



**ONLINE MARKETING AND FUNDRAISING STRATEGIES FOR NON-PROFIT
ORGANISATIONS IN THE CAPE TOWN HEALTH SECTOR**

by

EMILY ANNE BOOTH

**Thesis submitted in fulfilment of the requirements for the degree
Master of Technology: Design in the Faculty of Informatics and Design at the Cape
Peninsula University of Technology**

Supervisor: Andrea Grant-Broom


Cape Town
December 2013

CPUT copyright information

The dissertation/thesis may not be published either in part (in scholarly, scientific or technical journals), or as a whole (as a monograph), unless permission has been obtained from the University

DECLARATION

I, Emily Anne Booth, declare that the contents of this thesis represent my own unaided work, and that the thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.



Signed

January 2014

Date

ABSTRACT

As healthcare is such a widespread issue in South Africa, this research focuses on non-profit organisations in the health sector. Non-profit organisations take on much of the work that the government cannot deliver with respect to the overall wellbeing of patients at hospitals, in specialised care, in basic healthcare, and most significantly, in areas where private healthcare is unaffordable. This study investigates online marketing, fundraising activities and strategies of non-profit organisations in Cape Town's health sector. It illustrates the growing popularity of these channels, and argues that many non-profit organisations are not using online marketing tools effectively to raise the funds and support they need. Two longstanding non-profit organisations based at the Red Cross War Memorial Children's Hospital, are the subject of the study, as this hospital is a prime example of how a government-run institution relies on the support of effective non-profit organisations.

The conceptual framework required extensive reviews of the existing literature on the South African non-profit sector, the health sector and the role of non-profit organisations in these sectors. Furthermore, it reviewed successful marketing practices for non-profit organisations, including appropriate online marketing and fundraising strategies.

A qualitative and quantitative research approach was employed, using semi-structured interviews and an online survey of twenty-seven health sector non-profit organisations. Key people in the non-profit health sector, the non-profit communication design sector and the corporate online marketing sector were interviewed. The online survey was conducted to gain a clear insight into the current online marketing practices and activities of Cape Town based health sector non-profit organisations. Grounded theory was used as an analytical tool in this research where themes emerge and theory is constructed based on insights and knowledge gained during the research.

The results reveal that many non-profit organisations in the Cape Town health sector do not seem aware of the benefits of implementing an online marketing and fundraising strategy. This study concludes that online marketing and fundraising is vital for a non-profit organisation's success. It is recommended that all members of non-profit organisations learn as much as they can about the importance of online marketing, as well as the importance of having a solid strategy. A unique framework for branding, strategy, online marketing and fundraising is proposed as a solution to the research problem, and further recommendations include the design of a textbook or eBook and an online platform connecting non-profit organisations in the health sector in South Africa.

ACKNOWLEDGEMENTS

Though only my name appears on the cover of this dissertation, a great many people have contributed to its production. I owe my gratitude to all those people who have made this research journey possible.

I wish to thank:

- My supervisor, Andrea Grant-Broom, for her ongoing guidance and support during the research process
- Professor Eric Atmore, for his valuable insight and encouragement
- Cheryl Bluff, for her assistance and dedication in the editing of this dissertation
- Monique Van Dijk, for her valuable and constructive criticism
- Alia Weston for her wise words and advice
- My brother, Christopher Booth, for his helpful hints
- Adam Weston for his dedication, support and always believing in me
- My mother, Jane Booth, who is my inspiration and role model
- My family and friends for their encouragement and support throughout the research process.

The financial assistance of the Mauberger Foundation Bursary towards this research is gratefully acknowledged. Opinions expressed in this thesis and the conclusions arrived at, are those of the author, and are not necessarily attributed to the Cape Peninsula University of Technology.

TABLE OF CONTENTS

DECLARATION.....	i
ABSTRACT.....	ii
ACKNOWLEDGEMENTS.....	iii
GLOSSARY.....	ix
CHAPTER ONE.....	1
Introduction to the study.....	1
1.1 Introduction.....	2
1.2 Background to the study.....	2
1.3 Research problem.....	3
1.4 Role of the researcher.....	3
1.5 Aims of the study.....	4
1.6 Main research question.....	4
1.6.1 Sub-questions, research methods and objectives.....	4
1.7 Basic assumptions.....	5
1.8 Delimitations of the study.....	5
1.9 Significance of the study.....	5
1.10 Structure of the thesis.....	6
1.11 Summary.....	6
CHAPTER TWO.....	8
The South African health and non-profit sector.....	8
2.1 Healthcare in South Africa.....	9
2.2 Non-profit organisations' role in the South African health sector.....	12
2.2.1 A brief history of non-profit organisations in South Africa.....	15
2.3 Clarification of terms related to not-for-profit organisations in South Africa.....	16
2.4 The state of non-profit organisations in South Africa today.....	19
2.5 Summary.....	22
CHAPTER THREE.....	23
Online marketing and fundraising for non-profit organisations.....	23
3.1 Branding for non-profit success.....	24
3.1.1 Framework for branding in the non-profit sector.....	25
3.2 Defining the concept of marketing.....	27
3.3 Marketing a non-profit organisation.....	28
3.4 The subject and theory of online marketing.....	29
3.5 Online marketing for non-profit organisations.....	29
3.5.1 Online marketing tools and strategies for non-profit organisations.....	31
3.6 Social media and social networks.....	39

3.6.1	Popular social media networks.....	40
3.6.2	Social media marketing strategies.....	48
3.7	Defining the field of fundraising.....	48
3.8	Online fundraising.....	49
3.8.1	Fundraising support for South African non-profit organisations.....	50
3.8.2	Online fundraising platforms.....	51
3.9	Crowdfunding.....	54
3.9.1	International crowdfunding platforms.....	55
3.9.2	Local crowdfunding platforms.....	57
3.10	Existing frameworks for non-profits to use when marketing online.....	58
3.11	Summary.....	61
CHAPTER FOUR.....		63
Research design and methodology.....		63
4.1	Rationale for using a mixed method research methodology.....	64
4.2	Explanatory research.....	65
4.3	Research design.....	65
4.4	Ontological assumptions.....	66
4.5	Epistemological assumptions.....	66
4.6	Research methodology.....	66
4.6.1	Data collection methods.....	67
4.6.1.1	Literature review.....	67
4.6.1.2	Online survey.....	68
4.6.1.3	Semi-structured interviews.....	68
4.7	Rationale for data analysis.....	70
4.7.1	Analysis of the online survey.....	70
4.7.2	Analysis of the semi-structured interviews using grounded theory.....	71
4.7.2.1	The process of data analysis.....	71
4.8	Assumptions.....	72
4.9	Limitations of the research design and methodology.....	72
4.10	Ethical procedures.....	72
4.11	Summary.....	72
CHAPTER FIVE.....		74
Presentation of the research findings from the online survey.....		74
5.1	Respondent demographics.....	75
5.2	Response rate.....	75
5.3	Online survey findings.....	75
5.3.1	Organisational profile.....	75
5.3.2	Online presence.....	76
5.3.3	Online strategy.....	77

5.3.4	Online platforms for marketing and fundraising.....	78
5.3.5	Budget.....	79
5.3.6	Perceptions.....	79
5.3.7	Motivation.....	80
5.4	Summary of survey findings.....	81
CHAPTER SIX.....		83
Presentation of the research findings from the semi-structured interviews.....		83
6.1	Response rate.....	84
6.2	Semi-structured interviews.....	84
6.2.1	Interviews with two non-profit organisations in the Cape Town health sector.....	85
6.2.2	Interview with an online marketing expert.....	95
6.2.3	Interview with a non-profit design agency.....	97
5.3	Summary of interviews.....	100
CHAPTER SEVEN.....		102
Conclusion and recommendations.....		102
7.1	Revisiting the research questions.....	103
7.1.1	The importance of non-profit organisations in the Cape Town health sector.....	103
7.1.2	Current online marketing and fundraising activities of Cape Town health sector non-profit organisations.....	103
7.1.3	The benefits of online marketing and fundraising strategies for non-profit organisations.....	104
7.1.4	Process for non-profit organisations to follow when marketing and fundraising online.....	105
7.2	Online marketing and fundraising strategies for non-profit success.....	105
7.3	A framework for online strategies for non-profit organisations.....	106
7.4	Conclusion.....	108
7.5	Limitations of the study.....	108
7.7	Implications for further study.....	108
BIBLIOGRAPHY.....		109

APPENDICES	115
APPENDIX A: Email sent to non-profit organisations	116
APPENDIX B: Online survey questions and results	117
APPENDIX C: Information sheets and consent forms for interviews	144
APPENDIX D: Interview schedules	146

FIGURES

Figure 2.1:	Growth rate of non-profit organisations in South Africa from 2007/08 to 2011/12	19
Figure 2.2:	Operating cash for services: job losses and service cuts survey	21
Figure 2.3:	Source of funding cuts: job losses and service cuts survey	21
Figure 2.4:	Employment before and after funding cuts: job losses and service cuts survey	22
Figure 3.1:	The Role of the Brand Cycle	26
Figure 3.2:	'Careometer – Click to Show You Care' campaign email	34
Figure 3.3:	'Careometer – Click to Show You Care' careometer	34
Figure 3.4:	'Careometer – Click to Show You Care' Thank you email	36
Figure 3.5:	The HIV life cycle infographic	38
Figure 3.6:	The 'ACT' process	59
Figure 3.7:	The Circles of Nonprofit Marketing	60
Figure 3.8:	The Online Hierarchy of Needs	61
Figure 5.1:	Size of non-profit organisations in the Cape Town health sector	76
Figure 5.2:	Non-profit organisations in the Cape Town health sector with a website	76
Figure 5.3:	Non-profit organisations in the Cape Town health sector using SEO	76
Figure 5.4:	Non-profit organisations in the Cape Town health sector with an active blog	77
Figure 5.5:	Social networks being used by Cape Town health sector non-profit organisations	77
Figure 5.6:	Non-profit organisations with an online marketing and fundraising strategy	77
Figure 5.7:	Online platforms used by non-profit organisations in the Cape Town health sector	78
Figure 5.8:	Reasons for not marketing and fundraising online	78
Figure 5.9:	Non-profit organisations' budget for marketing and fundraising	79

Figure 5.10:	Non-profit organisations' Rol measurement on social networks	79
Figure 5.11:	Is being online valuable to non-profit organisations in the health sector?	79
Figure 5.12:	Is being on social networks valuable to non-profit organisations in the health sector?	80
Figure 5.13:	Non-profit organisations' excitement about their future	80
Figure 5.14:	Non-profit organisations' worries about their future	81
Figure 6.1:	Organisational structure of the Friends	89
Figure 6.2:	Organisational structure of the Trust	91
Figure 7.1:	Framework for online strategies for non-profit organisations	106

TABLES

Table 2.1:	Principal accomplishments and shortcomings of the health care system since 1994	11
Table 2.2:	Classifications of non-profit organisations in the health sector	13
Table 2.3:	Registered non-profit organisations per sector per province	14
Table 2.4:	Different legal entities applying for NPO and/or PBO status	17
Table 3.1	Number of visitors to the Trust's website from 1 Jan 2010 – 31 Oct 2011	35
Table 3.2:	Traditional giving versus ePhilanthropy	49
Table 3.3:	A comparison of online fundraising platforms for health sector non-profit organisations based in Cape Town	54
Table 4.1:	Qualitative and quantitative research terms	64

GLOSSARY

ACPN: Advanced Clinical Paediatric Nurse

ACT: Attract Convert Transform

AIDS: Acquired Immunodeficiency Syndrome

ANC: African National Congress

Annual report: A comprehensive report on the non-profit organisation's activities throughout the preceding year, intended to give stakeholders and other interested people information about the organisation's activities and financial performance.

Apartheid: An era in South Africa from 1948-1994 where a policy or system of segregation or discrimination on grounds of race

Beneficiaries: A person who derives advantage from something

Beta: Testing phase of software development

Blog: A personal website or web page on which an individual can post opinions, links to other sites, etc. on a regular basis

Board: Governing body. The uppermost governance structure of a non-profit organisation. Could also be called Board of Directors, Executive Committee or Board of Trustees.

Brand: The idea, image or perception about an organisation, service or product that the public may connect with by identifying the name, logo, slogan, or design.

Branding: Marketing a brand so that it is recognizable by the public

CBO: Community Based Organisation

CEO: Chief Executive Officer

CGP: Codes of Good Practice

CGP: Codes of Good Practice

CHOC: The Childhood Cancer Foundation

CIPC: Companies and Intellectual Property Commission

CMS: Content Management System

Co-design: A development process where design professionals empower, encourage, and guide users to develop solutions for themselves

Constitutional right: Legal right of a person

COO: Chief Operating Officer

CPC: Cost-per-click

CPM: Cost-per-impression

CPUT: Cape Peninsula University of Technology

Crowdfunding: The collective effort of individuals who network and pool their money, usually via the Internet, to support efforts initiated by other people or organizations

CSI: Corporate Social Investment

CSO: Civil Society Organisation

CSR: Corporate Social Responsibility

CTSYC: Click To Show You Care

D4D: Design4Development

DSD: Department of Social Development

DSD: Department of Social Development

DVD: Digital Versatile Disc

EE: Equal Education

EFT: Electronic Funds Transfer

eMarketing: Online marketing

Endowment: A saving plan that offers a lump sum of money after a certain agreed period

ePhilanthropy: Online giving

FBO: Faith Based Organisation

FRC: Family Resource Centre

GAPA: Grandmothers against Poverty and AIDS

Governance: A method or system of management

Grants: A sum of money given for a particular cause or purpose

HIV: Human Immunodeficiency Virus

HR: Human Resources

ICT: information communication technologies

IoDSA: Institute of Directors in Southern Africa

LTDG: Love to do Good

MDGs: Millennium Development Goals

Medical Aid: A form of insurance that provides cover for private medical care and medical costs should you be involved in an accident, fall ill or require emergency medical treatment in hospital.

Mission: A non-profit organisations main aim or purpose

Mol: Memorandum of Incorporation

MSF: Médecins Sans Frontières

NGO: Non-governmental organisation

NHI: National Health Insurance

Non-communicable diseases: Chronic diseases not passed from person to person.

NPC: Non-profit Company

NPO: Non-profit organisation

NPO Directorate: Directorate for Nonprofit Organisations established in terms of the NPO Act and located within the Department of Social Development (Rosenthal, 2012).

OECD: Organisation for Economic Co-operation and Development

Online marketing: Using the internet to advertise or spread awareness

PBO: Public Benefit Organisation

PLWC: People Living with Cancer

PPC: Pay-per-click

PR: Public Relations

RCWMCH/the Hospital: Red Cross War Memorial Children's Hospital

SABMR: Friends of the South African Bone Marrow Registry

SAIF: South African Institute of Fundraising

SANGONeT: The South African NGO Network

SARS: South African Revenue Service

Search engine: A programs that search documents for specified keywords and return a list of the documents where the keywords were found

SEO: Search engine optimisation

SMS: Short message service

Social media: Online means of communication used by large groups of peoples to share information and to develop social and professional contacts

Social networking: The sharing of information online with people with a common interest and the development of social and professional contacts

Social welfare: Social services provided by the government for its citizens

Socio-economic: Relating to or concerned with the interaction of social and economic factors.

Strategy: A plan, method, or series of manoeuvres or stratagems for obtaining a specific goal or result

Sustainable: Pertaining to a system that maintains its own viability by using techniques that allow for continual reuse.

TAC: Treatment Action Campaign

Target market: A group of people to whom an organisation directs its message

Tax: A sum of money demanded by a government for its support or for specific facilities or services, levied upon incomes, property, sales, etc

TB: Tuberculosis

TEU: Tax Exemption Unit

The Friends: The Friends of the Children's Hospital Association

the NPO Act: The non-profit organisations Act 71 of 1992

The Trust: The Children's Hospital Trust

UCT: University of Cape Town

UN: United Nations

URL: Uniform Resource Locator

VAT: Value Added Tax

Volunteer: A person who performs a service willingly and without pay

Website: A connected group of pages on the World Wide Web regarded as a single entity, usually maintained by one person or organisation and devoted to a single topic or several closely related topics

WPP Group: Wire, Paper and Plastics Group

CHAPTER ONE

Introduction to the study



1.1 Introduction

This study investigates the benefits and appropriate strategies for online marketing and fundraising in the non-profit health sector in Cape Town. Current online activities of Cape Town health sector non-profits are examined, including their online marketing and fundraising strategies. Two non-profit organisations are interviewed, as well as an online marketing expert and a designer dealing specifically with the non-profit sector. This study highlights the importance of having an online strategy in order to raise awareness, funds and support for non-profit organisations so that they can continue to make a difference in the lives of others.

This chapter begins by setting the scene by reviewing the background to the study and introducing the research problem. The role of the researcher is then explained in order to understand the context and reasoning for this study. This is followed by the aims of the research, the main research question and the sub-questions, research methods and objectives. Basic assumptions are then set out, followed by the delimitations and the significance of the study. The structure of the thesis is then set out and the chapter is summarised.

1.2 Background to the study

Healthcare is one of the many social issues prominent in South Africa today. The government contributes 40% of all expenditure on health, but the public sector is under huge pressure to deliver healthcare services to 80% of the population (Brand South Africa, 2012). This situation is exacerbated by serious public health challenges, including the burden of diseases such as Human Immunodeficiency Virus (HIV) and tuberculosis (TB), as well as a shortage of key medical personnel. This means that the public health sector is enormously strained and under-resourced (Brand South Africa, 2012).

Government alone does not have the capacity to address all healthcare issues in a meaningful way. The part played by non-profit organisations nationally, provincially and locally is therefore essential to the functioning of the health system in South Africa (Brand South Africa, 2012). Non-profit organisations play a critical role in the delivery of healthcare services; provide vital healthcare support and education; make an important contribution to combating HIV, TB, mental health, cancer and disability; and contribute to the development of public health systems. Within local communities, non-profit organisations promote socio-economic growth, help develop necessary skills and empower people to live a more meaningful and healthy life (Alliance for Advancing Non-Profit Health Care, 2012).

Non-profit organisations rely on grants and donations to cover their costs when carrying out their activities. Currently, traditional sources of funds are often not enough to meet increasing costs and growing needs within the non-profit sector. In addition to this, inconsistent and irregular funding makes it extremely difficult for non-profit organisations to plan for the long term, improve their services, build sustainable business models and reach their full potential. When the costs of an organisation's main activities surpass the inflow of funds, they are forced either to reduce the amount and/or quality of work that they do, or to find new sources of funding to cover their costs (Druker, 1992). The reality in South Africa today is that many non-profit organisations have had to cut back on their much-needed programmes, retrench staff, or shut down due to financial and capacity challenges (Krige, 2010).

Given that there is such a great need in the health sector, hundreds of non-profit organisations have been set up to address the wide range of health issues. All these non-profit organisations are competing for the same scarce resources and funding from the government, corporates, foundations, and the public. It is therefore essential that each non-profit organisation stand out in a unique way to attract funds and support.

From a design perspective, the way a non-profit organisation can stand out from the crowd comes down to the effective branding and marketing of the organisation. A unique and trusted brand is vital for an organisation's success and, in order to create the awareness necessary for attracting funding and support, effective marketing of the organisation is essential (Krige, 2010).

1.3 Research problem

Many non-profit organisations in the Cape Town health sector do not brand or market themselves effectively in order to raise the funds and support that they need to carry out their work. More notably, many do not seem aware of the benefits of the new online marketing and fundraising techniques and strategies available to them. This often results in a lack of awareness, insufficient funding and failure to carry out their work and ultimately fulfil their mission.

1.4 Role of the researcher

The research interest in non-profit organisations, specifically in the health sector, has been shaped through my experiences as a volunteer in various health sector non-profit organisations, including the Friends of the Children's Hospital Association (from here on referred to as the Friends) at the Red Cross War Memorial Children's Hospital (RCWMCH) and at St Josephs Home for Convalescent Children. Another great influence has been my mother, Jane Booth, an Advanced Clinical Paediatric Nurse (ACPN) at the RCWMCH and the founder of the Breatheasy Programme: a programme designed to teach caregivers how to look after their child/patient with a tracheostomy (a hole in their throat which helps them to breathe).

After studying graphic design for three years, I began to notice the positive impact that design could have on this training programme and I decided to take on the Breatheasy Programme as my fourth-year Bachelors of Technology (BTech) graphic design project. I created a visual identity for the programme, designed a home-care manual for training caregivers and an activity book for patients. I worked together with the caregivers and patients to develop this integrated design solution.

