

Internet marketing for non-profits

Mapping behaviors to outline strategies

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Abstract

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The thesis investigates differences between non-profits and commercial organization in how marketing online should be performed. Factors that are different are searched for through qualitative interviews but also from an online form posted on a website. The website was made using traditional marketing theories and then used as a tool to find possible differences. It was discovered that among the respondents, price and place from McCarthy's classic 4P model had become obsolete in this new milieu and should be replaced by credence and compassion.

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Populärvetenskaplig sammanfattning

Marknadsföring har länge varit en viktig del av vardagen för många ekonomer. Redan på 50 talet arbetades modeller fram för hur företag bör agera för att lyckas med sin verksamhet. Dessa modeller har länge utgjort grundstenarna i de metoder som ansetts som effektivast på området. Åren har dock gått och omgivningarna runt och förutsättningarna för dessa modeller har förändrats. Det har gjorts uppdateringar men i och med att omgivningarna ständigt förändras samt att marknadsförare ofta blir mer och mer nischade krävs ständigt förbättrade modeller

Det här arbetet undersöker ett av de områden där nya förutsättningar har satt de etablerade modellerna på prov. Området som studeras flätar samman ekonomi och teknik i en digital värld på Internet. Typen av aktör som studeras är inte heller lik den klassiska bilden av en marknadsförare, det handlar om ideella organisationer som varken söker profit eller ökad försäljning utan snarare ett deltagande och en ökad vilja att skänka till behovande.

I fokus för arbetet finns en grupp studenter som ska delta i ett välgörenhetsrally med start i London och målgång i Ulan Bator, Mongoliet. Gruppen är i behov av att samla in pengar till välgörenhet för att få ställa upp och ämnar göra detta över Internet.

Genom intervjuer och enkäter undersöks ämnet både generellt och specifikt för studentlaget. Etablerade teorier på området har legat som grund och utgjort det ramverk som sedan har prövats i den nya miljön. Detta har bland annat gjorts genom att en webbsida har konstruerats, enligt konstens alla regler (tidigare teorier inom marknadsföring), för gruppens ändamål och denna webbsida har därefter utvärderats av respondenterna. Många slutsatser kunde även dras genom teoretiska resonemang i själva framställningsprocessen av webbsidan. Resultaten visar att denna nya miljö, ideell marknadsföring online, ställer helt nya krav på hur marknadsföring bör drivas. Vissa attribut som länge har setts som mycket viktiga har bleknat och tappat betydelse medan andra har visat sig starkare och viktigare än i den klassiska synen på marknadsföring.

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1. Introduction

The quantity of books covering Internet marketing is high and it is ever increasing. In many of those books the overall goal is to find buyers and get them to buy something. But what if there are organizations in need of successful Internet marketing that do not want to sell anything or earn anything. Among those are the non-profits, organizations that have different objectives than the commercial ones. The question is if it's not only the goals but also the means to become a successful marketer that are different.

Non-profit organizations also differ, everything from governmental sites to charities. The motives for these are as well different; some just want to provide information and some also aim at generating donations. This thesis investigates if different motives call for different strategies in Internet marketing. There are many general rules on how to be successful, but these are in fact **general**. To understand the more detailed and precise differences, this thesis will focus on and examine the type of organization that provides information and tries to persuade the visitors to make a donation. In fact, this thesis is sprung from such an organization, a team in The Mongol Rally 2009 and I, the author, am going to participate.

In the summer of 2009 six Swedish students in two cars will participate in the Mongol Rally as the first Swedish team ever. The rally stretches from London to the capital of Mongolia, Ulan Bator. There are many preparations that have to be done before the start and apart from all the practical things, PR and publicity are also important. The rally is a charity event and every car has to raise at least £1000, preferably more. For that Internet and donations will play a crucial role and the team has to market themselves on the Internet.

As a part of the work with this thesis, the Swedish team's website has been made following theoretical frameworks taken from Internet marketing and then the results have been analyzed and compared to user surveys. In doing this the ambition was to find out whether existing theories in the field can be used for non-profits of this kind or if some special attributes have to be taken into consideration when it comes to donations instead of sales.

Background

Roughly, the background of this project can be divided into two parts; firstly Internet marketing and secondly the context in which it is used, The Mongol Rally.

Internet marketing

For many people, goods and services marketed on the Internet is an everyday thing but in fact it is a relatively new phenomenon. In 1990 Tim Berners-Lee who was working at CERN¹ wrote a program he called "WorldWideWeb". The same year it was released to the High Energy Physics and the foundation for this thesis and many other things was born. (<http://www.w3.org>)

When the public started to go online companies began to realize that this was an opportunity and that they could use this channel to provide information to potential

¹ CERN is the European Organization for Nuclear Research. The name is derived from the acronym for the French Coucil Européen pour la Recherche Nucléaire. (<http://public.web.cern.ch>)

customers. At first the Internet marketing campaigns were simple and very basic. But as time went on and the Internet became more and more developed companies began to understand that this was a marketplace where they could reach a global audience. (<http://ezinearticles.com>)

In 1994, zero dollars were spent on Internet marketing. In 1996 Internet advertising totaled \$301 million in the U.S. and in 1997 it had grown to nearly \$1 billion. Everything happened really fast in the late 1990s and websites emerged from companies in nearly every industry. Many traditional firms began incorporating the Internet into their existing marketing plans and bigger technology giants like IBM and Microsoft spent millions of dollars on Internet marketing. (<http://ecommerce.hostip.info>)

In 2000 the economy began to cool and many dot.com² firms were forced to tighten their expenses on advertising. At its peak the online advertising business had reached \$8.2 billion but that decreased substantially during this time. However some successful firms survived and still millions of people were surfing the Internet so businesses did not turn a blind eye to this mass market. (<http://ecommerce.hostip.info>)

When businesses started to market themselves on the Internet almost all used B2C³ models but eventually B2B⁴ models evolved. These are the same models as used offline but today new models never seen before have emerged. One example of this is the P2P⁵ marketing model which is built on individuals sharing and forming communities, also known as Web 2.0. Online marketing today is also much more sophisticated than in the advent of Internet marketing. Now, for example, ads can be targeted to search terms and the geographical location of the person searching which has taken online advertisement to new levels. (<http://www.celtnet.org.uk>)

The Rally

“The world is just a little bit too safe. Gone are the days where the edge of the map called you forth to discover what lay beyond - satellite maps and GPS have it laid out before you leave the armchair. What if you want things to go wrong? What if you want a bit of unknown in a world full of health and safety measures?” (www.theadventurists.com -1)

With these words, the organizer of The Mongol Rally starts the introduction to the event. The rally is in many aspects not at all like other rallies you might have come across. There are no winners and the hard part is to actually get all the way to Ulan Bator. The point is to have a car that is as unsuitable as possible for the task and the main goal is to raise money for charity. (ibid)

² dot-com

adj.

1. Of or relating to business conducted on the Internet: dot-com advertising.

2. Of or relating to a company whose products or services deal with or are sold on the Internet: a dot-com brokerage firm.

n.

A dot-com company.

(<http://www.thefreedictionary.com>)

³ Business to Customer

⁴ Business to Business

⁵ Peer to Peer

The rally stretches a third of the way around the earth, from Europe to Mongolia, and takes about four weeks to complete. Depending on the chosen route, the distance covered will be about 15 000 km and it is up to the teams what way they will take to get from the starting line to the goal. As the introductory quote implied, the participants are supposed to experience an adventure out of the normal and therefore a rule has been set, that no car can have an engine bigger than 1.2 liter. This means that lots of cars not made for driving to Mongolia on dirt roads will take part in the rally. Therefore the first team to reach the goal is not the winner but all teams that actually manage to drive the whole way to Ulan Bator will be winners. Normally that is just over half of the contestants. (ibid)

“If you want a full support crew (or any support crew) you're in the wrong place. If nothing goes wrong, then everything has gone wrong. You only start having fun when you break down in the desert with only a short stick and some chewing gum to fix your car.” (ibid)

The charity

Each team has to raise at least £1000 per car for the official rally charities. In 2007 alone, £200 000 were raised. Also, all cars participating have to be donated for charity once the teams reach the finish line. (www.theadventurists.com -1) The money raised is mainly directed to Mongolia but some of it also goes to the countries on the route. By the end of 2007 a total of £1 004 910 had been raised to the different charity organizations supported (CNCF⁶, CYPPD⁷, Mercy Corps⁸, Nadieshda⁹, CESVI¹⁰). (www.theadventurists.com -2)

Origins

The idea for the rally came up in 2001 when the founder, Mr Tom, and a friend of his were bored and decided to drive to Mongolia in their Fiat 126. They didn't reach their goal that time but had lots of fun. In 2004 six cars lined up to take part in The Mongol Rally for the first time ever. Since then the rally has become very popular and in 2007 when the rally tickets were released on the Internet they were sold out in 22 seconds, 200 teams were signed up. This year, over 250 teams will participate. (www.theadventurists.com -3)

Problem description

The Internet has become an important communication channel and lots of organizations have gone online. How they go online differ and there are numerous reasons for the online marketing. The question is what different organizations should and should not provide on the website, and for that there are lots of theories to use. Non-profit organizations differ from commercial ones in the way that instead of generating sales, they often strive to generate donations.

⁶ Christina Noble Children's Foundation - <http://www.cncf.org/en/home/index.php>

⁷ Children and Young People's Protection and Development - <http://www.childrenprotectionmongolia.org/>

⁸ <http://www.mercycorps.org.uk/mongolrally/>

⁹ <http://www.nadieshda.org/index.html>

¹⁰ <http://www.cesvi.org/>

This thesis will examine the differences between Internet marketing aimed at getting customers to make a purchase and Internet marketing aimed at raising money for charity through donations by the visitors. The question is;

What factors, if any, are different and should be taken into special consideration when constructing a non-profit website aimed at generating donations instead of making sales?

Purpose

The purpose of this master thesis is to illuminate if and how the Internet marketing situation for non-profits can differ from the situation of commercial companies. This is shown by using general commercial marketing theories for non-profit purposes and then analyzing the results from a survey made. In doing so, the work with the thesis will also hopefully be a resource to the Swedish team in The Mongol Rally 2009.

Delimitations

The thesis only focuses on non-profit organizations that apart from providing information, also aims at generating donations. More precisely, the Swedish team in The Mongol Rally 2009 has been studied.

The Internet marketing issues studied are limited to the Swedish team's website and how it is constructed to suit the users in the best way. Apart from that a number of general questions in the subject were also researched.

Qualitative interviews with eight respondents were performed as well as a quantitative survey with 82 respondents.

The time used for the thesis was the spring semester of 2009.

Thesis outline

The *Introduction* gives a brief description of the subject to be investigated followed by a background description of Internet marketing and The Mongol Rally. The purpose and delimitations are also presented as well as a description of and discussion about the problem to be researched.

The *Theoretical framework* presents theories of how an organization should market itself to be successful. The theories are formulated for marketing in general and by comparing these to the research results, possible differences were expected to show. These are also the theories that were used in the designing of the team's website.

The *Method* gives a description on how the problem was handled. The scientific approach is presented as well as how it was performed. How the questions in both the qualitative and the quantitative research were formulated is presented and also how the data was collected. The planned course of action is also shown.

The *Constructing the webpage* describes how the theories were used to make the first version of the webpage that later were used as a valuable tool in the interviews. The

results from a focus group discussion are presented as well as the resulting website structure.

The survey presents the results from the user interviews and from the online form. In this section the interviewees' opinions on the website will be shown as well as their general opinions on Internet marketing by non-profits versus commercial Internet marketing.

The *Analysis* compares the results from the surveys with the theoretical framework to answer the question of the thesis. In this section, the differences between assumed behavior and actual behavior will be illuminated and discussed.

The *Conclusions* wraps it all up by stressing the factors that have shown to be possibly crucial for non-profits and those that have shown to be marginalized. Here the differences from the comparison are summed up and presented as well as suggestions on how to interpret the results. Suggestions on further research are also given.

The appendixes present different spacious material such as the questionnaires, guidelines to interviews and diagrams from the research that do not need to be in the text.

2. Theoretical framework

In this chapter the theories of how successful Internet marketing is performed will be presented. These will later be the foundation of the decision making process for the website that ultimately will help to give some answers to the thesis main question. Since most of the literature in this subject is about gaining customers the buyer in the literature will in reality be a donor.

Marketing is defined by the Chartered Institute of Marketing as;

“... the management process responsible for identifying, anticipating and satisfying customer requirements profitably”
(www.cim.co.uk)

This definition is made for classic marketing but it is also adaptable to online activities. Internet marketing can be used to support these basic marketing goals in each of the three steps. Firstly the Internet can be used by marketers to *identify* customers' needs and wants. Secondly the Internet also facilitates one more channel for understanding and *anticipating* customers' requirements. The customers can access information and make purchases online and understanding this demand is a key to governing resource allocation. And thirdly, *satisfying* the customers can also be done through Internet marketing where the actual appearance and content of the web interface becomes important. (Chaffey 2006, p 9)

The marketing mix

To be successful in the three areas described above and thus successful in marketing different models and theories have been made. One of the most well known is the marketing mix which origins back to 1948 when James Culliton stated that when a marketing decision is made, a type of marketing recipe should be used. Neil Borden evolved the idea and coined the term “Marketing mix” in 1953 and in 1960 E. Jerome McCarthy came up with the classic 4P model. (Mönkkönen 2008)



Figure 1: The 4Ps of marketing
 Source: www.searchmarketing-uk.com

The 4Ps

The 4Ps stands for *Product, Place, Pricing, and Promotion* which are all attributes connected to what is being marketed. To be successful in marketing these components have to be mixed in the right way. The marketing process involves establishing an overall strategy consistent with the organizational objectives. When that is done sub-strategies for all elements in the mix have to be done. (Samson 2001, pp 417 – 418)

The 4Cs

Time changes and so do the rules of marketing and public relationships. A professor of advertising at the University of North Carolina, Bob Lauterborn, noticed that many of new products fail in gaining profitability and he asked himself why. In the 90's he came up with a model that continued the work with the 4Ps and changed it to become 4Cs, a more up to date model that should fit today's society. The model is presented in the book *New marketing litany; Four P's passé; C-words take over* and it has also been put forward by Philip Kotler (<http://www.customfitfocus.com>), by many considered as the father of modern marketing (sv.wikipedia.org).

