust and satisfaction) are present. Involvement is where it seems to go "wrong"; this last subsequent step before loyalty is not being achieved. Therefore it can be concluded that it is almost logical that donors do not stay around for a very long time; they do not feel part of the cause enough. This is a very important finding since LB states to want to be "that fun club you want to belong to".

From the results can be concluded that employees/volunteers feel more involved than donors. This is however fairly logical considering the fact that it is their job to be concerned with the organization and they spend far more time in it then donors. However, also when comparing structural donors to donors that are also volunteers (so not necessarily full-time employees), the last group is more involved than the first and therefore more likely to be loyal.

Although the three elements that make up involvement (satisfaction, reciprocity and trust) are present in both groups (donors and team

members), involvement, and therefore loyalty, does not always prove to be a logical next step.

Another important discovery is that, against expectations, donors do not always want to become more involved. Some say they have consciously chosen to be "the investor" instead of the "executor". Although it is important to respect the choices of the donor, I think they might be lured to get out of their comfort zone a little. My opinion is that many people are scared of change and the unknown, although they have never experienced it and do not know if it is actually better or worse. I think this also applies to LB donors, since contact between them and the cause has been fairly minimal for a long time it seems like a big step to become involved.

Friendship

Although involvement is low, there is hope since LB has established a strong base, half of the work has already been done. As mentioned before there seems to be a significant relation between "friendship" and "loyalty"; mainly because of trust, but also because of increased fun (a form of reciprocity). Friendship can be seen as a form of involvement, although not necessarily labeled as such by donors itself. This is not necessarily the type of friendship as described by Ken Burnett and explained in 2.2 of the theoretical framework. It appears to originate on a more natural level. This friendship can arise between regular structural donors, between donors/volunteers and regular structural donors and between employees and structural donors. More often however, the friendship already existed before the acquaintance became a donor. As Vera Peerdeman describes: "Small NGOs are often natural 'friendraisers' (…) to support their aims and reach their goals they often rely on the personal network of friends, family and business relations. They are asked for help, time, advice, money. These are people that know each other relatively well and are therefore more willing to help. The people that support the cause are affected by the visible passion, dedication and enthusiasm of the representatives of the organization" (Peerdeman,

2012). As explained in the theoretical framework, friendship can thus be seen as a solid base for loyalty. More on how to develop this, can be found in the advice part of this thesis.

7.4.4.5 Summary

As can be concluded from the total research, LB is doing very well and has accomplished a lot since it got established in 2008. But despite its successes, LB kept exponentially losing donors. Partially this loss can be described to the financial crisis. However, for a bigger part it is the lack of involvement amongst donors. For, if they had felt truly part of the cause, money had been less of an issue.

However, LB need not to despair since they possess the majority of the ingredients that are needed for donor attraction as well as donor retention:

- Both the image and the identity of LB are strong
- The reputation of LB is fragile but not damaged
- Overall trust is high with 70%
- The experience of reciprocity is high with 70 %
- The overall satisfaction level is high with 84%

7.2 Advice

As explained in the conclusion, "involvement" and "reputation" seem to be the main causes of the lack of loyalty. Before creating a solid advice, a distinction should first be made between new donors and existing donors. Also within the group of existing donors a division should be made between: donors that do want to become more involved and donors that do not want to become more involved. The advice for each target group will be discussed in paragraphs 7.2.1 until 7.2.3. Lastly in 7.2.4 I will give an overall advice

7.2.1 New donors

7.2.1.1 Friendraising

As discussed in the conclusion, many small charities are natural "friendraisers". The same is true for LB, they are just not aware of it. LB's donors are often direct friends of one of the team members, or friends of other donors. Since the cause is small-scale this is an enormous advantage for LB.
Therefore, let every team member enthuse one other person. As mentioned in the theoretical framework: "70% of the people trust brand recommendations from friends (against 10% from advertising)". This means that recruiting people through friends means higher trust and more involvement, therefore a more solid base for loyalty is created.

7.2.1.2 Host LiveBuild parties

Since LB is already known for its festivals and splendidly creative party concepts, it might fit the cause to organize individual parties as well. This idea also stems from the book of Ken Burnett and is based on the well-known Tupperware parties. The main difference however, is that now LB thinks of and executes a concept, sells it to the party host and a percentage of it goes to LB. The host will increase in popularity because he/she is involved in charity, and LB will cause popularity because it is involved in a group of friends. It is therefore a wonderful way to increase awareness and to recruit new members.

7.2.2 Existing donors that do want

7.2.2.1 Keep contact

As with any friendship, it is a mutual relationship where both parties have to have a genuine interest in each other, otherwise it will not work. Not only is it about sharing, it is also about daring to be vulnerable.
Therefore, make communication even more personal and LB-like. This means that, especially the newsletter, should have a more steady frequency, contain more novelties/creative content and should contain more "you" (about the donor) than "I" (about the organization) to keep it interesting.
Furthermore make the website attractive for both new and current donors. In the future LB could even segment its communication by making different websites: one for the potential donor, telling how fun it is to become a donor, one for the current donor with information that keeps them engaged.

7.2.2.2 Reward and recognize the donor

As mentioned before, due to the rather small amount of donors, LB is able to invest some quality time in these fragile but already existing relationships between them and their donors. "Without doubt donors like their support to be recognized" (Burnett, Relationship Fundraising, 2008). For this reason it is important for LB to regularly thank its donors, without asking for money. Make the donor feel like a hero. This seems like a time-consuming task, but is a very good investment. An example could be a birthday card for structural donors. LB could even randomly pick structural donors every month which it surprises with a small gift or personal letter. Note that the costs of this can be as low as one prefers. Furthermore, organize donor recognition events. The organization already organizes many activities and events for volunteers, but donors are usually skipped. It might be hard to lure some donors out of their comfort zone but once they have taken the leap loyalty is often instantly

increased. A big event like 24 hours LiveBuild also provides an excellent opportunity to get to know the donor.

7.2.2.3 Make donors team members

As became evident through this thesis: those that know LB from the inside-out tend to stick around. LB has a very contagious energy that is different from other causes. However, many donors are not yet aware of this. In order to know this, contact has to be increased. This can be done via online and offline communication, but is always best face-to-face. Once the donor will get to know LB better, there is room to establish a bond. Just see it as dating: ordering a bride from a digital catalogue often guarantees a less successful relation than the relation that started from a friendship and had time to grow and become personal.
For that reason, make donors team members so you can spend time with them and they can fall in love with LB.

7.2.3 Existing donors that do not want

Since I believe that every donor appreciates some recognition, I recommend LB to try to apply the tips to all donors. However, there are those too that deliberately chose to not become friendly. This has nothing to do with LB as a cause and does not necessarily mean that this donor is not loyal. For this type of donor I would like to advice to respect this person´s boundaries and just stick to the regular frequency and intensity of communication.

7.2.4 Overall advice

7.2.4.1 Create solid databases and maintain them

As Ken Burnett points out in his book *Relationship Fundraising* it is vital to create rich databases and to keep them up to date. To communicate,

one has to know the receiver. In order to know this ever/changing audience, it is very important to not only collect information but also to update it every month. Without a good database an organization´s intentions to set up a marketing campaign can be utterly good but will fail inevitably if there is no accurate database to rely on.
An advanced donor retention program is called Bloomerang. This program not only provides a database it also does a checkup for the aspects mentioned in this thesis. For example, it shows how involved your donor is, it shows if the donor has been talking about your cause and it gives a general overview of the gain and loss of donors.

7.2.4.2 Eliminate the factors that make donors want to leave

Although this seems like a very obvious thing to do, many NGOs stick their head in the sand when it comes to donor loss and turn to recruiting new members instead. Although this also has to be done, it does not solve the problem at the root.
Therefore, in the case of LB it is vital to improve both the content and the frequency of their communication. Furthermore it is important that the overall management and structure leaves no room for criticism.

7,2,4,3 Make a marketing plan and stick to it

Marketing is often seen as a swear word within the NGO branch. However, it has already proven helpful for other organizations over the last decades and will continue to do so. Therefore I strongly advise LB to (re)write a marketing plan every five years.
Although marketing for NGOs is completely different from marketing commercial products, it is good to know what your "unique reason to give" is and how you are communicating this. Since circumstances, both internal and external, are changing constantly it is wise to adjust your plan accordingly.

8. Research limitations and future research

8.1 Limitations

There were a number of limitations when conducting the research. The main implication was time. This was both due to my personal situation and the slow start at LB. When starting at the organization, I found out that the actual research question had only gotten shape after a month. When I was enthusiastic to get started however, it turned out that many documents were missing of outdated. The biggest hassle was the donor database from which I had to select my participants. A lot of vital information (like phone numbers, or e-mail addresses) was incomplete or missing.