While undertaking my BTech, I began to notice the impact that effective design could have on non-profit organisations when branding, educating, marketing and fundraising. Due to the rise in the number of companies that now market online; I decided to investigate how non-profit organisations could use the internet to their advantage. And so began the journey into my Masters research study.

1.5 Aims of the study

The overall aim of this study is to propose the benefits of effective online marketing and fundraising strategies for non-profit organisations in the health sector. To achieve this goal, specific objectives have been addressed by:

- assessing the relevance of suitable online marketing and fundraising techniques in the non-profit health sector;
- establishing the level of online awareness of Cape Town health sector non-profit organisations;
- identifying key factors that might influence or contribute to the successful implementation of relevant online marketing and fundraising strategies; and
- proposing appropriate, sustainable and adaptable online marketing and fundraising options available to the Cape Town health sector's non-profit organisations.

1.6 Main Research question

How do online marketing and fundraising strategies help non-profit organisations in the Cape Town health sector to raise the funds and support they need to fulfil their mission?

1.6.1 Sub-questions, research methods and objectives

1. What is the importance of a non-profit organisation in the Cape Town health sector?

Research method(s): The literature review.

Objective(s): To establish how important non-profit organisations in the health sector are to the Cape Town population.

2. What are the current online marketing and fundraising activities of non-profit organisations in the Cape Town health sector?

Research method(s): An online survey of twenty-seven health sector non-profit organisations in Cape Town.

Objective(s): To evaluate the current online marketing and fundraising activities of Cape Town health sector non-profit organisations.

3. How do online marketing and fundraising strategies benefit a non-profit organisation?

Research method(s): Literature review and interviews with the same two non-profit organisations and an online marketing expert.

Objective(s): To establish the concept of marketing, define what an online marketing and fundraising strategy entails, explore the options available to non-profit organisations in the Cape Town health sector and determine whether online marketing and fundraising brings about a positive return on investment for non-profit organisations.

4. What process can non-profit organisations follow when marketing and fundraising online?

Research method(s): Literature review, interviews and the online survey.

Objective(s): To identify existing frameworks and models which non-profit organisations can follow when marketing and fundraising online, and to develop a unique framework based on the research

which non-profit organisations can successfully implement and use when marketing and fundraising online.

1.7 Basic assumptions

The basic assumptions of this research study include:

1. Non-profit organisations play an important role in providing essential health services to communities and the public; their sustainability is therefore in the public interest.
2. Everything is going digital and the world is becoming more connected online through the internet. Therefore a non-profit organisations' online engagement is an essential way of connecting with donors and funding opportunities.
3. In order to sustain themselves, non-profit organisations must develop online strategies to maintain awareness, garner support and raise the funds they need.
4. In order to promote the effectiveness of online marketing and fundraising strategies in the Cape Town health sector, the online strategies in the corporate sector need to be evaluated and adapted if necessary.

1.8 Delimitations of the study

This study focuses on non-profit organisations in the Cape Town health sector. Online marketing and fundraising are specifically looked at because of their relatively low cost and accessibility.

Two non-profit organisations within the RCWMCH have been identified and selected based on their different brands, marketing strategies, fundraising techniques, causes, needs and types of support. The Children's Hospital Trust (from here on referred to as the Trust) was set up in 1994 to help raise funds to upgrade and equip the RCWMCH to keep it on the cutting edge of paediatric healthcare (Mitchell, 2012). The Friends is another non-profit organisation supporting the RCWMCH and this organisation will also be briefly looked at based on its different types of needs, support, marketing and fundraising efforts. As there are no other comparable institutions in Cape Town, the two non-profit organisations were chosen specifically for the different services they offer and the different kinds of support they receive. The RCWMCH was visited many times and the subjects were interviewed in their respective offices within the institution.

1.9 Significance of the study

To my knowledge, no studies have been conducted on online marketing and fundraising strategies specifically within the non-profit health sector in Cape Town, South Africa. The research will point to the benefits of online marketing and fundraising for non-profit organisations to raise the funds and support that they need to carry out their work effectively. The research could be used a specific aid or guide to non-profit organisations that may not yet have seen the benefits. The framework presented in the conclusion, based on theories developed throughout the study, could be used by non-profit organisations when marketing and fundraising online.

There is a need for a study that will bring to light the factors affecting long term sustainability of online marketing for non-profit organisations in the health sector. The results from this study, including the

proposed framework, will enable non-profit organisations in the health sector to better understand their situation and be more focused in developing their brand and their online marketing and fundraising strategies, ultimately helping them to sustain themselves and thrive.

1.10 Structure of the thesis

Following from Chapter One, the structure of this thesis is as follows:

Chapter Two: The South African health and non-profit sector

Chapter Two provides a broad in-depth review of the available literature relevant to the topic of the South African health and non-profit sector. A brief history is reviewed, followed by a clarification of terms and concepts, ending with the state of non-profit organisations in South Africa today.

Chapter Three: Online marketing and fundraising for non-profit organisations

Chapter Three begins by clarifying the concepts of marketing and fundraising, followed by the strategies and techniques for marketing and fundraising for non-profit success. Online marketing strategies for non-profit organisations are then looked at, followed by online fundraising possibilities for health sector non-profit organisations in South Africa.

Chapter Four: Research design and methodology

Chapter Four outlines the key features regarding the research design. Grounded theory methodology is discussed and the population and selected sample groups are presented. The methods of data collection and data analysis are then explained.

Chapter Five: Online survey findings and analysis

Chapter Five presents the research findings of the online survey conducted with twenty-seven non-profit organisations in the Cape Town health sector. These findings are discussed in relation to the sub-questions of the study.

Chapter Six: Semi-structured interviews findings and analysis

Chapter Six presents the research findings following interviews with key people in the non-profit sector, in the non-profit design sector, as well as in the corporate online marketing sector.

Chapter Seven: Conclusions and recommendations

Chapter Seven draws the conclusions to the study and presents recommendations based on the findings.

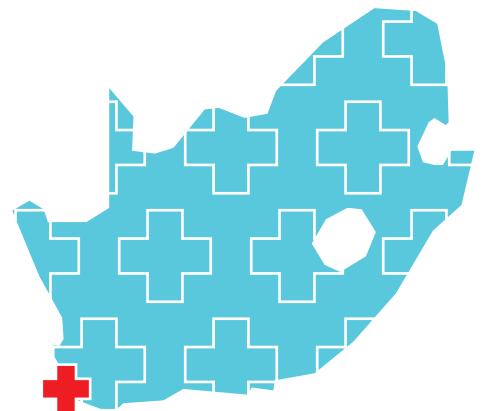
1.11 Summary

In light of the importance of non-profit organisations in the Cape Town health sector, a greater understanding of the challenges they face as well as the ways that they can address these challenges is vital to their survival and sustainability. The message that they communicate and the image they portray to various stakeholders is their key to standing out from the crowd and attracting the funds and support they need. In order to do this, organisations are increasingly using branding and marketing practices. Because online marketing has been so successful for businesses, non-profit organisations are also

resorting to online marketing practices. However, many non-profit organisations do not see the benefits of these online activities and others do not have the capacity and knowledge to do so. Theories will be developed throughout this study in order to develop a unique framework which non-profit organisations can use and implement effectively when marketing and fundraising online.

CHAPTER TWO

The South African health and non-profit sector



The purpose of this chapter is to define key terms and concepts related to the health sector and non-profit organisations, specifically in South Africa.

2.1 Healthcare in South Africa

"Health cannot be a question of income; it is a fundamental human right"

– Nelson Mandela

In order to understand the current healthcare situation in South Africa, we must first look at the history of healthcare to determine the effects on healthcare today.

According to Stuckler et al. (2011), during the apartheid era in South Africa, the 'coloured' population was denied full access to appropriate healthcare services, while the 'whites' were provided with world-class care. *"Segregation between populations was the well-known method to maintain inequality where racially biased policies led to 'black homelands' being created – detaching the poor areas from areas with better healthcare infrastructure and services"* (Stuckler et al., 2011:166).

When apartheid ended in 1994, an opportunity arose to address the inequalities of South Africa's healthcare system. In the late 1980s there was a call for a needs-based principle to redistribute health resources evenly, but it was only in 1994 when Nelson Mandela and the African National Congress (ANC) came to power, that the national government addressed equal and fair healthcare resources and access for the majority of the population. Healthcare became a constitutional right, and over the following years the government constructed new healthcare facilities, provided free child and maternal care, and created new programmes for water, nutrition and welfare (Stuckler et al., 2011).

"Since the end of apartheid, the new democratic government has taken some bold steps to improve the health status and healthcare of its citizens, undertaking redistribution of resources between geographic areas and establishing pensions and grants" (Kinney and Lawn, 2009:2). The disjointed public health service was unified into one South African healthcare system, shifting the focus toward primary health care (ibid., 2009).

Stuckler et al. (2011) as well as Kinney and Lawn (2009) mutually clarify that toward the end of Nelson Mandela's presidency in 1998, ruthless economic times cut down the health resources available and healthcare services faced an accumulation of demands from patients with Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome (HIV/AIDS). Kinney and Lawn (2009:2) further state that *"denialism and failures in leadership have led to unnecessary loss of life and a runaway epidemic"*.

Stuckler et al. (2011) explain that the South African Treasury developed a formula for allocating tax money for healthcare, which should have allowed for the poorer provinces to catch up. But in the late 1990s, the large-scale privatisation of healthcare insurance, which began under Thabo Mbeki's presidency, led to the reversal of the *"early post-apartheid movement toward less healthcare inequality"* and people in poor areas could not afford privatized healthcare. Public hospitals were closed down and

private hospitals became *“more concentrated in places where more people could pay for it”* (Stuckler et al., 2011:165).

“Major inequalities remain in South Africa today” (Kinney and Lawn, 2009:2). A high level of unemployment means that healthcare remains largely the burden of the government (Stuckler et al., 2011; Kinney and Lawn, 2009; Brand South Africa, 2012). The Department of Health is responsible for healthcare, specifically for the public sector (Brand South Africa, 2012).

“Even though the restructuring of the public health sector after apartheid achieved substantial improvements in terms of access, rationalisation of health management and more equitable health expenditure, 19 years later these early gains have been eroded by a greatly increased burden of disease related to HIV/AIDS, generally weak health-systems management and low staff morale” (Harrison, 2010:2).

According to the research undertaken by Kinney and Lawn (2009), progress has been insufficient or even reversed for many of the Millennium Development Goals (MDGs) related to health care. From 1994 to 2009, life expectancy had fallen by almost 20 years – mainly because of the rise of HIV-related mortality. *“Average life expectancy at birth is only 50 years for men and 54 years for women”* (Kinney and Lawn, 2009:3). Kinney and Lawn (2009:3) do however state that *“encouragingly, HIV prevalence seems to have reached a plateau but the legacy is that 5.5 million South Africans are currently living with HIV/AIDS”*.

Table 2.1 is adapted from Harrison (2010) and it summarises the principal accomplishments and shortcomings of the healthcare system since the end of apartheid in 1994 to 2010.

Table 2.1: Principal accomplishments and shortcomings of the health care system since 1994

ACCOMPLISHMENTS	SHORTCOMINGS
<p>Legislation and gazetted policy</p> <ol style="list-style-type: none"> 1. Free primary healthcare 2. Essential drugs programme 3. Choice of termination of pregnancy 4. Anti-tobacco legislation 5. Community service for graduating health professionals <p>Better health systems management</p> <ol style="list-style-type: none"> 6. Greater parity in district expenditure 7. Clinic expansion and improvement 8. Hospital revitalisation programme 9. Improved immunisation programme 10. Improved malaria control 	<p>Insufficient prevention and control of epidemics</p> <ol style="list-style-type: none"> 1. Limited effort to curtail HIV/Aids 2. Emergence of MDR-TB and XDR-TB 3. Lack of attention to the epidemic of alcohol abuse <p>Persistently skewed allocation of resources between public and private sectors</p> <ol style="list-style-type: none"> 4. Inadequate spending patterns compared to health needs 5. Insufficient health professionals in public sector <p>Weakness in health systems management</p> <ol style="list-style-type: none"> 6. Poor quality of care in key programmes 7. Operational inefficiencies 8. Insufficient delegation of authority 9. Persistently low health worker morale 10. Insufficient leadership and innovation

Focusing on one of the provinces, the Western Cape Government (2012) sees their core function and responsibility as the delivery of a widespread package of health services to the people of the province.

The Constitution of the Republic of South Africa (No 108 of 96) in Section 27 gives everyone the right to access health and directly states: *“27. Health care, food, water and social security: (1) Everyone has the right to have access to (a) Health care services, including reproductive health care; (b) sufficient food and water; and (c) social security, including, if they are unable to support themselves and their dependants, appropriate social assistance. (2) The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of each of these rights. (3) No one may be refused emergency medical treatment”* (South African Department of Health, 2013).

Brand South Africa (2012) explains that South Africa’s healthcare system today consists of a large public sector and a smaller, but expanding private sector. *“Healthcare varies from the most basic primary healthcare offered by the government, to highly specialised healthcare services available in both the public and private sector. The public sector is however over-stretched and under-resourced”* (Brand South Africa, 2012).

“The government contributes about 40% of all expenditure on health, but the public sector is under pressure to deliver health services to about 80% of the population” (Brand South Africa, 2012). The private sector is run mainly on commercial lines and caters to the middle and high income earners who are usually members of medical aid schemes (Brand South Africa, 2012). *“This 2-tiered system is not only unequal and unreachable to the majority of South Africans, but public sector institutions have*

suffered poor management, underfunding and deteriorating infrastructure” (Brand South Africa, 2012). This means that while access to healthcare has improved, the quality of accessible healthcare has fallen. This situation is made worse by public health challenges, such as HIV and TB, as well as a shortage of key medical personnel (Brand South Africa, 2012).

As a result of all the health issues that face South Africa, the government cannot address all these healthcare needs on its own. Non-profit organisations therefore play a critical role in the health sector in the delivery of healthcare services, providing important healthcare support and education in South Africa (Alliance for Advancing Non-Profit Health Care, 2012).

2.2 Non-profit organisations’ role in the in South African health sector

A non-profit organisation is defined, in terms of section one of the non-profit organisations Act 71 of 1997 (NPO Act), as *“a company, trust or any other association of persons established for a public purpose and the income and property of which are not distributable to its members or office bearers, except when a member is compensated for services rendered”* (South African Department of Social Development, 2011:3).

The South African Department for Social Development (2011) explains that not-for-profit organisations are usually set up when members of a community identify a need and agree to act together for the same purpose and good cause. *“Initial financial support generally comes from the founders who use their own money and this is followed by appeals to donors for a voluntary response”* (South African Department of Social Development, 2011:4).

Resources could also come from government subsidies, grants, contracts or self-generated income. The first step to establishing themselves as a formal organisation usually involves the appointment of a governing body (board); the writing of a constitution; a bank account being opened; the voluntary registration of the organisation under the NPO Act, and the optional registration under the Companies Act, No. 71 of 2008, or as a Trust under the Trust Deeds Act (South African Department of Social Development, 2011).

The classifications of non-profit organisations in the health sector are presented in table 2.2. 'Health' is classified as the 'select objective focus' group which is then broken down into 'sub-objective' groups, including: hospitals and rehabilitation; mental health and crisis intervention; HIV; nursing homes; and other health services. These 'sub-objectives' are then classified into themes and each theme includes a description and the number of non-profit organisations registered (South African Department of Social Development, 2012).

Table 2.2: Classifications of non-profit organisations in the health sector

OBJECTIVE FOCUS GROUP	SUB-OBJECTIVE	THEME	DESCRIPTION	NUMBER OF REGISTERED NPOS
HEALTH	Hospitals and rehabilitation	Rehabilitation	Inpatient health care and rehabilitative therapy to individuals suffering from physical impairments due to injury, genetic defect or disease and requiring extensive physiotherapy or similar forms of care.	274
		Hospitals	Primarily inpatient medical care and treatment	64
	Mental Health and Crisis Intervention	Mental health treatment	Outpatient treatment for mentally ill patients and includes community mental health centres, and halfway homes	130
		Psychiatric hospitals	Inpatient care and treatment for the mentally ill	14
		Crisis intervention	Outpatient services and counsel in acute mental health situations and includes suicide prevention and support victims of assault and abuse	86
	HIV/AIDS	Prevention and education about HIV/AIDS	The prevention of HIV infection and/or the distribution of information relating to HIV/AIDS	5 206
	Nursing Homes	Nursing homes	Inpatient convalescent care, residential care as well as primary health care services and includes homes for the frail elderly and nursing homes for the severely handicapped	1 269
	Other Health Services	Health treatment, primarily outpatient	Organisations that provide primarily outpatient health services e.g. health clinics and vaccination centres	160
		Rehabilitative medical services	Outpatient therapeutic care; includes nature cure centres, yoga clinics and physical therapy centres	75
		Public health and wellness education	Public health promoting and health education and includes sanitation screening for potential health hazards, first aid training and services and family planning services	1 824
		Emergency medical services	Services to persons in need of immediate care. Includes ambulatory services and paramedical emergency care, shock/trauma, lifeline programmes and ambulance services	41

Table 2.2 illustrates the categories dealing with different health issues, encompassed in the health sector. According to table 2.2, there were a total of 9 143 health sector non-profit organisations registered in South Africa as of June 2012 (South African Department of Social Development, 2012) with those focusing on prevention of HIV/AIDS, public health and wellness education, and nursing homes in the top three.

Further research by the Department of Social Development (2012) communicates the number of registered non-profit organisations in the health sector per sector per province.

Table 2.3: Registered non-profit organisations per sector per province

Sector	EC		FS		GP		KZN		LP		MP		NW		NC		WC	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Business and Professional Associations, Unions	31	0.4	13	0.3	250	0.9	63	0.4	24	0.3	25	0.5	22	0.5	10	0.5	80	0.9
Culture and Recreation	229	3.2	163	4.0	1838	6.8	700	4.2	296	3.2	215	4.1	280	6.2	121	6.6	662	7.6
Development and Housing	1603	22.3	726	17.7	4832	17.7	3694	22.0	1933	20.6	866	16.5	907	20.2	380	20.8	1876	21.4
Education and Research	996	13.8	283	6.9	1898	7.0	856	5.1	590	6.3	360	6.9	327	7.3	147	8.1	784	9.0
Environment	67	0.9	40	1.0	278	1.0	135	0.8	167	1.8	56	1.1	50	1.1	21	1.2	222	2.5
Health	758	10.5	503	12.3	2337	8.6	1989	11.8	1260	13.4	770	14.7	621	13.8	240	13.1	667	7.6
International	1	0.0	1	0.0	44	0.2	4	0.0	2	0.0	0	0.0	1	0.0	1	0.1	9	0.1
Law, Advocacy, and Politics	142	2.0	87	2.1	626	2.3	282	1.7	142	1.5	62	1.2	80	1.8	45	2.5	299	3.4
Philanthropic Intermediaries and Voluntarism Promotion	66	0.9	24	0.6	366	1.3	174	1.0	19	0.2	15	0.3	26	0.6	8	0.4	266	3.0
Religion	455	6.3	394	9.6	4333	15.9	1992	11.9	584	6.2	455	8.7	397	8.9	193	10.6	1053	12.0
Social Services	2846	39.6	1872	45.6	10421	38.3	6921	41.2	4375	46.6	2424	46.2	1774	39.6	660	36.1	2837	32.4
Total	7194		4106		27223		16810		9392		5248		4485		1826		8755	

- Number of Registered

% - Percentage Registered NPOs

Provinces: GP (Gauteng); MP(Mpumalanga); EC(Eastern Cape); NW (North West); FS (Free State); NC (Northern Cape); KZN (KwaZulu Natal); WC (Western Cape); LP (Limpopo)

Table 2.3 shows that there were a total of 667 health sector non-profit organisations registered in the Western Cape in 2012. This means that the health sector makes up 7.6% of registered non-profit organisations in the Western Cape (South African Department of Social Development, 2012).

This helps clarify that the part played by non-profit organisations, from a national level through to provincial and local levels to their contribution to individual communities, is essential to the functioning of the healthcare system in South Africa (Brand South Africa, 2012).

The roles of non-profit organisations in the health sector include:

- charging no or discounted fees to low-income, uninsured or medically needy patients;
- providing profit-less healthcare services such as primary and trauma care, burn care and preventative services;
- supporting and participating in community health planning efforts to identify and grade needs;
- providing and/or supporting medical education and research;
- conducting community health education programmes; and
- supporting community development projects to help improve housing, jobs, the physical environment, and child and adolescent education (Alliance for Advancing Non-Profit Health Care, 2012).

A brief history of non-profit organisations in South Africa will be reviewed as it helps to understand why non-profit organisations are so important in our society, and why South Africa relies on these organisations in order to function as a whole.