Customer wants and need replaces *Products* – instead of just making a great product and try to sell it to a mass market, it is nowadays more important to study customer wants and needs and then attract them with what they want. (<http://rlauterborn.com>)

Convenience to buy replaces *Place* – it is important to concentrate on the convenience to buy for the customers and try to understand how each subset of the market prefers to buy. This can be on the Internet, from a catalogue, on the phone, using credit card etc. (ibid)

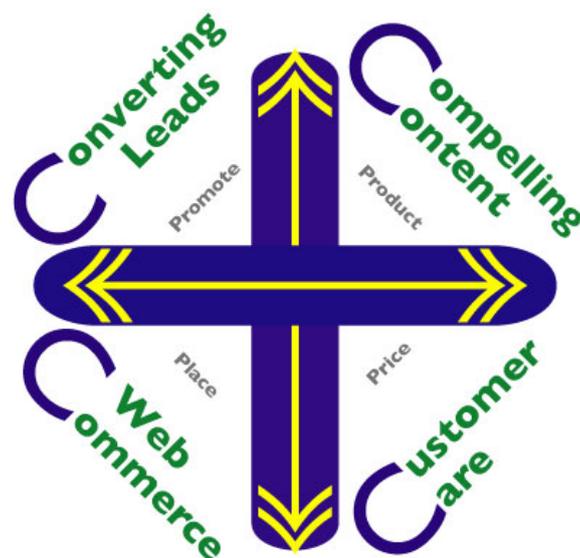
Cost to satisfy replaces *Price* – the actual price on a product is just one part of the cost to satisfy the customers. The cost for the customer to get your product is another

attribute to add and CSR¹¹ becomes important as well as the cost of conscience to for example consume the product. To strictly compete on price is today a vulnerable position. (ibid)

Communication replaces *Promotion* – the traditional promotion was unidirectional to the seller and manipulative. More important today is to communicate with the buyers and this requires a bidirectional communication between the buyer and the seller. Interactive advertising and listening to the customers is important. (ibid)

McCarty's famous model was made for a world that existed about 50 years ago and it is not optimal in today's society. Lauterborn worked further on this model to give it a better fit for today. (ibid) His model is however not especially made for the Internet and that leads to some shortcomings when it is used in the context of this thesis, but the next model is better equipped.

4C's of Internet Marketing



© Internet Performance Marketing All Rights Reserved

Figure 2: The 4Cs adapted to Internet environment by Market-Vantage

Source: www.internetperformancemarketing.com

The 4Cs adapted to Internet environment

Marketing on the Internet requires yet another dimension to the original idea about the marketing mix. The concept of the 4Cs is still to a high degree valid but some adjustments have to be made, something Market-Vantage have done in their new and updated model with the same 4C structure. Market-Vantage is a Boston based company working with marketing online and will be presented more thoroughly in 3. Method.

¹¹ Corporate Social Responsibility - CSR is about how companies manage the business processes to produce an overall positive impact on society. (www.mallenbaker.net)

(<http://www.internetperformancemarketing.com>)

Content extends *Customer wants and needs* – when condensed to Internet marketing the original *Product* becomes the *Content* on the website. This can be the main interest of the buyers as in the case of Wall Street Journal whose subscribers pay for their content. It can also be a support to the actual product as in the case of Adobe who provides lots of useful information online to the customers of their software products. (ibid)

Web commerce extends *Convenience to buy* – at the end of the line the original *Place* becomes *web commerce*, and in the context of Internet marketing this concerns how well it is incorporated in the website. Many companies do not have functions for commerce on their websites but merely show what they do and what they offer which also is good but can be extended. When deciding if a company should incorporate commerce on the website it should not only be seen as doing business but also as a service bonus for the customers who can access the online store 24 hours a day, 7 days a week. (ibid)

Customer care extends *Cost to satisfy* – originally *Price*, this aspect now concerns how the customers are treated and the old adage “time is money” gets a new face in “saving time is priceless”. A well designed customer care can as well save money for the company, for example if self-service possibilities are implemented. (ibid)

Converting leads extends *Communication* – originally *Promotion*. When a connection to a possible customer is made, it is important to turn passive awareness into active interest. It is important to identify the visitors that are interesting for your website and try to interact with them. This is the last step before the sale or the donation is made and is therefore of high importance. Converting a lead means turning a visitor into a donor or buyer. (ibid)

A well-rounded business has a carefully made marketing mix of all four components but it can be wise to focus on one or two as the primary purpose. (ibid) Now some concrete theories on how to successfully make such a marketing mix will be presented.

The 4Cs in action

Scott (2007, p 25) mentions what he himself calls the new rules of marketing and PR as a set of dot points. These should always be kept in mind when working with Internet marketing. Among them and of interest for this thesis are;

- Marketing is more than just advertising
- You are what you publish
- People want authenticity, not spin
- People want participation, not propaganda
- Companies must drive people into the purchasing process with great online content
- On the web, the lines between marketing and PR have blurred

The most effective web strategies in Internet marketing are those that identify needs and provide content to meet them. Content is therefore one of the most important factors in gaining success. If handled right, the organization brands itself as a trusted resource and that leads to action from the visitors such as – making a purchase, sign a subscription or

make a donation. A great content also means that interested people return again and again. (Scott 2007, pp 20-21)

Since the content is of high importance for a successful Internet marketing campaign, the following theories will explain how the content should be formed to fulfill the purpose of the website.

Web site content

Lots of companies and website builders are focusing too much on the design and technologies used. Too much time and effort are used for these attributes when what really matters is the web site content. Great content is the most important aspect of any website. Scott (2007) still acknowledges appearance and navigation as important and says that appropriate colors, logos, fonts and design make a site appealing but he emphasizes that what really matters is how the content is organized and how it drives action from buyers. (Scott 2007, pp 101-106)

The importance of web content over design and technical attributes has also been identified by McGovern (2006) and he sees it as a hidden golden asset. According to him there is a science to content and how it is handled is what will determine success from failure. (McGovern 2006, pp 3-5)

Great website content is a mix of many important factors that work together and it is hard to describe exactly what it is that makes it work. The key to success is however to understand the buyers (or donors) and build the site especially for them. (Scott 2007, p 108)

An important question to ask when marketing online is “What is the goal?” A clearly defined business goal is necessary whether it is to sell products, to generate contributions or to get people to vote or join. Actions such as news releases, blogs, web sites, podcasts and other should strive for this goal, to draw visitors to the sales-consideration cycle and funnel them to the place where they take action. The goal should not be hidden and the action should be easy to perform. Furthermore it is important that the real goal always is in focus. If the goal is revenue, only high web site traffic won’t help but it can lead to revenue. (Scott 2007, pp 37-38)

Using the right words

There are many dimensions to website content. The meaning of two sentences for example can in theory be the same but when used practically on a website, or in other occasions, they can be the difference between failure and success. McGovern (2006) gives an example of this relating to investment bankers looking for investors. First when they described their project as investment in “third-world economies” they had no luck but when the phrase was changed to “emerging economies” there was a phenomenal increase in investments. There are certain words that reach out to people and make them interested and it is important to find those words when marketing an organization online. When people see these words they click and act and that is what’s interesting for the Internet marketer. (McGovern 2006, pp 6-7)

News releases

A very successful Internet marketer, Jim Peterson president of The Concrete Network, says that “The new rules of PR are that anybody who wants to be the leader has to have news coming out”. (Scott 2007, pp 20-21) The importance of continuous news being released as part of the Internet marketing process is described thoroughly by Scott (2007, ch. 5) but it becomes obvious that his targeted audience is commercial website owners. Some of the rules stated can however be used in this non-profit project as well and they are;

- Don't just send news releases when “big news” is happening; find good reasons to send them all the time.
 - Write releases that are replete with keyword-rich text.
 - Include offers that compel customers to respond to your releases in some way.
- (Scott 2007, p 64)

More so, news releases should be made into compelling stories that are interesting for the visitors and that communicate clear messages. (McGovern 2006, p 5)

Right content to the right people

Having the right content is off course dependent of who is visiting the website. There are lots of strategies that can be used and some of them will be presented here.

Buyer personas

An effective way to be successful as an Internet marketer is the usage of the concept “buyer personas”. The buyers are divided into distinct groups and then everything the marketer knows about the groups is catalogued. That makes it easier to create content that appeal to each important demographic. For example, a college web site might divide the buyer personas into young alumni, older alumni, high school students, parents of prospective students and current students. Each group has their own needs and goals when they use the web site and the content should be formed thereafter. Too often, websites content simply describes what the organization does from an egotistical perspective when what it should do is to provide a solution to the problems and wants the visitor has. The more describing content is still important but should be presented on the inner pages for the visitors that seek it. Firstly an online relationship should be built and after that the solutions for each defined audience can be offered. It is the web content that will lead the visitor through the sales cycle all the way to the point where they are ready to make a purchase or other commitment to the organization. Understanding buyers and building content that reaches them is critical for success. (Scott 2007, pp 32-33)

When the marketer understands the visitors, the people that will become buyers, an editorial and content strategy can be made just for them. The marketers have to act like publishers and one of the most important things publishers do is to first start with a content strategy and after that working on how to deliver that content. Important questions for publishers are;

- Who are my readers?
- How do I reach them?
- What are their motivations?
- What are the problems I can help them solve?
- How can I entertain them and inform them at the same time?
- What content will compel them to purchase what I have to offer?

(Scott 2007, pp 35-36)

McGovern also identifies the importance of segmenting the potential visitors when designing the website. According to him the web publisher should ask the following questions. What is it they care about reading? And, do we have what they want to read? It is very important to keep in mind that the site is for the reader and not the organization providing it. There are a number of facts that has to be accepted if the online marketing is going to be successful and two important ones are; 1. Making customers feel special means understanding what they really care about. 2. What they really care about can sometimes be opposite of what the marketer really cares about. (McGovern 2006, pp 50-51) When it comes to buyer personas McGovern calls them “readers” but the concept is similar to Scott’s. McGovern suggests that the marketer should aim at having three different kinds and never more than five. (McGovern 2006, p 57)

Summary of the theoretical framework

The essence of marketing consists of the parts; identifying the customers’ wants and needs, satisfying the customers, and understanding and anticipating customers’ requirements. This is however on a very basic level and a more precise plan for success is the marketing mix and the 4Ps. Successful marketing can be looked upon as a mix which has to have the right amount of certain ingredients.



Figure 3: The evolution of the 4Ps from the original model to the new model adapt to online environment.

The ingredients for the marketing mix are the four Ps; *Price, Promotion, Place, Product*. This theory is still useful today but since it is several decades old it needs an update. The update is the 4Cs; *Customer wants and needs, Cost to satisfy, Convenience to buy, and Communication*. This new update needs a complement to be optimal in the Internet environment and the complement also consists of 4Cs, namely; *Content, Web commerce, Customer care, and Converting leads*.

To achieve successful Internet marketing, content is the most important factor. Too many sites focus too much on fancy design and not enough on their content. One effective way of achieving a good result is to make up imaginary buyer personas that represent the different types of visitors that are expected to the site, and make some content for each persona.

3. Method

In this chapter the way the problem is handled is presented. Firstly, the background and the motives of the problem investigated are discussed. Then the research methods used are described and motivated as well as the choice of theoretical framework. How the questions and guidelines in the interviews and on the form were formulated is also discussed and explained.

The question of this thesis is interesting because almost all the literature used and searched among is focused on customers and selling, hence a deeper insight of non-profit Internet marketing is needed. At a few occasions donations and non-profits are actually mentioned e.g. in *The new rules of marketing & PR* (Scott 2007). But at these occasions it is always as a parenthesis and the proposed actions are always equal to the ones for commercial purposes. There is no specific information for non-profits. It seems that non-profits have a peripheral position, at the most, when it comes to Internet marketing. For instance; on Wikipedia's entry for Internet marketing the word business is mentioned thirteen times, the word company also thirteen times but not a single word that has anything to do with non-profits is to be found. (www.wikipedia.org)

There is some previously made research in this field of study such as *The marketing effectiveness of UK environmental charity websites compared to best practice* (2006) by Kate Wenham, Derek Stephens and Rachel Hardy which also makes a comparison between non-profit organizations' Internet marketing efforts and commercial ones. The delimitations of their work are rather strict and the outcome does not answer the question of this thesis. Another relevant book is *Nonprofit Internet Strategies* (2005) by Ted Hart, James M. Greenfield and Michael Johnston which thoroughly explains how the strategies for non-profits should be formed. The suggested strategies are made for the whole organization and include for example theories for how to recruit volunteers etc. but do not answer the question for this thesis.

To increase the understanding of the differences in non-profit Internet marketing compared to commercial Internet marketing, the theoretical framework in chap. 2 was used to produce the Swedish team's website "by the book", see chap. 4. Then the respondents of the research got to use the site and answer a number of questions about their experience. The results were then analyzed to find attributes that the theoretical framework did not cover and thus specific for this kind of Internet marketing setup.

The choice of non-profit organization was based on the fact that the author of this thesis, me, was working with the Swedish team in the Mongol Rally 2009 and would take part in the race. Consequently I had wide background knowledge in the matter and I also had the great opportunity to be able to influence the forming of the website. Since neither the team nor the website was the subject of the research but merely the instruments to find the answers, my participation did not color the results. The interviews were performed in an as objective manner as possible.

Research method

This thesis investigates differences in how Internet marketing should be handled in non-profit organizations compared to commercial organizations. More precisely the thesis aims at investigation extremes, differences that specifically apply to generating donations instead of sales. The goal is to widen the understanding of the mechanisms

behind visitor behavior on such sites and therefore qualitative research is best suited. In a quantitative research the researcher must know what to ask for but in this case, the possible answers were unknown. The ambition is not either to produce answers that can be generalized but merely to increase the knowledge on the subject.

The qualitative research is pervaded of proximity between the researcher and the object to achieve a high understanding of the matter studied. The researcher should come close to the respondent to be able to get an insight in his or hers world, something that is required to fully understand how the researched subject is interpreted by the respondent. (Holme & Solvang 1997, pp 92-93) According to this all interviews in this thesis were made face to face in a calm environment with plenty of time for additional questions. The respondents had a laptop with the website displayed and could take as much time as they wanted to browse around and think of the questions so that the situation would be as “normal” as possible.

Holme and Solvang (1997, p 93) mention four principles that ought to be followed to achieve the best possible result in a qualitative research.

- *Proximity to the respondents.* Being physically close to the respondents is of importance i.e. performing the interviews face to face. That has been taken into consideration throughout the study and all interviews have been made face to face.
- *Correct and true presentation of what is observed.* The researcher should report an objective version of the studied matter. To ease this most of the interviews have been recorded and transcribed.
- *Descriptive report.* The circumstances of the interviews and the interviewed should be presented as descriptive as possible. This has been done using for example screen dumps of the online environment faced to the respondent.
- *Citation.* To increase the understanding for the reader of the report, citations should be used to present the respondents own words. This has been done and was made easier by the recorded interviews.

Choice of theory

The marketing mix has been used for a long time and is an accepted theoretical framework by many. Since this thesis is all about how the mix should be made, these theories were a natural choice. So at first the theoretical framework was based on a stable and accepted model, the four Ps of marketing. These theories have managed the test of time and are therefore a good foundation. But in this fast moving society a newer update, the 4Cs, was selected to conform the model to today’s situation and finally an extension to make the theories suitable for the Internet was chosen. All three stages are tightly woven together and complement each other.