Furthermore I have notice that from time to there were mixed interests and priorities; mine being "conducting good research", the organization's being "having a young and fun image". This sometimes also got in the way of recruiting research participants since I was not always allowed to do things a certain way. Although it did complicate things, I often managed to find a compromise or alternative.

Another complication was when I had to recruit donors to participate in the focus group, the (telephone) interviews and survey. After sending many invites and calling for confirmation I found that only two people were willing to participate in the donor FG and seven in the volunteer FG. This was however not as much as I hoped for and insufficient to conduct a donor FG. Therefor the FG with only structural donors never took place due to peoples schedules and a lack of interest. This was a pity since it was the most important group in the research. However, it is useful data for it says something about donors' commitment to LiveBuild.

Luckily later I was able to invite these two former FG members and eight others for (telephone) interviews. This did provide me with some data and luckily enough insights to be able to write this thesis.

So, overall it was hard to get donors to participate in my research. I am aware that this might have resulted in insufficient data. However, I do believe I have done my utmost best to recruit people and unfortunately I had to let go of the outcome.

Furthermore I am aware that officially participant observation has to be executed by two people in order to be fully reliable. However, since I was not in the luxury position to conduct my research with a partner, I was obliged to compromise on that.

8.2 Future research

Although research is infinite and certain things are always left unsaid, that are a couple of concrete topics in this thesis that the scope of it did not allow.

The first is the knowledge about demographic and lifestyle characteristics. It is very interesting to know what the musical taste or other cultural aspects stand for in relation to your target group, since it gives one the opportunity to get familiar with its audience. However, due to the limited time given to complete this thesis, I chose not to focus on these aspects. This is however something LB could examine in the future.

Another subject for future research is the fact that I was not able to find a term and explanation in philanthropic psychology for people that chose for a charity because it fits their values or they are compelled to the NGOs approach.

Furthermore, due to the scope of this thesis, I was never able to research the feasibility of the (applied) theories and my advice. I am however interested to know if it works and if it is realistic to expect to make formal relation into a personal one? For now, however these questions will remain unanswered.

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Appendix A - Explanation key concepts LiveBuild pitch

CONCEPT	WHAT IT DOES MEAN	WHAT IT DOES NOT MEAN
Young	LiveBuild was established by young men in their twenties and revolves around people of a similar age; students and young professionals. LiveBuild was found in 2007 and is therefore a relatively young company.	LiveBuild does not discriminate on age. Although they mainly focus on young people, they find it important to get as many people involved as possible.
Sustainable	We want our work to have a permanent impact. Therefore, our projects are of such quality that they do not collapse the moment we are gone. Local ownership plays an important role in this, just as using techniques that suit the local culture and climate. Also in the Netherlands we aim for world citizenship; want young people to become involved. This way they become more aware of the world they live in and can make better choices. "Sustainable" means a balance between economic, social and ecological constraints.	LiveBuild is not a one-day fly. "Sustainable" does not automatically equal "ecological", social and economic improvement have priority.
Ambitious	"We are young and we want something" is the main motivator for LiveBuild. This is also visible in the dedication of our volunteers that also work a daytime job or study.	Slick, selfish and career-oriented.
Organization	LiveBuild strives to always improve. This means: not being afraid of making mistakes and learning from them (trial and error). We consist of a small group of (volunteers and paid staff, supervised by a board of trustees), working together on the same objective. We are in the possession of an ANBI-status (in Dutch: Algemeen Nut Beogende Instelling, in English: Institution for General Benefit). We arrange our organization and annual report in accordance with the CBF guidelines (Centraal Bureau Fundraising/Central Bureau for Fundraising), yet we rather choose to spend the money for a certificate (€ 500,- a year) or quality label (€ 3,750.- a year) on our projects in Cameroon.	LB is not a for-profit organization, nor is it a governmental or other subsidized institution.
Live	We communicate our activities via digital channels by making short videos of projects and placing them on Facebook, Twitter or in the quarterly newsletter. By doing this, we aim to position ourselves. This is our way of being transparent and justifying our actions to our donors. We use two-way communication and take every response (via	We prefer quality over quantity, for this reason we are visually aimed and will rarely produce an excess of long reports. We do not use mass media or print to acquire publicity. We think this is too formal, one-way communication, expensive and not sustainable.

	social media, email or on festivals) serious. We give our donors the opportunity to spread our message by providing material.	
Engage	By clearly and frequently communicating what we do, we hope to inspire people. Preferably we would like this enthusiasm lead to action. Any support is appreciated, whether it is time, money or knowledge. Committing to LB provides someone the opportunity to develop oneself and to come into contact with others (on a local and global level).	Engagement is not something that can be forced. We try to provide the right environment and the tools; the rest is up to you.
Water projects	Water means survival. Access to and the right use of potable water leads to a lower death rate, less diseases and a higher life expectancy rate. Furthermore it improves the socio-economic position of a village; since people spend less time obtaining water, there is more time to invest in education and work. We focus of low tech, energy saving and affordable solutions. A water-by-gravity system is an ideal example of this.	We avoid to use complex systems, energy wasting pumps and top-down initiated solutions.

Education projects	Education means investing in a brighter future. LiveBuild helps local partners to improve their educational facilities (by building and refurbishing schools) and teaching quality (capacity building). That way we not only want to stimulate more kids to go to school, we also want them to learn more skills they will need later in Cameroonian society.	We do not want to make people dependent; we want to stimulate the local economy. Therefore we do not pay teachers or material. They are being paid by local organizations with which we collaborate.
Cameroon	Cameroon has enough facilities for us to work effectively. Yet, a lot of work still has to be done. We purposely focus on one country to get to know the culture and its needs, build a network of reliable local partners and to use resources in a targeted way. This way we can create a bigger impact. We work in the marginalized English speaking part of Cameroon (20% of the country). This way we support that part of Cameroon that has been neglected by the government. Furthermore this means that there is no language barrier to overcome. In Cameroon we directly work together with local NGOs and communities. We align our actions and projects with those of	We do not divide our money over several projects. In 2010 we raised €310,000.-. This is a lot of money when used all in one place, but it doesn't mean a lot when fragmented over different countries with different cultures, needs and approaches.

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the government, but we purposely avoid collaboration due to the existing corruption in the country. Therefore we rather focus on people that want change instead of on those that do not.

Also during our projects, local initiative plays a key role The more the community can contribute (in the form of time, knowledge or means) the better. We also aim to leave the coordination as much up to the local people as possible. This benefits local ownership and a sense of responsibility. We only support where necessary.

Better World	Through our projects, our fundraising, supporting our partners, our communication and by stimulating young people in the Netherlands we eventually try to contribute to a better world with more opportunities for development and (personal) growth. LB strives to inspire people to contribute to creating this better World.	We cannot help the entire world. We make choices based on our potential and focus on where we can actually make a difference.
Local initiative	We find it very important to use local needs and approaches as a starting point for our projects; a Cameroonian knows best what his country wants and needs. We focus on those organizations and communities that have proved that they can collaborate and that they want to make an effort to create a brighter future. One of the most important requirements, according to LB, is that visible action is already taken before we offer our support.	LiveBuild does not support organizations or communities that present vague and/or unreliable plans or ideas.

Appendix B - Preliminary Research

Once having established a topic, an advisory question and research questions, it was important to conduct prior research in order to see if enough information can be found. For this reason I conducted preliminary research before going more into depth. This was done through interviews with the problem owner, literature research, desk research and

Interviews with problem owner

Even before determining the topic for this thesis, two interviews with the problem owner took place to establish what needed to be researched. The first was an interview with the director (Koen) and had an exploratory character. The second was with donor and event manager (Filippa) and had a more developing character. It was during this second interview that the main question was created.
Furthermore, in order to write the chapter about the organization, interviews have to be conducted. This will be with the founders, the director and the donor and event manager. Besides, a focus group will be conducted amongst the team members to map out how the organization is seen by them and what their overall aim is. It is also important to gather information about the competitors, as perceived by the organization; for this also interviews with the problem owner will be conducted.