2.2.1 A brief history of non-profit organisations in South Africa

According to Brouckaert (2010:9), *“successive governments have decided that South Africa is not a welfare state”*. This means that if someone is in need, the family or community is expected to help and the government will get involved only if help cannot be given privately. Brouckaert (2010) explains that there were no co-ordinated welfare services in South Africa before the 19th century and people had to look after their own needs. According to Brouckaert’s research, a national conference recommended the co-ordination of private welfare services in 1916 and in the late 1920s a number of National Welfare Councils were started.

Due to active public fundraising going on during World War Two, it was decided that some control of the public collections needed to be introduced and this helped establish the Welfare Organisations Act No 40 of 1947. *“With the issuing of the National Welfare Act No 79 of 1975, national and regional welfare boards were started. Numerous commissions of enquiry followed, including the ‘Van Rooyen Commission of Inquiry’ into the collection of Voluntary Financial Contributions from the public and out of that direction, the Fundraising Act No 107 of 1978 was legislated”* (Brouckaert 2010:10).

During the middle of the 1950s, most community projects were completed by religious groups, but around the late 1970s this began to change when non-profit organisations and Community Based Organisations (CBOs) were established and began to address the increasing social imbalances in South African society. Between the early 1980s and 1994, the non-profit sector saw huge growth – mainly because of international funding and local efforts in fundraising. There was considerable development and changes in both the rationalisation by government of service delivery and the legislation controlling and regulating non-profit organisations. Consequently the role of non-profit organisations began to influence the way business was done, especially with regards to Corporate Social Responsibility (CSR); the corporate initiative to assess and take responsibility for the impact on the environment and social welfare (Brouckaert 2010:10). Non-profit organisations have become vital partners in the delivery of products and services to the private sector and on behalf of the state. With

the HIV/AIDS epidemic and the declining state of the world's economy, non-profit organisations are filling the gaps in public services to communities and doing the work that the government cannot do, or *“raising social issues that the government pretends doesn't exist”* (Brouckaert, 2010:10).

2.3 Clarification of terms related to not-for-profit organisations in South Africa

South African non-profit organisations usually exist as non-governmental organisations (NGOs), community based organisations (CBOs), and faith based organisations (FBOs), which are all generally referred to as civil society organisations (CSOs). GreaterGood SA (2013) brings to light the issue of confusion about legal and tax status for non-profit organisations caused by the number of rigid, compliance and taxation components that apply to CSOs in South Africa. On the 3rd April 2013, GreaterGood SA, a Public Benefit Organisation (PBO) facilitating the full spectrum of giving and social investment in South Africa, posted an article on their website called 'Making sense of alphabet soup'; clearing up the confusion and making sense of the *“alphabet soup of acronyms”* associated with not-for-profit organisations in South Africa (GreaterGood SA, 2013).

With regards to legal entity, GreaterGood SA (2013) states that not-for-profit organisations in South Africa can be established in three forms: Voluntary Associations, Non-profit Trusts, or Non-profit Companies (NPCs), summarised in Table 2.4.

Table 2.4: Different legal entities applying for NPO and/or PBO status

	VOLUNTARY ASSOCIATION	TRUST	NON PROFIT COMPANY
OBJECT	An agreed non-profit objective	Property or funds handed to a group that will administer the assets for the benefit if others	For public benefit
GOVERNING DOCUMENT	Verbal or written constitution	Trust deed	Constitution
GOVERNING LAW	Common law and NPO Act	Trust Property Control and NPO Act	Companies Act and NPO Act
INCORPORATION	Independent legal personality	No independent legal personality	Independent legal personality
MEMBERSHIP	Open membership, individual members	Closed membership	Open or closed membership, individual or organisational members, voting and non-voting members
GOVERNANCE	Management committee	Board of trustees	Board of directors
REGISTRATION	Non required but can register with NPO Directorate	Master of the High Court	Companies and Intellectual Property Commission
PROFIT DISTRIBUTION	None expected but if there is, reinvested in objects	In line with objects	Reinvested in objects
INCOME TAX	Tax exempt if registered as a PBO	Tax exempt if registered as a PBO	Tax exempt if registered as a PBO
VAT	Liable to register if income exceeds R1m a year	Liable to register if income exceeds R1m a year	Liable to register if income exceeds R1m a year
TAX DEDUCTIONS ON DONATIONS	If registered as a PBO and approved for 18A purposes by SARS	If registered as a PBO and approved for 18A purposes by SARS	If registered as a PBO and approved for 18A purposes by SARS

With regards to registration and compliance, this becomes an organisation's status and with regards to status there are non-profit organisations (NPOs), Public Benefit Organisations (PBOs) and Non-Profit Companies (NPCs).

Non-profit organisations (NPOs)

The NPO Act accommodates a voluntary registration service for non-profit organisations. The NPO Act replaced the Fundraising Act of 1978 which was established during the apartheid era and which was often used to repress the fundraising activities of organisations opposed to the government (GreaterGood SA, 2013).

The NPO Act is considered the key legislation within the legal framework for non-profit organisations and aims to give sufficient support to non-profit organisations to carry out their work (South African Department of Social Development, 2011:4). In particular, the NPO Act aims at encouraging non-profit

organisations to uphold sufficient standards of governance, transparency and responsibility, so that the public may have access to information on registered organisations (ibid, 2011).

A PBO (which has a tax exemption status) does no longer need to register with the Directorate of non-profit organisations. However, most trusts and foundations and Corporate Social Investment (CSI) departments require a non-profit organisation registration certificate and number if they are to work together with, donate to, or help fund the organisation (GreaterGood SA, 2013).

GreaterGood SA (2013) explains that *“to register as an NPO, organisations must be not-for-profit; have a legal personality distinct from its members (a body corporate); not be part of government; and provide their founding document/s and complete an application form to demonstrate the above”*. Online registration has recently been made available on this website: <http://www.npo.gov.za>.

Public Benefit Organisations (PBOs)

“While NPOs are governed by the NPO Act, PBOs are the domain of the South African Revenue Service’s (SARS) Tax Exemption Unit (TEU) as set out in the Income Tax Act of 1962” (GreaterGood SA 2013). The benefits of being a PBO are that they do not pay income tax; do not pay donations tax; and people donating to PBOs can get a tax deduction on their donations.

Non-Profit Companies (NPCs)

According to GreaterGood SA (2013), South Africa is quite unusual in allowing NPCs, which are registered with the Companies and Intellectual Property Commission (CIPC), to register as NPOs or PBOs. This means that NPCs can generate an income just like any other for-profit company. But it is important to note that NPCs must use all income and property to advance its mission and aims as set out in their Mol.

In order not to cause confusion, the rest of this research study will refer to the subject of this study; not-for-profit organisations as non-profit organisations.

2.4 The state of non-profit organisations in South Africa today

There has been a significant increase in registered non-profit organisations. Figure 1.1 illustrates that from 2007/08 to 2011/12, the total number of registered organisations has risen to from 49 826 to 85 248. This is a steady growth rate of almost 14% per annum on the non-profit register from 2007/08 to 2011/12. However, during the same period, 12.1% of registered non-profit organisations were de-registered (South African Department of Social Development, 2012:6).

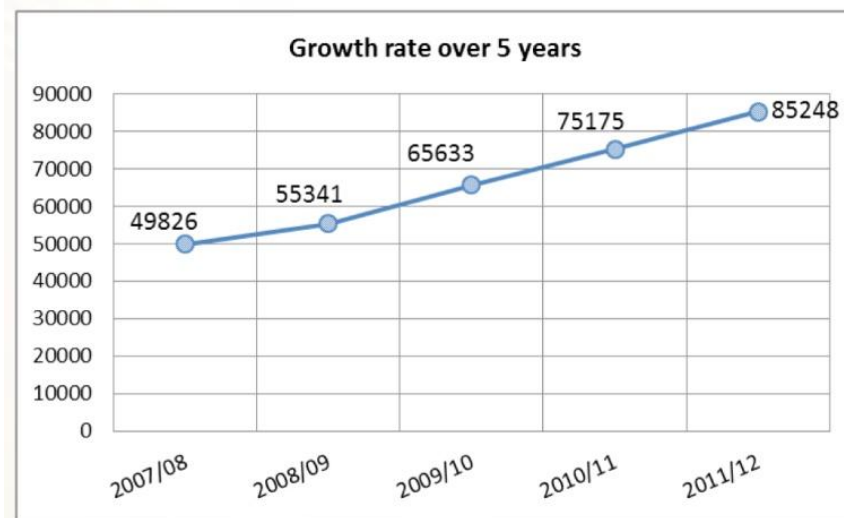


Figure 2.1: Growth rate of non-profit organisations in South Africa from 2007/08 to 2011/12 (South African Department of Social Development, 2012).

Rosenthal (2012) highlights the fact that there may be many more non-profit organisations in South Africa that are not registered; there could be as many as 150 000 not-for-profit organisations in South Africa. This means that the non-profit sector is very large and diverse, including well-established organisations with large donor grants, as well as many much smaller, informally constituted CBOs (Rosenthal, 2012).

Zuhlsdorff (2007) and Brouckaert (2010) both report that the rise and fall of South African non-profit organisations could be linked to the continually changing social needs in an increasingly stressed society, facing many different social problems. Zuhlsdorff (2007) explains that many non-profit organisations are set up to address these social problems, and they are often competing for the same scarce resources from the government, businesses, and the public. Together with this, there are also often many non-profit organisations within the same areas of need, which increases the competition for resources even more (Zuhlsdorff, 2007). This leads to one of the greatest challenges faced by non-profit organisations – how to stand out in the crowd to attract the financial support that they need in order to carry out their work and thus fulfil their mission (Brouckaert, 2010; Zuhlsdorff, 2007).

Many non-profit sector researchers, including Rippon (2002), Zuhlsdorff (2007), and Brouckaert (2010), bring to light some of the main challenges that face South African non-profit organisations:

- There is great degree of burnout in the leadership of South African non-profit organisations;
- there is a low level of sustainability if activities are centred on welfare provisioning, it drains resources instead of generating them;
- there is limited management and financial expertise;
- communication and co-ordination within non-profit organisations are sometimes lacking and these result in addressing a cause without a clear comprehension of the broader social and economic perspectives and impact;
- monitoring and evaluation is often non-existent and many non-profit organisations lack the tools and understanding to measure and track results and impact effectively;
- non-profit organisations have often focused on a non-business approach and are increasingly asked to introduce more business-like models for the changing face of development; and
- the governance of non-profit organisations is often voluntary, which in many cases results in inefficient business practices, and this in turn leads to the misuse of public funds. This also results in low levels of involvement, dedication and performance (Rippon, 2002b; Zuhlsdorff, 2007; Brouckaert, 2010).

With this information, it becomes obvious that many non-profit organisations in South Africa face numerous financial and capacity challenges. According to Barnard (2012), some have had to cut back on their activities, retrench their staff and some have even had to shut down their operations altogether. Barnard (2012) also comments on the overwhelming development challenges that South Africa faces and notes that progressively, the government is unable to respond to these challenges due to a lack of capacity and leadership, with resultant slow to no service delivery and a massive increase in social unrest in many parts of the country (ibid, 2012). With the huge size of the non-profit sectors and the extensive range of their services and activities, it is evident that non-profit organisations are the ones who fill the 'delivery gap' in our society. As Barnard (2012) points out, there is nowhere else people can turn to for their basic social and economic needs if non-profit organisations continue to stop running or funding constraints cause them to serve fewer people.

GreaterGood SA (2012) together with the South African Institute of Fundraising (SAIF) and GivenGain undertook a survey focused on the non-profit job losses and service cuts. A total of 695 non-profit organisations in South Africa took part (the number asked to participate is unknown).

According to the results of the survey, 80% of those surveyed had lost significant funding in 2012 – almost half have had up to 50% of their funding cut, 29% had enough money to last another month, and 17% had no operating cash at all (GreaterGood SA, 2012:7).

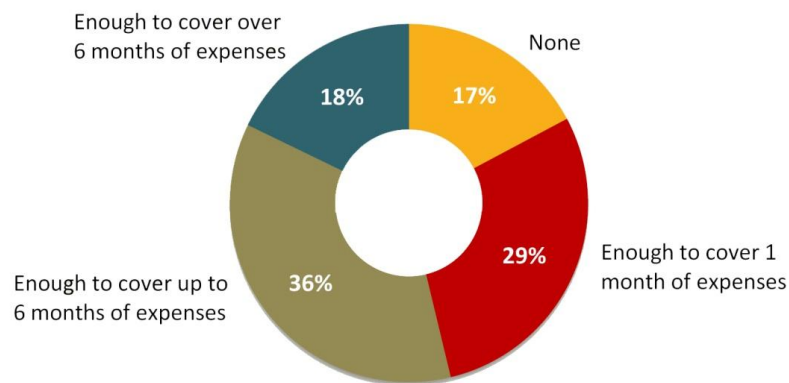


Figure 2.2: Operating cash for services: job losses and service cuts survey (GreaterGood SA, 2012).

The survey revealed that funding cuts have come from all major funding sources with the National Lotteries Board topping the list at 44.1%, followed by corporates at 39.1% and individual donors at 37.3% (GreaterGood SA, 2012:5).

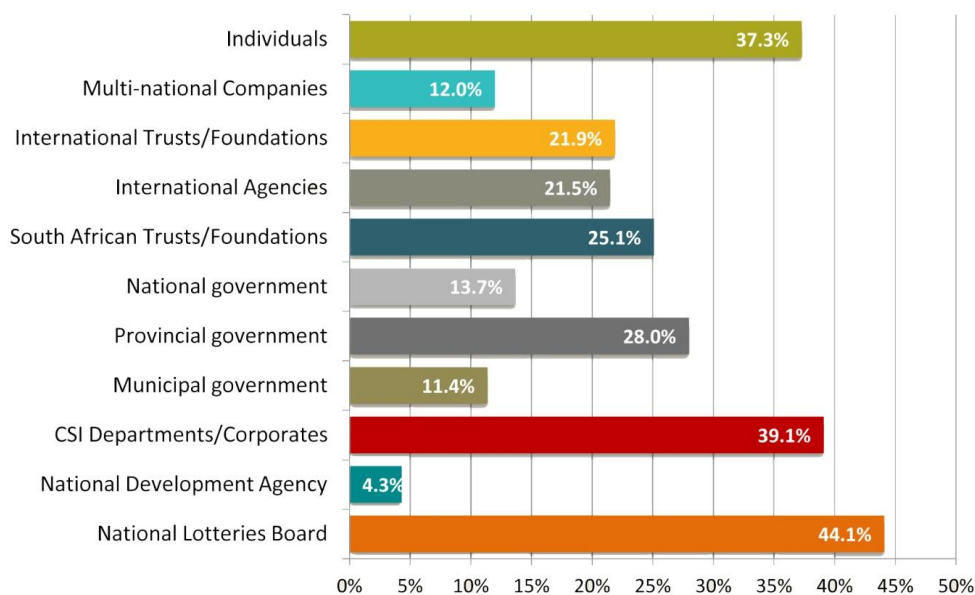


Figure 2.3: Source of funding cuts: job losses and service cuts survey (GreaterGood SA, 2012).

Over 64% of respondents reported having to cut services to their beneficiaries as a result of the funding cuts (GreaterGood SA, 2012:1). More than 43% of the non-profit organisations sampled said they had formally retrenched 7 612 permanent, contract, part-time and volunteer staff (GreaterGood SA, 2012:6).

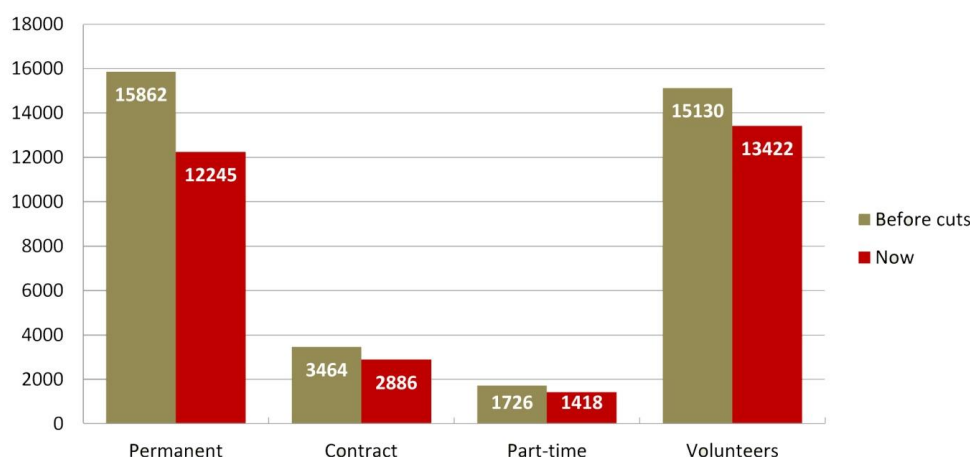


Figure 2.4: Employment before and after funding cuts: job losses and service cuts survey (GreaterGood SA, 2012).

The survey, published late in 2012, confirms that times have been tough for South African non-profit organisations. According to GreaterGood SA (2012), to address funding shortfalls, organisations have reported dealing with these issues by intensifying fundraising, exploring different income generation activities, cutting back, restructuring and concentrating their activities and operations. *“Whilst there are positives that can be drawn from this survey (some non-profit organisations are maintaining momentum and remain viable), urgent action is needed to ensure that many experienced and high-impact organisations survive and continue to provide much needed services in their communities”* (GreaterGood SA, 2012:11).

On the other hand there are reports showing that donor funding to South Africa is higher than it’s ever been before and that non-profit organisations are the ones to blame. The Organisation for Economic Co-operation and Development (OECD) that monitors 95% of the world's aid flows, reports that donor funding to South Africa has quadrupled in the last decade from \$337 million in 2002 to \$1.34 billion in 2012 (O’Riordan 2013). Non-profit organisations should evolve and professionalise their organisations and compete for the funds that are available. *“It is time for the sector as a whole to stop peddling the fatalistic narrative of diminishing funds and instead work to make South Africa’s NGO sector internationally competitive”* (O’Riordan, 2013).

2.5 Summary

The accomplishments and shortcomings of the current healthcare system, since the end of apartheid bring to light the major shortcomings in the public health sector. Owing to the extent of the healthcare issues, non-profit organisations play a vital role in delivering healthcare services and providing vital healthcare support and education. Without these organisations, the healthcare system in South Africa would fail. As highlighted in the 2012 job losses and service-cuts survey, non-profit organisations have faced many challenges including funding cuts from individuals and corporates. This phenomenon occurs even though donor funding in South Africa is at an all-time high, according to the OECD. This shows that non-profit organisations have not been able to access these funds because they lack the knowledge and expertise necessary to actively compete for the funds. An important aspect of competing for funds, comes down to a non-profit organisations branding, marketing and fundraising strategies.

CHAPTER THREE

Online marketing and fundraising for non-profit organisations



The purpose of this chapter is to bring to light the terms and concepts related to online marketing and fundraising, specifically for non-profit organisations, including the strategies available to them. The chapter begins by highlighting the importance of a solid brand strategy accompanied by a strong visual identity when marketing and fundraising.

3.1 Branding for non-profit success

“Many nonprofits continue to use their brands primarily as a fundraising tool, but a growing number of nonprofits are developing a broader and more strategic approach, managing their brands to create greater social impact and tighter organizational cohesion” (Kylander and Stone, 2012). Research on branding in the South African non-profit sector by Le Roux and Snyman (2007), van Niekerk (2007) and Zuhlsdorff (2007), all communicate that a big challenge non-profit organisations face is how to distinguish themselves and promote their uniqueness in order to compete for limited resources. This means that building, strengthening and marketing their brand is essential for non-profit organisation to succeed in its mission.

There are many interpretations of the word ‘brand’, and Neumeier (2005) and Newman (2003) are just two of the many branding experts who describe a brand as an individual’s gut feeling or perception about an organisation, service or product. This perception can be influenced by effective communication through marketing; defining the qualities that make the organisation, service or product different, unique and stand out from the rest. A organisation, service or product has a good brand when many people have the same perception of that brand, when it is predominant in their category position, for which people think there is no substitute and one that they *trust* is the best (Neumeier, 2005; Newman, 2003). *“Trust is essential for a good brand and they are often the main topic of conversation e.g. Coca-cola, Nike, Apple, Virgin, Google or Disney. These brands stand for things that people want – happiness, intelligence, success, comfort and imagination”* (Neumeier, 2005: 26). Kylander and Stone (2012) note that like for-profit brands, non-profit brands are also visible everywhere these days and are trusted even more by the public.