Market-Vantage is a firm in the Boston area specialized in Internet Performance Marketing (<http://www.jigsaw.com>). It is not an academic institution but their last Internet touch to the originally 4P model is heavily based on theories accepted at universities decades ago. Their theories are selected because what they make a living of is being successful in Internet Marketing and that is the whole objective with this thesis, how to be a successful marketer online. Another incentive to choose the theories from Market Vantage is that the subject of Internet marketing is fairly new and fast moving,

theories from universities and institutions tend to be not as up to date as the chosen 4C model.

The more concrete theories that follow the initial ones focused on the marketing mix, were chosen from successful Internet marketers to give straight forward suggestions on how to achieve the four ingredients of the mix.

Operationalization

The theoretical framework gives a set of rules that should be followed to obtain good results in Internet marketing. The rules also have expected behaviors and responses from the visitors. These responses are based on actions by supposed customers and buyers and since the matter in this case is about donations the questions were formed to investigate if the expected responses were fulfilled and if not, in which way. The reason of doing this was to find out if some of the, by the theoretical framework identified, expected visitor behaviors differed significantly from the actions by the studied respondents in the survey. So to say, do the expected customer behaviors differ from the actual potential donor behavior?

The second part of the questionnaire is more open and aims at understanding the behaviors of the visitors. These questions were formed to find the unexpected and non-profit specific behavioral patterns. The reason for this was to identify visitor behaviors that had not previously been identified by the theoretical framework and thus might be specific for non-profit Internet marketing.

Complementary quantitative research

Apart from the qualitative main research a complementary quantitative research was carried out and the results from the former were compared to the latter. This was made to investigate if the answers from the interviews also were valid for a greater number of visitors to the team's website.

A web form was made and published on the website where the visitors could answer to a number of questions that were formulated based on the answers from the qualitative interviews and the theoretical framework. The population is hence relevant, visitors to the site where the Internet marketing is performed and studied. The sample is more difficult to determine and control except from the initial demographic questions. The answering frequency is also hard to determine but surely rather low, however, this is a complementary survey that aims at strengthening or weakening the results from the main research and was not used to do any generalizations.

Operationalization of the web form

The form used can be viewed in appendix 4. The first questions (1-5) were formulated to be able to divide the respondent in different demographic groups. For this sex, age and origin were put first followed by two questions to determine previous experience of online donations and purchases.

After the first section of questions follow a number of questions (6-11) that compare how the respondents value different attributes. The questions were put so that the importance of the attributes was compared between a donation and a purchase situation.

If the attribute was equally important in both situations the value 0 was assigned. If the attribute was more important in one of the two situations one of the values +1 to +4 was assigned. Positive numbers were used in both situations, donations and purchases, so that the respondent should not be influenced. This aimed at showing the differences between the two and consequently also what was most important in either situation. In the presentation of the results the scale was transformed into a 1 – 9 scale to give a better overview of the answers.

The next questions (12-14) examine how the respondent reacts to the concept of buyer personas. First a question that was strongly connected to the team's website was put, followed by two more general questions. These aimed at understanding how the visitors react to the "buyer persona" way of organizing the content and what responses that can be expected in respect to "will to donate" and "will to spend time on the site". This was followed by two more questions (15-16) formulated in the same manner but these handled the reactions to a continuous flow of news. These factors have been identified as important to commercial Internet marketing (see chap. 2) and were examined in a non-profit context. The purpose of this was to find out if any differences existed in this part of the theories.

Questions 17 and 18 were questions to determine the behavior of the respondents in donation situations. This again was to divide the respondents in different groups to possibly find behavioral patterns in those.

After this, a number of questions (19-23) were put to investigate how the respondents valued different donation specific attributes. The attributes could be graded on a scale from one to five where one meant "Not important" and five meant "Very important". Question 23 is not necessarily a donation specific but the question concerning website design had already been put in the comparison between the two areas researched and in this case the question concerned only donations.

At last question 24 were put as an open question to give the respondents an opportunity to freely express their thoughts about important factors that lead visitors to donate.

Data Collection

In this thesis only primary data has been used. The data has been collected through face to face interviews and from an online form posted on the team's website.

Some of the data collected were in Swedish and have been translated by the author.

Course of action

This thesis was carried out during the spring semester of 2009, from January to June. The work was divided into four major blocks, *preparation*, *construction*, *assessment* and *completion*. Interviews were performed in the two middle blocks and the report was written throughout all four blocks. The different blocks were a bit blurry on the edges and overlapped somewhat, but in the big picture the course of action was as seen in picture 3.

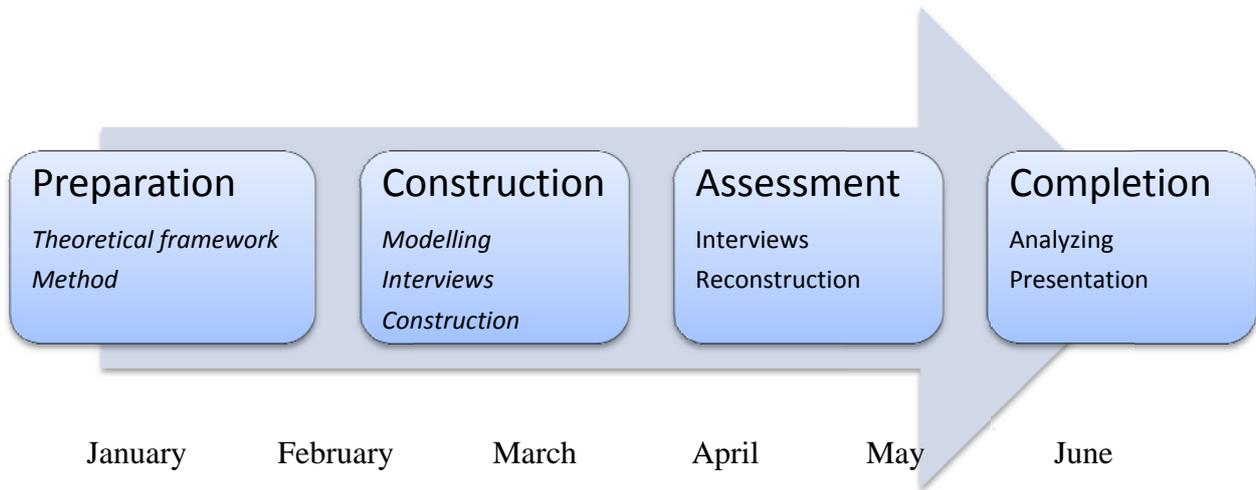


Figure 4: Course of action for the work on the thesis

4. Constructing the webpage

This chapter explains how the website was constructed and why certain choices were made. It is this website that was shown to the respondents in the survey chapter to investigate how they reason when it comes to donations instead of sales. The website functioned as a tool during the interviews and was not the object of the research. All the theories used were for commercial purposes and thus the differences and similarities to non-profit marketing were expected to show. A focus group was used while working with the website and the results are presented here. The website is available on www.drivingtomongolia.com throughout 2009, after that contact the author for a copy.

The definition of marketing (see chap. 2) mentions that it concerns three tasks; *identify*, *satisfy*, and *anticipate*. The nature of this thesis and the time available makes it only possible to actually practice the *satisfy* part of marketing online thoroughly. The other parts, *identify* and *anticipate* will be made theoretically from the chosen theories and from a focus group. Extensive market research could probably give a better picture of those attributes but as there are constraints, the focus group provides a good alternative in this case.

A focus group is a small group of people brought together with a moderator to have a discussion focused on a specific product or topic. The central is not the specific answers but the discussion. (<http://www.businessdictionary.com>) The group typically consists of potential customers and should consist of five to 12 people. The participants should fit the target market an open-ended flow conversation should be encouraged. The results are used to guide marketing efforts. (<http://www.entrepreneur.com>)

The focus group used consisted of three university students in the ages 23 – 27 and two employed aged 29 and 34. Three of the participants were male and the other two were female. For a map over the resulting website structure, see appendix 5.

Deciding the content

As stated in chap. 2, content is the most important attribute for a successful Internet marketing effort. Scott said (chap. 2) that marketing is more than just advertising and that has been kept in mind during the whole construction phase. Even though the site is for non-profit purposes, something of value has to be delivered to the visitor. People have to be driven into the purchasing (donation) process with great content.

Finding the buyer personas

A good way to obtain great content is the concept of buyer personas that is presented in chap.2, and that was the first topic for the focus group. The questions from the same chapter under “Buyer personas” were used when making the guidelines for the discussion, see appendix 1.

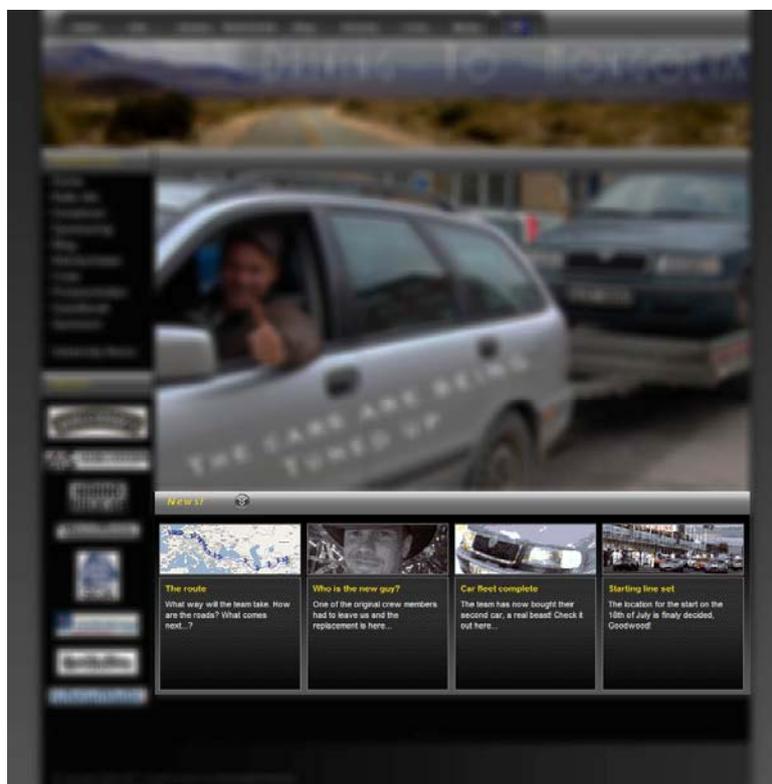
Based on the discussions in the focus group that mainly concerned probabilities of different visitor types, three personas were selected as the typical website visitors;

- The worrying/interested family and friends
- The adventurous people
- The time killing people

Identifying needs and provide content to them is according to Scott (chap. 2) the most effective Internet strategy. Thus that was the second topic for the focus group after the buyer personas were identified.

Some functions will of course be used by all of the personas and a function designed for one persona will probably also be used by others to some extent.

For the family and friends a more detailed blog were created. In that blog all the team's whereabouts were presented to give an opportunity to follow them more closely. Supposedly this would be of special interested for the worrying or interested family but might have been a bit of too much information for the rest, at least before the rally started. The guestbook also adds some interactivity and possibilities to communicate with the participants, something that was planned to attract the near ones a bit more than the others.



Picture 1: The newsfeed that is supposed to especially attract the adventurous people

For the adventurous people a more selected news feed were presented at the bottom of every page. This news feed included some of the content from the blog that were selected as the more interesting and not as personal material. Different videos were also made and published with content aimed at mainly this persona group. This group might also have special interest in the history of and information about the rally when it is this type of personas that are likely to participate in future rally events.

The time killing people were the hardest group to provide something special to. Supposedly this group would float all over the site looking for everything worth spending time on. They were likely to spend time on especially the videos and other easy-to-consume content but could also dig deeper in the website. The Pictures/Video section was made especially for this group.

According to the theories in chap. 2, the website design is not as important as the website content. Therefore during the focus group discussions the content was the main subject. However, the group participants seemed much more eager to discuss design matters but these were not suitable for the buyer persona concept so they were treated separately.

Deciding the website design

The appearance and navigation on a site is important to be a successful marketer. Appropriate colors, logos, fonts, and etcetera were also discussed during the focus group meetings. The development took an evolutionary approach which after a number of iterations became the final design. To see the full development of the site and the decisions taken at each step, see appendix 2.

Using the marketing mix

In the theoretical framework the question “What is the goal?” was put forward as important to answer and always keep in mind. The components in the marketing mix should strive for fulfilling the answer to that question so this was also taken into consideration when constructing the website. The ultimate goal with the website is to generate donations for charity. Everything done on the site should strive to this goal in one way or another.

It was hard to determine and value what should and should not be done to support the donation will of the visitors but it was decided that most effort should be put into entertaining the visitors and at the same time inform them. That would supposedly make them return and if they did not donate at the first visit they might do it on the second.

The first C, *Content*, was the most suitable question for the focus group and can be found above in the text about buyer personas.

The second C, *Web commerce*, was rather easy to decide. Not to provide any online possibilities and only offline alternatives was quickly excluded. Instead a third party donation service was chosen – justgiving – an online charity community that helps people with the money transfer part of the donations. Today 7 434 951 people have made donations through the site and about 7000 causes are up and running. (www.justgiving.com)

The third C, *Customer care*, influenced the navigation of the site and the ease for the visitor to access the wanted content. Since self service is not as important the new adage “saving money is priceless” got to play a major part. It was decided that before the rally started, information about the progress and the actual rally would be of highest importance. Therefore, this information and the selected news got a front role but when the rally started they were to be replaced and the blog would take place on the main page.

The fourth C, *Converting leads*, was also hard since the interaction on the site was fairly low. Emphasis was put on turning passive awareness into active interest by writing a personal blog, giving continuous progress reports and providing feedback possibilities in the blog comments and the guestbook.

The theoretical framework suggests that some selected parts of the marketing mix should be emphasized and the two most important Cs that most effort were to be put into were decided to be *content* and *converting leads* since it was in these fields most work could be done.

5. The surveys

The survey consists of two different approaches. First a qualitative research was done by interviewing eight people with different backgrounds. This was made to increase the understanding in the subject and to be able to form feasible presumptions. To strengthen or weaken those presumptions, a quantitative survey was also made thorough a web form posted on the team website. The website is available on www.drivingtomongolia.com throughout 2009, after that contact the author for a copy.

The interviews

Interviews were made with eight people with different background and different age from Stockholm, Uppsala, Härnösand and Örnsköldvik. Half were employed and half were students and the distribution of the sexes were the same. The respondents were chosen with help from the author's social network with the aim to get as wide geographical and social spread as possible. It was done this way due to a very restrained budget for the research and given opportunities had to be taken. The respondents were shown the team's website during the interview so that they could better visualize the questions and better explain their answers and their impressions on non-profit Internet marketing. In appendix 3 the questions can be found but they were used only as a guideline and the discussion often took new and unexpected turns.