Literature research

Both for the theoretical framework, solid overall research and a grounded conclusion, literature has to be consulted. This means that books will be read mostly on methodology and topics related to the research questions. The two books that will form the main guidelines for this thesis are:

- Burnett, K. (2002). *Relationship Fundraising.* Hoboken, New Jersey, USA: Josey-Bass

- Peerdeman, V. (2012). *Handboek voor Friendraising*, Zutphen, Netherlands: Walburg Pers

Desk Research

In order to answer the first two research questions ("Who/what is LiveBuild" and "Who are LiveBuild's structural donors?"), mainly desk research will be used. During this initial phase the documents as created and provided by LiveBuild will be analyzed. This includes general information on the mission and vision statement, the financial statement and the communication guide. More complex sources, like the organization's donor database also have to be collected and analyzed, since it provides very valuable donor information. This database could give an insight on what the actual target group is, what the height of their donation is, how they first came into contact with LiveBuild, etcetera.

Stakeholder analysis and SWOT

From the information retrieved from the interviews with the problem owner and desk research the stakeholder analysis will be written. This will give a structured overview of which parties to take into consideration when doing research.

APPENDIX C - Focus group questions and justification

Below the questions can be found as posed during both focus groups. Although during the focus group session the questions were posed in Dutch, they are translated in English for this thesis.

All following questions are formulated with care and have the purpose to lead to the answers to the research question, and eventually to the answer to the advisory question. Below, I will explain per question why I have chosen to pose it and why it is formulated in this specific way.

Introduction/warming-up →identity

1. Tear out as many images as possible, that you associate with LiveBuild and stick them to the big paper. There's a maximum of five minutes.

This question is meant as a warming-up for the participants of the focus group. Since the majority of the group does not know each other, the setting and/or the exact purpose of the session, this can cause insecurity. Insecurity on its turn can cause people to become silent, which could affect the result of the research. Therefore, I have chosen to let the participants do something that is physical, not too hard to complete and not too serious, so they have time to become acquainted with the situation.

Although this question is only a warming-up, it does indirectly provide useful information to answer RQ (research question) 1.a. *(What is LiveBuild's identity?)*

Motivation

2. What attracts you in doing good (in the broadest sense of the concept)?

This open question is still a warming-up question, but it already carefully introduces the topic to the participant. Its purpose is to uncover general motives for donating, as posed in RQ 2.a. (*What are donors' motivations in general?*).

It is general question that is not yet focused on LiveBuild. Furthermore, since it is a personal question, there is no "right" or "wrong" answer. Also, it is not very in-depth so it does not require too much thinking yet.

3. How did you first get into contact with LiveBuild?

This is the first open question that focuses specifically on LiveBuild. It is meant to reveal how people were approached, by whom and what communication was used. It is eventually meant to give insight on the motives for choosing LiveBuild and is related to question four. The purpose of both questions are to give clarity on what approach works to make people become a donor. Question three is therefore meant to clarify RQ 2. b. (*What are donors' motivations to choose LiveBuild?*)

4. Why did you specifically choose LiveBuild?

Just as the previous open question, the purpose of this one is to find out what motivates participants to become a LiveBuild donor. By asking why donors choose LiveBuild and not a different charity, I hope to unveil what motivates donors as well as what LiveBuild is successful at. Since this is the first step to loyalty, it forms an important part of the research and provides answers to RQ 2.b. (*What are donors' motivations to choose LiveBuild?*).

Involvement

5.a. To what extend do you feel part of LiveBuild?

This open question is designed to answer RQ 4.g. (*What is the level of involvement amongst donors?*). It could, however, also provide answers to research question 4.h. (*What is the level of loyalty amongst LiveBuild donors?*)
This question focuses on the aspect of belonging to a certain group or organization; in this case LiveBuild. Involvement is the step that comes before loyalty, if this is not achieved it is often not likely to reach loyalty.

5.b. Why (not)?

This open question is a follow-up question to FQ (focus group question) 5.a. and has the purpose to investigate what either makes people become involved or steer clear of any participation or bond. It deals with the second part of RQ 4.g. and 4.h.   (*What is the level of involvement amongst donors? What creates this?* and *What is the level of loyalty amongst LiveBuild donors? What creates this*?).

5.c. How could they make you become more involved?

This open question is also a follow-up to 5a. and is both for people that already feel involved, as for people that feel less part of LiveBuild. In a subtle way it asks what is needed to create loyalty amongst donors. This question therefore answers RQ 4.a. (*What are general criteria to create loyalty?*) and could indirectly also provide answers to RQ 4.b. (*What are LiveBuild's donors' motivations for staying?*).

Identity

6.a. How would you like to be seen, as an employee/volunteer?

The open question above deals with the image of the employee/volunteer as well as LiveBuild's. Therefore, it partially answers the first part of RQ 1.a. (*What is LiveBuild's identity (culture)?*). Moreover, it is about the personal motivation of the employee or volunteer and therefore the organizational culture. Furthermore it touches on subjects such as ideals, personal image and motivation. Therefore, it mostly refers to RQ 2.a. (*What are donors' motivations in general?*).

6.b. How would you like the organization to be seen?

Question 6 is an open question is mainly about the portrayal of LiveBuild. By asking this question, investigation is done at what culture the organization wants to portray and which message they try to convey. This focus group question therefore treats RQ 1.a. (*What is LiveBuild's identity (culture)?*). The answers to this question could provide reference material which points out if there is congruence in the desired image and the portrayed image. This is important to research because an image gap could form a reason for donors to leave.

7. If LiveBuild would be a person, who would it be and why? (give a name and/or description)

This open question is also designed to answer how employees, volunteers and donors see the organization. It mostly highlights the "personality" aspect of the organization and answers RQ 1.a (*What is LiveBuild's identity (personality+reflection)?*).
I have chosen to pose this question, since the theoretical framework revealed that image and personality were closely related and together contribute to loyalty.

Satisfaction + reputation

8.a. What could LiveBuild improve? (name three things)

The open question above is both about the reputation of LiveBuild and the satisfaction level amongst its donors. It could contribute to answering RQ 1.c. (*What is LiveBuild's reputation?*).
Moreover, its purpose is to show if the particular stakeholder group is satisfied and what they are not particularly content about. Therefore, it is an operationalization of RQ 4.c. *(How satisfied are the donors?)*.
Furthermore, it indirectly provides answers for RQ 2.b. and 4.b. (*What are donors' motivations to choose LiveBuild? a*nd *What are LiveBuild's donors' motivations for staying?*)

8.b. What is the organization doing well? (name three things)

As FQ 8.a., this question is open and focuses on the reputation and satisfaction level that donors/ employees/ volunteers hold of the organization (RQ 1.c.). Furthermore, it indirectly provides answers for RQ 2.b. and 4.b. (*What are donors' motivations to choose LiveBuild? a*nd *What are LiveBuild's donors' motivations for staying?*)
answers for RQ 2.b. and 4.b. (What are donors' motivations to choose LiveBuild? and What are LiveBuild's donors' motivations for staying?)

APPENDIX D – Interview questions and justification

Demographics

Name

This is important data since it allows me to look up more information on the donor in the organization's database. I could for example look up someone's length of donorship, residency and sometimes even the way this person was recruited (although this was not registered for every donor).

Age

The age of a donor is an import to investigate in which cohort he/she belongs. This on its turn, allows me to research what this donor's philanthropic behavior is and what the likelihood is that this person would become loyal. Furthermore, age tells a lot about communication preferences, social behavior and other interests.

Occupation

Occupation is also a sound indicator for someone's personal preferences, it's philanthropic behavior and its cultural background and/or level of intelligence. (It has to be taken into account though, that it is an indicator and therefore does not provide hard facts; if taken too seriously it could lead to a form of discrimination.)

Motivation

1. What attracts you in doing good (in the broadest sense of the word)?

Open interview question one serves as a warming up for the interviewee. For this reason it is general and introductory to the subject of the interview. It could, nevertheless, already provide answers to RQ 2. a. (*What are donors' motivations in general?).*

2. How did you first get into contact with LiveBuild?

This open question is meant to provide answers about the communication methods of LiveBuild and the (first) moment of contact between the organization and its donors. This is vital for my research since it shows something about the organization's image and the donors' motivation to specifically choose LiveBuild. Furthermore, since all interviewees have decided to become donors (some time) after that moment of contact, it explains what convinced them to do so. Altogether, this interview question (IQ) answers RQ 1.b. and 2.b. (*What is LiveBuild's image?* and *What are donors' motivations to choose LiveBuild*).

3. Why did you specifically choose LiveBuild?

This open IQ is a direct operationalization of RQ 2.b. (*What are donors' motivations to choose LiveBuild?*) and focuses on the organizations strengths. These results can be used later in this thesis. It shows what does work to keep donors interested, involved and eventually loyal.

Involvement

4.a. To what extend do you feel part of LiveBuild? Why (not)?