Levy (2011), defines a good non-profit brand as making a clear promise to its target market (beneficiaries, volunteers and donors), and has a reputation for delivering on this promise. A non-profit organisation with a good, strong brand will help them stand out from the rest and inspire others to support them. The purpose of branding a non-profit organisation is to attract human (volunteers and patrons) and capital (donations and funding) resources (Levy, 2011). Holland (2006) and Zuhlsdorff (2007) both set out the positive outcomes and effective returns that branding in the non-profit sector deliver: the development of strong image, values and beliefs; stronger clarity about the organisations purpose and mission; differentiation; greater awareness of the organisation through word of mouth; enhanced loyalty; better connections with people they are working with and the people they serve; marketing partnerships; and a fundraising advantage.

In Branding for Nonprofits, Holland (2006) clarifies that one cannot create an effective brand without completely understanding the organisation, its mission, goals and its audience. When determining a brand’s strength, Holland stresses:

Reputation: How well is the brand known by its audiences?

Esteem: How highly do its audiences rate the brand?

Relevance: How much do the brand's audiences care about what it does and stands for?

Differentiation: How different is the brand from others? Are other brands similar? (Holland, 2006:6)

Something that Holland (2006) does not emphasize is the difference between a visual identity and a brand strategy. Holland focuses more on visual identity, which is not the only thing a brand entails. Brand strategy is the heart and soul of the organisation and is the message that is being conveyed to its audience. Visual identity is the logo, colour, typography etc – a vehicle for communicating the brand strategy to the organisation and its audience (Newman, 2003). Holland (2006: 12) notes that *“many non-profit organisations are so concerned with their services, that they unintentionally emanate an unclear and unfocused brand which lacks consistency and non-profit organisations cannot afford to have an unfocused brand”*. This means that having consistent visual and communication design elements when branding, marketing and fundraising (online and offline) is essential.

3.1.1 Framework for branding in the non-profit sector

Kylander and Stone (2012) state that even though the ambitions of non-profit organisations' brand managers are growing, the strategic frameworks and management tools available to them have not kept up. They believe that models and terminology used in the non-profit sector to understand branding are imported from the for-profit sector and only focus on boosting their name recognition and raise funds. Kylander and Stone (2012) bring to light a conceptual framework designed to help non-profit organisations when branding, to contribute to sustaining their social impact, serving their mission, and stay true to their organisation's values and culture. They call this framework the 'Non-profit brand IDEA' and 'IDEA' stands for brand integrity, brand democracy, brand ethics, and brand affinity (Kylander and Stone, 2012). The framework discussed is the result of an 18-month research project that Kylander and Stone led with colleagues at Harvard University's Hauser Centre for non-profit organisations and collaborators at the Rockefeller Foundation. Building on previous work in the field, they conducted structured interviews with 73 non-profit organisation executives, communication directors, consultants, and donors in 41 non-profit organisations. They then analysed the interviews to learn how leaders in the field are thinking about non-profit brands today and how they see the role of brands evolving (Kylander and Stone, 2012).

Kylander and Stone (2012) further explain that the non-profit Brand 'IDEA' arose from the distinctive sources of pride that non-profit organisation leaders expressed in what they do; pride in the social mission, participatory processes, shared values, and key partnerships; and from the distinctive role that branding plays to create greater unity inside their organisations. The framework was developed to capture the most striking comments heard in the interviews, but they also found that it gave the non-profit organisations' leaders a language with which to manage in the new brand paradigm (Kylander and Stone, 2012). This new brand paradigm, they explain, sees branding as having a wider and more strategic role in an organisation's core performance, as well as having an internal role in expressing an organisation's mission, purpose, methods, and values. More often branding is a matter for the entire non-profit organisation's executive team. At every step in an organisation's strategy and at each stage

in its theory of change, a strong brand is gradually more seen as critical in helping to build operational capacity, stir up support, and sustain focus on the mission (Kylander and Stone, 2012).

Kylander and Stone (2012) developed a model, shown in figure 3.1, which illustrates the role of a brand within a non-profit organisation as cyclical. In the model, the brand is nested within the organisational strategy, which is nested within the mission and values of the organisation. Branding plays a variety of roles which, when performed well, link together in a harmonious and ethical cycle. A co-ordinated identity and image position the organisation to build internal unity and trust with external constituents. Non-profit organisations can leverage these to build up internal capacity and positively impact society. The resulting reputation then enhances the identity and image of the brand with which the cycle began (Kylander and Stone, 2012).



Figure 3.1: The Role of the Brand Cycle (Kylander and Stone, 2012)

Brand Integrity means that the non-profit organisation's internal identity is aligned with its external image and that both are aligned with the mission. The word integrity refers to structural integrity in this instance, not moral integrity. Internally, a brand with high structural integrity connects the mission to the identity of the organisation, giving members, staff, volunteers, and trustees a common sense of why the organisation does what it does and why it matters in the world. Externally, a brand with high structural integrity captures the mission in its public image and deploys that image in service of its mission at every step of a clearly articulated strategy (Kylander and Stone, 2012).

Brand Democracy means that the non-profit organisation trusts its members, staff, participants, and volunteers to communicate their own understanding of the organisation's core identity. Brand democracy largely eliminates the need to tightly control how the brand is presented and portrayed. The appetite for brand democracy among non-profit leaders is largely a response to the growth of social media, which has made policing the brand nearly impossible (Kylander and Stone, 2012).

Brand Ethics means that the brand itself and the way it is represented reflect the core values of the non-profit organisation. Just as brand integrity aligns the brand with mission, brand ethics aligns both the organisation's internal identity and its external image with its values and culture. This is about more than being known as an ethical organisation, but extends to the organisation's use of its brand in ways that convey its values (Kylander and Stone, 2012).

Brand Affinity means that the brand is a good team player, working well alongside other brands, sharing space and credit generously, and promoting collective over individual interests. A non-profit organisation with strong brand affinity attracts partners and collaborators because it lends value to the partnerships without exploiting them. Organisations with the highest brand affinity promote the brands of their partners as much as or more than they promote their own brands, redressing rather than exploiting the power imbalances that inevitably exist in any partnership or collaboration (Kylander and Stone, 2012).

According to Kylander and Stone (2012), putting the 'IDEA' to work means that non-profit organisations will not only improve their brand, but also enhance the efficiency of their organisations and be useful in managing other tasks, such as board governance, global operations, and risk management.

Krige (2010) explains that in 2005, a survey by the Economic and Social Research Council showed that an individual's decision to donate was greatly influenced by their impression of the organisation, the tone of their communication and their ability to provide emotional and intellectual stimulation. Krige (2010) makes it clear that these results are relevant to South African non-profit organisations and that they need to focus on building their donors by building their brand and marketing their vision, credibility, value and impact of their work.

3.2 Defining the concept of marketing

According to the American Marketing Association (AMA), *"marketing is the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large"* (AMA in Cohen, 2011).

Dr Philip Kotler defines marketing as *"the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at profit. Marketing identifies unfulfilled needs and desires. It defines measures and quantifies the size of the identified market and the profit potential. It pinpoints which segments the company is capable of serving best and it designs and promotes the appropriate products and services"* (Kotler in Cohen, 2011).

Stokes (2011:21) provides a simple, old-school definition for marketing as *"the creation of demand for your product or service. If all goes well, this demand should translate into sales and, ultimately revenue"*. Stokes (2011) explains that, in order for people to pay more for a product or service, or to consider one superior to another, meaningful benefits for the consumer need to be created. *"The value that a marketer should seek to create should be equal to or even greater than the cost of the product to*

the consumer. Doing this often will result in the creation of trust in and loyalty towards the brand”
(Stokes, 2011:21).

Druker (1992) and Gelatt (1992) agree that marketing a non-profit organisation is similar to marketing a business, but instead of a product, a *concept* is being sold. Non-profit organisations are not just delivering a service - the end user is not meant to be just a user, but more importantly, a *doer* (Druker, 1992:50). This could be explained by saying that one of the goals of marketing a non-profit organisation should be to bring about a change in a person by creating good habits, vision and commitment.

3.3 Marketing a non-profit organisation

Marketing is very important for non-profit organisations as it helps them reach the public eye, where they can fundraise to carry out their work and ultimately fulfill their mission.

Research on branding in the South African non-profit sector by Zuhlsdorff (2007), van Niekerk (2007) and le Roux and Snyman (2007), all communicate that a big challenge non-profit organisations face is how to distinguish themselves and promote their uniqueness in order to compete for limited resources. This means that building, strengthening and marketing its brand is essential for a non-profit organisation to succeed in its mission.

It is acknowledged by Krige (2010), as well as a number of other authors, that South Africa has an exhausted audience of givers. In a society with so many needs, questions are being raised as to why they should give and this challenge is made worse by a saturated market place of thousands of non-profit organisations and causes, all of which have a strong purpose - and all of which are asking for something (Krige, 2010). This is another reason why non-profit organisations, which are important to a positive and healthy society, need to market themselves effectively to their audience as trustworthy, transparent, accountable and focused.

Krige (2010) states that research in the United Kingdom supports the argument for a strong marketing spend in the non-profit sector. Krige (2010) clarifies this by explaining that in 2005, a survey by the Economic and Social Research Council showed that an individual's decision to donate *“was greatly influenced by his or her impression of the organisation, the tone of its communication and its ability to provide emotional and intellectual stimulation”*. Krige (2010) makes it clear that these results are relevant to South Africa too, and non-profit organisations need to focus on building their donor base by marketing their vision and credibility, and the value and impact of their work.

Krige (2010) also provides some important points that non-profit organisations in South Africa should look at when marketing their organisation:

- Non-profit organisations must **define their message** by clearly explaining who they are and what they do. Core values need to be established (the honesty and ethics that shapes the non-profit organisation) and key factors that differentiate the organisation from the rest need to be identified (Krige, 2010).

- Non-profit organisations should not force people to give out of guilt. According to Krige (2010), today **the message should be positive and engaging**, convincing people of the mission and bringing them on board voluntarily because they have been inspired to do so (Krige, 2010).
- Krige (2010) points out that people generally give to feel good, so non-profit organisations should always say **‘thank you’** to donors and volunteers and provide them with **feedback**. She explains that personalised communication like ‘thank you’ letters or emails should never be replaced by a generic newsletter (Krige, 2010).
- Non-profit organisations are often fixated with money, but Krige (2010) states that **money isn’t the only form of giving**; *“some of the best donations are in-kind, from training, corporate services and skills transfer to volunteer programmes”* (Krige, 2010).
- Another important point that Krige (2010) makes is that non-profit organisations need to **think like a donor**. Potential donors are more than likely going to come across the non-profit organisations brand before they make contact with the actual organisation. It is important that the message is clear and that the vision of the organisation is entrenched in the brand (Krige, 2010).

Before the internet was developed, print, radio and television were the three main media for marketing. With the rise of the internet, it does not mean that traditional marketing is obsolete, but that it has evolved (Kabani, 2010). Marketers still use traditional marketing techniques, but then often direct the target market to an online platform. These days most posters, flyers, TV and radio adverts invite people to visit their websites or Facebook pages, ‘tweet’ their comments or follow their blogs.

3.4 The subject and theory of online marketing

Online marketing can be simply defined as marketing on the internet. Both Kabani (2010) and Stokes (2008) state that the most important aspects of online marketing are consumer involvement and interaction with the brand. Stokes (2011) points out that marketing is about conversations, and the internet has become a hub of conversations, which is why marketing online is so effective. *“The connected nature of the internet allows us to follow and track these conversations, and provides entry points for all parties”* (Stokes, 2011:10). Furthermore, if marketing creates a demand, then online marketing drives the creation of demand using the power of the internet (ibid, 2011).

According to the Internet World Statistics (2012), South Africa has about 8.5 million internet users (Internet World Statistics, 2012). This shows that there is a huge market for non-profit organisations.

3.5 Online marketing for non-profit organisations

Online marketing for non-profit organisations is being investigated in this study because, in a society where easy access to information has become of primary importance, it is essential that non-profit organisations keep up and maintain an online presence. This will ensure that the public is made more aware of the different organisations out there, and of how they too could possibly get involved or help (Damoulakis, 2011).

Krige (2010) and Whitehead (2010) both explain that by integrating the internet into marketing efforts, chances for increasing a non-profit organisations exposure is greatly increased. The internet is an environment where non-profit organisation's can keep people aware of what they do; raise awareness through campaigns, and supply a donation and volunteer page, making it easier for the public to get involved or donate money toward the cause. Online marketing is one of the most cost effective and efficient ways to convey an organisation's message and encourage others to join its cause (Krige, 2010; Whitehead, 2010).

Whitehead (2010) sets out the advantages of online marketing for a non-profit organisation:

- Online marketing **raises awareness** about the organisation, its cause and surrounding issues. It allows non-profit organisations to use traditional text, as well as videos, images and audio to reach the people who are interested and spread awareness (Whitehead, 2010).
- It means there is **more scope for potential donors, volunteers and members**. According to Whitehead (2010), online marketing helps the organisation nurture existing benefactors and recruit new donors, volunteers and members. Also, because of how far and wide the internet can reach, small donations count. Contributions of fifty people who donate R50 have just as much value as five people who give R500 (Whitehead, 2010).
- Communication with the media is streamlined over the internet, which means that there is **effective communication with the press**. A non-profit organisation's website, as well as other online platforms, becomes a powerful Public Relations (PR) machine. An organisation's pamphlet, news releases, event notifications, and reports can also easily be distributed to online hubs (Whitehead, 2010).
- Marketing online means that non-profit organisations have **the ability to track and measure campaign effectiveness**. Unlike other forms of marketing, the internet allows an organisation to track every click, impression, view and registration (Whitehead, 2010).
- A non-profit organisation's **reputation becomes concrete** online and is able to be readable, understood and influenced on the internet. A positive reputation is an asset, stimulating further interest in the organisation and validating its cause in the community (Whitehead, 2010).

Damoulakis (2011) explains that brand monitoring is a way to find out where conversations are happening and what is being said. Following social networking sites as well as other blogs and websites will enable non-profit organisations to keep a close tab on their online activities. While some tools are free, a mixture of monitoring tools will help in getting a full picture. According to Damoulakis (2011), nothing is more essential than a non-profit organisation knowing how well it is doing online and measuring its return on investment.

Damoulakis (2011) sets out the best tools to use when on a tight budget:

Google Alerts: email updates sent by Google of any new internet content that matches the organisation's choice of search topics.

Techrigy: A software solution designed specifically for PR and marketing agencies to monitor and measure social media.

Google Reader: A web-based feed reader to keep up with blogs and news.

Twitter: Twitter may be searched in real time to see what is happening in the world right now (Damoulakis, 2011).

These tools can also help non-profit organisations keep an eye on other organisations' activities and stay up to date on other industry topics (Damoulakis, 2011). Damoulakis (2011) states, "*If there is one thing that makes a great website, newsletter, user-interface or digital outreach programme excellent, it is consistency*". Consistency is crucial for users to believe in the non-profit organisation and build trust. If a user signs up for a monthly newsletter, the non-profit organisation needs to deliver. If the non-profit organisation plans to apply a social media strategy, it must be consistent, interactive and ongoing. Most importantly, if a non-profit organisation plans on having news and information on their homepage, it should make sure the news is fresh and not more than two weeks old. Consistency and well-timed content are significant for making users trust that the organisation is active and working hard to fulfill their mission (Damoulakis, 2011).

3.5.1 Online marketing tools and strategies for non-profit organisations

According to Damoulakis (2011), it is important to **track progress** by tracking and analysing traffic online. Google Analytics is a useful tool to help measure online marketing as well as video, social networking sites' reach and usage of particular applications. Google Analytics is a free service where non-profit organisations can build goals in the dashboard and they can have weekly reports sent to themselves comparing traffic on their website week by week. By tracking an organisation's and visitor's activity, better decisions can be made as to where best to spend time and online efforts (Damoulakis, 2011). Krige (2010) adds to this by stating that non-profit organisations should **measure their impact**. A non-profit organisation should find out whether people recognise its cause, if they associate the brand with its values, if people view it as a credible and respected organisation and most importantly, whether its funds have increased. It is important to measure the impact of online marketing to ensure that the message is being conveyed successfully, as this allows the non-profit organisation to adjust and change its strategy if need be (Krige, 2010).

Krige (2010) then explains that non-profit organisations should then **market their impact online**. A product is not being sold - a concept and service is, and it is important to make it personable. Non-profit organisations should transform monitoring and evaluation data into case studies and market the impact they are making in society. According to Krige (2010) a good non-profit organisation should have thorough monitoring and evaluation studies of their projects and instead of regarding this as data, it can be transformed into case studies, stories, photo-essays and information that can be "*fed back into the donor market and build credibility for the cause*" (Krige, 2010).

Damoulakis (2011) and Krige (2010) both point out that the internet is often used by non-profit organisations to let people know what they do, raise awareness on their campaigns and have donations and/or volunteer pages which people can easily access from anywhere in the world. Krige (2010) suggests good strategies will include investing in a SEO tool, using Google Ads, and setting up pages on social networking sites. Krige (2010) also recommends that non-profit organisations use print media

such as posters and flyers to capture interest, and then get viewers to follow up with an SMS or visit the website or Facebook page – combining traditional marketing with online marketing.

There are many different ways in which non-profit organisations can be active online and ultimately market themselves, and they include: websites, SEO, blogging, social media and social networking, viral marketing, Email marketing, podcasting, display advertising/banner adverts, information graphics, paid-search marketing and mobile marketing. Each of these options will be presented and discussed, highlighting the benefits they can have for a non-profit organisation.

Websites

Having a website has become as important as having a business card (Kabani, 2010). Damoulakis (2011) explains that as an online focal point, a non-profit organisation's website is the centre of interaction and engagement between the non-profit organisation and its audience, meaning it needs to be dynamically built and eye-catching. The website should also be consistently branded with the organisation's identity, activities, cause and mission, and lead visitors to a proper call-to-action such as a donation page (Damoulakis, 2011). A website with up-to-date information about events, tweets and photographs, will give visitors a positive first impression and non-profit organisations should strategise to find a way to encourage visitors to come back to the website by providing important information that makes the organisation unique (Damoulakis, 2011; Gago, 2011).

Damoulakis (2011) explains that the number one request from many non-profit organisations is a donation-button on their website. Damoulakis (2011) and Gago (2011) acknowledge that while donation-buttons are a good idea, it is important to keep in mind that many users still send in cheques or want to provide other means of donations and it is important to make sure the donation page clearly gives users other options such as donating their time or expertise. The process of donating online should be simple and with as few steps as possible (Damoulakis, 2011). Once a user donates, they should be given the opportunity to access Facebook to talk about the donation, or link to Twitter to tweet about how they support a particular non-profit organisation. Similar to an endorsement, this will encourage others to donate online knowing that the recommendation came from a familiar and trusted source (Damoulakis, 2011; Gago, 2011).

Search Engine Optimization (SEO)

A number of authors view SEO as essential for all websites (Damoulakis, 2011; Kabani, 2010; Stokes, 2008; Whitehead, 2010). SEO optimizes a website using key words and phrases so that they are logged by search engines like Google and Yahoo! and so that the website achieves ideal positioning on the search engine's results page (Kabani, 2010; Stokes, 2008). Search engines do not actually see or read websites; they see individual characters, like numbers and letters, and character combinations like words and phrases. Proper SEO presents a webpage to a search engine highlighting specific combinations or characters and the higher a website ranks in a search engine, the more traffic will be attracted to the website (Kabani, 2010). SEO can also increase the number of other sites linking to the website – this is a vital point which search engines use to determine the rankings for keywords (Stokes, 2008).

“SEO is a long-term online marketing strategy, results of which may only be seen after a few months, but the return on investment can be very high” (Whitehead, 2010:3). Damoulakis (2011), Kabani (2010) and Stokes (2008), all say that SEO is vital for online marketing. Whitehead (2010) explains that the positive opportunity for non-profit organisations using SEO is that search engines do not charge a fee to list the website among organic search results and many search engines incorporate images, videos, press releases and books in their search results, presenting a very good opportunity to create a user engagement experience for the non-profit organisation within the search engine results.

Blogging

Whitehead (2010) describes a blog as a collection of articles, ordered by date, which discusses one or more topics and Damoulakis (2011) explains that this platform where content is refreshed and updated often, is essential for non-profit organisations. Although content can be updated on a website, it is not as effective because people cannot leave their own comments or subscribe to the website (Kabani, 2010). Because a blog's purpose is to either start or participate in an online conversation, most blogs allow viewers to leave comments under each individual entry. Blogs are a powerful approach to communicating and interacting with interested parties. A blog is also ideal for a non-profit organisation because it is free to set up and run, and easy for members of the organisation to use and update. A website with a blog included is even better than just a blog or just a website alone (Kabani, 2010).