Opinions on website content

All of the interviewed found the content on the team's website relevant and good. This was always followed up by questions of why and what could have been better. Many of the respondents said that dynamic content is of high importance and mentioned the blog and said that was the reason why they should return to the site. For them to make a donation, information about the cause, the organization and how the money was to be used were very important. Another factor that was said to be important, and especially in this project, was the entertainment. This was one of the biggest reasons why the respondents would spend time and also return to the site. One of the respondents did not think that content necessarily were important for his will to donate.

Most of the interviewed did not at first think there were any differences in the importance of the content between different kinds of sites, for example web stores, news sites, and non-profit sites. After some more questions that made them think about it many changed their mind. One of them mentioned that on news sites, it is all about content and almost nothing about design and said;

“Have you seen the Norwegian news site www.vg.no? That is the ugliest site I have ever seen and still it's really popular in Norway. On that one it's all about content.”



Picture 2: Norwegian news site Verdens Gang
Source: <http://www.vg.no/>

When it comes to non-profit donation sites, most of the respondents felt these were more interconnected between content and design. Content were the most important but it was heavily dependent on the design to reach the viewers and subsequently lead to donations. One of the interviewed said;

“The content needs attractive design to be read since the visitor is not searching for something in the same way as they are on commercial or news sites.”

Another respondent said that the aim of the donation is the most important and that the content should strive to communicate this. He suggested a short heartrending story, perhaps accompanied with a picture and gave Unicef’s website as an example where a picture of kids playing football was the first thing that met the visitor.

Opinions on website design

The design of the team’s website was considered as good by the interviewed but there was some discussion about the colors used. Some of the respondents thought that in general mild and bright colors should be used but in this case, since the project were a rally a bit rougher colors could be used.

“First impression lasts”

These were the word of one of the respondents who thought that even though content is the most important factor on the website design also plays a major role. He said that it is similar to the first meeting with a person you do not know. No matter if you do it consciously or not, you will judge the person by the appearance. A good design is required to intrigue the visitor and consequently make him or her access the good content. If nobody starts consuming the good content it does not matter how good it is. Another respondent said;

“A great content can be shadowed by a too poorly designed website and on donation sites it is even more important to immediately catch the attention of the visitor because the visitor is not looking for something special.”

Opinions about costs

When the respondents were asked about their costs when visiting the website no one did really understand the question and they did not consider the donation as a cost since it is voluntary and no one will ever know if you did the donation or not. According to one of the respondents it can be different in offline situations where he sometimes felt forced to donate and meant that in those situations, the donation were closer to a cost than in the online environment. As an example he mentioned the collection in the church.

After some additional questions some of the respondents came to think of time as a non monetary cost when visiting a non-profit website. But since they themselves decided how long time to spend on the site and since they spent that time because they wanted to and not because they had to, they did not really consider it as a cost after all.

Communicating of the overall goal

The general opinion was that the overall goal of the website was to tell a story, to display an adventure and on the same time raise money for charity. However, there were also a majority among the respondents who meant that the donation process should be more visible and also be displayed on the front page. They meant that if it is done in the right way, it is not disturbing or annoying. There is a balance that has to be found but on the team’s site, the donation process could be emphasized a bit more. Again there is a balance that must be found and it is different on different sites. One respondent gave the casino websites as an example and meant that if a non-profit website would push for donations in the same way as Internet casinos market themselves, that would probably miserably fail.

The language used

All respondents were convinced that language plays an important role. Not only the content in the text but also the way the language is used communicates a message. In many of the interviews the respondents suggested that different kinds of language should be used in different sections of the site. One of the respondents meant that the language should reflect the purpose and the spirit of the site but also the section in which it was written. She suggested a fun and relaxed language on the site in general but more personal and fun in the blog. The most important section though, was the page for the donation process. In this section the team’s website did not meet her

expectations because it was not serious enough. On these pages, according to her, the language should be serious and trustful without jokes and “funny” text. This would increase the trust at this critical point of the donation process.

In general, the respondents considered non-profit sites as more sensitive to a well used language than commercial websites. Again this had to do with the fact that usually the visitors are not searching for something special and has to be convinced to stay on and return to the site.

The donation process

The donation process used on the team’s website was considered good and easy to use by the respondents. All the major credit card companies as well as PayPal were supported and that was mentioned as something good by the respondents. A few respondents gave a more detailed description of their experience. Their general opinion about the fact that the site accepted many credit card companies and other pay options was not something they reacted to as a positive thing. That was expected from the website and if the situation would have been otherwise, they would have been irritated.

Three of the respondents also mentioned that using a third party organization for the payments added to the trust for the site and thus increased their will to donate. By using this method they did not worry that their money would end up in the wrong hands. Another respondent got the question if she thought online donations were a good alternative to the classic way of donating and she replied;

“Yes, as long as it is easy and secure”

According to her, security in the payment process was vital to a donation site but not as important on commercial sites. When asked why, she could not explain the reasons behind that feeling.

Many of the respondents mentioned the importance of knowing that their money reached the people it was meant for. It was important for them to know that the money does not disappear on its way. Suggestions on how to enforce these, for the donations important, feelings were to present examples on what the money was going to be used for and also motivate why.

Some of the respondents also talked about a need for gratitude and appreciation when making a donation. They were the donors and wanted to be treated with respect. They accentuated the importance of making this the right way and finding a balance. When they were asked for money they wanted the process to be straight forward but not too pushy. One of the respondents compared the situation to a beggar or street artist asking for money.

“A donation site is like a beggar in the city center. You don’t want the beggar to be all in your face screaming about money and then taking off without a thank you. And it’s the same with street artists. When asking for donations, it has to be done gentle and polite.”

The online environment was by all respondents considered as a good channel for donations in the future and different motives were explained. Among those were that they did not feel forced, the exposure is high, and lots of people do their money handling online nowadays. The general opinion was that online donations are going to stay and that it is not just a fad.

The site navigation

The general opinion was that the site navigation was really easy and the respondents considered that as important on a donation site as well as on any site. Some of the interviewed did not really understand the meaning with double navigation bars (on the site there were navigations bars on the left-hand side and on the top of the page) but did not think it made the navigation harder either. Poorly designed site navigation would be experienced as extremely irritating and would significantly increase the risk of losing the respondents.

Interactivity

The interactive options on the team's website were by many considered few, only in the guestbook and in the comments fields in the blog. Most of the interviewed noticed this but they did not feel that more was required either. The general opinion was that it is important to engage people but interactivity does not have to be the answer, it can be done in many ways and in this case the level of interactivity was high enough.

The definition of interactivity did however vary. On the question if the respondents felt they could participate in the activities on the website, one answered;

"It depends how you define interactive. Going through the blogs and the pictures for me is interacting with the website."

Continuous news flow

When asked about this, all of the interviewed answered without hesitation that it was very important. A continuous news flow engages the visitors, creates a connection to the project or organization issuing the news and makes them "a part" of what is happening. This was considered as very important factors for the donation process and it was also the strongest incentive for them to return to the site.

One of the respondents talked about the importance of connecting the visitors to the organization, the project, and the cause. According to her that was vital to the donation process and she meant that a person does not consider making a donation until he or she starts having emotional feelings about the cause. A continuous news flow was the best instrument available to achieve this. She believed emotional pictures and text should be used as well as "real" stories about people who have been helped.

The quantitative survey

The quantitative survey was made as an online form that was posted on the team's website. The form can be viewed in appendix 4. It is hard to determine the sample filling out the form but the population is pretty clear; people that visited the website. Because of this no generalization can be made but the answers provide useful and

important indications of how the visitors think about non-profit marketing with the goal to generate donations.

All the answers to the open question at the end of the form can be viewed in appendix 6.

Demographics

In total 82 people have answered the form and among them 43.2% were female and 56.8% were male. The vast majority was Swedes, 72.0%, and the others were from Norway, Finland, Denmark, Germany, England, Australia, China, Colombia, Croatia, Japan, Macedonia, Mexico, Moldavia and Mozambique. Of all the respondents 32.9% had previously made an online donation and 98.8% (all but one) had previously made an online purchase. A clear majority of the respondents were in the ages 20 to 29, as many as 92%. For all the answers and detailed diagrams, see appendix 7.

The comparison

The respondents were asked to grade the importance of certain factors in the comparison between commercial and non-profit websites. To make the presentation clearer the answering alternatives have been translated into a scale from 1 to 9 where 1 means “+4 Much more important in purchase”, 5 means “0 Equally important”, and 9 means “+4 Much more important when making donation”.

To give a quick and easy to understand picture of the distribution of the answers, the percentage of people grading the factor equally important is first presented. After that, the percentage of the remaining answers on either side is presented. In this way, a distribution with 50% of the remaining answers in favor to donations means that there are equally many respondents grading the factor more important in donation situations as there are respondents grading it more important in purchase situations, regardless of the number grading the factor as equally important.

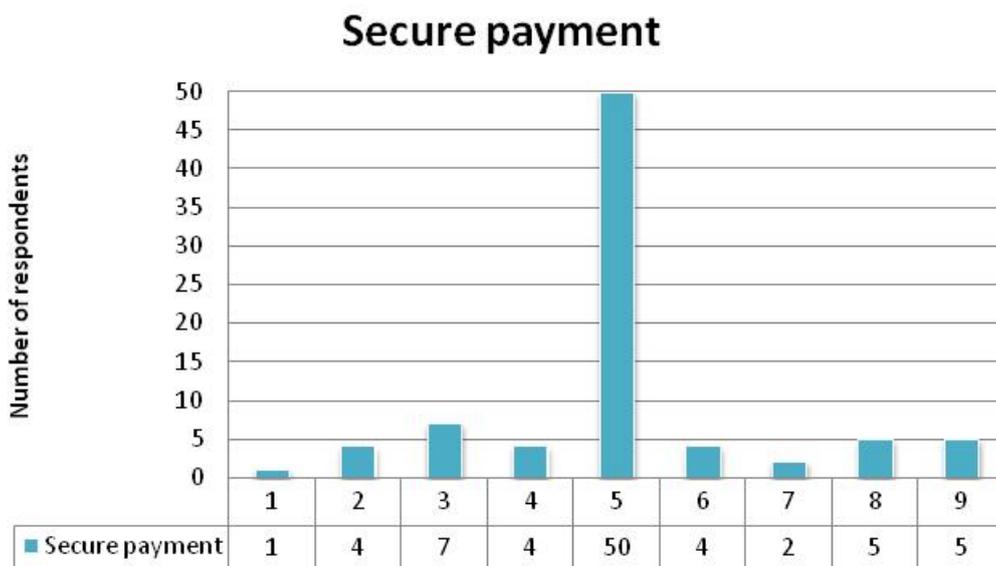


Diagram 1: The importance of secure payment compared between donation and purchase situations.

Among the interviewed “Secure payment” turned out to be the most equal factor with 61% of the respondents choosing the option “Equally important”. The distribution of the other answers is also rather equal with 55% in favor to donation situations. The factor “website design” also shows similar indications of an equal importance. In this case only 41% chose “Equally important” but the distribution of the rest of the answers were just under 56% in favor to donation situations.

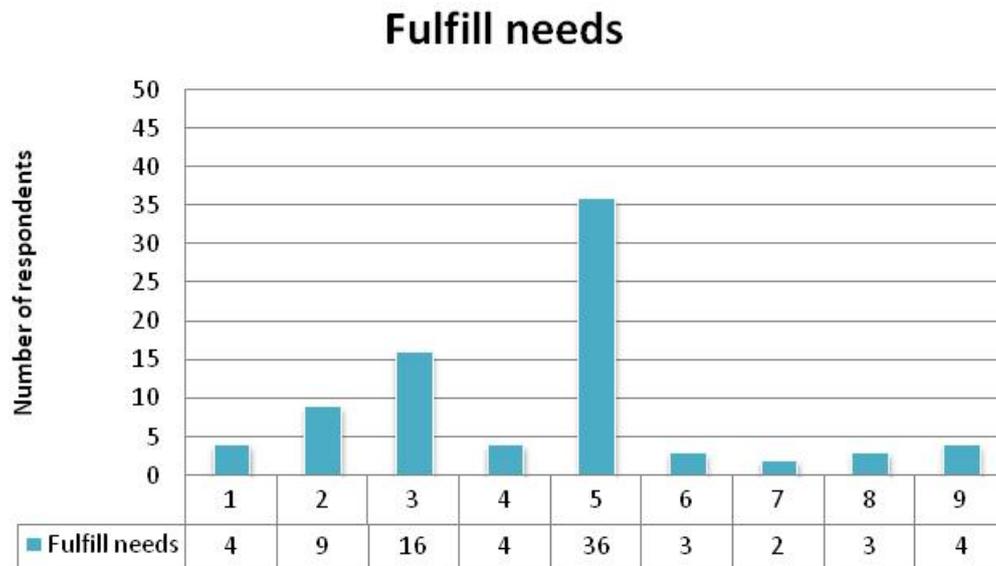


Diagram 2: The importance of fulfilled needs compared between donation and purchase situations.

The factor “Fulfill my needs” was considered as the by far most important factor in buying situations. Among the respondents 44% answered “Equally important” and the rest of the answers were distributed with 72% in favor to buying situations.

Trust

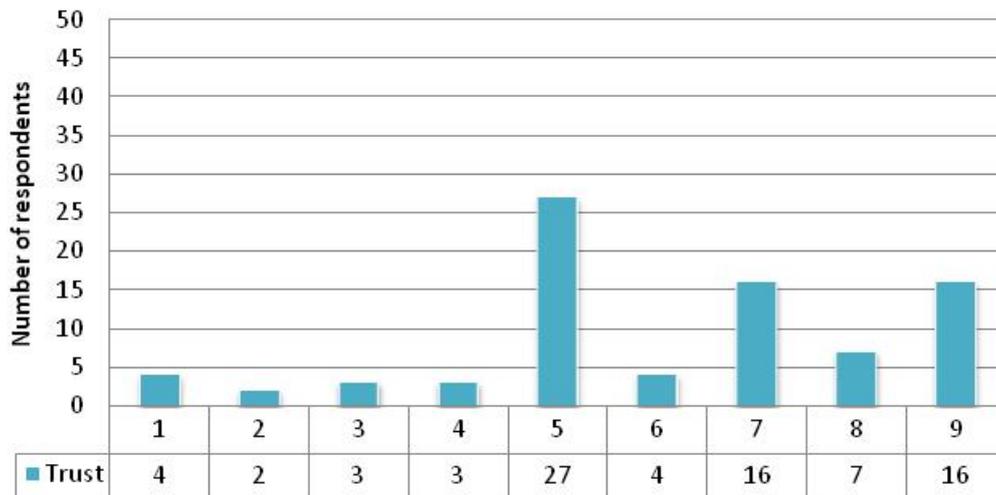


Diagram 3: The importance of trust for the website compared between donation and purchase situations.