Open question 4.a. focuses on the involvement and loyalty of the structural donor and answers RQ 4.g. and 4.h. (What is the level of involvement amongst donors? What creates this? and What is the level of loyalty amongst LiveBuild donors? What creates this?). This question is posed to identify how much effort is done by LiveBuild to make donors become involved and to see what the needs and wants of the donors are.

4.b. If not, (how) could this be improved?

This open IQ is also meant to discover the donors' preferences in building a relationship. This asks if and how contact can be improved and not what is required according to books and theories but according to the stakeholders that are so vital for the organization. It therefore answers RQ 4.b. (*What are LiveBuild's donors' motivations and criteria for loyalty?*).

Loyalty

5. What makes that you are still a donor?

The purpose of IQ 5 is to discover what exactly makes the LB stay loyal so far. The question is related to RQ 4.b. and can be used to see what works so far to make people commit to the cause. The answers to this question could play a vital role in the advice.

Image

6. If LiveBuild would be a person, who would it be and why? (give a name and/or description)

This open question is identical to question 7 (5.?.?) of the focus group. However, this time it answers the second part of RQ 1.b. instead of 1.a.

Satisfaction

7 a. On a scale from 1 to 5 (1 being extremely dissatisfied, 5 being extremely satisfied), how satisfied are you with LiveBuild in general?

The question above is a Likert scale question to indicate the level of satisfaction of a particular donor. It is a fairly uncomplicated way for people to express their thoughts and feelings about a certain attribute.

This question is a direct translation of RQ 4.d. (*How satisfied are the donors?*)

Reputation

b. What are LiveBuild's strengths?

This question is the same as FQ 8.a. and is justified in Appendix C.

c. What are its weaknesses?

This question is the same as FQ 8.b. and is justified in Appendix C.

Satisfaction (Communication)

8. Again, on a scale from 1 to 5: How satisfied are you with the way you have been approached by LiveBuild to become a donor?

This is again a Likert-scale question, asking people to indicate their opinion about LiveBuild with a number ranging from one to five. This question treats a certain aspect of "satisfaction". Together with IQs 9 and 11 it provides an answer for RQ 4.d. (*How satisfied are the donors?*).

9. On a scale from 1 to 5: How satisfied are you with the way LiveBuild is informing you?

Also a Liker-scale question to indicate the level of satisfaction to answer RQ 4.d.

Involvement

10. In what way would you like LiveBuild to communicate with you?(Why?)

o *Event/festival*

- *Voluntary work (In the Netherlands or Cameroon)*
- *Newsletter or email*
- *Personal letter*
- *Social media*
- *By telephone*
- *Print magazine*
- *Digital magazine*

This closed question is designed to unveil the donors' communication needs; when applied (and the donors' needs are met), this could eventually lead to an increase in loyalty. This question is indirectly related to RQ 4.b. *(What are LiveBuild's donors' motivations and criteria for loyalty?) and 4.b. (What is the level of involvement amongst donors).*

Trust

11. Are you confident that LiveBuild is doing a good job?(Why?)

This is a closed question about the trust donors have in LiveBuild and its approach. It is followed by an open and explanatory question to discover what stimulates this confidence. As motivated in the theoretical framework, a combination of trust, reciprocity and satisfaction eventually lead to loyalty. Therefore, it is important to research the level of trust. For this reason this IQ is an operationalization of RQ 4.b. (*How much trust do donors have in LiveBuild?*)

12. On a scale from 1 to 5: How satisfied are you with the way your donation is being allocated by LiveBuild?

IQ 11 is also a Likert-scale question about the level of satisfaction. However, it also indicates the level of trust and therefore provides an answer to both RQ 4.d and 4.e (*How satisfied are the donors?* and *How much trust do donors have in LiveBuild?*)

Reciprocity

13. Do you feel that LiveBuild appreciates your donation?

As mentioned above, it is explained in the theoretical framework how reciprocity (in combination with trust and satisfaction) contributes to loyalty. Therefore this is an indirect translation of RQ 4.*f. (Do donors experience reciprocity?)* and is designed to measure if donors feel valued for their investment in LiveBuild*.*

Termination of donorship

14. What would be a reason for you to end your donorship with LiveBuild?

- *Not enough and/or poor quality of communication*
- *You do not feel connected (enough) to LiveBuild*
- *You do not support their mission/vision (anymore) due to a lack of trust*
- *Your finances do not allow you to support a cause*
- *Switching charity every year*
- *Other, namely:*

This last interview question I to not only investigate what contributes to loyalty, but also what causes disloyalty. This half-closed question is therefore a good indicator for which reasons donors tend to leave the cause. It is an operationalization of RQ 3.b. (*What are donors' motivations for ending donorship with LiveBuild?*).

Appendix E - Survey questions and justification

1. How satisfied are you with LiveBuild in general?

1. Very unsatisfied	2. Unsatisfied	3. Neutral	4. Satisfied	5. Very satisfied
○	○	○	○	○

Explain why (not):
This question is the same as IQ 7.a. and deals with RQ 4.d. (*How satisfied are the donors?*). See Appendix D for more elaboration.

2. How satisfied are you about the way LiveBuild approaches people to become a donor?

1. Very unsatisfied	2. Unsatisfied	3. Neutral	4. Satisfied	5. Very satisfied
○	○	○	○	○

Explain why (not):
This question is the same as IQ 7 and deals with a specific aspect of RQ 4.d. (*How satisfied are the donors?*), namely satisfaction about the communication. It also partially touches on the subject "image" and therefore answers RQ 1.b. and 1.c. (*What is LiveBuild's image and reputation?*). See appendix D for more elaboration.

3. How satisfied are you about the way LiveBuild keeps you informed?

1. Very unsatisfied	2. Unsatisfied	3. Neutral	4. Satisfied	5. Very satisfied
○	○	○	○	○

Explain why (not):

Survey question (SQ) 3 is similar to IQ 9 and provides answers for RQ 4.c. (*How satisfied are the donors?*). See appendix D for more elaboration.

4. In what way would you like to get to know LiveBuild (better)?

- o *Festivals, events and activities*
- o *Voluntary work*
- o *Newsletter or (personal) email*
- o *Social media*
- o *By telephone*
- o *(Personal) letter*
- o *Print magazine by LiveBuild*
- o *Digital magazine by LiveBuild*
- o *Other, namely:*

Question 4 is similar to IQ 9 and provides answers for RQ 4.b. See appendix D for more elaboration.

5. How satisfied are you about the way your donation is allocated?

1. Very unsatisfied	2. Unsatisfied	3. Neutral	4. Satisfied	5. Very satisfied
○	○	○	○	○

Explain why (not):
This SQ is similar to IQ 12 and provides answers for RQ 4.c See appendix D for more elaboration.

6. Do you think you donation is appreciated by LiveBuild?

- *Yes*

- *No*

- *Don't know*

Explain why (not):
Question 6 is the same as IQ 13 and provides answers for RQ 4.d and 4.e. See Appendix D for more elaboration.

7. To what extend do you feel part of LiveBuild?

1. Not at all	2. A little	3. Neutral	4. Fairly	**5. Extremely**
○	○	○	○	○

If you do not feel involved enough, explain how this could be improved:
Question 7 is similar to IQ 4.a. and provides answers for RQ 4.d. See Appendix D for more elaboration.

8. What are LiveBuild's strengths?:
     What are LiveBuild's weaknesses?:
SQ 8 is the same as IQ 7.b. and 7.c. and provides answers for RQ 1.c., 2.b, 3.b. See Appendix for more elaboration.

9. What would be a reason for you to end your donorship?
- *Not enough and/or poor quality of communication*
- *You do not feel connected (enough) to LiveBuild*
- *You do not support their mission/vision (anymore) due to a lack of trust*
- *Your finances do not allow you to support a cause*
- *Switching charity every year*
- *Other, namely:*

Survey question 9 is the same as IQ 14 and provides answers for RQ 3.a and 3.b. See appendix D for more elaboration.