Kabani (2010) explains that the easiest and cheapest option for a non-profit organisation is a website and blog designed and managed using a Content Management System (CMS). A CMS is an ideal platform for non-profit organisations to utilise as they can manage their website and blog themselves; it is easy to use and members can edit the site quickly and effortlessly, allowing them to maintain their own website and blog, making necessary and regular changes whenever they need without much technical knowledge (Kabani, 2010). WordPress is a good, cheap and user-friendly example of a CMS which many successful businesses use as their website and blog publishing platforms. Other examples of CMS's include Joomla and Wix.

Viral marketing

Going viral is a great way to raise awareness about a non-profit organisation. Viral marketing is a form of marketing where social media is used to promote a cause by allowing users to easily replicate the message or carry out the appealed action, and ask others to do the same (Damoulakis, 2011; Gago, 2011).

Whitehead (2010:10) explains that *“viral marketing is about introducing content with highly communicable qualities into a social network or community in the hope that it will spread rapidly through the network”*. This content could be games, interactive features, images, videos, etc.

“Viral marketing campaigns are usually very innovative and creative and become successful when major influencers within a network view the content and see it as something worthy to pass on to their

followers” (Whitehead, 2010:11). It will begin to spread like wildfire and hundreds, maybe thousands, if not millions of people will see the content and be able to share it themselves.

An example of a successful online viral marketing campaign in the Cape Town non-profit organisation health sector is the Trust’s viral campaign: ‘Careometer – Click to Show You Care’ (from here on referred to as CTSYC). The campaign was launched at the end of September 2010 to create awareness around the upgrading of the Burns Unit at the RCWMCH, to drive visitors to the Trust’s website and ultimately raise the funds needed for the upgrade.

The campaign had a very specific and solid strategy in place. Mitchell (2012) explains that the first part of their strategy was to send an email to the Trust’s database as well as to any other key contacts such as media, government, family and friends seen in Figure 3.2.

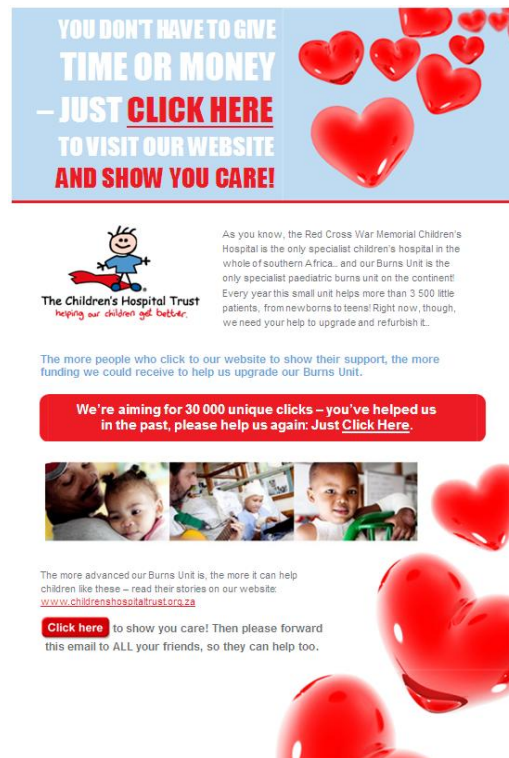


Figure 3.2: ‘Careometer – Click to Show You Care’ campaign email

The ‘careometer’ target was 30 000 hits and encouraged recipients to “show you care with just a click” by clicking onto the Trust website and forwarding the email onto their colleagues, friends and family (Mitchell, 2012:52).

Figure 3.3 shows a screenshot of what visitors saw when they clicked on the careometer to show that they care.



Figure 3.3: ‘Careometer – Click to Show You Care’ Careometer

The second part of the Trust’s strategy was to reach more people in the public and in order to drive the campaign, a broadcast by local radio station GoodHope FM was scheduled for the 5th October, during

the Nigel Pierce Breakfast show from 6am to 9am, which is primetime for radio. The show was broadcast from the RCWMCH and Pierce interviewed the Trust and Hospital staff and encouraged listeners to visit the Trust's website (Mitchell, 2012). The use of the 'careometer' was a very simple concept as it only asked people to click on the website to show they cared, and then ask others to do the same. People responded well as the Burns Unit has a very emotive link and they could actually see the hearts filling up as more people clicked on the site. According to Mitchell (2012), the outcome was more than expected. Using Google Analytics to track the number of hits to the website, the Table 3.1 shows the changes in the traffic of the website.

Table 3.1: Number of visitors to the Trust's website from 1 Jan 2010 – 31 Oct 2011

Period	Number of Visitors	Number of days	Average per day
1 Jan - 21 Sep	19187	264	73
22 Sep - 4 Oct	6565	13	505
5 Oct - 31 Oct	74611	27	2870
22 Sep - 31 Oct	81176	40	2081
1 Jan - 31 Oct	100363	304	331

After reaching their target and the overwhelming success of the campaign, the third part of the Trust's strategy was to send a follow-up email to thank people for their click-through as seen in Figure 3.4.

The CTSYC email campaign not only dramatically increased traffic to the Trust's website (three times the targeted number of clicks) - 25 000 plus clicks over two days, up from the normal hit-rate of 100 visitors per day – but, over two days, 152 online donations were made (up from 2 or 3 per week) (Mitchell, 2012).



Figure 3.4: 'Careometer – Click to Show You Care' Thank you email

There were 63 204 new visitors to the Trust's website for the period 22 September to 20 October 2010. Since there is no formula to accurately determine when a viral campaign ends, they worked with 20 October as this was the date on which they noticed a significant decline in website visits. Of the 63 204 new visitors, there were 251 online donations and 94 offline donations (All offline donations from new donors from Tuesday 5 October until close of business on Friday 8 October were assigned to conversions from the Good Hope FM outside broadcast and the CTSYC campaign). With a total of 345 donations from 35 879 visitors the conversion rate at 20 October was 0.55% (Mitchell, 2012).

In addition to the success of the campaign, it was singled out for excellence by the Direct Marketing Association's International ECHO Awards Competition in 2011 (Mitchell, 2012).

Email marketing

Whitehead (2010) explains that email marketing refers to newsletters sent out by a non-profit organisation regularly to update members about any new information, news, events and issues surrounding the non-profit organisation. GreaterGood SA (2011) explains that emails are cheaper and more immediate than direct mail. Whitehead (2010) and GreaterGood SA (2011) agree that non-profit organisations are using emails and newsletters to drive people to their website and to raise funds, and that it is a fairly simple and effective online marketing strategy.

GreaterGood SA (2011) documents five strategic reasons for non-profit organisations to use emails for communicating with their donors, by internet fundraising expert, Alan Sharp. These strategic reasons are:

1. to involve donors in an interactive way;
2. to advocate the cause by mobilising members simply and easily;
3. to fundraise by creating relationships with members and donors – inviting and inspiring them to donate;

4. to inform members and donors of what the organisation is doing; and
5. to thank people personally when they have donated (Alan Sharp in GreaterGood SA, 2011:17).

According to Damoulakis (2011) and Gago (2011), newsletters are vital for non-profit organisations to deliver news to members who have chosen to receive regular updates about the organisation. The sign-up form should be simple and easy to fill in and should also explain briefly what they are signing up for. A link could also be provided for the member to instantly tweet or share on Facebook about having signed up and to encourage others to do the same (Damoulakis, 2011; Gago, 2011).

There are certain challenges that come with email marketing and fundraising, like spam filters and crowded inboxes, but it is still a great tool for involving donors, mobilising members, raising emergency funds and delivering news (ibid, 2011).

Podcasting

Podcasts are a pre-recorded or live audio broadcast distributed across the internet. If the podcast is previously recorded, listeners can download and listen to it whenever is convenient. When podcasts are streamed live, the host often interacts with listeners via Twitter, Facebook and other social networking sites (Whitehead, 2010).

Display Advertising

Display advertising can also be referred to as banner adverts. These are strategically placed flash-banner adverts on the internet, according to the subject of the page content or demographic/behavioural profiles of visitors to the site. Whitehead (2010) explains that online display advertising can be very cost effective if the campaign is set up correctly and the right research is done beforehand. Options to pay for the advertisement on a cost-per-click (CPC) basis or for every 1000 times the advert is shown, and is called cost-per-impression (CPM) (Whitehead, 2010).

Information graphics (infographics)

An infographic is information or data depicted in a visually engaging way. Infographics often include graphs, charts, or timelines along with a written description of what the data represents. Infographics have viral qualities as they are designed to be easily passed around the web. They help simplify complex information into an easily digestible format. Non-profit organisations can use infographics to exhibit information about the organisation, or issues which they are passionate about (Whitehead, 2010). *“Information design can help tell your story to a variety of constituencies. You can use it as an advocacy tool, for outreach or for education. You can facilitate strategic planning by making a visual map of a given situation”* (Emerson, 2008). Emerson (2008) explains that effective design is not just about making text attractive or engaging, but of shaping understanding and clarifying meaning. This is especially true when it comes to effective communication design for non-profit organisations; not only should it attract, but it should explain and help viewers understand the cause and why they should care.

Figure 3.5 shows an example of an infographic designed for a non-profit organisation in the Cape Town health sector, the Treatment Action Campaign (TAC). The infographic was designed by Design4 Development. The infographic visually explains the HIV life cycle and how the virus multiplies inside the body.

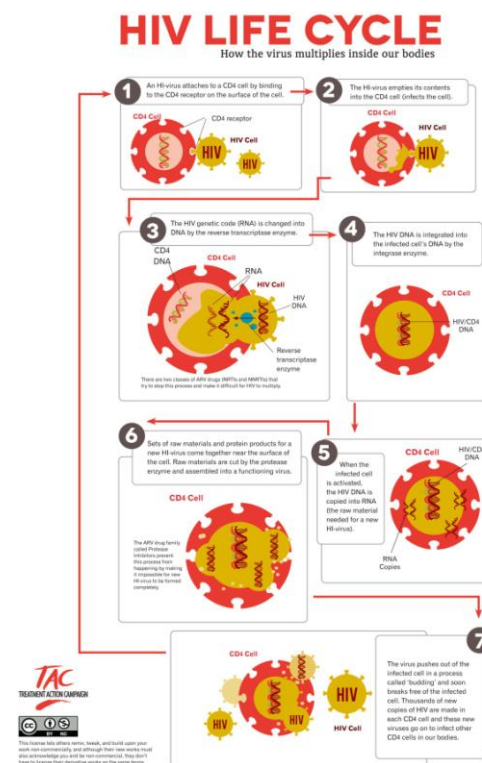


Figure 3.5: The HIV life cycle infographic

Paid search marketing or pay-per-click (PPC)

Whitehead (2010:5) explains that “most search engines allow marketers to place paid advertisements next to the organic search results”. The amount paid and the positioning of these advertisements is determined in a real-time auction where someone will bid a maximum amount they are willing to pay for each click on their advert. Search engines look at the keywords they are bidding on, the advert, the quality of the destination page as well as other factors in order to calculate a ‘quality score’. The quality score determines the minimum amount someone will pay for each click on their advert. The higher their quality score, the lower their starting minimum bid. Therefore some users will pay more than others to bid on the same keyword. Unlike SEO, with PPC they will have control over their search engine advert and can determine the exact location a user will be taken to after clicking the advert. This location is called the landing page and many landing pages have registration forms, email capture devices, and content which the user will find engaging. PPC can be set up quickly and within a few hours or days its effectiveness will be able to be gauged. The most popular PPC networks are Google AdWords, Yahoo Search Marketing and Microsoft Adcenter (Whitehead, 2010).

In the case of non-profit organisations, Google offers the Google Grants programme, which, according to their website, is a “unique in-kind donation program awarding free AdWords advertising to select charitable organizations. We support organizations sharing our philosophy of community service to help the world in areas such as science and technology, education, global public health, the environment, youth advocacy, and the arts” (Google Grants, 2013).

Mobile marketing

Non-profit organisations should have a mobile-friendly website that works on the top mobile platforms such as iPhone, Android and Blackberry. In addition to having the website mobile-friendly, SMS campaigns are becoming very popular. SMS' can be used to market events, for donations, promotions and even important news updates (Damoulakis, 2011; Gago, 2011).

According to Beger, Hoveyda and Sinha (2011:5), the growing use of mobile phones all over the world has opened many doors in personal learning, networking and communication, media, production, activism and economic development. *"In recent years, the emergence of internet access on these devices has fostered new opportunities to bridge the digital divide and to close the internet participation gap between and within countries"* (Beger, Hoveyda, and Sinha, 2011:5).

South Africa is significant because mobile phone access and usage has grown rapidly in recent years (Beger, Hoveyda, and Sinha, 2011). According to their report, *"the number of South Africans owning, renting and/or having access to a mobile phone increased by 2% from 2005 to 2009, and the nation now sees 93% mobile penetration among its total population of 49 million"* (Beger, Hoveyda, and Sinha, 2011:5). In addition, the report states that 39% of urban and 27% of rural phone users aged 16 and older are now accessing the internet from their mobile phones. This statistic indicates that at least six million South Africans are currently mobile internet users (Beger, Hoveyda, and Sinha, 2011:5).

A mobile social networking application which has become popular amongst the South African youth is Mxit (pronounced mix-it). Before Mxit is discussed further, social media and networking needs to be defined and reviewed.

3.6 Social media and social networks

Stokes (2011) explains that social media is written, visual and/or audiovisual content on the internet and it is fundamentally changing the way humans connect and share ideas and information. Barnard and De Gale (2009) add to this by explaining that the power of social media is transforming the way in which non-profit organisations accomplish their mission. Social media is easy to send and to comment on, and there are no high costs involved with viewing the content. Because of the advancement of the internet, all sharing, commenting and viewing can be tracked and measured – ideal for social media marketing (Stokes, 2008). Kabani (2010) explains that the main reason people struggle with social media marketing is because they are trying to apply old, traditional marketing techniques to new marketing methods. *"Social media is not a marketer's platform, it belongs to the customers"* (Kabani, 2010:35).

Abu Hdaib (2009) explains that social media can help non-profit organisations in a variety of ways: they provide different strategic tools for interaction; are a means for creating relationships with stakeholders and communities; promote networking and fund development; facilitate campaigning to a large and targeted audience; allow for more space to spread the word at a minimal cost; reach younger generations and increase the chances of them getting involved; and help to tell a story through visuals and sound (Abu Hdaib, 2009).

Social media contains content created by people that is shared over social networks. No matter what a non-profit organisation's mission, main aims or objectives are, there is a social network that can facilitate and further enhance brand awareness (Abu Hdaib, 2009). There are many social networks that non-profit organisations can use to market their organisations, keep their causes in the minds of others, communicate what is being done and attract potential donors and volunteers (Heller, 2009). Heller (2009) and Whitehead (2010) describe social networks as the connections that people make with one another enabled by technology through websites like Facebook, Twitter, YouTube, LinkedIn and Pinterest.

The Nonprofit Network (2013) highlights the South African social networking facts for adults over 15 years old:

- 12,3 million people in South Africa are internet users;
- 22% use the internet daily;
- 9 million are social networkers;
- 71% of internet users in South Africa use their mobile phones to connect;
- 15.7 million South Africans own an internet capable mobile phone; and
- 9 out of 10 social networkers connect via their phones (Nonprofit Network, 2013a).

According to the Nonprofit Network (2013), Facebook, Twitter, LinkedIn and Mxit are the most popular social networking services in South Africa. These social networks (including YouTube and Pinterest) will be presented and discussed, highlighting their benefits for non-profit organisations.

3.6.1 Popular social media networks

Facebook

"Facebook's mission is to give people the power to share and make the world more open and connected. People use Facebook to stay connected with friends and family, to discover what's going on in the world, and to share and express what matters to them" (Zuckerberg on Facebook, 2013).

According to the Nonprofit Network (2013), it has become a case of 'survival of the fittest' for non-profit organisations in South Africa: *"It is not a case of working harder: you have to work smarter and one of the smartest things a non-profit organisation can do is have a Facebook page"* (Nonprofit Network, 2013a).

By having a Facebook page, non-profit organisations can:

1. **Promote** their logo and build their brand.
2. **Gain a public showcase** to show the work they are doing using photographs and videos.
3. **Talk to the world** and engage in conversations with people in order to build relationships with individuals and other non-profit organisations.
4. **Listen to the world** by asking for feedback and comments, suggestions, advice and stories.
5. **Cast the net wide** for supporters and donors.
6. **Educate the public** on their mission and cause and related issues.

7. **Make the world a happier place** by sharing stories of success.
8. **Promote awareness of events** related to their cause.
9. **Create transparency** by sharing their history and inform the public about those who work in the non-profit organisation and their beneficiaries.
10. **Size matters:** *“Facebook is one of the largest user websites in the world with 1.11 billion users by early 2013. If you are not on Facebook, you are not in tune with the world in which we live. It may well be assumed that if your organisation is not up-to-date with the most important social media, the work you are doing is probably not relevant to today’s society”* (Nonprofit Network, 2013a).

Twitter

“Twitter is a real-time information network that connects you to the latest stories, ideas, opinions and news about what you find interesting. Simply find the accounts you find most compelling and follow the conversation” (Twitter, 2013). The small bursts of information are called Tweets and each Tweet is 140 characters long.

According to the Nonprofit Network (2013), there are over 5 million Twitter users in South Africa and by having a Twitter account, non-profit organisations can:

1. **Expose the non-profit organisation with tweets** because the more followers they have on Twitter, the more people will engage, respond or retweet, immediately exposing the non-profit organisation to more people with minimal cost and effort.
2. **Share** their cause, mission, stories, enthusiasm and passion with others. They can invite followers to subscribe to their e-newsletters, encouraging people to become involved with them.
3. **Listen to tweets.** Non-profit organisations can hear what others are saying and gauge public perception about their issues. They can follow related organisations, and also search for keywords and hashtags related to their work.
4. **Build relationships** by following other non-profit organisations because people in this field are their natural allies. They may learn a great deal from those who have tried things differently, made mistakes and found success in the field.
5. **Increase traffic** to their website. Twitter provides a great way to drive traffic to a non-profit organisations website where people can learn about what they do, who they are, how they make a difference, events they are holding and how others can assist their cause.
6. **Conduct a poll/survey.** <http://www.twtpoll.com> allows Twitter account holders to conduct a survey which is a good way of assessing the public’s reaction to ideas that they may have, events they are considering and anything else they would like to test.
7. **Conduct a campaign.** Twitter allows non-profit organisations to conduct a very different kind of campaign, a call-to-action, a request to sign a petition or gain support for a crisis in their field. They can carry out highly effective campaigns without knocking on doors, standing on street corners or physically reaching out to people.
8. **Find volunteers.** If a non-profit organisation needs volunteers to assist them in any way, a tweet can result in an immense response to their call and provide the volunteers that they need.

9. **Issue invitations.** Non-profit organisations can increase attendance to a fun-run, book sale or golf day by letting everyone know via the organisations Twitter account. They can be directed to the organisations website where they can display more detailed information.
10. **Determine popularity.** Twitter allows non-profit organisations to bookmark tweets that receive a lot of traffic. This is an excellent way of discovering what is important to people, what they want to hear about the organisation and what it means for them. This knowledge can become an important strategic tool in managing a non-profit organisation (Nonprofit Network, 2013b).

LinkedIn

“LinkedIn is the world’s largest professional network with 225 million members in over 200 countries and territories around the globe. Our mission is simple: connect the world’s professionals to make them more productive and successful. When you join LinkedIn, you get access to people, jobs, news, updates, and insights that help you be great at what you do” (LinkedIn, 2013).

Non-profit organisations can use this network to connect with the people and resources that they need to help fulfil their mission. LinkedIn (2013) states that for non-profit organisations, the stronger their network is, the better equipped they will be to attract future board members, secure funding and find passionate volunteers. Non-profit organisations can highlight their mission and engage with likeminded supporters by establishing a LinkedIn Company Page which easily lets them post status updates, share news, find volunteers, and stay in touch with their followers. LinkedIn (2013) states that a non-profit organisation’s volunteers and supporters are their strongest advocates and they should be encouraged to add LinkedIn’s ‘Volunteers and Causes’ field to their profile so they can showcase their service and champion the non-profit organisation across their own professional networks.