When it comes to the factor trust, only 33% of the respondents graded it as equally important in the two situations investigated. The rest of the answers were distributed with a massive 83% in favor to donation situations. The distribution is similar regarding “ease to pay” where the distribution were 80% in favor to donation situations. The question about the importance of content also showed an overweight to donations situations with 70% of the non-equal answers distributed that way.

Will to donate

If the respondents would make a donation, 16% said it would be in the first visit whereas 84% would do it on subsequent visits. Almost half of the respondents (45%) said that it was likely that they sometimes or often would donate more than once on a website.

The concept of buyer personas affects the respondents will to donate in about the same way as having a continuous news flow on the site does. The number of people grading the influence 4 or 5 on the 1 – 5 scale (1 for low degree of influence, 5 for high degree influence) was 57% of the respondents regarding the use of buyer personas and 62% regarding a continuous news flow. A continuous news flow did however significantly increase the respondents will to spend time on a website. The proportion of people grading the influence as 4 or 5 in this matter was 77%.

There were also a number of questions concerning how important different factors were for the respondents to make a donation. These factors were also graded from 1 to 5, from not important to very important. Among these questions there were two that had a massive majority grading 4 or 5. These two were “information about the charity organization” and “assurance that the money reaches the charity organization” with 99% and 94% of the respondents giving the higher grades.

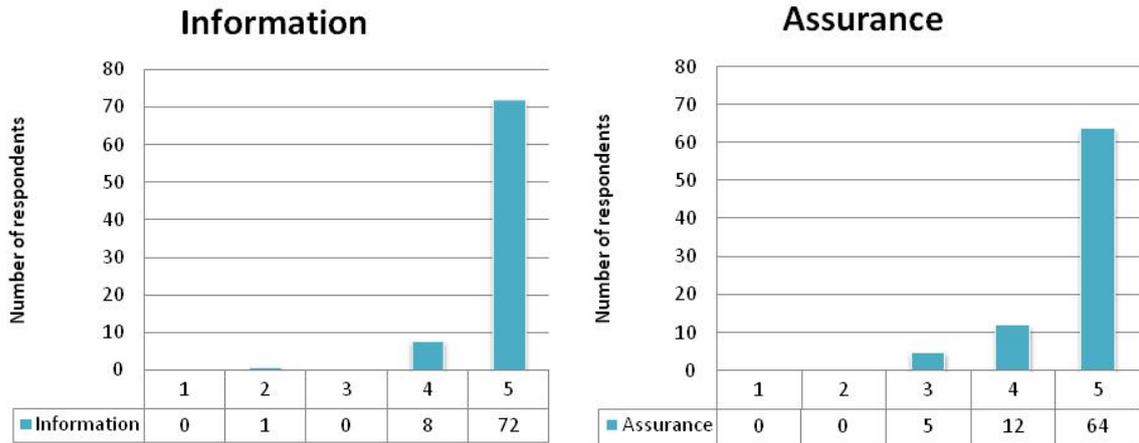


Diagram 4: The influence of information and assurance on the respondents will to donate money on the website.

The factor that affected the respondents will to donate least was “attractive pictures and design”. Grade 3, in the middle, were selected by 35% of the respondents and the rest of them were distributed evenly with 52% on the higher side of the scale.

6. Analysis

In chap. 2, Scott emphasizes that great website content is a mix of many important components and that it is hard to tell what it is that really makes it work. He continues saying that the key to success is however to understand the buyers and build the site especially for them. This is exactly the goal of this chapter, to try to understand – in this case the donors – and learn more about what should be taken into consideration when marketing online as non-profit organizations.

If the sample of respondents in the quantitative survey can represent all the visitors to the team's website is hard to say but probably not. Especially the distribution of the ages seems to be a bit misallocated but again, that is hard to determine with certainty. Alone this data is rather useless but in combination with the qualitative interviews it can provide an important insight that can provide indications if the results from the interviews seem to be shared by more people.

Shortcoming in the theory

It doesn't take long to understand that there is a gap between traditional commercial marketing and non-profit marketing. Already in the very basic definition by the Chartered Institute of Marketing there is one word that initiates the crack;

“Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably”

Marketing is a process for profit. Some might argue that it is the same as maximizing donations but I believe there are some basic and important differences that will show more and more as the concept evolve. Indeed the similarities are many but still there are also a lot of differences.

The 4Ps is a great way of organizing the marketing efforts and the evolution from 4Ps to 4Cs to 4Cs-online-version can be seen as different stages in the journey towards today's Internet marketing situation. Already at the early stage of 4Ps the crack from the Chartered Institute of Marketing's definition is a wide open gap, on one side is commercial marketing and on the other side is the non-profit marketing. The *Price* does not mean anything to the non-profits. How could you set a price on a donation? The price might be seen as the administration costs of the donations before the money reaches the cause but that is hardly it and I don't believe that motivates a position as one of the four Ps. This is also supported by the fact that the respondent simply did not understand the questions concerning cost and could not relate to the issue at all. Others might argue that the real cost to the visitors is the time spent on the website but again the respondents did not consider time or any other factor as a cost as the later 4Cs models suggests.

Price is also what has evolved into *Customer care* in the marketing mix made for Internet marketing. I believe the result of a successfully performed *customer care* is fulfilled customer needs but in the quantitative survey a clear indication was shown that fulfilling the visitor's needs is far more important in buying situations than in donations situations. This further strengthens the assumption that *price* and its following further developed versions have become obsolete in online non-profit Internet marketing.

So *Price* is lost at an early stage but what about the other Ps that become Cs in Lauterborns model. I find them still valid when the matter is just non-profit marketing but when the subject is changed to non-profit marketing on the Internet one more ingredient loses its role.

According to Lauterborn, *Place* involves;

“... the convenience to buy for the customers and try to understand how each subset of the market prefers to buy. This can be on the Internet, from a catalogue, on the phone, using credit card etc.”

Off course it is still arguable that this has an importance to the donation process and some might claim that it is still possible to provide different ways of donating even though it is now taken to the Internet, and I agree. There are still a number of different credit cards that can be supported and also services such as PayPal and perhaps even SMS donations would work but the choices are limited.

The model made by Market-Vantage suggests that in the Internet environment, *Place* has turned into *Web commerce* and the issue is how well it is incorporated in the website. This can for instance include shopping baskets and other applications to make it more convenient for the customer to buy but in non-profit Internet marketing the usefulness of baskets and such applications are very limited and I don't believe this motivates for one of the four Cs.

Also in the interviews *place* and its off-springs got little attention and when the respondents had clarified that it was good that the donation process accepted different credit cards, there were not much more to say about how the project should be marketed in this respect. In the quantitative survey there are clear indications that “ease to make donations” is of high importance and this should off course be kept in mind when designing the website but I think it is a rather slim ingredient that should be incorporated in *converting leads* instead. Clearly it is an important factor in the process taking place just before the donation is made.

It is notable that it was exactly these two Cs, *customer care* and *web commerce* that were excluded when the focus group got to decide which two Cs that were the most important and that deserved the most attention. Following aforementioned reasoning, it would be extremely unlikely that the focus group would have decided to focus on for instance *price*.

So now it's only *content* and *converting leads* left but it is not only exclusion that has appeared along the way from traditional marketing to non-profit Internet marketing. New important attributes have sprung along the journey.

Credence

Throughout both of the surveys, the ever returning attributes of importance were trust, assurance, confidence and in one word – credence. The content should emanate trust, the design should give a feeling of safety and the language should be serious and credible. This is obviously something of importance and therefore I have decided that it qualifies as one of the ingredients in the non-profit Internet marketing mix.

Some examples of the importance of credence to the will to donate can be seen in the answers from the qualitative interviews concerning the donation process. Here the respondents wanted assurance that their money reached the target. They wanted examples of how the money was to be used and why. This is obviously a way of increasing the trust for the website and the people behind it and making the visitors sure their money reaches its destination. These opinions can also be found in many of the open answers from the quantitative research.

The open answer question at the end of the quantitative survey form gave the respondents an opportunity to freely express what they thought were the most important factor for the will to donate on a non-profit website, see appendix 6 for all the entries. Lots of the answers had something to do with credence and this strengthens the assumption additionally. Many of the comments were also about matters that I believe indirectly or subordinately are connected to credence. An example of this is all the comments about security. Increased security in all its forms adds to the credence. Other examples include requests for information of what the money is used for, information that the money reaches the target, ensuring that the website is genuine, and an honest and trustworthy content. Some of the answers that indicated the importance of credence were;

- Secure and reliable methods of payment
- The site should feel reliable
- Assurance that the money reaches the target
- Credibility and a good cause
- Sincerity
- Assurance of secure payment and tracking of donation
- It has to show SECURITY to the person who will make the donation
- Convincement that the money does not disappear in cyberspace

The quantitative survey also indicates a high importance of security and trust. When the factor trust was compared between non-profits and commercial websites, it showed the biggest difference of all factors investigated in favor to the non-profits. But when it comes to just secure payment the respondents found it almost equally important on commercial and non-profit websites with a small favor to the donation situation. This however, does not have to mean that it's not important, also that question only concerned the actual payment. When the respondents instead were asked to grade the importance of different factors on their will to donate, "assurance that the money reaches the charity organization" and "information about the charity organization" were the two factors that by far got the highest grading. All this further indicates that credence is important and should take place in the marketing mix for non-profits online.

Compassion

When the respondents from the interviews talks about the importance of a continuous news flow for their will to donate, I believe it clearly shows that compassion is a really important factor and ingredient in the non-profit Internet marketing mix. The interviewed talked about having a connection to the cause and being "a part" of the project which I think are best described as compassion for the project. For a donation site to be successful, it is important to invoke such compassion for the cause in order to

generate donations. This does not in any way have to be something dodgy or anything like fooling the visitor. If the cause is a genuine and great thing, simply describing it in a good way will invoke compassion.

Also the content and the website design have been mentioned as instruments that should be used to invoke compassion among the visitors. An example of this was the suggestion to use heartrending stories and pictures of playing children.

Among the answers from the open question in the quantitative survey there are also lots of comments concerning compassion. The respondents were asked what factor they thought was the most important when it comes to leading visitors to make a donation and some of the answers showing the importance of compassion were;

- Clear connection to what you give to
- The ability to reach the visitor through pictures, text, and well phrased messages
- A bold statement that pulls on the heart strings of the reader
- The only really important thing for me is the cause I identify with
- That the donor identifies [...] with those in need
- A cause that lies close to your heart
- Sympathy with other people's problems
- The feelings you have for the cause
- Emotional advertizing

In the quantitative survey there was only one question that could have some connection to *compassion*. The question was "For you to make an online donation, how important is how the cause is connected to you" or in the Swedish translation "how you are related to the goal for the charity". Of all the respondents 34% graded it 3 in the middle of not important and very important and 46% of the total graded it 4 or 5. This shows an overweight to respondents considering it important but it is not overwhelming, especially not compared to the results from "information" and "assurance". This can partly depend on a rather ill phrased question without a clear meaning and a somewhat confusing translation. Altogether this only makes a vague if any indication, from the quantitative survey, of a general opinion among the respondents to value *compassion* more than other factors. However, considering the clear importance of the same matter to the respondents in the interviews and from the open answer question in the form, *compassion* still stands as an important part of the non-profit Internet marketing mix. This factor might not have proven to be as important as credence but it is still much more important than the factors removed from the original model and still the second most important factor shown in the surveys.

Content & Converting leads remains

In the interviews it has become obvious that the respondents value content over all. Even though it is dependent on other factors as well, the majority of the interviewed valued it the highest. Similar results were also found in the quantitative survey. But it has also shown to be a difficult matter because it is so tightly woven together with other attributes of the website. Everything has to work together in a difficult balance act for the marketing to be successful. Based on all this I believe *content* still earns its place as one of the four most important ingredients in the marketing mix for non-profits online.

Converting leads earns its place in the mix by the simple fact that it is the only mean to reach the overhead goal, to raise money. Especially among the interview answers from the donation process section there were many viewpoints that I believe can be traced to the ingredient *converting leads*. Making the paying process easy is one of them and that factor was also considered more important in donation situations than in purchases by the respondents in the quantitative survey. Promoting the possibility to donate was also considered as important by many of the respondents in the interviews, but in a non pushy way off course. I believe this gives *converting leads* a rightful place as one of the four main ingredients in the marketing mix for non-profit organizations.

The new model

Through previous discussion a new model has begun to take form and I call it the 4Cs of non-profit Internet marketing. The four cornerstones in this model are; *content*, *converting leads*, *credence* and *compassion*. I believe that if these ingredients are carefully balanced and used in non-profit projects online, great results will follow. The model is young and still needs further validation but can already be used in favor to the older models presented in the theoretical framework for this thesis. These older models have theoretically shown to be unsuitable for this kind of projects and also have proven among the almost 100 respondents in this survey to be incomplete. Based on this, I believe the 4Cs of non-profit Internet marketing is the better choice.

The 4Cs of non-profit Internet marketing

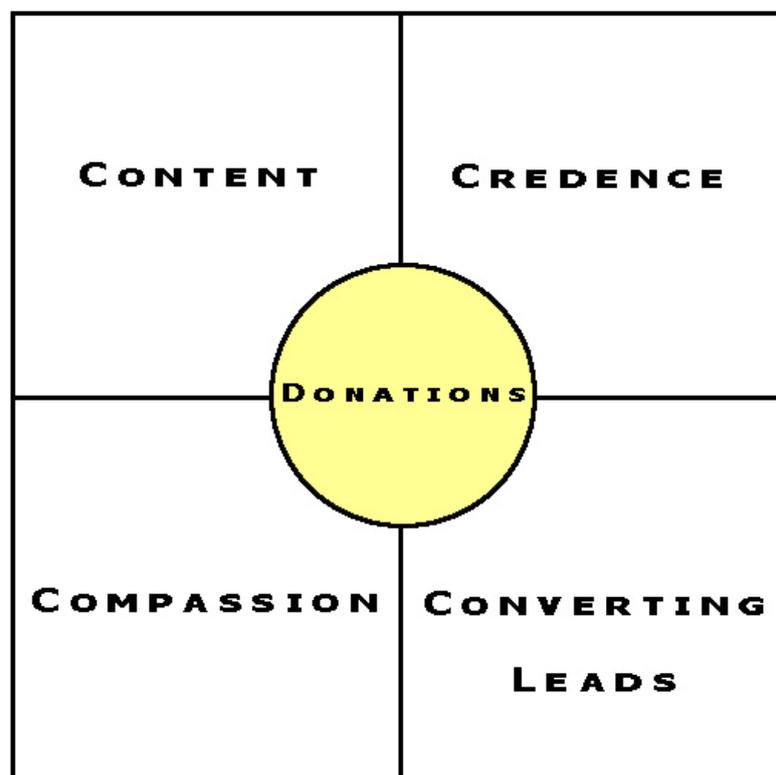


Figure 5: The 4Cs of non-profit Internet marketing

Other observations

The overall goal on the website was communicated in a successful way and all the respondents in the interviews had a clear picture of the meaning of the whole project. But, many of the respondents reacted on how anonymously the donation option and progress were displayed and would have wanted it to take a more visible role. I believe this shows that even though begging for money can be a sensitive area, it does not have to be hidden away. If the website has a strong representation in the non-profit Internet marketing mix, the donation process can be brought forward without being disturbing. But as always, this is a balance act not easy to master.