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Appendix F - Results FG employees (labeled and categorized according to Grounded Theory)

CONCEPT	CATEGORY	LABEL	QUOTE
Motivation joining in general	Selflessness	Repayers	"We are born in a country where everything is possible. Therefore it is great to do sth that also benefits another person"
			"If you want to be treated right, you have to do right"
	Better world	Repayers	"Ridiculous how many people still have to live in poverty. Doing sth about is it way more satisfying than sth commercial"
			"Fits my values. I find it ridiculous that we live in a world where people still die due to illness that can be easily cured"
	Duty	Repayers	"The fact that I can do sth with what I was given, because I was born in a privileged position. Making up for something you haven't even done an effort for. Sharing"
	Feeling good (about oneself)	Socialites	"Because I had a good feeling right away when I was here for the job interview"
Motivation joining LiveBuild	Image	Communitarians	"The way LB depicts and approaches Africa and development work in general. Not a sad image of the people there, but more equal"
			"Open, young, casual environment"

	Responsibility	Repayers	"I had so much critique on other organizations that I thought: "I'd better take action or stop whining. I thought the honesty was lacking. I was working as a street fundraiser before and saw so many things I did not like"
			"In the pub someone had a good idea and he wanted to start this (LB) with me. Many people wanted to do this, but somebody had to take action and that was me"
	Other	Uncategorized	"Because I think LB has a lot of potential and space to develop; that's why I support it"
			"I really wanted to work in development work and abroad"
			"Job ad at OneWorld" (3x)

Involvement	Medium	LB experience	"I think less than the other people at the table, on the one hand. On the other hand, LB is like a warm welcome home. I really get this feeling at the organization. Because I worked for Experience which is a separate part of the organization it did not start out this way but it is growing closer together"
	High	Friendship/belonging to a group (communitarians)	"I know everyone and everything"
		Personal values	"Very much off course, that is logical. I had it more when I was in Cameroon and then the Netherlands seems far away. But now I am back in the Netherlands, a 100%. I completely support LB"

		Responsibility	"I take my work home" (3x)
			"I'm having less responsibility but I'm feeling more involved because I can do the things a have a lot of affinity with. Instead of having to do things I do not like as well"
			"Pretty involved when it concerns my tasks, not with for example Cameroon. But I've only been here a month"
Identity	Culture		"I directly wanted to work here because it was so relaxed, I had never experienced that before"
			"As dedicated"
			"As innovative, creative, making people feel comfortable, give trust that LB is doing well. As an example function"

			"As someone who's professional, yet friendly and honest. You want donors to have the feeling that they can just call you if sth's up. Accessible. You want to give them confidence, especially regarding their donations"
			"As a warm nest, safety. If I think of how I want to be seen by both clients and donors, I would say that. Everybody has to think of LB as that fun club you want to belong to. Everybody has to embrace it"

	Reflection	Description person	"I see it as someone older, a man 40/45. Because of knowledge and experience. Someone with a young spirit, but more responsible"
			"Down to earth, balanced, no spacey stuff, confident. Focused; not a backpacker, has a goal and a vision"
			"Someone, 26/27 that is very driven. But also someone that still has to learn (teachable)"
			"A guy of 28 that cycles around the world and takes pictures. He knows what to do and how and makes something beautiful and shares that with the whole world. Has a plan, but he's always open to change course. Explorer"
	Personality	Ambassador	"Quintin Tarentino, when he was young. Innovative, provocative but within boundaries, fun.
	Self-image	Accessibility	"Connecting"
		Non-conformist	"Innovative"
		Positivity	"Party"

Reputation	Positive	Culture	"Fun is good, but sometimes too informal and therefore too much freedom. No commitment"
			"Depending on volunteers, strong+weak"
			"Working with young people is both strength as weakness"
		Self-image	"Being small, strong+weak. It is convenient and flexible, cause we decide and make everything ourselves. However, therefore more vulnerable"
			"Keep course, strong and weak"
			"Lack of focus, now more opportunity, we are working on it"

		Personality	"Being home-made and honest. Makes us strong but sometimes makes that we fall flat on our face"
	Negative	Reflection	"We find it difficult to position ourselves. Insecure"
		Relations	"Cannot compete with the "big boys". Sometimes difficult to be taken seriously"

CONCEPT	CATEGORY	LABEL	QUOTE
Motivation joining in general	Feeling good (about oneself)	Socialites	"Great way to develop oneself. More fun than with a commercial company"
	Better world	Repayers	"Giving people the opportunity to do or experience what I think contributes to a better world"
		Uncategorized	"I always said I'd like to work for better world instead of for a boss"
Motivation joining LiveBuild	Identity	Self-image	"Does not depend on (government) funding. That's good. Otherwise you're shoved into a certain direction and you lose freedom very quickly"
			"All the events and projects. Cause in a spilt second you could apply for government funding, but it is not half the fun as approaching people in a nice way and doing fun stuff. You just don't see it that often"
		Culture	"Every time I, or someone else comes up with an interesting idea, LB gives you space to execute it"
			"LB different, deals from a perspective of equality"
		Personality	"Young people"
			"Open-minded. Also in NL groundbreaking. LB tries a lot and I remember when I suggested we could sell art for LB, Joris said 'yeah, why not' and we found a space and did it. I would not know one single organization that would do that, without the guarantee of a lot of money"
		Relations	"LB is not looking to force something upon the local community, but is working WITH them"
			"Very annoying that many causes approach you in an aggressive way. LB doesn't do that"

	Other	Educational/professional	"Seen from my study, I found it important that "doing good" is executed well. There are a hundred ways to provide a community with water, but what benefits them most?"
			"I first came into contact with LB when I was looking for a job. Couldn't find one, so went looking for a volunteer position and ended up with LB"
Involvement	Medium (3x)	Friendship/belonging to a group (communitarian)	"For me it was always very strong, but it is decreasing a little. A generation says goodbye. There were many friends of mine that were active at LB, and now not as much. I guess that has a relation. I thought 'I'll come tonight because I'd like to see some familiar faces' well, that's not the case"
			"Average. I Like it that you come together on a night like this. I find it quite a good idea. That makes you feel more part of it"

	High (4x)	Friendship/belonging to a group (communitarian)	"Pretty much. I found it quite cool that I directly got my own email address, after one time of volunteering. That really makes you feel welcome"
			"Very much. I always feel very welcome. For a long time already"
	Increase involvement	Friendship/belonging to a group (communitarian)	"The more I am here, the more I feel involved. So I guess that would help. That's why I think that the World café really helps. It mixes the different people and groups at LB and makes you feel more part of a whole, whereas first I sometimes felt a little left out"
		Altruist	"A good challenge. Imagine, there's a project on which I could participate, all you have to do is give me a task that is challenging and I could fully immerse myself into that"
		Other	"I'll only get involved if change is really made."

Identity	Culture	Appreciation	"It was so cool to find out through a tag on Facebook, that I was on a poster. That was eleven o'clock and I decided to have a look. That was pretty cool and really makes you feel appreciated. And it is not the classical approach 'some wine during Christmas' but so original and creative!"
			"In the week of the volunteer they put me on a poster saying 'thank you Marion, you're awesome!'"
			"I really like it that they give a title to everyone who's working at LB. That makes you feel like a mini professional instead of someone who's doing errands. Everyone does what he/she does best"
		Team member	"As a change maker"

			"As hard-working, since we do many festivals. I know many small organizations that find it too much work, and are afraid of failing. And here also everybody is doing it in their spare time and puts a lot of effort into it"
		Organization	"That people first have fun and then think 'hey it's for a good cause'; that the focus is on fun"
			"Mainly fun and as bonus that it also benefits others. That everyone feels welcome"
			"Also open-minded"
	Reflection	Description	"A tough guy"
			"I just think of a cool thirty-something, who just thinks 'fuck it, we'll do this'. Dutch"
			"Very successful, but in for change"
	Personality	Name and description	"I always saw Douwe and Fabrice as 'people that know it all'. The have access to loads of money, but know what they are doing"

Category	Subcategory	Value	Quote
			"Hanna Verboom, she also has a development organization with the same ideal as LiveBuild. She is enthusiastic and young"
			"Johnny Depp; variation in his roles, but in each of them very successful"
Communication	Recruiting/first contact	Through internet	"I just googled 'Utrecht' and 'volunteer' and then you guys appeared pretty quickly. You are pretty high in the list"
	Preferred tool	Newsletter	"I have to admit that I do not always read them. Because I think 'I already know what the content is' or 'it's probably not newsworthy anyway'"
			"Balance between text and images, playful"
			"Make it more personal. Not: this project is done, bye"
			"Distinction between internal + external newsletter"
			"(Already know + nothing newsworthy) I guess that's also the reason I don't miss them and why I cannot even point out now if I got them or not. If I do, I don't open them because I'll probably hear it during world cafe"
		Website	"I like the way it looks"
	Preferred frequency	High	"Once a month"
Reciprocity	Identity (culture)	Thank-you note	"It was so cool to find out through a tag on Facebook, that I was on a poster. That was eleven o'clock and I decided to have a look. That was pretty cool and really makes you feel appreciated. And it is not the classical approach 'some wine during Christmas' but so original and creative!"
			"In the week of the volunteer they put me on a poster saying 'thank you Marion, you're awesome!'"