According to the Nonprofit Network (2013) South African users of LinkedIn increased from 0.6 million in 2010 to 2 million in 2013; the age of users ranges from 18 years old to over 55 years old; the largest group of users is aged between 25 and 34 years old; approximately 10% of users are business owners and Chief Executive Officers (CEOs); and LinkedIn is the 8th most popular website in South Africa (Nonprofit Network, 2013c). By becoming a member of LinkedIn, non-profit organisations can:

1. **Build their brand** to inform professionals locally and internationally about their cause, mission, work that is being done and who works or volunteers for the organisation.
2. A LinkedIn account tells the world that the non-profit organisation is **professional**, that it does not lag behind in understanding digital media and is at the forefront of technology and business efficiency.
3. **Exude expertise.** LinkedIn provides an environment where an individual and a non-profit organisation can establish themselves as experts within their field, thereby improving their standing from just another non-profit in the field. Starting and participating in LinkedIn groups, posting presentations and promoting webinars and speaking engagements all boost an individual’s and a non-profit organisation’s reputation.
4. **Weave a web of connections.** Connections can be made with businesses, other non-profit organisations and even donors and volunteers. Non-profit organisations are able to search for individuals associated with particular non-profits, foundations or businesses.

5. **Publicise positions** including job or volunteer opportunities in the non-profit organisation amongst professionals and CEOs.
6. **Link up supporters** by providing an easily accessible platform to connect with staff, supporters and partners, and enable volunteers and would-be volunteers to network more easily with one another in an efficient and simple way.
7. **Find experts** that can help solve problems. On LinkedIn, non-profit organisations can find out exactly who would understand the issue before approaching them for advice. Best of all, networking communities are supportive of others and often they will receive small bits of advice without cost as there are groups of pro-bono consultants.
8. **Stay abreast with LinkedIn groups.** LinkedIn allows non-profit organisations to keep up with the latest information on the non-profit sector in an effective and well-organised manner. When appropriate groups are joined, they will provide insight and information from non-profit workers on the front lines, as well as consultants and funders.
9. **Make use of a free company page.** LinkedIn allows non-profit organisations to create a free company page to create visibility for their brand, to promote the cause, to create status updates, showcase job opportunities, link to tweets, and blogs and media news about the non-profit organisation.
10. **Raise their profile in search engines.** Anyone, including non-profit organisations, with LinkedIn profiles that are customised with their name (e.g. <http://www.linkedin.com/in/yourname>) has a vastly improved chance of being found in search engines because LinkedIn has such a high profile on search engines. This usually means an appearance in the first page of search results and in the online world, and this gives a non-profit organisation an invaluable status (Nonprofit Network, 2013c).

Mxit

Mxit was created in South Africa in 2004 and is a free instant messaging and social networking application for people aged thirteen and up that runs on multiple mobile and computing platforms (Beger, Hoveyda, and Sinha, 2011). Users can send and receive text and multimedia messages in one-on-one conversations as well as in public chat rooms. Mxit users can also play games, download music, access movie clips and news, and buy and sell goods. According to Beger, Hoveyda and Sinha (2011), as well as Mxit (2012), there are over 44 million registered user accounts in South Africa. *“Mxit has become an important part of networking and communication in the lives of South Africans with diverse backgrounds”* (Beger, Hoveyda, and Sinha, 2011:6).

With regards to marketing on Mxit, Nicol (2012) explains that Mxit encourages conversations about brands and products, which in turn enables brands to create their own communities within the application and take advantage of Mxit’s cyber currency ‘moola’. Being instant and mobile, Mxit gives advertisers a competitive edge by allowing them to be present and responsive to users (Nicol, 2012). An important thing to consider is that, of the globally registered Mxit users, 49% are aged between 19 and 25 years old, therefore if a non-profit organisation’s target market is aimed at this demographic, Mxit is an ideal platform for non-profit organisations to use (Mxit, 2012).

According to the Nonprofit Network (2013), non-profit organisations could benefit greatly from the Mxit platform by reaching the South African youth in a medium that is familiar and comfortable to them.

Cell Life is a health sector non-profit organisation based in Cape Town which has used Mxit to provide counselling services and vital health information to South African youth infected and affected by HIV (Nonprofit Network, 2013d). Cell Life's trained counsellors were able to interact and engage in confidential chats with the youth on the Mxit platform. The Nonprofit Network (2013d) explains that the Red Chat zone is a live mobile counselling initiative which was launched in 2009 and has to date provided assistance to more than 21 000 young people.

Another example of a non-profit organisation in Cape Town using Mxit for good is R-Labs, who provide drug-addiction-related information and live mobile counselling services via Mxit. According to the Nonprofit Network (2013d), R-Labs has assisted more than 120 000 Mxit users on various issues including but not limited to drug addiction, stress, family and relationship issues. *"Through these initiatives, non-profit organisations have added tremendous social value to the Mxit mobile platform"* (Nonprofit Network, 2013d).

YouTube

"Founded in February 2005, YouTube allows billions of people to discover, watch and share originally-created videos. YouTube provides a forum for people to connect, inform, and inspire others across the globe and acts as a distribution platform for original content creators and advertisers large and small" (YouTube, 2013).

According to the Nonprofit Network (2013) there are approximately 6 million YouTube users in South Africa; most users are in the 18-24 year old and the 25-34 year old age groups; and 49% of users are male and 51% are female (Nonprofit Network, 2013a).

Ten reasons non-profit organisations should use YouTube:

1. **It's free** and in a non-profit environment where there are always financial constraints, a free service is a bonus.
2. **Uploads are fast and resumable.** Uploading of videos is fast and efficient, and if one's internet connection is unreliable or interrupted, the video will continue to upload or download at the point where it was interrupted.
3. **Visual presentation has power.** YouTube provides a medium for non-profit organisations to tell their story visually. A video is a powerful format that transports viewers into their world to see the situation for themselves.
4. **Captions may be added.** YouTube is synchronized with CaptionTube which allows non-profit organisations to create subtitles for their video. When a video really attracts interest and viewers want to forward it to speakers in different languages, the viewers often add captions or translations to the video.
5. **It tells the full story.** YouTube places no limit on the length of a video that a non-profit organisation can post.

6. **It is vocal.** The spoken word in conjunction with the visual presentation is very powerful. Voices, and even background noises, stand out from the 'noise' of pages of information on the internet.
7. **It is viral.** In the case of YouTube, a video goes viral when it is quickly shared and watched by thousands or even millions of people, who continue to share and talk about the video, which continues to increase its popularity.
8. **Videos are inexpensive.** Expensive equipment is not necessary to make a video. Pictures, symbols or illustrations work as effectively, and one is not limited to filming with a video recorder. Video-making software for use on computer or mobile phone is readily available.
9. **It can enhance a website.** YouTube allows the embedding of links that directs viewers to the non-profit organisation's website so they may learn more about it as a non-profit, sign a petition, sign up as a volunteer, make a donation or simply watch the embedded YouTube video while on the site.
10. **It can create a traffic jam.** A key purpose of any non-profit organisation that creates a web presence is to create awareness of the non-profit and its intentions. To do this, people have to visit its website. YouTube has become a top destination for searches and a good strategy to gain SEO to put the organisation on the first page of Google searches in its field, thereby improving awareness of the non-profit's cause and driving traffic to its website (Nonprofit Network, 2013e).

Pinterest

"Pinterest is a tool for collecting and organising things you love that you find on the internet. It is a virtual pinboard. You can browse pinboards created by other people to discover new things and get inspiration from people who share your interests" (Pinterest, 2013).

Hayden (2013) explains that the good thing about Pinterest for non-profit organisations is that it can generate high levels of traffic to their website, because pins link back to their original source. For example, if an image from a non-profit organisations website is pinned onto a Pinterest board, and another person clicks on the image in Pinterest, they will be directed to the non-profit organisation's website. This, in turn, is very good for SEO (Hayden, 2013).

Petronzio (2012) further explains that non-profit organisations can use Pinterest as an extension of their organisation; using photography, videos, infographics and other visuals to show supporters more about their cause and mission. Important things for non-profit organisations using Pinterest to remember are to:

- create Pinterest boards with a specific purpose in mind;
- follow other Pinterest users with similar interests and quality pins on their boards;
- use the pin comments section to engage in conversation and leave a mark;
- use eye-catching images to get people's attention and repins – the more repins, the more chances of having people directed to the website;

- use keywords to name Pinterest boards, board descriptions and pin descriptions for SEO purposes; and
- add a Pinterest 'share' button to its website (Hayden, 2013; Petronzio, 2012).

It is also important that non-profit organisations do not blatantly or over promote their organisation; people could be put off if a cause is constantly pushed in their faces. Instead, images capturing lifestyle and the essence of the non-profit organisation should be pinned while building a community of potential donors and volunteers who share the same interests (Hayden, 2013).

According to the Nonprofit Network (2013), 1.6% of South Africa's internet users use Pinterest and Pinterest is the 19th most popular site in South Africa. Ten reasons why a non-profit organisation should join Pinterest according to the Nonprofit Network (2013):

1. **A picture is worth a thousand words.** Non-profit organisations can pin images that promote their work and capture the essence of the non-profit organisation visually. Eye-catching images get people's attention quickly and people react more deeply to visual representations than to words.
2. **Images depict the situation.** Images and videos of the conditions against which non-profit organisations are working can be pinned on a board. Descriptions should reflect how their pins relate to their mission and their work. Photographs and videos of the work done by the non-profit organisation provide indisputable evidence to interested parties, donors and fellow nonprofits. Images from events or activities may be shared. "Before and after" boards work well to promote work that has been completed. Volunteers and others in the non-profit sector are encouraged to post photos of resources needed, progress of the action, and achievements.
3. **Pictures personalise.** Photographs and videos of the recipients of the work of the non-profit should be pinned, presenting them as the real people they are, telling how they have benefitted from the organisations' work. Ideas and images that are inspirational are soon re-pinned onto someone else's board, spreading awareness. Inspirational quotes embedded onto images will soon generate committed 'followers' of the organisation.
4. **Share.** Pinterest allows the sharing of images and descriptions across a range of social networking platforms. Pinterest provides a uniquely visual and accessible platform on a user friendly network.
5. **Marketing a non-profit organisations brand.** Pinterest can market the non-profit organisations' work to interested people, possible volunteers, possible donors and the general public. Storytelling through pictures is the key to communicating a mission. Non-profit organisations market themselves through educational and emotive appeals. Pinterest is an ideal platform when it comes to such appeals.
6. **Increase web traffic.** Images pinned on Pinterest can be re-pinned by people who find interest or value in the images. Since the organisation's Uniform Resource Locator (URL) can be attached to the images, those who see the images will be directed back to its website, genuinely increasing traffic and thereby it's standing in search engines. Keywords in pins and

boards enhance SEO. Articles may be pinned from a website, as long as the articles have an image attached to them.

7. **Infographics inform and interest.** Interesting and informative facts about the non-profit organisation and the work it does or still needs to do, in creative graphic style, will both attract interest and inform people about the non-profit organisation. Really interesting infographics help to involve and interest the public in specific projects.
8. **It allows a 'call to action'.** Pinterest is an ideal medium for running promotions and conducting competitions that can be informative, bring in funds or garner support for the non-profit organisation's work.
9. **Being a follower.** Pinterest can be used to follow other non-profit organisations and influential people in the same field, see what they achieve and how. If they follow back, non-profit organisations will find themselves in a powerful group of like-minded people who can support and inspire one another.
10. **The public can be engaged and understood.** Pinterest ensures that people know who the organisation is, what it does and how they can support it. The use of clever visuals shows what it needs in respect of volunteers, resources and even funds. Responses to the visuals can be monitored in order to understand how the general public views the non-profit organisation, and why, so that it can make changes, if necessary.

With all the benefits of social networks being presented, it becomes even clearer that social networking is a very accessible and viable option for non-profit organisations to use to their advantage when marketing online. It is important for non-profit organisations to leverage the power of social networks to grow their membership and support, spreading greater awareness about the issues involved (Whitehead, 2010). Really creative campaigns can spread virally through social networks, gaining even more attention for the non-profit organisation.

3.6.2 Social media marketing strategies

There are many social media marketing strategies available for non-profit organisations to implement. The Network for Good (2014) provides a good overview of these strategies. One of the most important points made is that non-profit organisations do not need to be visible on every social network available. Non-profit organisations should determine where their supporters are, and aim to engage with them. They should use the social networking platforms to further the organisations overall strategy and create a calendar to schedule updates, topics, and themes. One person in the organisation should be chosen to be responsible for posting updates and interacting with the followers (Network for Good, 2014).

These are ten simple strategies for social media sharing for non-profit organisations:

1. Offer a preview of an upcoming newsletter, event or programme
2. Show what goes on behind the scenes at the organisation
3. Introduce a member of staff
4. Report from the scene of an event or workshop
5. Share photos of volunteers in action
6. Connect the work being done to a news story or trend

7. Ask a trivia question related to the cause
8. Share a testimonial from a beneficiary or supporter
9. Choose a 'follower of the day' and give them a mention on the platform
10. Celebrate a success story (Network for Good, 2014).

Non-profit organisations should use social media to add value to their audience. Their outreach should reflect the culture and needs as there is no 'one size fits all' approach in social media. Non-profit organisations should talk less about the organisation and more about the positive impact being made, the people being served and those who make it possible. They should learn by listening to their supporters and others in the conversations and observe what types of updates work best for the non-profit organisation so that they can build on their success (Network for Good, 2014).

The aim of non-profit organisations using social media marketing is to possibly convert followers and supporters into donors. Converting supporters into donors ultimately comes down to the need of raising funds. Fundraising, a major issue highlighted throughout the study, is one of the most important aspects of any non-profit organisation.

3.7 Defining the field of fundraising

"Fundraising is the process of raising funds or other gifts to support the work of a non-profit organisation by asking for donations from individuals, businesses, charitable foundations or government agencies" (GreaterGood SA, 2011:3).

According to Norton (2009), without funds, an organisation cannot function effectively. Every organisation needs enough money to survive, so fundraising ensures a non-profit organisation's survival. Fundraising helps with the expansion and development of an organisation, because, in order to meet challenges of the future, an organisation needs to improve its quality of service, extend its activities into other areas, carry out research, add campaigning and advocacy to basic service delivery, and continue to innovate (Norton, 2009). Importantly, fundraising helps reduce dependency on one or two major donors. *"Broadening a fundraising base by bringing in other donors and generating other sources of income can reduce dependency"* (Norton, 2009:2).

Fundraising can also help create a viable and sustainable organisation. This can be done by building a sustainable and active donor base, organising successful fundraising events, creating capital within the organisation, such as buildings and equipment (which reduce the need for running costs or can help generate an income) or an endowment or 'corpus' fund, and developing some sort of income-generating activity within the organisation itself (ibid, 2009).

GreaterGood SA (2011) highlights the fact that one of the most vital points to fundraising is good communication. Everyone within the organisation, from the board, CEO, managers, staff and volunteers, are all a potential fundraisers, and this means that the whole organisation needs to be aware of, and support, the fundraising strategy (GreaterGood SA, 2011). A successful fundraising

strategy needs proper planning and preparation which will clarify the non-profit organisation's mission, vision, objectives and the strategies that will be used to achieve these objectives (ibid, 2011).

3.8 Online fundraising

Another term for online fundraising is ePhilanthropy. GreaterGood SA (2011) explains that ePhilanthropy is giving money over the internet. But it is more than just giving online – ePhilanthropy fundamentally changes the way people give, it changes how they interact and even the purpose of their giving may change (GreaterGood SA, 2011).

Table 3.2 was adapted from the GreaterGood SA (2011) 'Guide to Online Giving' and shows the difference between traditional giving and ePhilanthropy.

Table 3.2: Traditional giving versus ePhilanthropy

	TRADITIONAL GIVING	ePHILANTHROPY
WHO	The wealthy	Everyone
WHAT	Donating money	Donating money, investing time, skills and goods
HOW	Through large, centralised organisations	Directly with the people and non-profit organisations who need support
WHY	Broad humanitarian goals	Personalised projects with direct feedback
RESULT	Generalised, steady but slow support	Highly focused, immediate and interactive support

GreaterGood SA (2011:13) explains that traditional giving is *“losing its power to the immediacy of the internet”* and that non-profit organisations need to take advantage of this by making it easy for people to give online. EPhilanthropy is a new way for non-profit organisations to interact with donors and other stakeholders – it is also quicker, cheaper and more effective. *“There is a giving revolution underway and every day brings new attitudes, new ways of giving and a move towards the reinvention of philanthropy”* (GreaterGood SA, 2011:13).

It is important for non-profit organisations to realise that today's donors are more and more using the internet to help them decide where to invest socially and where to give their charitable funds. Non-profit organisations need to make sure they have a good online presence and marketing strategy to reach these potential donors (ibid, 2011). Increasingly, donors will donate using internet-giving portals. Harnessing the existing technology and using the available tools for communication, resource mobilisation, organisational, social and economic development and social capital investment, represents a massive prospect for addressing some of the most lasting poverty issues in South Africa. It has never been easier or cheaper to raise awareness for a non-profit organisation than by using the simple online tools available (GreaterGood SA, 2011).

GreaterGood SA (2011) highlights the point that the internet is always changing and evolving, becoming more interactive and immediate every day. With the rise of the social networking trend, the huge

increase in blogging, video and information sharing, the internet is not just an ‘information highway’ anymore, it is more like a conversation open to anyone with a computer and an internet connection. The expansion of the internet as a conversation makes it a very effective fundraising tool, because at the core of fundraising is communication and feedback (GreaterGood SA, 2011). People with similar interests can come together online and create online communities where the conversation can flow and new members can easily be drawn in. Traditional fundraising approaches are not as appealing to the younger generation of volunteers and donors and they are increasingly going online to satisfy their charitable urges. They are going to social networks, blogs and even sending emails and web-based fundraising appeals to family and friends to spread the word and raise funds for their favourite causes (GreaterGood SA, 2013b).

Internet fundraising usually takes two forms – either non-profit organisations have a ‘donate’ button on their websites, or they are listed on a charity portal website or online fundraising platform that lists all the non-profit organisations who have registered with the specific platform, providing potential donors with choices of non-profit organisations or causes to donate to or get involved with (NGOPulse, 2008).

3.8.1 Fundraising support for South African non-profit organisations

AIDSbuzz (2011) declares that every one of the many thousands of non-profit organisations in South Africa relies on local and international funding to function successfully. In order to help secure funding, an organisation will need: a worthwhile project; a good reputation; accountability and openness (good record-keeping, annual reports and audited financial statements); a good proposal for the project; and effective partnerships and/or networking with other non-profit organisations and government agencies working in the community (AIDSbuzz, 2011).

There are several useful funding websites which aim to educate and support non-profit organisations in South Africa. These websites will be discussed in order to highlight the advantages they bring to the non-profit sector. These funding websites include:

- Inyathelo: the South African Institute for Advancement: <http://www.inyathelo.org.za>
- the South African NGO Network (SANGONeT): <http://www.sangonet.org.za>
- the Funding Site: <http://www.thefundingsite.co.za>
- the South African Institute of Fundraising (SAIF): <http://www.saifundraising.org.za>

Inyathelo

“Inyathelo aims to strengthen the capacity of civil society organisations to mobilise support and resources in order to build financially sustainable and purposeful organisations” (Inyathelo, 2013).

Inyathelo runs workshops around the country to help non-profit organisations become more proficient in fundraising; they provide an online resource centre with relevant books, journals and DVDs; and they have an online donor directory of over 1 600 grant makers active in South Africa which can be accessed online for an annual fee of R1, 710 for registered non-profit organisations and R2, 850 for individuals and institutions. The Institute also runs the annual Inyathelo Philanthropy Awards to promote social giving in South Africa (Inyathelo, 2013).

SANGONeT

SANGONeT is a CSO and is still one of very few organisations in Africa involved in the field of information communication technologies (ICTs) and continues to serve civil society with a wide range of ICT products and services (SANGONeT, 2013). According to SANGONeT (2013), although many South African non-profit organisations are already active users of ICTs, much more needs to be done to build the capacity of the sector in order to facilitate effective social change. Their website provides information on fundraising and hosts the Prodder Directory: a free, searchable database of non-profit organisations, development agencies and donor foundations and trusts. Organisations can enter and update their own details online.

The Funding Site

Powered by GreaterGood SA, the Funding Site serves the interests of the general non-profit sector, and includes the Funder Database which provides authorised subscribers with access to information on more than 1,750 corporate grant makers, trusts, foundations, international trusts and foundations that fund development in South Africa. The current costs to subscribe to this database in 2013 are R500 (excluding Value Added Tax (VAT)) per year for causes listed on the 'Myggsa' platform; and R1 000 (excluding VAT) per year for independent freelance fundraisers and/or fundraising consultants and other applicants (GreaterGood SA, 2013a).