A continuous news flow has shown to be important among the respondents in both the qualitative and the quantitative research. It seems that this factor can contribute on many levels. It can increase the compassion among the visitors if used in the right way and at the same time be an incentive for them to spend time and return to the site, something that has shown to increase the probability of them making donations. As many as 84% of the respondents from the web form answered that they probably would make a donation on their subsequent visits and not on the first visit. Almost half of the total also answered that it was likely that they sometimes would donate twice on the same website. I believe that when used right, a continuous news flow can enhance all four ingredients in the new marketing mix and hence be an important border-crossing factor.

Many attributes are off course equally important on both donation sites as well as commercial sites and does not need any further discussion in this thesis. An example of this is the site navigation which the interviewed considered important on any kind of site.

7. Conclusions

Different milieus call for different actions. This is the most important result in this survey and the 4Cs of non-profit Internet marketing is just one attempt to try to understand what it takes to be successful in that particular milieu.

When it comes to non-profit online marketing, *price* and *place* from the original model have played their role. For online situations these ingredients do not add enough value to the mix to motivate their inclusion. Then the question is; what does? Based on the interviews and the form survey, *credence* and *compassion* have been proved to be important factors and with the other two 2Cs, *converting leads* and *content*, the new recipe for this kind of marketing mix is better equipped to meet the challenges in non-profit marketing online.

Credence had more indications of being an important factor in non-profit marketing online than *compassion* had, especially in the quantitative research. But all parts of the mix are important and you can't take any of them away. Great levels of credence but no compassion will hardly generate extensive donations.

The question for this thesis aimed at finding differences in how marketing should be performed by non-profits online compared to commercial organization. Some parts of the new model are novel and unique to non-profit Internet marketing and some are the same as in commercial marketing. These have also been included because I believe that the full marketing solution should be presented and not only parts of it. By stressing the new components the main question is still answered.

This thesis has shown that there are differences in how marketing should be handled in different contexts, at least for non-profits online, and the hypothesis has been strengthened by the interviews and the online form survey. Further research should be aimed at testing the new model in wider contexts and with more respondents to additionally strengthen the validity.

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Appendix 1 – Focus group guidelines

Here are the guidelines in the discussion with the focus group.

Who are my readers? What background do they have?

How do I reach them? How do I establish a connection?

What are their motivations? Why do they visit the site?

What is it they care about reading? What content is for them?

What are the problems I can help them solve?

How can I entertain them and inform them at the same time?

What content will compel them to donate?

Design

What is your overall impression of the design?

What colors should be used?

What pictures should be used? How should they be used?

How should the navigation be organized?

Appendix 2 – Design iterations

In this series of pictures the evolution of the site will be displayed. Each picture show one iteration and only the front page is displayed. The subpages went thorough similar changes and procedures.

1. This is the first version made from a template and modified to suit the needs of this project. The basic requirements from the theory and the focus group discussions are included

2. In the second iteration the text were made more readable and airy. The colors of some of the bars were changed as well to get a more conformed look. Small changes in the language were also made to get the page fully in Swedish

3. The green picture and the green look of the site did not give the right impression of the kind of adventure the team is facing. A drier picture was chosen and the color of the bars was changed to steel gray



4. The latter front pages felt too static and did not give the impression that a big adventure was waiting. To change this, a slide was integrated in the main frame. The pictures were informational and adventurous and continuously changed so that the visitors should feel these were an extra news feed.

An English version of the site was also added and a link to that one can be seen at the top navigation bar.



Appendix 3 – Questions for interviews

The respondent is given time to look around the website and then the interview starts with the website still available. Questions in parenthesis do not have to be put if they are previous answered.

Demographic questions

Name?

(sex?)

Age?

Occupation?

Previous computer experience?

Previous Internet experience?

Website questions

What is your impression of the website content?

(Was the content relevant for you or to general?)

(Did it feel dynamic or static? Why/why not)

How important is the content for your will to donate?

What kind of content is most important?

What is your impression of the donation process?

(Did the way to donate suit you?)

How would you like to do your donations?

Is online donation a good alternative? (why/why not)

What is the cost for you when you use the site?

(Can it change in any way?)

What is your impression of the site navigation and ease to use?

What factor did/could increase the probability that you would not return to the site?

What do you think about the communication between the website provider and you?

Do you feel that you can participate in the activities of the website?

(Is the website interactive enough? Does it need to be interactive?)

Does the site invite you to donate? (why/why not)

How do you want to be presented to the donation process?

What do you think of the website design?

(Is the website design important and to what degree?)

What do you think the goal with the website is?

Did you find content that you felt were tailored for you?

(How important is tailored content contra general content?)

What do you think of the language used on the website?

(Did it correspond to what you think is suitable for this kind of website?)

Why will you return to the site?

(What factor is would make you return to the site?)

(How important is a continuous news flow?)

Appendix 4 – Online survey form

1. Sex

- Male
- Female

2. Age

- 0-19
- 20-29
- 30-39
- 40-49
- 50-59
- 60+

3. What country are you from?

4. Have you ever made an online donation?

- Yes
- No

5. Have you ever made an online purchase?

- Yes
- No

6. Now compare how you feel about making a donation online to how you feel about making a purchase online in regards to... SECURE PAYMENT

- +4 Much more important when making donation
- +3 Even more important when making donation
- +2 More important when making donation
- +1 Little bit more important when making donation
- 0 Equally important
- +1 Little bit more important in purchase
- +2 More important in purchase
- +3 Even more important in purchase
- +4 Much more important in purchase

(Same answer alternatives on these attributes)

7. WEBSITE CONTENT

8. WEBSITE DESIGN

9. General FEELING OF TRUST for the website

10. A website that FULFILL MY NEEDS

11. EASY TO MAKE PURCHASE/DONATION

12. In making this site, three general buyer/donor personas were identified; The worrying/interested family and friends, The adventurous people and The time killing people. Do you identify with any of these?

- Yes
- No
- Other:
- Have not looked at the website

13. How do you think identifying visitor personas, like above, and having some of the content made with each group in mind, affect yours and others will to donate? (Compare to one content fits all)

1 2 3 4 5

In low degree In high degree

14. Same question as above but how does it affect your will to spend time on the site?

1 2 3 4 5

In low degree In high degree

15. How do a continuous flow of news on the website affect your will to donate?

1 2 3 4 5

In low degree In high degree

16. Same question as above but how does it affect your will to spend time on the site?

1 2 3 4 5

In low degree In high degree

17. If you would make a donation on a website, would it likely be on the...

- ...first visit.
- ...subsequent visits.
- Other:

18. Is it likely that you would donate money more than once on a website?

- Often
- Sometimes
- Seldom
- Never

19. For you to make an online donation, how important is... information about the charity organization?

1 2 3 4 5

Not important Very important

20. ...recognition of your payment?

1 2 3 4 5

Not important Very important

21. ...assurance that the money reaches the charity organization?

1 2 3 4 5

Not important Very important

22. ...how the cause is connected to you?

1 2 3 4 5

Not important Very important

23. ...attractive pictures and design?

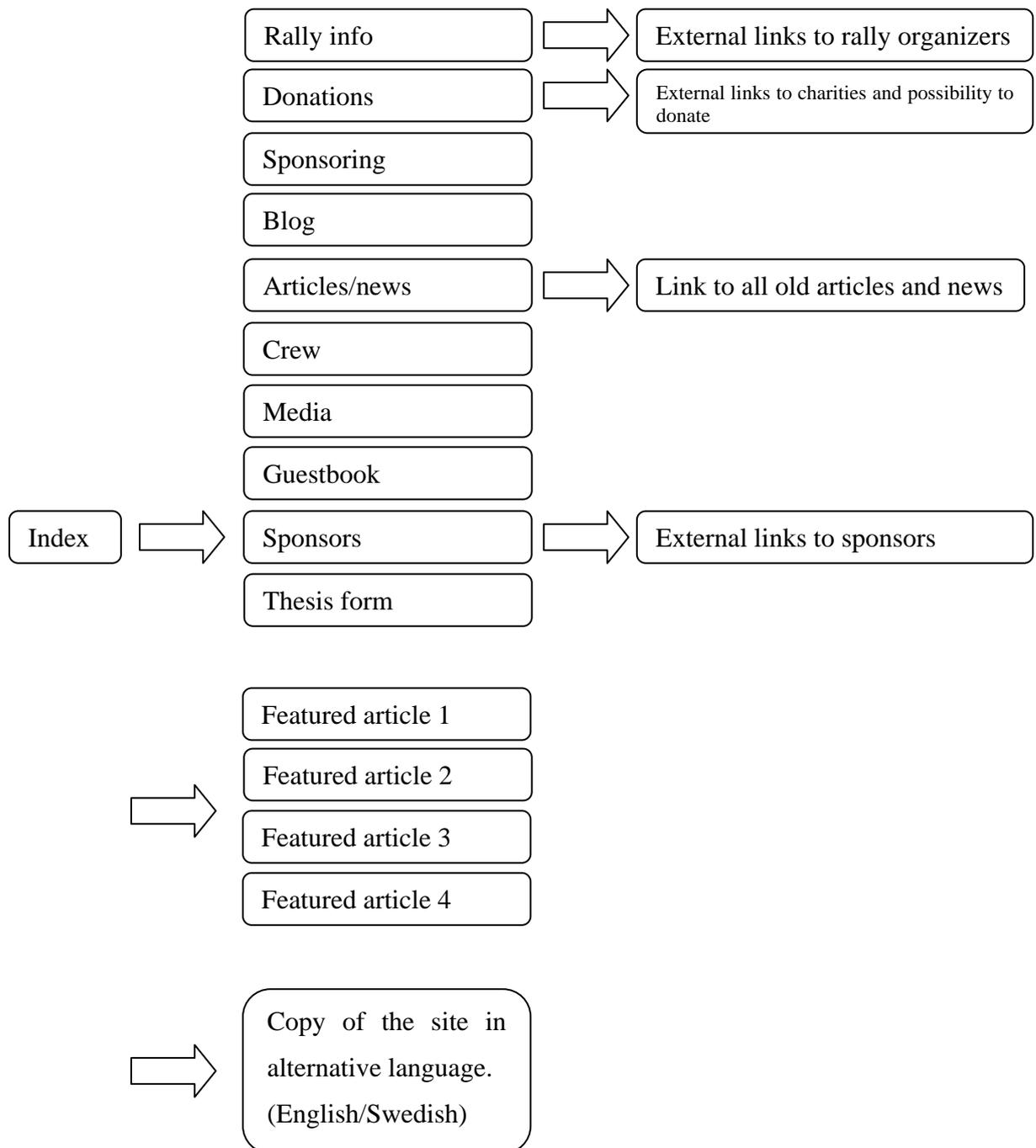
1 2 3 4 5

Not important Very important

24. In your opinion - what is the most important factor on a website that leads visitors to donate?

(Open answer)

Appendix 5 – Website map



Appendix 6 – Open question from form

In your opinion - what is the most important factor on a website that leads visitors to donate?

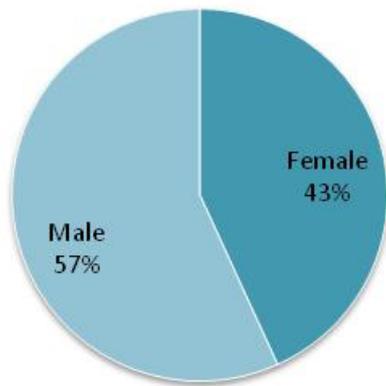
- clear connection to what you give to
 - If we knew the answer to that, your thesis would be kind of abundant, don't you think? No, but really, I guess it would be a combination of good presentation of the organisations, secure and reliable methods of payment and an interesting website.
 - Intressanta projekt och bra ändamål för pengarna. Sidan ska dessutom kännas pålitlig.
 - Förmågan att nå besökaren via bilder, text och välformulerade budskap. Att det är enkelt och säkert att donera och att donatorn får respons på sin donation genom exempelvis en bekräftelse att pengarna kommit fram.
 - Att det står väldigt specifikt vad pengarna ska användas till samt att man har någon sorts säkerhet att pengarna kommer fram. Typ en rekommendation eller garanti från SIDA eller något sådant.
 - That you feel that the organisation matches your personal criteria for donation causes.
 - Credability and a good cause
 - Tydlig information om vad min donation har för effekt
 - A bold statement that pulls on the heart strings of the reader, or even perhaps a worrying picture. This purely to attract the readers attention and create an interest that will make the reader continue to read the web page.
 - I also think the homepage should have a short passage briefly describing what kind of charity they are and their main aim. Should the reader want more information then they can opt to find out more and deviate from the homepage to a more detailed area of the website.
 - Keep the homepage, bold, simple and to the point. The rest of the website only then needs to be constructed well and be well written after the readers attention is caught.
 - Bra ändamål och att betalningen verkligen går till ändamålet.
 - knowing the charity and ppl working for them in person
 - Generellt sätt är jag skeptisk till att göra köp/donationer via internet just på grund av att det finns så mycket "skojare". För att jag skulle göra det så vill jag verkligen att sidan ska kännas trovärdig med allt vad det innebär (telefon, adress, registrerat organisationsnummer o s v) och att det ska vara en allmänt känd organisation.
 - Att man känner sig 100% säker på att det är helt och hållet moraliskt rätt att donera för just detta ändamålet. Att man om möjligt får publicitet och bekräftelse på att man är en givmild människa/företag...
 - Trovärdig information.
 - The only really important thing for me is the cause I identify with
 - Motiveringen varför saken är viktig.
 - Trovärdighet för sidan
 - For me the most important thing is being wealthy enough to be able to give some of it away. The website itself should be as informative as possible and of course assuring that the payment is secure and will reach the correct destination.
 - Har personligen aldrig donerat någonting online, men betalar däremot varje månad en liten summa till Rädda Barnen... största anledningen till att jag gör det är för att det var en jävligt snygg tjej på Rimi och började prata med mig. =)
- Om man bortser från att hon var snygg så är det även väldigt viktigt att man vet att pengarna verkligen går till något bra och nyttigt. Det är det allra viktigaste för mig! Det är något som jag anser att alla organisationer som jobbar frivilligt för att hjälpa vissa grupper. Du som ska donera måste först och främst veta att dina pengar tas tillvara på ett bra sätt, sen ska du även känna lite samhörighet på något sätt med dem som behöver din hjälp.
- Men det är ju även så att jag gör det för att jag vill känna att jag inte struntar i resten av världen... det ger mig en anledning till att kunna säga nej till andra organisationer: "nej, jag ger redan pengar till Rädda Barnen och jag känner att det räcker"
- Äh, nu har jag bullshittat tillräckligt länge - är kanske inte helt nykter! :)
- //Lars
- att budskapet är klart och bärande. Att donatorn känner en identifiering eller erkännande med de behövande. att man rent konkret förstår hur ens donation kommer göra nytta: X antal skolor, X kg ris, X antal skolböcker.
- Mått och mängder.
- Samt om projektet redan är långtgående; resultat. Ex: Sedan starten av detta projekt har vi sysselsatt X antal personer med att bygga 58 km väg.
- The purpose and use of the money