Category	Sentiment	Subcategory	Quote
		Title	"I really like it that they give a title to everyone who's working at LB. That makes you feel like a mini professional instead of someone who's doing errands. Everyone does what he/she does best"
Reputation	Positive	Image	"Refreshing, important (both in Netherlands and Cameroon), many young people "want to be part of it cause it has a fun image"
		Identity (culture)	"Young, chance to do what gives you energy, what you are good at and I believe that it really makes a difference. LB really tries to approach things differently and is small in that, yet really successful. It really tries to carry out that message and I hope we do the same on birthdays and things"
		Identity (relationships)	"Being here makes me feel more part of LB. I would like to receive sth once every two weeks and see familiar faces. You'd like to see who's coming"
		Identity (self-image)	"The focus on one country. We've learned from our mistakes and don't have to adapt every time again"
			"It's such a good story, you can even tell in the news. It just has to be told"
	Neutral	Identity (reflection)	"I think we have to go to colleges and universities, cause I think there is a lot of potential over there"
	Negative	Identity (culture)	"LB used to consist more of students, but is now made up more of working people. The risk exists that that group is falling apart a little"
			"Karaffenactie is fun, but small. LB has mainly bigger events and it would be nice to have some smaller ones as well to be more part of it and contribute to something of yourself"
		Identity (personality)	"Sometimes an explanation could be more present. There is a risk that the focus is too much on fun and that the message is not told"

			"More emphasis on fact that it is for a good cause; in a nice and subtle way. More videos also from activities in NL. Events could maybe appeal to more diverse audience. Mainly dance fans and cyclers now. Sometimes focus too much on 'if you're cool we'll work with/for you. Otherwise, never mind'"			Identity (self-image)	"The LB message. During 24uurs actie it was such a success, but there was limited info, just a flyer of Experience, nothing more. And it would have been nice if all these people would have known what it was for. Not it doesn't stick"
			"We can be even more creative and many successful things will flow from that"				"I think it's a pity that people come to the festivals but don't know what we do in Cameroon. I think Experience is a good way to do this, but it is not really known"
			"You could make more after-movies of for example festivals"				
		Identity (relationships)	"More live or direct communication between community in Cameroon and donors. Or quotes of people from Cameroon"				

Appendix H - Results interviews (labeled and categorized according to Grounded Theory)

Concept	Category	Label	Quote
Motivation general	Feeling good (about oneself)	Altruist	"A sense of purpose"
			"It gives energy. Everything I do, I eventually do for myself; a good feeling"
			"That it makes me happy as well, to make others feel good. But I do think I would still do it, even if it would not make me happy, but still…"
			"It makes you feel better"
			"The good feeling"
			"I've always felt attracted to "doing good"; the sharing of my happiness. That's also why I work at Enactus. It's a student network that takes action better the lives of others and creates a more sustainable world"
	Selflessness	Repayers	"Not being selfish"
			"Caring for other people; especially those that are not as fortunate as we are"
			"If we help each other more we create a nicer world"
	Sharing	Repayers	"I have to share"
			"Sharing happiness and talent"
			"The sharing (...) being social"
	Duty/Society	Repayers	"I've always had a sense of social responsibility, that's why I got involved in politics"
			"It's important, cause you cannot ignore what is going on in the world"
			"I cannot do any differently. I have a strong sense of fairness. I have to be honest to the world. I already had it as a kid"
			"I help where help is needed"
			"Noblesse oblige"
			"I believe that stronger shoulders should take on the heavy burden. I am physically, mentally and financially very strong so I take this task on me"

Motivation for choosing LB	Image	Approach of LB	"Realistic, attainable, maintenance of projects, innovative"
			"Because it's small-scale" (2x)
			"They do everything themselves. They make the plan and execute it, no middleman"
			"Focus on development instead of giving, long-term"
		Communication of LB	"It's appearance, cheerful and positive"
			"Because it's such a light-hearted and cheerful charity"
			"Because they are open and honest, that also appeals to me"
	Reputation	Positive	"(They are small and transparent and) I prefer that over big. All these high salaries just gives me a rash"
			"Less money ends in bureaucracy. It gives me a good feeling that it is direct and local; as well here as in Cameroon"
			"LB puts in a lot of effort and visibly book results. I believe in them"
			"I think their way of fundraising is innovative. If you can finance your projects through crowd funding, I think that's really cool!"
			"For making a difference. The way LB works, meets my personal values and vision in all aspects"
			"I first worked for Streetwise, which was on provision base, so people worked to earn lots of money instead of standing for the cause itself. LB was the only cause I knew that did the collecting and recruiting themselves, no expensive agency. The energy at LB was different, it was special. People really believed in the cause, not in getting rich"
	Friendship/belonging to a group	Communitarian	They're friends of mine (3x)

			"Everybody seems to be connected and know someone else within LB, and so do I. That's why I love to stay updated, just to know how they're doing"
			"Because they are friends of mine; it does give a more confident feeling and contributes to the transparency"
	Other	Educational/professional	"I was looking for a side job and was 16. My sister was collecting money for LB, but was going to India for a while. So I took her job. That was in 2008"
			"I have never specifically chosen, for LB. It was more coincidence. I was actually looking for a job"
		uncategorized	"Because Africa fascinates me"
Involvement	Low (6x)	Communication of LB	"Not really. Haven't been on the website for over 2 years. Own choice though."
			"Not at all, I sporadically receive a newsletter. And beyond that, I don't think about it"
			"Not really. Every once in a while I hear stories from my friend, because she is really active. And also every now-and-then I see the newsletter"
		Length membership	"Not yet. I only recently became a donor"
		Role	"Not really. Only if I would work there, I guess. My purpose of being a donor is supporting others so they can carry it out"
			"I feel 'donor', not particularly involved, but that's my own choice. I could interfere I wanted to, but I deliberately chose not to"
	Medium (3x)	Less contact/communication	"Not as much as I used to be haven't been working for them for a couple of years now. I'm still a member though. And nevertheless, I know that my money is

			spent well. I see them once in a while at festivals. So I'm not that involved, cause I just know too little of them. But I'm still positive about them"
		Friendship/belonging to a group	"Not anymore. But I was there from the start and was involved for a while. When I was working there I felt very much part of it, because of the team spirit"
		Role	"In the beginning more and more, but now less. First I was a collectioner, than a recruiter, then I went working at the office (which was in Ruurd's house) and eventually became a donor"
	High (1x)	Friendship/belonging to a group	"Pretty much. I'm not voluntarily active, but know many people at LB"
	Increase involvement	Positive	"I think a higher involvement means a higher donation"
			"By organizing drinks/brainstorm sessions/networking events. There has to be more in-between donating and doing voluntary work"
		Neutral	"They are already doing so much, a nice website, great images"
			"Don't know, maybe organize something. Definitely more communication/updates on what you are doing right now"
		Negative	"Not necessary" (3x)
			"No need to" (2x)
			"Is already been done"
Image	Identity	Self-image	"Wells, Cameroon"
			"Don't know. Africa, development aid"
			"Festivals, Joris, 24h"
			"Small-scale"
			"Good cause, making change"
			"Cameroon, sustainable aid"
			"water for Africa"
			"Cameroon, water, green, Utrecht"
			"Friends (of mine)" (2x)
		Culture	"Realistic
			"Effective and responsible"

			"Self-made"
			"Transparent" (3x)
		Physical facets	"Cameroon, water, green, Utrecht"
		Reflection	"A traveler, someone who thinks out of the box, is a pioneer. Someone who likes a party every now and then but knows when to be serious. Is focused on its goals and is down to earth."
			"A guy, not that old, 25-30, reliable, a little bit cheeky, humble, cheerful, determined, likes a laugh and a party every now-and-then"
			"Light-hearted, enthusiastic and cheerful"
			"Caring, grounded, a realist that wants to make the world a little bit better. Man or woman, doesn't matter. Age neither. Especially someone who is not tied to rules; not bureaucratic."
		Personality	"Don't know, I am actually still compelled to say Joris or Ruurd,

			although the latter is not working for LB anymore"
			"Ali B. Just do it. Very fresh. Big mouth"
			"Johnny de Mol, or something. Always happy, charming, social yet is doing its job. Welcome guest, cool guy. Also likes traveling and has a good sense of humor"
			"I think Tygo Gernandt, but then without the drugs though. But a bit of that wild, playful character, without being absolutely stupid. He does what he wants and is creative. Nothing can stop him"
			"Enthusiastic, engaged, playful. Joris actually"
			"To me, Ruurd is LB, but more then than now. But if it can be a description: it is definitely someone who wants to bring change, without being corrupt, as far as possible off