SAIF

SAIF is the professional body for fundraising practitioners. Their mission is *"to be recognised as a professional body representing fundraising practitioners which promotes and encourages high standards of ethics, practice and public service in South Africa"* (The South African Institute for Fundraising, 2013). The SAIF website provides a wide range of supporting information on fundraising and opportunities in the non-profit sector to registered SAIF members and the greater non-profit community.

Fundraising platforms are being created online, where non-profit organisations can register and add their content. Donors and volunteers can also register and access the information, connecting givers with good causes. There are many of these online fundraising platforms in South Africa. One of the most established and well-known, is GreaterGood SA. Others include Charity SA, GivenGain, Change SA, BackaBuddy, Doit4Charity and For the Cause. These platforms will be discussed and then compared and analysed in order to highlight the benefits they have for health sector non-profit organisations.

3.8.2 Online fundraising platforms

Since its inception in 2004, **GreaterGood SA** has earned its good reputation by raising more than R54.4 million directly for good causes; advising on the investment of over R800 million into social projects and enterprises; creating an online community connecting 1360 non-profit organisations with 10 000 registered individual givers; 12 000 newsletter subscribers; and facilitating the distribution of over 8.6 million second hand and surplus goods to different causes (GreaterGood SA, 2013b).

GreaterGood SA (2013) declares they are a registered PBO and their aim is to connect givers with good causes and to activate the public to give responsibly. GreaterGood SA has a few different online platforms including: an online community/ fundraising platform for givers and good causes on <http://www.myggsa.co.za> and an online shop with a difference on <http://gifts4good.co.za>.

It is free to register on the 'myggsa.co.za' platform. *"When you register with GreaterGood SA, you become part of a greater community of social change-makers"* (GreaterGood SA, 2013b).

South African non-profit organisations apply to join the 'Myggsa' community and GreaterGood SA conducts basic compliance checks on every cause before they are profiled on the website where they manage their own activity and profile through a 'My Cause' account. Causes are awarded activity-rating icons depending on how active and engaged they are. Registered givers get a profile and a 'My Giving' account where they can track all their giving and give to causes in whichever way they can - by volunteering, or by donating goods, skills and or money. Donations to causes are processed quarterly by the GreaterGood South Africa Trust, a non-profit organisation, PBO and Section 18A-compliant organisation (GreaterGood SA, 2013b).

'Myggsa' lists a total of 30 health sector non-profit organisations in the Western Cape on their platform (GreaterGood SA, 2013b). Also powered by GreaterGood SA, 'Gifts4Good' is an online shop with a difference. According to GreaterGood SA (2013), 'Gifts4good' stocks carefully selected alternative 'gifts' which support pre-assessed development projects working to end poverty in South Africa .

The way it works: one buys a gift for a friend (and a good cause); the value of the gift goes to a community project in need; and one's friend then gets a fun e-card (GreaterGood SA, 2013b). Gifts4Good has a 'health' category where givers can choose to give gifts to help educate disadvantaged communities about healthy living, disease prevention and nutrition, provide training for healthcare workers and support basic health care for vulnerable groups like women, children and the elderly.

The different gifts related to health that could be purchased on the Gifts4Good site include: an HIV test (R50.00); vaccinations (R100.00); medical supplies (R250.00); medical services (R500.00); a counsellor (R1000.00); time (R250.00); a hearing aid (R1000.00); a hearing test (R250.00); an audiologist (R500.00); batteries (R100); ear plugs (R50.00); and a health hamper (R5000.00).

There are many other online platforms which attempt to connect donors and volunteers with non-profit organisations in South Africa and Charity SA is one of them.

Charity SA not only lists non-profit organisations, but also showcases upcoming events associated with the non-profit organisations listed, jobs available in the non-profit sector, and a list of interesting and important books for non-profit organisations to read. *"Our aim is to increase awareness to the needs in this beautiful country"* (Charity SA, 2013). Charity SA lists 112 health sector non-profit organisations in South Africa, of which 25 are in the Western Cape.

GivenGain was founded in 2001 by two brothers inspired by the idea that *“it is more blessed to give than to receive”* (GivenGain, 2013). A group of activists run the platform from offices in South Africa, the United Kingdom and Switzerland. The website states that they enable non-profit organisations to run a better operation, increase revenue, build and manage relationships, and win support for the ideas in which they believe. They also state that 100% of donations go to projects listed on the website (GivenGain, 2013). The GivenGain website lists 102 non-profit organisations in the health sector.

According to **BackaBuddy** (2013), South Africans are among the most generous people in the world and the founders aim to prove this by linking activities such as marathon running, cycle competitions and multi-discipline events with the needs of many deserving South African causes and non-profit organisations (BackaBuddy, 2013). Their website states that they have raised R16 408 562.09 for the 601 non-profit organisations listed on their website. They have 2 595 ‘charity champions’, who are the givers, listed on their site. BackaBuddy has 31 health sector non-profit organisations in Cape Town listed on their website.

Change SA declares that they *“are a place to easily make a difference to the lives of the less fortunate in South Africa”* (Change SA, 2013). Donors can search for their favourite non-profit organisation, make a donation, and start a fundraising campaign, volunteer, or search for an event in their chosen area. Change SA is free, and all the donations go directly to the non-profit organisations. 347 non-profit organisations in total are listed on the website, with 183 donors and they claim they have raised R137 692 to date (03/04/2013) (Change SA, 2013). Only three non-profit organisations in the Cape Town health sector are listed on this website: the Friends of Valkenberg Trust, SevaUnite and the Christian AIDS Bureau for Southern Africa.

Doit4Charity was initiated in response to requests from overseas visitors who travel to South Africa to participate in events such as the Comrades Marathon and who wanted to raise funds for local non-profit organisations. The ‘Doit4Charity’ website states that, being passionate about supporting the valuable work of South African non-profit organisations, the team at ‘Doit4Charity’ created a website that would make it easy for people from all walks of life to raise funds for their favourite causes (Doit4charity, 2013). They confirm that administrative costs are kept to the absolute minimum, in order to ensure that the bulk of all money raised through the site goes to the non-profit organisations. There are over 200 non-profit organisations listed on ‘Doit4Charity’, and three from the Cape Town health sector include: the Friends of Valkenberg Trust, St Luke’s Hospice and People Living with Cancer (PLWC).

For the Cause is a volunteer-run online portal that connects volunteers with charity and community organisations in areas throughout South Africa. For the Cause (2013) states their aim is to help needy causes actively involved in communities by connecting them with volunteers and assisting them with projects. *“Connecting volunteers with needy causes”* (For the Cause, 2013).

The For the Cause website states that *“you can make a difference by helping to alleviate poverty, creating jobs, and protecting our environment with just a single click on the cause of your choice as*

listed on our website” (For the Cause, 2013). There are 12 health sector non-profit organisations in the Western Cape listed on the ‘For the Cause’ website with over 100 volunteers listed.

A comparison of these online platforms is illustrated in Table 3.3 in order to identify the most popular platform for health sector non-profit organisations in Cape Town.

Table 3.3: A comparison of online fundraising platforms for health sector non-profit organisations based in Cape Town

ONLINE PLATFORM	TOTAL NUMBER NPOS LISTED	NPOS LISTED IN HEALTH SECTOR IN SA	NPOS LISTED IN HEALTH SECTOR IN CPT
Charity SA	2 288	112	25
GreaterGood SA	1 467	95	31
GivenGain	1029	102	34
BackaBuddy	601	167	31
Change SA	405	6	4
Doit4Charity	200	55	3
For the Cause	30	5	10

According to these results, GivenGain has the most Cape Town based health sector non-profit organisations listed on their platform. GreaterGood SA and BackaBuddy come in a close second, with Charity SA being the third most popular.

These online fundraising platforms are cheap and easy to use. Non-profit organisations in the health sector in Cape Town should use these platforms to their advantage; to spread awareness and raise much needed funds. Another way in which non-profit organisations can raise money online is by crowdfunding.

3.9 Crowdfunding

“Crowdfunding is the process of asking the general public for donations that provide startup capital for new ventures. Using the technique, entrepreneurs and small business owners can bypass venture capitalists and angel investors entirely and instead pitch ideas straight to everyday internet users, who provide financial backing” (Steinberg & DeMaria, 2012:2).

Steinberg and DeMaria (2012) explain that non-profit organisations can benefit from crowdfunding as it connects people with needs to people who can meet those needs. According to Gould (2013), non-profits are the original fundraisers: *“the first time someone went door-to-door asking for contributions, or collected donations on a street corner, they were essentially crowdfunding, by collecting numerous smaller contributions to fund social impact projects that couldn’t otherwise get off the ground”* (Gould, 2013). Crowdfunding online offers a non-profit organisation greater transparency and the additional momentum of social media (ibid, 2013).

Gould (2013) explains that crowdfunding projects are **shareable** because, with one click, the organisation's cause is in front of a community they have never connected with before and current supporters can reach out to their family and friends (Gould, 2013). Crowdfunding is **tangible** because the project page gives the organisation an opportunity to set concrete goals and give backers the sense that they can really *"make it happen"* (Gould, 2013). It is **personal** because the project video enables the organisation to talk one-on-one with backers, to share their emotional connection with the work they are doing. Crowdfunding is **rewarding** because it gives organisations an opportunity to overcome 'donor fatigue' by offering interesting, desirable rewards that make the campaign more fun than guilt-inducing (Gould, 2013). Lastly, crowdfunding is **transparent** because, by making progress toward the goal completely transparent, organisations can inspire greater attention and participation from supporters (Gould, 2013).

According to Coetzee (2013), crowdfunding projects have been made popular via the internet and because of this, the reach of the projects (which sometimes become viral), is very much greater. This is most likely due to the engaging and interactive nature of the pitches done through videos, and, more importantly, the accessible markets through social media. Social media and crowdfunding work very well together (Coetzee, 2013).

"A well presented and interesting idea will spread like wildfire via shares, likes and tweets across platforms more than it would through word of mouth. Not to mention what the traditional advertising alternatives would cost" (Coetzee, 2013).

According to Crowdfunding Insider (2013), **donation crowdfunding** is the most popular type of crowdfunding for non-profit organisations and it has two types: reward-based crowdfunding and charity crowdfunding, which are both the most appropriate for non-profit organisations to utilise.

Rewards-based crowdfunding is where contributions are exchanged for current or future goods or services. Individuals or organisations who launch campaigns or projects may reimburse contributors with something like a copy of something they are designing or producing, or even just a thank-you (Crowdfund Insider, 2013).

Charity crowdfunding happens when an individual, company or organisation accepts charitable donations (Crowdfund Insider, 2013). It is important that the non-profit organisations pitching their ideas are able to convince possible donors that their cause has merit, so it needs to be communicated with passion and integrity (Crowdfund Insider, 2013). The online fundraising platforms discussed in the previous section could also be called charity crowdfunding platforms.

3.9.1 International crowdfunding platforms

According to Caldbeck (2013), industry estimates that there are over 500 active crowdfunding platforms on the internet, varying in equity, debt, rewards, donation, industry and geography. The Crowdfunding Bible lists the most popular international crowdfunding websites as: Kickstarter, IndieGoGo, RocketHub,

Ulule, 33 Needs, Spot.us, Spacehive, Crowdcube, 8-Bit Funding, Peerbackers, Microryza and Grow VC (Steinberg & DeMaria, 2012).

Crowdfunding for social causes is rapidly gaining in popularity. Briggman (2013) provides a list of the top ten social crowdfunding websites:

- 1. Razoo:** *“A movement of people who want to make generosity a part of everyday life”* (Razoo, 2013). Over 14,000 nonprofits have used this platform to raise around \$100 million (Briggman, 2013).
- 2. Causes:** For people who want to change the world. Categories vary from disaster relief efforts to human rights. Causes have raised more than \$30 million for non-profit organisations (Briggman, 2013).
- 3. Buzzbnk:** A United-Kingdom-based platform that supports social entrepreneurs and innovators. *“Positive People Backing Bright Ideas”* (Buzzbnk, 2013).
- 4. StartSomeGood:** StartSomeGood empowers social innovators, and furthers the trend of social entrepreneurship. It is a relatively new social site (Briggman, 2013).
- 5. CrowdRise:** Named the *“Top 25 Best Global Philanthropist”*, CrowdRise has helped bring together volunteers and philanthropists to spread the call of service since 2009 (Crowdrise, 2013).
- 6. CauseVox:** A New York City startup social site that focuses on helping small to medium sized non-profit organisations raise funds and have a social impact (Briggman, 2013).
- 7. Kickstarter:** A project crowdfunding website that any organisation or individual can use to finance its event or project (Briggman, 2013).
- 8. IndieGoGo:** An international crowdfunding site for creative types that can also be used to raise money for charity and non-profit organisations (Briggman, 2013).
- 9. RocketHub:** A crowdfunding platform used by all types of organisations and individuals ranging from scientists to philanthropists (Briggman, 2013).
- 10. Pozible:** An Australia-based website that encourages creative projects and ideas. This website can also be used for charity purposes (Briggman, 2013).

While researching online, an international crowdfunding website which deals specifically with healthcare, called Watsi was discovered. *“Watsi is a global crowdfunding platform for healthcare that enables anyone to donate as little as \$5 to directly fund life-changing medical care for people in need”* (Watsi, 2013). According to Justmeans (2013), 100% of every donation funds medical attention and it is an original way for individuals to give money to one-off medical treatments in the developing world. Currently there is no equivalent crowdfunding platform specifically to service the South African health sector.

A successful example of a South African non-profit organisation in the health sector using an international crowdfunding platform to raise funds is ‘Grandmothers against Poverty and AIDS’ (GAPA). This non-profit organisation listed its project on the crowdfunding platform Kickstarter, and called it: ‘South African Supergrannies: A Photographic Exhibit’ (Eck, 2011). The project successfully raised its funding goal of \$7 000 with 79 backers in January 2011 (Eck, 2011). This project shows that South African non-profit organisations can use international crowdfunding platforms to their advantage.

3.9.2 Local crowdfunding platforms

From a South African perspective, according to van Nieuwenhuizen (2012), crowdfunding has only been around for five years and is still in its infancy. Coetzee (2013) agrees, but that crowdfunding has the potential to evolve the startup financing culture of the continent. While many think that crowdfunding is a new and exciting way to raise money online, van Nieuwenhuizen (2012:6) argues that investors, entrepreneurs and organisations should be cautious when crowdfunding – *“especially in cases where funds are offered from off-shore sources.”* Dealing with contracts or legal actions in South Africa is already difficult, time consuming and expensive; to transact in another country, can make crowdfunding very expensive. The cost to make use of offshore funds through crowdfunding can outweigh any potential benefit through this type of funding (Van Nieuwenhuizen, 2012). Van Nieuwenhuizen (2012:6) states that even when dealing with crowdfunding sources in South Africa, *“great circumspection would be advised”*. Van Nieuwenhuizen (2012:10) concludes his research by saying that, because crowdfunding is such a new concept in South Africa, only time and further research will tell whether it is going to harm or benefit crowdfunders.

According to Coetzee (2013), there are currently only three crowdfunding websites that provide micro financing in South Africa: StartMe, FundFind and Thundafund. Further research into crowdfunding for non-profit organisations in South Africa, has presented another South African based crowdfunding website specifically for non-profit organisations called ‘Love to do Good’ (LTDG). These crowdfunding platforms will be discussed in order to draw attention to their relevance to non-profit organisations in the health sector.

StartMe was founded in 2011 by a group of South African entrepreneurs frustrated with the lack of availability of funding. It is a crowdfunding platform for South African entrepreneurs and investors. *“StartMe is the next generation of business investment”* (StartMe, 2013).

StartMe (2013) claims that it is a new way to fund entrepreneurs, artists, schools and community projects in South Africa by crowdfunding for equity or other incentives, giving those looking for funding a platform to connect with ordinary people and raise start-up finance. There are eight ‘cause’ projects listed on StartMe, with no projects in the ‘health’ category. None of the projects in the ‘cause’ category represent non-profit organisations.

FundFind claims it is *“a new way to fund projects, startups, and innovations in South Africa using the proven method of rewards-based crowdfunding”* (FundFind, 2013), is powered by *“all-or-nothing and keep-what-you-raise”* funding methods (FundFind, 2013). If using the all-or-nothing method, projects must be fully funded or money is refunded. The project owner gets to keep all funds raised, if making use of the ‘keep-what-you-raise’ method. It is up to the project owner to make sure that all rewards that have been promised are delivered, whether or not the funding target is reached (FundFind, 2013). FundFind has a ‘causes’, ‘activism’ and ‘community’ category with one project listed in each. FundFind had no non-profit organisation projects listed in either of these categories.

Jumpstarter is a Cape Town based non-profit organisation funding platform for creative projects, including individuals, charities and businesses. They aim to link people with good ideas, to people that like to see good ideas succeed. *“It is the simplest way for the MANY to help a lot, by helping a little!”* (Jumpstarter, 2012)

Jumpstarter has a ‘non-profit organisation’ category on their website, but this category was empty. According to their website, they have 46 campaigns listed, none of which have yet to be funded.

Thundafund aims to build the exposure for projects in local markets far beyond the present reach of international platforms by actively engaging with local organisations and networks (Schofield in Coetzee, 2013). *“Thundafund is an online Crowdfunding Café and marketplace for creatives and innovators in South Africa. Through Thundafund, entrepreneurs with their respective projects & ideas can raise capital and build a supportive crowd of backers through the process of crowdfunding”* (Thundafund, 2013).

Although Thundafund is still very new, they have raised over R105 000 so far with a goal of R155 million to be raised for over 3 300 projects in four years. Through this initiative, Thundafund hopes to create 10 000 jobs (Coetzee, 2013). There is a ‘community’ category on Thundafund for project listing, but no projects are listed in this category. There are no non-profit organisation projects listed on Thundafund.

Love to do Good (LTDG) is a local crowdfunding platform dedicated to good causes. *“We’re a slick blend of crowdfunding, crowd sourcing, online fundraising, behavioral economics, creating shared value with a dash of gaming too. Our vision is to make community based organisation scalable, connected and sustainable. We provide resources to connect those who are doing good with those who want to do good”* (Love to do good, 2013).

There are 58 non-profit organisations listed on LTDG with only three campaigns featured to crowdfund, two of them being health sector non-profits: the Childhood Cancer Foundation (CHOC) and BreastSens.

In comparing the design of each of these crowdfunding websites, I found that Thundafund had the most simple and effective look and feel, with the most projects listed and in various stages of fund raising. The LTDG website has a simple and consistent design with unique, personal illustrations, visually representing what they do and how they do it.

3.10 Existing frameworks for non-profits to use when marketing online

It is important for non-profit organisations to have strategies in place before attempting marketing and fundraising online. Having a strategy will ensure their time and efforts bring about a good return on investment. Kabani (2010) sets out a simple framework to follow when using social media marketing. The framework seen in figure 3.6 is a process which non-profit organisations could implement as part of their online marketing strategy because social media marketing is not a stand-alone process or outcome. This framework can be broken down into 3 distinct components and uses the acronym ‘ACT’.

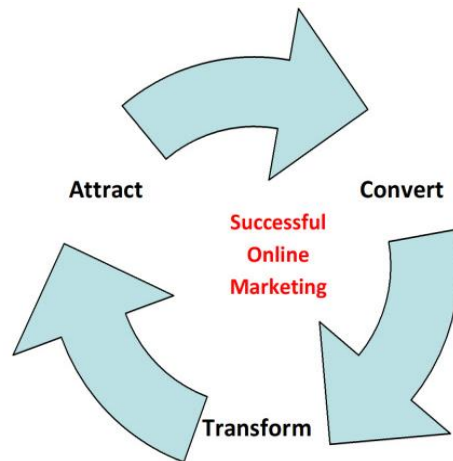


Figure 3.6: The 'ACT' process (Kabani, 2010).

'A' is to **Attract** and get the attention of the public – attracting traffic to the online platform like the website, Facebook page or Twitter account (Kabani, 2010). Attracting possible donors and volunteers can be done with effective branding and creative campaigns.

'C' is for **Convert**. Kabani (2010) clarifies that conversion happens when you turn a stranger into a supporter, defining a supporter as someone who takes in the information and supports the cause, but may not actually donate or volunteer because they have not been inspired to do so. They could later on become a customer. Kabani (2010) explains that this means non-profit organisations always need to be trying to convert people into donors and volunteers by inspiring them.

'T' is for **Transform**: *"to turn past and present successes into magnetic forms of attraction"* (Kabani, 2010: 21). A website is vital because it will help *convert* visitors or supporters into donors or volunteers; non-profit organisations can *attract* all the people they want using social media, but this may not necessarily *convert* them (Kabani, 2010).