- Ändamålet
- Ett behjärtans ämne som man vill stödja som vill stöda.. Tydliga exempel och presentationer om problem och "sorgliga" bilder och fakta skulle få mig att donera.
- Sympathy with other people problems
- Ärlighet
- Clear explanation on how the money that I donate is going to be spend
- Viktigaste är att jag verkligen tror på att arbetet som pengarna går till leder till en positiv utveckling. Jag måste alltså tro på ändamålet och arbetssättet. Så därför är det enormt viktigt att vara öppen med problem som förekommer, vilket det alltid gör.
- compassion
- make them convinced that every person can contribute to something.
- Assurance of secure payment and tracking of donation, clear causes regarding the money from donation.
- I would never donate if the team didn't include the hunk Johan Sundin. He is truly awesome in oh so many ways.
- Säkerheten att pengarna kommer användas till de som sägs!
- a good cause, and security. And may be that you trust that the organization will do a good job with your money, so may be a organization that you know a great deal about.
- Vad välgörenheten går till
- That the donation reaches the target
- Ensuring that the website is genuine, and that donations made will be used for a specific purpose
- Igenkännande av problemet. Det man berörs mer av än andra
- A just cause and assurance that the money will be spent on the right thing.
- Vilka känslor man har för saken man donerar till.
- Bilder som berör. Jag blev isbjörnsfadder för WWF efter att ha sett rörande bilder med slagkraftiga rubriker på Aftonbladets hemsida och klickade mig via de till WWF sidan.
- Information is everything.
- att de har en relation till det de ska donera till. T.ex. cancer om farfar eller morfar haft det...
- emotional advertising, pics etc..
- Vetskapen om att pengarna används på det kostnadseffektivaste sättet till det ändamål som är avsedda för.
- Att man får reda på konkreta saker pengarna går till och att det är något ämne man känner sig engagerad inom.
- Information about the what the money will be used for and knowledge that your donation will get to the cause.
- It has to show SECURITY to person who will make the donation.
- That the website real exist, that foundation (organization) real exist and it is secure and good to donate money. May be the pictures help to see what they do with the money.
- Vad donationen går till.
- News and updates on situations
- Prompt Feedback (how many donations and how effective)
- Security (Personal Info)
- Secure Website and payment options
- The truth, seriousness and urgency.
- För dom tänker väl på något utdöende art, som man hoppas rädda.
- Men jag tycker vi ska rädda planeten vi går på!
- The content
- Att man fångas och börjar läsa
- Att det är intressant och lätt att se poängen
- Att det är lätt att donera
- Att man övertygas om att pengarna inte går ut i Cyberspace
- Ett engagemang för sakfrågan.
- The good cause.

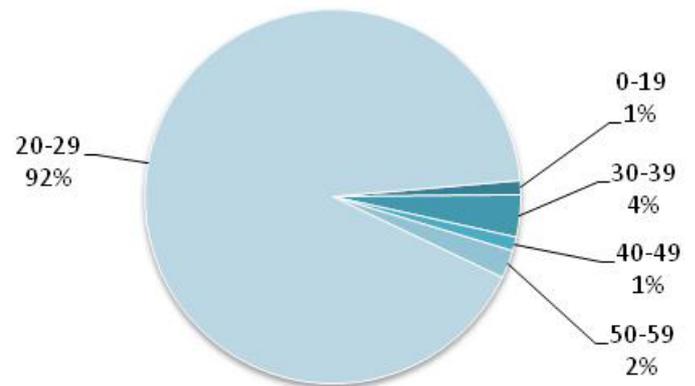
Appendix 7 – Diagrams from web survey

To see the full questions and the structure of the form, see appendix 4. First displayed here is demographic and background questions.

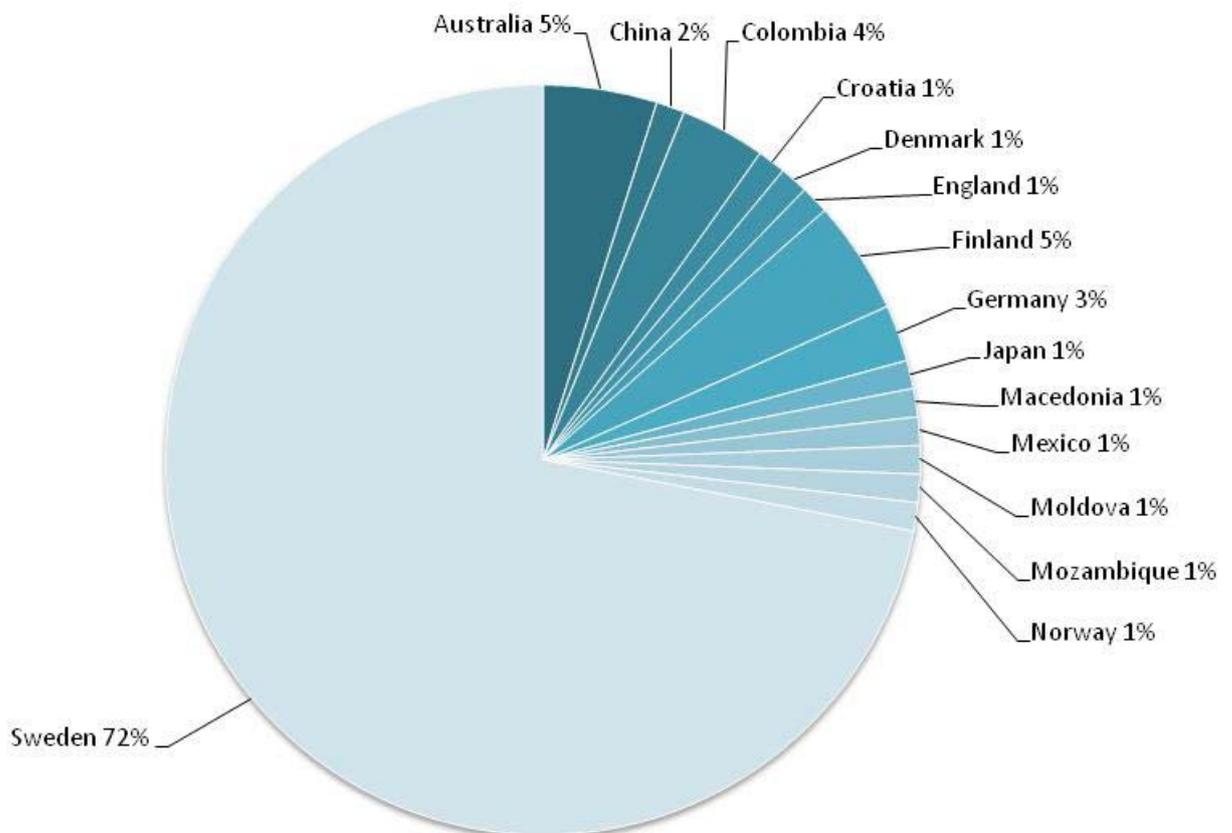
Distribution of sexes



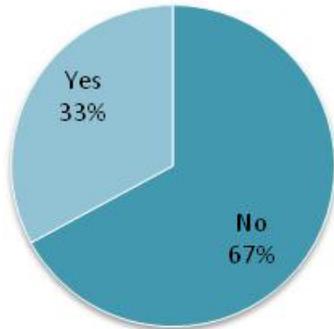
Distribution of ages



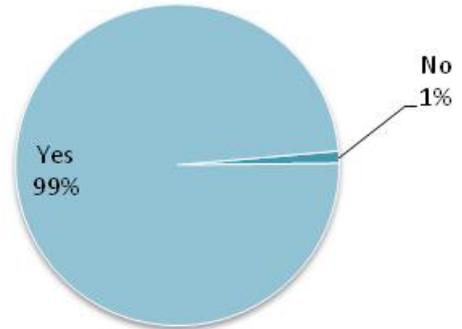
Origin of respondents



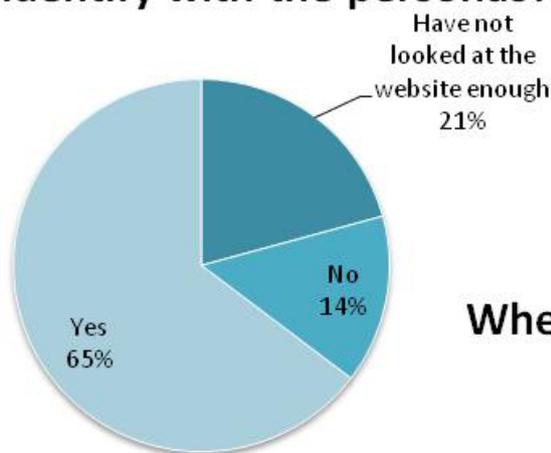
Have you previously made an online donation?



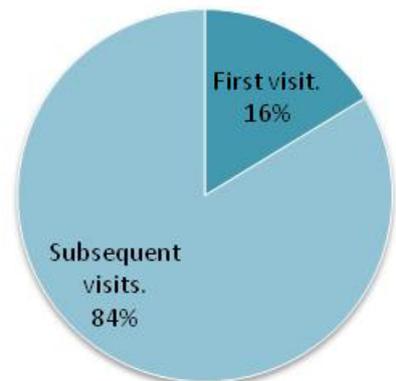
Have you previously made an online purchase



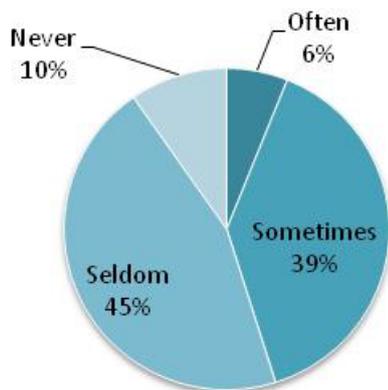
Do you identify with the personas?



When is it likely that you donate?

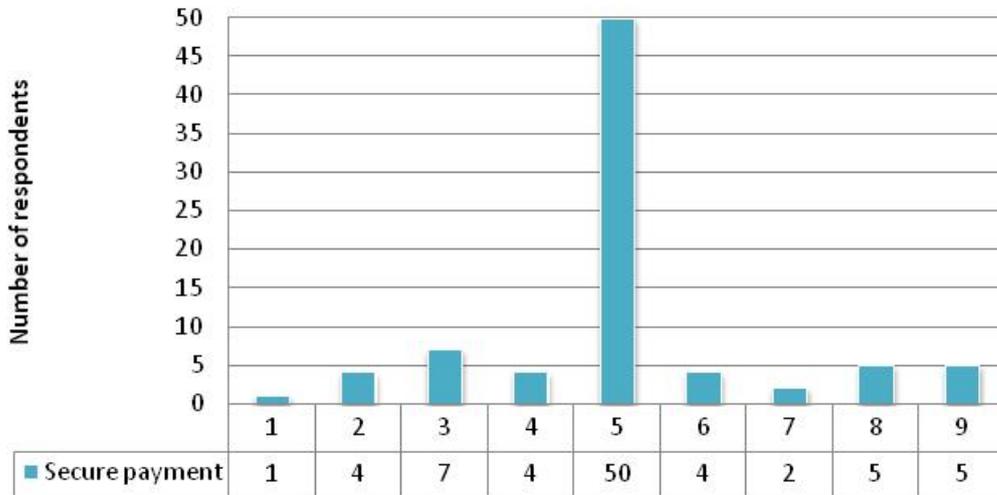


Is it likely you will donate more than once on a website

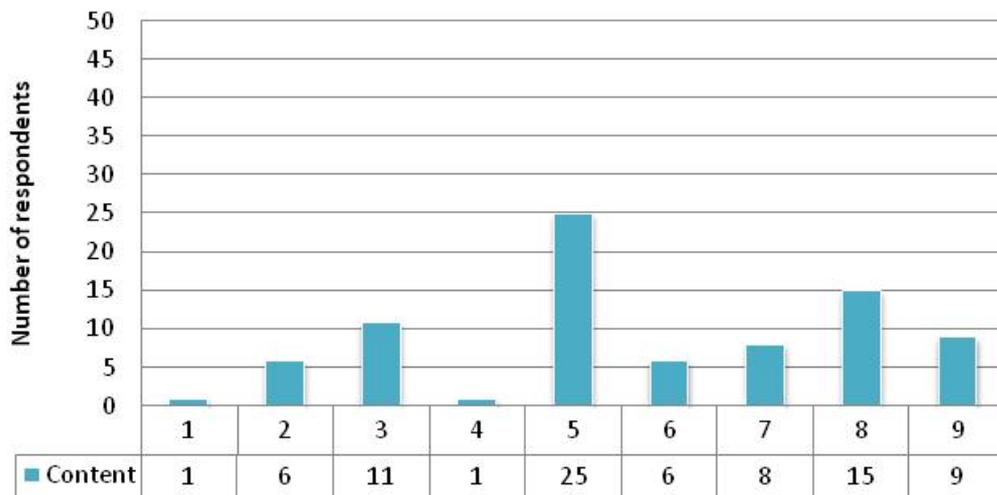


Questions comparing buying and donation situations. The scales go from more important in purchase (1) to more important in donation (9). The answers have been recoded from a +4 to 0 to +4 scale, see more under 3. method.