			course. He's optimistic, pragmatic, loose, wants to achieve something in this world, is open, flexible. About 30/31 years old"
Reputation	Identity (personality)	Negative	"Could be a little more out there (...) maybe they could be a little more Ali B"
	Identity (relations)		"It is not a good idea what they are doing at the moment. They are neglecting their donors. In my opinion donors are like plants; you have to water them, for them to grow something you could harvest. It's maintenance"
	Other		"Rumor is going round that LB is having a tough time"
		Positive	"Doing good work"
Satisfaction (general)	5 (3x)	Reputation	"Are doing a good job" (2x)
		Trust	"Don't know it that well yet, but up till now, fine"
	4 (6x)	Reputation	"They are realistic, ready for the future"
		Reputation, related to identity (personality)	"There's always room for improvement. For example, I think they can be more visible or present"
		Reputation	"They are doing very well. It seems like every time they have moved up a little. A 5 would be too much though, they aren't there yet, but they will be"
		Reputation	"In my opinion a 4, also because of the stories I've heard lately and because I'm reminded about LB by you"
			"Fine. Good cause. Could maybe be a little bit more professional/structured. But maybe that's also their charm"
	3 (0x)	No comment	
	2 (0x)		
	1 (0x)		
	Other		"4 to 5. Doing good work. Don't know about future though, due to narrow target group"
Satisfaction	Communication	Positive/maintain	"Stays close to itself and its vision and mission"

			"original approach, brand awareness, how projects are communicated -> know literally where money is going, young/experience/charisma"
			"Good frequency"
			"The projects and communication about this are good"
			"Very satisfied, very good communication less pushy, honest and calm"
			"Its sense of humor; the FB posts are sometimes on the edge but hilarious!"
			"Fine. If I would like to know something, I have to take some action myself, I should not expect them to do it"
			"Openness about projects. I can follow everything because of clips or pictures"
			"(..) Always super positive. And I've heard that their festivals and 24h event are a lot of fun;

			I've never been myself though"
		Negative/improve	"Content, message is too light-hearted"
			"Could be a little bolder, actively looking for publicity. And with that I think they could attract bigger funds. So maybe they could be a little more Ali B"
			"Then I do think communications, cause I don't really feel up-to-date"
			"I'm not tuned in enough, but maybe communication. I'd forgotten I'm a donor. This is such a pity because I think LB is dealing with such a valuable group, regarding time, knowledge, effort etc."
Satisfaction	Finances	Positive/maintain	"Very satisfied"
			"Satisfied, I guess. I did see some pictures and movies, but I do not know what exactly is spent

			where. Don't even know if that is possible to track"
			"Money well spent when seeing websites and projects -> not cheap, not too luxurious"
			"I like that you can choose a project and also that you see on your bank account when a project is finished successfully"
			"transparency; can keep track of where my money is going"
		Neutral	"Satisfied. I do realize that money is needed to keep organization functioning, but that's fine"
		Negative/improve	"I don't concretely know in what my money is invested, but I don't feel the need. I do have a gist of the projects in general. It's sufficient for me"
	Approach	positive/maintain	"Projects"
			"I like it that they remain small-scale. At first I didn't get it, I thought: "if things are going so well, why not

			expand?" Now I understand."
			"Activities. What LB does on festivals is very nice. Without spending too much money though. I'm not thinking: "oh, there's my money"
			"The projects and communication about this are good"
			"I think the local initiative is really good"
			"(...) that they do not make anybody dependent"
			"It's approach: the festivals, the positivity and being small-scale"
			"Concrete goals, enthusing like an unprejudiced kid "we can make the world a better place" and also actually trying to achieve that"
			"In Africa the way of working. In the Netherlands the way of recruiting donors"
		Negative/improve	"They could spend their time more effectively on

			networking and communications"
	In general	Negative/improve	"I would not know anything that has to be improved. I'd rather put it like this: what you have to maintain and that is being small-scale and transparent, no matter how well things are going"
Trust	Finances	positive	"I've never seen a financial report or anything, but I completely trust them"
			"Very much. I get a clear vision of what it is spent on"
			"Money well spent when seeing websites and projects -> not cheap, not too luxurious"
			"Small-scale creates trust"
			"Don't display unnecessary luxury; also creates trust"
		Neutral	"I guess ok"
			"Fundraising/income could be more structural. Has to do with setting priorities"

			"I guess fine. I just don't know exactly where it is going, but I do always see a little sentence on my bank account that says: "project ?? Successfully completed". That I really like"
		negative	"Rumor is going round though that LB is having a tough time"
			"No idea what my finances are spent on"
		Other/general	"I would like to see a scheme of what amount of money is going to LB itself. How it's proportionated"
			"That organizations pay their employees of the money of donors. There has to be another way"
			"I'm always a little skeptical about good causes in general. Because if there a few subsidies, does this mean that the money of the recruiters goes directly to the

			"employees, or even to beer?"
	Approach	Positive	"I absolutely think LB is doing a good job"
			"No doubt!"
			"Strong that they also tell it when they fail"
			"Without a doubt! Otherwise I would not be a donor anymore"
			"A 10"
			"Yes, otherwise I would not have become a member"
			"Yes" (3x)
			"Definitely!"
		Neutral	"Yeah, I think so"
Reciprocity	Feeling donation appreciated	Positive	"Yes, the personal message on my bank account adds to that"
			"Absolutely"
			"Yes. Does not really have to be that explicit. It just feels right"
			"Yes, absolutely! I am not quitting, purely because of their motto: "whatever amount you donate, we can always do something with it"
			"Yes" (2x)
		Neutral	"Yes, but it could be more. I know it because I know them, but I could imagine that if you are an outsider this can be shown a little more. Maybe something creative"
			"Think so, because of the sentence on my checking account"
			"Guess so. But after becoming donor at LB, it becomes very quiet. So if I had not known someone at LB I might have left already"
			"Think so, don't want a pat on the back"
Communication	Identity (relations)	Recruiting/first contact	"Through Joris. We worked together at Ledig Erf. He enthused me, but I approached him myself to become a donor"
			"Through Joris, I'm a donor from the start"
			"My friends are active, i.e.. Fabrice. I went to a social event"

			"I'm a friend of Fabrice; since he got involved, he talked about it to his friends and we also became more involved"
			"Fabrice approached me, so that is through an acquaintance and that is always nice"
			"The old director, Fabrice is a friend of mine"
			"Satisfied. It went through Fabrice, so all very informal"
			"Through my sister, who had been recruited by Ruurd"
			"Through Joris. We worked together at Ledig Erf. He enthused me, but I approached him myself to become a donor"
			"Through a friend of mine"
	Approach		"I approached them"
			"(...) she had been recruited after a festival (as a donor and it might even have been as a volunteer). She was always super enthusiastic and this

			is how she also made me a member"
			"Very satisfied. It's just good, fun, nice, friendly, no drama"
			"Was approached at a festival"
			"Super! Very nice and open. Just friendly, not that focused on my money"
			"At work, he (Joris) always used to tell so enthusiastically about it. He told me to look at the website, so I did"
			"Different way of approaching people than sad and heavy"
			"My sister walked through the city and ran into Ruurd, who wanted to recruit her. Eventually it turned into a job interview to become a recruiter and collectioner"
			"I recruited myself, so I cannot really say anything about it. Not pushy though"

			"Wasn't really approached on the street or anything, but I was made a member through a friend. That is of course not as slick as those street recruiters for charities; they take the money out of your wallet themselves if they have to"
	Preferred tool	Newsletter (3X)	"Curious, but haven't seen them yet"
			"I'm always so curious to know how things are going. It's like with friends, you just want to know how they're doing. It gives me a good feeling"
			"Cannot remember newsletter"
		Social media (4x)	"I also know LiveBuild from the website and Facebook page"
			"I do see their FB posts every once in a while and it feel like they put some effort in it, very well done"
			"I think the Facebook page is very cool and it contains exactly what I want; just short, clear clips. It's very 'real'"
			"Perfect frequency of Facebook"
		Telephone (0x)	"Definitely not!"
		Events/activities (5x)	"I would really appreciate it if there would be an event for donors, or at least a little benefit or discount. I think this would really get people involved. Well, me at least!"
			"I would like to have something organized especially for donors"
			"Fun, but especially meant for new people"
			"World café, not clear what the purpose is. It makes me think "what's in it for me". It would maybe be nice to organize some workshops/lectures. I'm not sure if I would go, but I at least want to have the option"
		Digital Magazine (1)	"Love magazines and this way it won't be a waste of trees either"

		Voluntary work (1)	"It is great to do, both in the Netherlands as in Cameroon and you meet so many people"
			"I'd like to hear more about this through Facebook and/or mail"
		In general	"Frequency could be increased, it is a little irregular"
			"Satisfied. Not pushy and very accessible"
			"More movies or maybe infographic, to clearly get the message across and show the mission and vision. Just to explain how LB works and have one coherent story"
			"Satisfied. Combination of low mailing frequency and higher Facebook frequency is perfect"
			"Very satisfied"
			"Fine! Not more, not less"
			"Haven't had anything yet, cause I'm new"
			"As I just mentioned, this could be a little bit better cause I don't

			really know what's going on at the moment"
Loyalty	Reasons to stay with LB	Friends	"Know Fabrice and others, I couldn't do that, it's too personal. I feel a connection with them and the cause"
			"Because I know Joris"
			"Many friends of mine are donor"
			"Because I once worked there and know a lot of people"
			"I know many people" (3x)
			"I haven't been donor for that long yet, but I've already met so many people, that's really a bonus"
			"Because I know Joris that well and I know what his aims are. I really want him to succeed in this and I know he van, but not without our help/donations"
		Results	"Are doing good work, I support them"
			"I believe in their projects"
			"Do a good job" (2x)

			"Do what they promise"
		Approach	"Free of obligation"
			"Because LB is really different and more personal"
		Height donation	"Because of the low amount of money" (3x)
			"Actually forgot to end my donorship. It's only 3 euros anyway. It's ok."
		Other/Comment	"I worked for LB a couple of years ago and had many positive experiences"
Disloyalty	Reason to quit in general	Too little or poor communication (2x)	No comment
		Feel not involved (enough) (2x)	"Would be a result of too little or poor communication"
		Finances don't allow (1x)	No comment
		Don't support/trust charity anymore (2x)	"Not literally LB, but more charities in general"
		Change cause every period (month/year/other)	"Several charities. I don't switch every year, but I do switch. Not because of disappointing result, but just because there are so many more people that are doing good"

	Reasons to quit LB	Too little or poor communication (3x)	"This would definitely be a reason for me. I have to encounter them, interact with them as I do with friends -> spontaneous."
		Feel not involved (enough) (3x)	No comment
		Finances don't allow (4x)	"If I was obliged to donate €10,- I had already quit a long time ago"
		Other/Comment	"If LB can keep its identity the way it is right now, then there is no reason for quitting"
Other comments	Identity (personality)	behavior	"I think example behavior is very important, walk the talk and handle things in an adequate way"

Appendix I - Results surveys (labeled and categorized according to Grounded Theory)

Concept	Category	Label	Frequency/additional label	Comment/other
Reputation	Positive	Identity (self-image)	Mission	"good initiative"
				"The goals that were set"
			attitude/approach	"Personal, human. I have sympathy for LB"
		Identity (culture)		"good atmosphere, playful campaigns and activities, different than the others, they're doing good projects from it"
				"Way they do things"
			finances	"Very well allocated, not too big, not commercial"
	Negative	Identity (self-image)	attitude/approach	"professionalism"
				"Recruiting volunteers to contribute in another way than financially"
				"Management (although it's getting better)"
			size	"Make it a bigger organization"
		Identity (physical facet)	communication/information	"Communication about what happens with money" (rep)
				"More info about the cause, what happens, with who, etc."
				"Advertising"
				"Maybe more "live" images"

				"More publicity"
				"More info on projects"
				"Be more visible"
				"Communication about what happens with money"
				"Communication"
				"I'd love to see more updates from Cameroon"
	Neutral	Uncategorized	"don't know"	well, no idea
				"no opinion"
Image	Positive	Identity (culture)	Positivity	"positivity"
				"Fun people" (2x)
			Non-conformist	"creativity"
				"personal"
				"young"
			Accessibility	"Clarity, transparency"
			Professionalism/results	"ambitious"

		Identity (physical facet)	Communication	"fun campaigns"
				"Information flow for projects"
				"they're making good use of social media and don't bother people in their houses"
				"Good website+FB page, lots of info"
				"LB tries to demand attention in a positive way"
				"Playful campaigns"
		Identity (self-image)	attitude/approach	"Clear goals"
				"water for Africa"
			size	"That it's small-scale and there seem to be a small amount of links

Category	Type	Level	Percentage	Quote
				"between the donation and projects"
	Negative	identity (culture)	Professionalism/results	"the chaos"
	Neutral	Other	Uncategorized	"Nooo idea"
				"no opinion"
Satisfaction	General	Very satisfied - 5	1 = 5%	"In general just very satisfied with this company"
		Satisfied - 4	14 = 70%	"Good organization"
				"Actions are accounted for"
				"Good disclosure of info"
				"Is doing good work"
		Neutral - 3	4 = 20%	"Good initiative, good vibe, good goals, sometimes management can be improved"
				"Information flow sufficient"
				"They remain doing good work, but it also remains small-scale"
		Unsatisfied - 2	1 = 5%	<>
		Very unsatisfied - 1	0 = 0%	<>
		Average	3,9	<>
	Communication	Very satisfied - 5	4 = 20%	"Newsletter is nice, but especially FB helps me in a fun way to keep track of them"
				"Nice to read such personal messages"
		Satisfied - 4	9 = 45%	"Being updated without being spammed"
				"Through mail and print info. Like the combination"

				"Via FB I'm informed in quite a nice way"
		Neutral - 3	5 = 25%	"Clear newsletter"
		Unsatisfied - 2	1 = 5%	"Be more visible"
		Very unsatisfied - 1	1 = 5%	"Communication, professionalism"
		Average	3,7	"Recruiting volunteers to contribute in another way than financially"
	Approach	very satisfied - 5	3 = 15%	"Management (although it's getting better)"
		satisfied - 4	12 = 60%	"the chaos"
				"Make it a bigger organization"
				"Communication about what happens with money" (rep)
				"More info about the cause, what happens, with who, etc."
				"Advertising"
		neutral - 3	5 = 25%	"Maybe more "live" images"
		unsatisfied - 2	0 = 0%	"More publicity"
		very unsatisfied - 1	0 = 0%	"More info on projects"
Trust	Finances	very satisfied - 5	2 = 10%	"Communication about what happens with money"
				"Communication, professionalism"
		satisfied - 4	12 = 60%	"I'd love to see more updates from Cameroon"
		neutral - 3	5 = 25%	"Don't know very well"
				"They remain doing good work, but

				they remain small-scale
		unsatisfied - 2	0 = %	
		very unsatisfied - 1	1 = 5%	
Reciprocity	Feeling donation appreciated	Yes	16 = 80%	"Is never mentioned, but think so"
				"Yes, by the tone in mails and newsletters"
		No	0 = 0%	<>
		Don't know	4 = 20%	"No idea, but I assume so :)"
Communication	Preferred tool	Newsletter	4 = 23,53%	<>
		Social media	10 = 58,82%	"You can read some blogs on the website but it would be nice if they would be written from different perspectives"
		Telephone	0 = 0%	

		Events/activities	10 = 58,82%	<>
		Digital Magazine	8 = 47,06%	<>
		Paper magazine	4 = 23,53%	<>
		Voluntary work	4 = 23,53%	<>
		(Personal) letter	1 = 5,88%	<>
Involvement	level	Don't know	0 = 0%	<>
		Very much involved	4 = 20%	<>
		Involved	4 = 20%	<>
		A little involved	8 = 40%	<>
		Not involved	4 = 20%	<>
Disloyalty	Reasons to quit LB	Too little or poor communication	4 = 20%	<>
		Feel not involved (enough)	5 = 25%	<>
		Finances don't allow	14 = 70%	<>
		Don't support/trust charity anymore	4 = 20%	<>
		Change cause every period (month/year/ other)	4 = 20%	<>

		Other comment	Uncategorized	"How can I quit??????"

Appendix J - Email LB director about finances

Koen van Bremen <koen@livebuild.org>   9 jul. ☆ ↩ ▾

aan mij ▾

ha Marissa,

Het gaat goed hier zo. langzaam aan steeds duidelijker wie wat doet en inmiddels ook gestart met een lange termijn strategie. waar willen we heen?

fijn dat Douwe je heeft kunnen helpen. qua donateurs is het nu:
Aantal: 1.200
Inkomsten per maand: 5.500

Ga er maar vanuit dat er per jaar circa 100 donateurs afvallen.
Een donateur is crica 5 euro per maand gemiddeld. Dus 5000 per jaar minder inkomsten.
Globaal dan.

Heel veel succes. Hopelijk gaat het verder ook goed met je!!

groetjes Koen

Op 9 juli 2013 12:48 schreef Marissa van de Velde <marissavandevelde@gmail.com> het volgende:

...

Appendix K – Original interviews and surveys