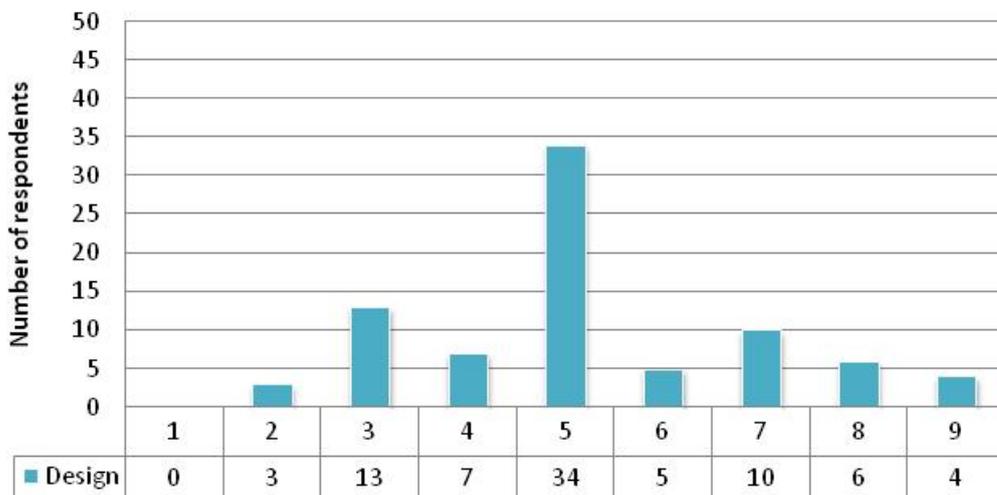
Secure payment



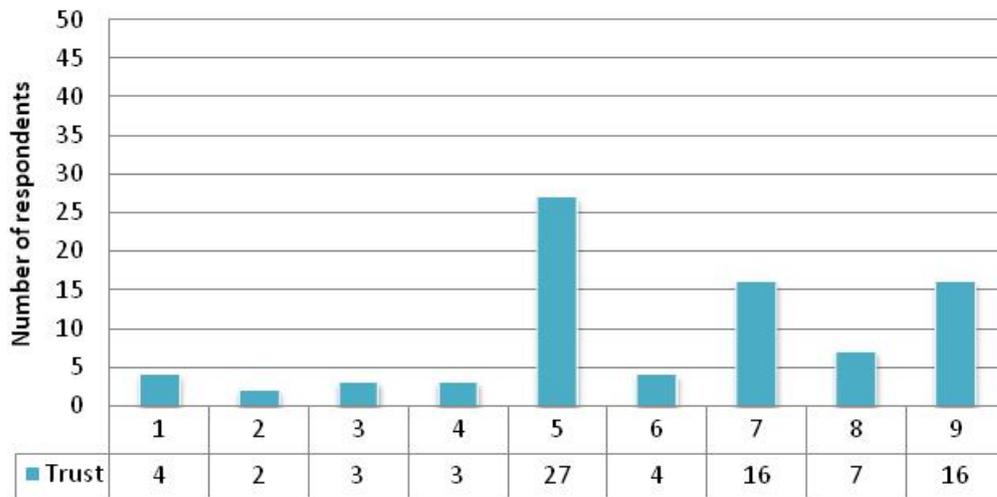
Content



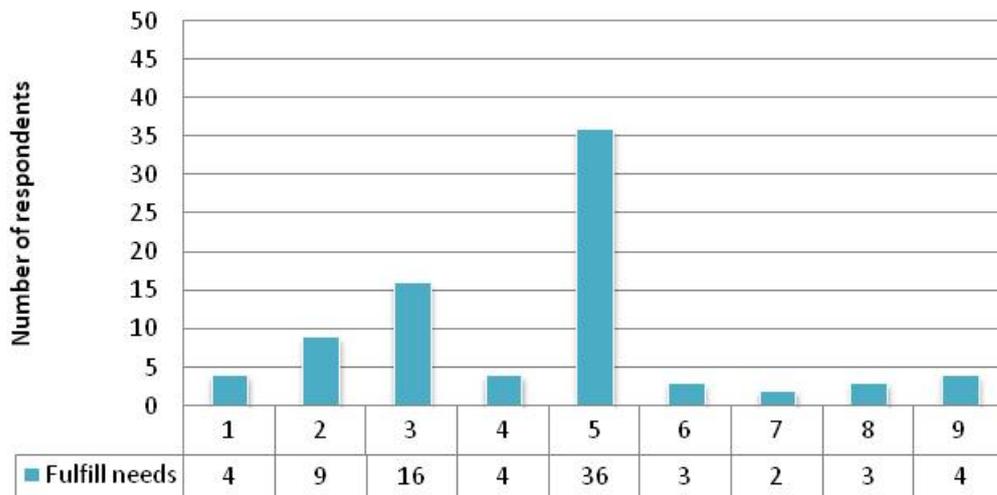
Design



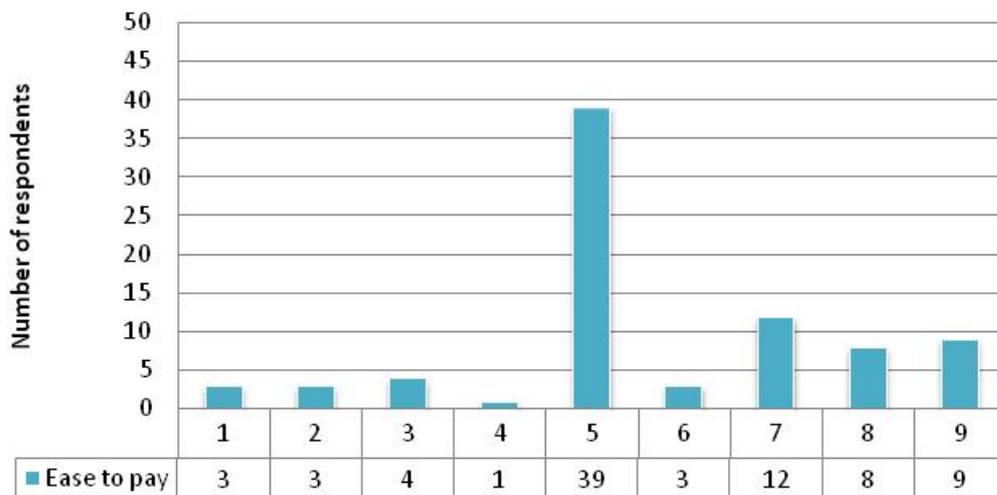
Trust



Fulfill needs

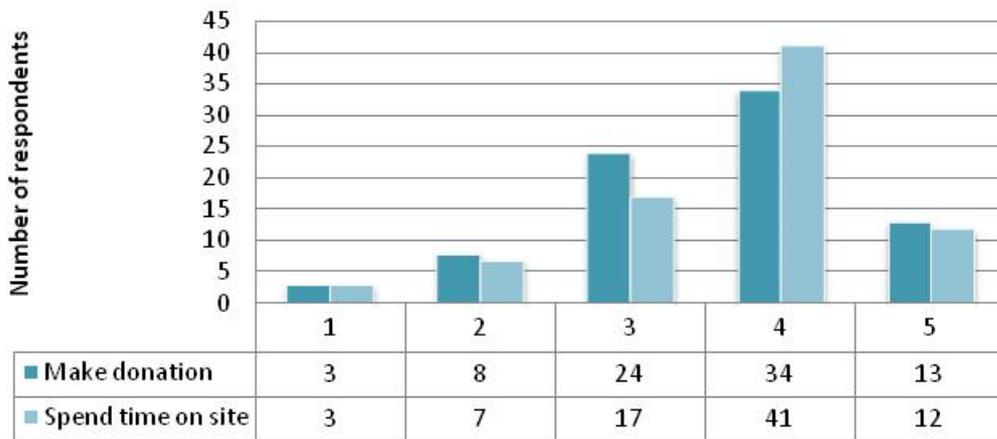


Ease to pay

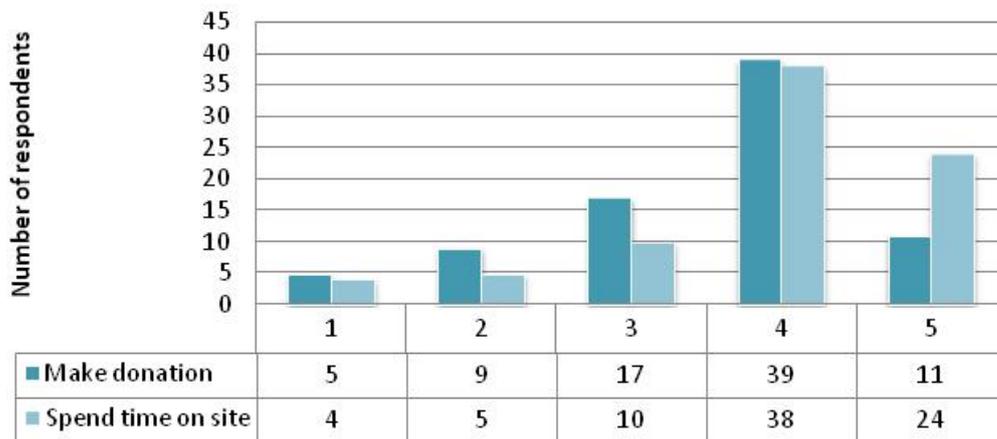


Questions on how using the concept of buyer personas and having a continuous news flow affects the respondents will to donate and spend time on the site. The scale goes from 1 = “In low degree” to 5 = “In high degree”.

How the concept of Buyer personas affects the respondents in respect to...

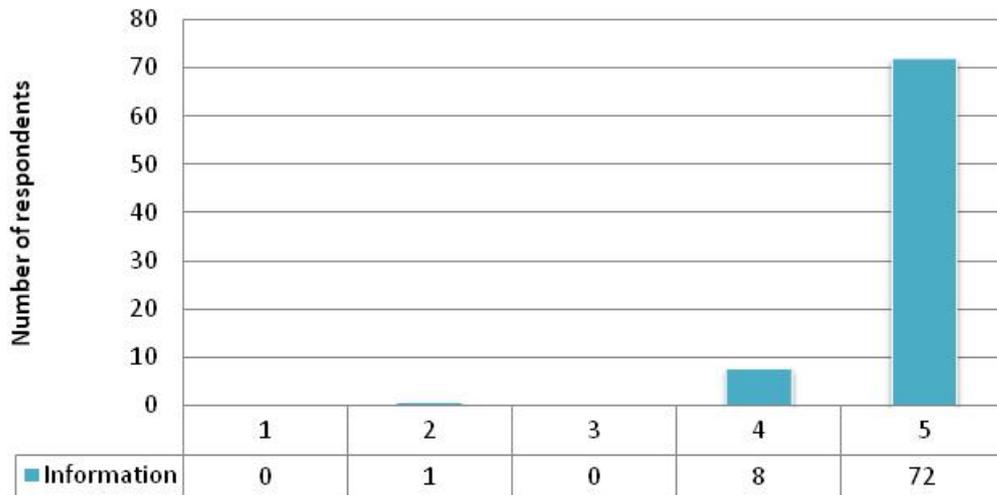


How having a news flow affects the respondents in respect to...

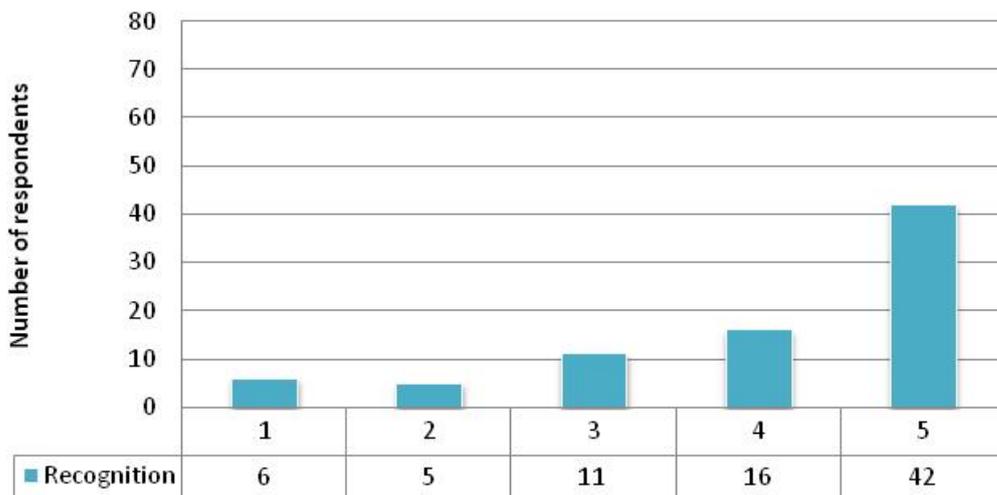


Question about how important these factors are to the respondents will to donate. 1 = not important, 5 = Very important.

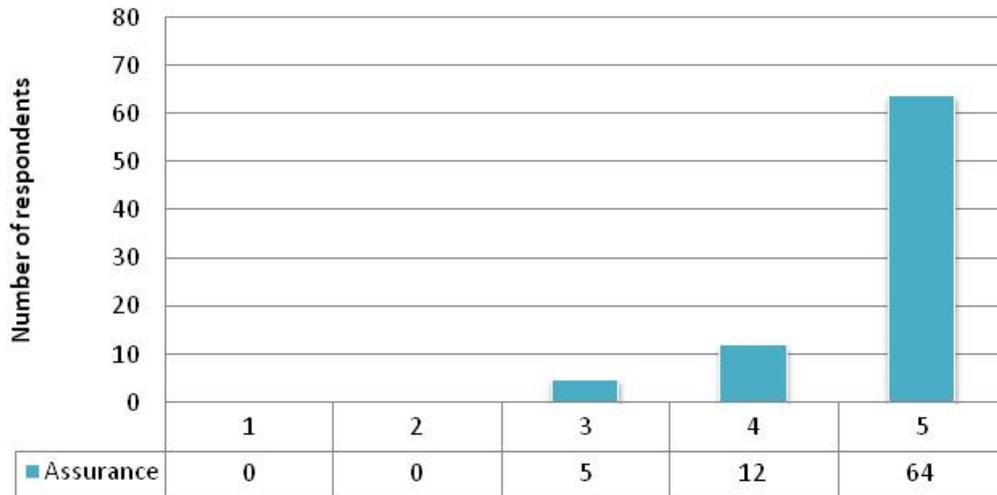
Information



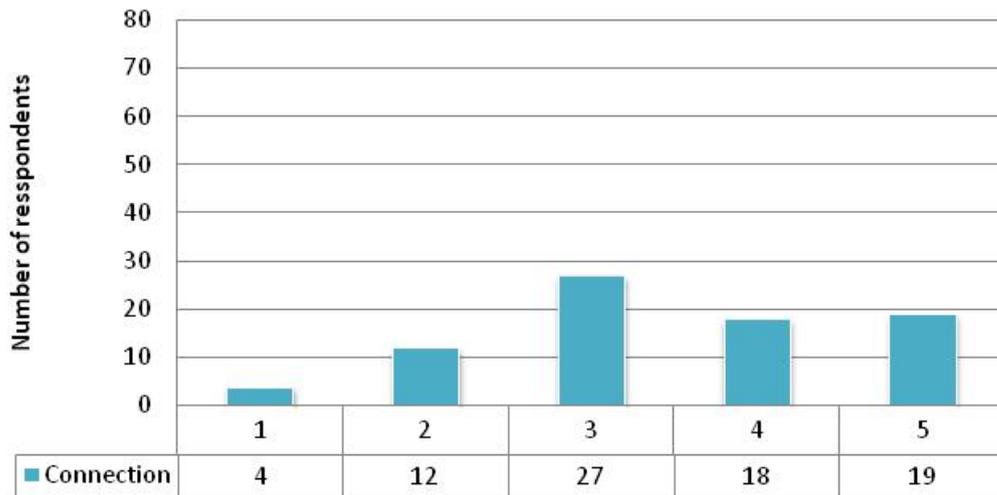
Recognition



Assurance



Connection



Pictures/design