Askanase (2012) has adapted Seth Godin's 'The Circles of Marketing' for non-profit organisations. According to Godin in Askanase (2012), marketing is not about how many followers an organisation has, but rather an entire ecosystem surrounding the product itself. Referring to figure 3.7 the centre of the ecosystem is the 'cause'.

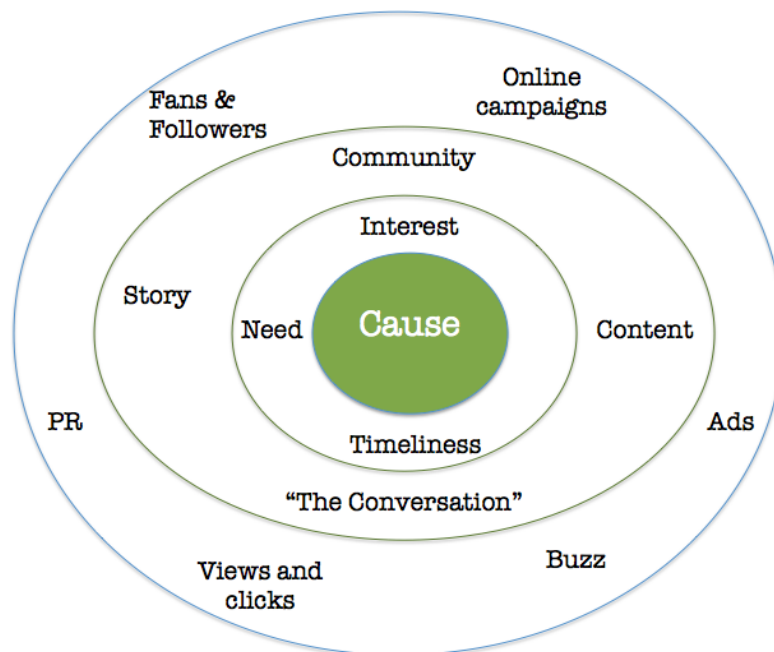


Figure 3.7: The Circles of Nonprofit Marketing (Askanase, 2012)

The innermost circle is the cause. Askanase (2012) makes it clear that the cause is not the organisation itself – as in Seth Godin’s version, the product is not the company: When the thing you sell has communication built in, when it is remarkable and worth talking about, when it changes the game – marketing seems a lot easier” (Godin in Askanase, 2012).

The circle just outside of the centre is the basis for the circle surrounding it. These are the factors that surround the cause itself and affect the perception of the interest of the cause. Timeliness of the issue, the need for a solution to the problem, and public interest in the cause all affect how the cause is perceived. This circle should be continuously reviewed by the executive director, programme staff, fundraisers and founders. If the issues are no longer timely, it will affect interest, the conversation, community involvement etc.

The outer circle is what most non-profit marketing consultants and team members are hired to do: create a ‘buzz’ of advertisements, word of mouth, and online campaigns. This increases their numbers of fans and followers, hopefully converting people into donors and supporters of the cause (Askanase, 2012). According to Askanase (2012) *“this is just the tip of the iceberg in marketing”* and most non-profit marketing professionals are hired to focus on the outer circle. What they aren’t aware of is that it is the final circle of work and not the first. The second circle where the story, content, conversation and community lie is where the real marketing time should be spent. This circle is focused on creating a community that cares most about the cause and will help promote it. This circle includes the elements needed to create an engaged online community supporting the cause: defining what people want to talk about (the conversation), crafting the story of the cause, developing an online community that cares passionately about the cause, and supporting all of this with good content (the non-profit organisations content and the content created by the public).

Dietz (2014) presents a framework seen in figure 3.8 for non-profit organisations based on ‘Maslow’s Hierarchy of Needs’ (a theory in psychology), called the ‘Online Hierarchy of Needs’. The framework is designed for non-profit organisations to use when building their online presence, by focusing on the foundation (the website) and then moving up the levels to get to the more advanced online tactics like online fundraising and social media.



Figure 3.8: The Online Hierarchy of Needs (Dietz, 2014)

According to Dietz (2014) the key to the model is building a strong foundation. If a non-profit organisation does not have a strong foundation and they jump ahead to something like social media or mobile marketing *“it would do more harm to the organisation than good”* (Dietz, 2014). An important argument is made that if a video went viral and drove 10 000 visitors to the non-profit organisations website, would the viewers get all the information they needed, be navigated to the right places on the website and would they like the look and feel of the website.

3.9 Summary

This chapter has identified and explained the online marketing and fundraising activities specifically for non-profit organisations. From the extensive list of varying types of online marketing for non-profit organisations, it is clear that many different techniques can be implemented as part of an effective strategy. Social media and social networking are very powerful and accessible tools for interacting, engaging and building strong relationships which help build a strong brand presence online. Online fundraising platforms as well as direct fundraising methods are freely available to any non-profit organisation needing support.

Because of the pace at which new concepts develop on the Internet, there is a constant flow of new fundraising concepts that become available. This indicates the need for non-profit organisations to remain abreast and possibly include these in their strategies. However, as pointed out by Van

Nieuwenhuizen (2012) new approaches such as crowdfunding which is gaining in popularity in South Africa, need to be approached with circumspection.

It was further suggested that the use of clear, simple and well-designed information is of great importance when marketing a cause and fundraising online, as this served to create visual appeal and differentiation. Making use of the services of a professional Graphic Design company or freelance designer would therefore be recommended.

This chapter ends by highlighting the existing frameworks available for non-profit organisations. These frameworks will assist in the development of a theory of online marketing strategy in this study and will help to inform the design of a unique online marketing framework which can be successfully implemented by Cape Town health sector non-profit organisations when branding, marketing and fundraising online.

CHAPTER FOUR

Research design and methodology



This chapter introduces research design and provides a detailed overview of the research methodologies used for gathering data, analysis and the development of theory. The research instruments have been carefully developed according to the research questions, objectives and the literature review findings. Qualitative and quantitative data collection methods have been employed. There is a description of the data analysis methods employed in the study, and the chapter ends with the ethical procedures adhered to during this research.

Chapter Four’s overall approach was designed to address the following research questions:

1. What are the current online marketing and fundraising activities of non-profit organisations in the Cape Town health sector?
2. What is the importance of a non-profit organisation in the Cape Town health sector?
3. How do online marketing and fundraising strategies benefit non-profit organisations?
4. What process can non-profit organisations follow when marketing and fundraising online?

4.1 Rationale for using a mixed method research methodology

The nature of this study informed the decision to use both qualitative and quantitative research. While qualitative research methods focus on discovering and understanding the experiences, opinions and thoughts of participants who produce subjective data (Hiatt in Harwell, 2009), quantitative research attempts to “*maximize objectivity, replicability, and generalizability of findings*” (Harwell, 2009:149).

In qualitative research, data collection is used to develop concepts and theories that help us understand the social world, making it an inductive approach to the development of theory. Quantitative research is deductive in that it tests theories which have already been anticipated (Hancock, 1998).

A comparison of qualitative and quantitative research terms are listed in table 4.1.

Table 4.1: Qualitative and quantitative research terms

Qualitative research	Quantitative research
Subjective	Objective
Holistic	Reductionist
Phenomenological	Scientific
Anti positivist	Positivist
Descriptive	Experimental
Naturalistic	Contrived
Inductive	Deductive

Hancock (1998) explains that the various features of qualitative and quantitative research may be viewed as a strength or a weakness, depending on the original purpose of the research. Greene in Harwell (2009:151) states that “*mixed methods research allows for the opportunity to compensate for inherent method weaknesses, capitalises on inherent method strengths, and offsets inevitable method biases*”. This means that the use of a mixed-method research approach will give a well-rounded and clear insight into Cape Town health sector non-profit organisations and their online marketing and

fundraising strategies, highlighting the needs in these sectors developing a theory and then a resulting framework to address the issues.

The data in this study has been gathered as much as possible in a natural setting, such as in the work places and offices of the interviewees and at the personal computers of the survey respondents themselves. Care was taken to investigate the research problem from the point of view of several key figures in the non-profit health sector, the corporate online marketing field and the design for the development sector.

4.2 Explanatory research

This research is explanatory in nature; focusing on *why* questions (Kirshenblatt-Gimblett, 2006). Explanatory research implies that the research in question is intended to explain rather than simply to describe (Maxwell & Mittapalli, 2008). The purpose of explanatory research is to explain or answer the question of why something occurs. It goes further than descriptive research in its goal to find the reasons behind a theory or phenomenon (ibid, 2008).

4.3 Research design

Research design refers to "*the structure of the enquiry*" (Kirshenblatt-Gimblett, 2006:8). This research follows a qualitative and quantitative research design involving semi-structured interviews and an online survey, in order to measure the online activities and attitudes across a larger sample of non-profit organisations.

This study's research design is divided into three phases:

1. The first phase was an extensive literature review focused on the state of the health sector and the non-profit sector in South Africa. Secondly, an online survey was conducted in order to obtain data on the online activities and online marketing and fundraising techniques of Cape Town health sector non-profit organisations.
2. An in-depth literature analysis was completed in the second phase based on online marketing and fundraising, specifically for non-profit organisations in the health sector.
3. In the third and final stage of the study, semi-structured interviews were conducted with two non-profit organisations in the Cape Town health sector; an expert in the online marketing field and a specialist in the design for non-profits sector.

In order to clarify the researchers understanding of the 'world', paradigmatic assumptions in the study need to be reviewed. Bryman (2001) explains that there are three assumptions in research: ontological, epistemological and methodological. Ontological assumptions are concerns on the nature of the world and human being in social contexts; epistemological refers to the ways to acquire the knowledge; and methodological assumption focuses on the analysis of methods and the process used for gaining data (Bryman, 2001).

The research design was borne out of the constructivist paradigm, closely related to the interpretivist approach, which allows for subjectivism and objectivism, to gain a clear and well-balanced perspective

on the research topic. Constructivism promotes an environment of collaboration, engagement and reflection of information, which enhances the process of obtaining knowledge (Feast & Melles, 2010). A constructivist approach in research design creates a sense of co-operation between the participant and the researcher, where new knowledge is co-constructed, producing a platform for theory formulation. Constructivism also provides a chance for the participants as well as the researcher to contribute different meanings to situations, based on personal and professional experiences that are valuable for interdisciplinary exploration and analysis (Crotty in Feast & Melles, 2010:2). Constructivism is a philosophical paradigm based on relativist (as opposed to a realist) ontology, and a subjectivist (as opposed to an objectivist) epistemology (Guba & Lincoln in Waters & Mehay, 2010).

4.4 Ontological assumptions

Ontology is defined as *“the study of being and is concerned with what kind of world we are investigating, with the nature of existence, with the structure of reality as such”* (Crotty in Ahmed, 2008:2). Waters & Mehay (2010) explain that when Guba & Lincoln state that constructivism is based on relativist ontology, they mean that constructivism is based on the notion that the truth about ‘what is what’ (ontology) is socially negotiated (relativism).

4.5 Epistemological assumptions

Epistemology is a branch of philosophy concerned with the theory (or nature) of knowledge and relates to the theories of learning (Waters & Mehay, 2010). Knowledge that is obtained from a subjectivist epistemological position is based on the personal experience, feelings and opinions of individuals. In design research, this knowledge empowers the designer and the user to assess devices that represent communicable qualities and hold a deeper meaning to initiate visual thinking. Knowledge obtained from an objectivist epistemological position is the opposite of subjectivism, as it is associated with factual and specific knowledge rather than personal experiences. The information and knowledge gained must be concrete and factual in order to form the foundation for theory formulation (Waters & Mehay, 2010).

Waters & Mehay (2010) explain that when Guba & Lincoln state that constructivism is based on a subjectivist epistemology, they mean that in constructivism, the true meaning of knowledge (epistemology) is internally constructed (subjectivism). *“In constructivism, the truth about ‘what is what’ is socially negotiated (with others) and the true meaning of knowledge is then internally constructed”* (Waters & Mehay, 2010:4).

4.6 Research methodology

While the research design is the structure of the study, the research methodology outlines the methods and tools used for carrying out the tasks necessary to achieve the desired outcomes of the study (Kirshenblatt-Gimblett, 2006).

The grounded theory method has been used as a systematic approach to discover theory through the analysis of data (Scott, 2009). The aim of grounded theory is to generate or discover a theory. It can be defined as *“the discovery of theory from data systematically obtained from social research”* (Glaser & Strauss, 1967:2). The first step to grounded theory is data collection through a variety of methods,

which in this study includes semi-structured interviews. Glaser and Strauss (1967) explain that the grounded theory method provides useful tools to learn about individuals' perceptions and feelings regarding a certain subject.

Following the constructivist approach, qualitative research conducted in the form of semi-structured interviews helped gain a deeper understanding of non-profit organisations from an emotional level; to gain insight into the perceptions, experiences and behaviour of the people who work within the non-profit organisation. The aim was to understand the need for the different non-profit organisations; become familiar with the type of people who support them; determine how they are structured and run; define their different missions, goals and visions; experience their brand values; and understand their marketing strategies and online activities. This approach will enable the development of grounded theory to deepen the inquiry, and theory is built through the themes that emerge. A framework is then presented based on the theory.

An open approach was applied throughout the study, with theory evolving as it became clear as to what was important to the participants during the study.

4.6.1 Data collection methods

The data collection methodology includes various methods, such as a literature review, online survey and semi-structured interviews. This methodology exists in two types of data collection: theoretical and empirical. Theoretical data collection reviews the available literature in the context of the research problem and its in-depth background. The empirical data collection provides a framework of perceptions and opinions to guide the design of the strategies in this study. This study considers qualitative and quantitative methods to assist the investigation of the problems presented:

- Review of available and relevant literature
- Online survey
- Semi-structure interviews

The implemented research methods are clarified and put into this study's context under the sub headings 4.6.1.1 to 4.6.1.3.

4.6.1.1 Literature review

An ongoing literature review was conducted as part of the explanatory part of the research, where the research problem was extensively reviewed and explained through the appropriate literature available. The literature was examined and provided an informed understanding of the context of the South African health and non-profit sector, as well as the online marketing and fundraising strategies available to health sector non-profit organisations. The literature review helped appropriate questions to be formed for the empirical part of the research.

The following relevant literature was consulted:

- Books;

- Academic journals;
- Internet-based resources; and
- Government communications and legislation.

In the first phase of the research, the literature review focused on the South African health and non-profit sector, clarifying related terms, and concepts, and describing the history and current situation of the context of the study. The second phase of the literature review focused on branding and online marketing and fundraising strategies, specifically for non-profit organisations in the health sector.

4.6.1.2 Online survey

An online survey was used as the quantitative data collection method in order to gauge the current online activities of non-profit organisations in the Cape Town health sector. The survey consisted of twenty-nine questions, created specifically for non-profit organisations in the Cape Town health sector. All of the questions except for the last two open questions were of the multiple-choice type.

An online survey tool called Qualtrics® was used to create and host the survey, because it allowed for free registration and survey hosting. It also imposed no time limitations on the duration of the hosting period. Furthermore, Qualtrics® allowed for flexibility in the types and styles of questions. With its user-friendly interface, it allowed for the responses to be stored online and accessed at any time. An additional advantage of using Qualtrics® is the response-saving feature, which allows respondents to save their responses at any time and continue with the survey at a later time if necessary.

Once questions were developed, they were inserted into the online survey tool. The survey was launched in November 2012 and was then tested thoroughly with various individuals before being sent to a list of Cape Town health sector non-profit organisations. Emails for these non-profit organisations were collected from online databases like GreaterGood SA and Charity SA, where non-profit organisations have registered for online exposure. The email sent to the non-profit organisations can be seen in Appendix A.

The online survey questions and results generated from Qualtrics® can be found in Appendix B. The web-based version can also be viewed directly at the following link:

https://qtrial.qualtrics.com/SE/?SID=SV_aVSzYQHpsFyYyZD

4.6.1.3 Semi-structured interviews

Interviews are an important and valuable way to gather a full range and depth of information. Semi-structured interviews were chosen specifically for the qualitative research in order to understand the interviewee's opinions and perceptions. *"The decision to interview implies a value on personal language as data"* (Newton, 2010).

A semi-structured interview script (Appendix D) was used to guide the interview to the discussion of the research problem. An open approach was applied in order to generate other questions may have

arisen. The general script included the objective of the interview; the topic areas to be explored; and a rough draft of questions to be raised during the interview.

All interviews were carried out in-context, at each interviewee's work place, in order to make the participant feel more at ease. All interviewees received the study's explanatory statement and consent form as part of ethical procedures (see Appendix C).

Audio recordings were made (with consent) at each interview, and after completing each interview, the recordings were transcribed and immediately analysed as part of the grounded theory method.

The objectives of the interviews were to:

- Gain an insight into the marketing and fundraising strategies of a well-established non-profit organisation in the health sector;
- Identify important aspects of online marketing and fundraising from the experts; and
- Determine the most effective approach for implementing online marketing and fundraising strategies for non-profit organisations in the Cape Town health sector.

Semi-structured interviews were carried out with Helen White, the communications manager at the Trust; Avril Isaacs, Director of the Friends; Rob Stokes, CEO of Quirk eMarketing and Rosie Campbell, the owner of D4D.

A twenty-five minute interview with **Helen White, Communications Manager of the Trust** took place on the 17th August 2012 in Trust's board room at the RCWMCH in Cape Town, South Africa. As White is involved with a well-established non-profit organisation in the health sector, the interview was aimed at understanding her opinions and perceptions of their marketing and fundraising strategies, and to gain an insight into their successes.

A thirty-five minute interview with **Avril Isaacs, Director of the Friends** took place on the 22nd August 2012 in Isaacs' office in the FRC at the Friends at the RCWMCH in Cape Town, South Africa. It was apparent that the Friends were a very different type of non-profit organisation when compared with the Trust, and the aim of this interview was to establish the differences between the two.

The interview with **Rosie Campbell, owner and creative director of Designs4Development** took place on the 21st August 2012 at the D4D office in Green Point, Cape Town, South Africa and lasted thirty-eight minutes. The aim was to gain an insight into the current online marketing strategies of non-profit organisations from the perspective of a design agency which works specifically with the development sector and non-profit organisations.

A twenty-minute interview with **Rob Stokes, CEO of Quirk eMarketing** took place on the 30th August 2012 in the board room at Quirk eMarketing on Searle Street in Woodstock, Cape Town, South Africa. This interview was conducted with the aim of gaining an enhanced view of online marketing in the

corporate sector and what the expert's opinion is of non-profit organisations' marketing and fundraising online.

The interview process

A semi-structured interview schedule, a tape recorder and memos were used to collect detailed data concerning the perspectives of the interviewees. The tape recorder was used to ensure that accurate transcriptions could be made, while the memos were used to record observations and thoughts during the interviews. Each interviewee gave verbal permission for the recordings to be made.

Gorra (1999) recommends that when using the grounded theory technique, interview questions should give as little guidance as possible to allow interviewees to talk freely about what is important to them regarding the context. The researcher is then able to extract which experiences are significant to the interviewee by assigning a conceptual label, known as a code. Several codes can be grouped into more abstract categories which will eventually form the basis for the developing theory (Gorra, 1999).

The semi-structured interview schedule was divided into 6 sections:

1. Respondent's profile
2. Organisation/company's profile
3. Branding
4. Marketing
5. Fundraising
6. Online marketing activities and strategies

The sections were used as a guide when conducting the face-to-face interviews, allowing responses to be explored further if necessary. The semi-structured interview schedule is presented in Appendix D.

4.7 Rationale for data analysis

Two methods were used for analysing the collected data: quantitative analysis to analyse the online survey and qualitative analysis, namely grounded theory, to analyse the interviews.

4.7.1 Analysis of the online survey

The first step in analysing the online survey was the removal of any that were not satisfactorily completed. Respondents who failed to complete the survey were removed from further statistical analysis. The online survey programme Qualtrics®, automatically analyses the data and one is able to download the statistics to Microsoft Office Excel, where the results of the survey can easily be generated into graphs and tables. The findings of the online survey are interpreted and described in the following Chapter Five of this thesis. The survey questions and results generated by Qualtrics® can be seen in Appendix B.

4.7.2 Analysis of the semi-structured interviews using grounded theory

Data analysis commences immediately as data is collected and continues in parallel with data collection to allow for theoretical sampling. Theoretical sampling is central to grounded theory – it is informed by coding, comparison and memo writing and is designed to develop theory.

Sbaraini et al. (2011) explain that the analysis raises questions, suggests relationships, highlights gaps in the existing data and reveals what is not yet known. Participants are carefully selected and the questions asked are adapted so that gaps are filled, uncertainties are clarified and an emerging theory is built. The data analysis relies on coding: the process of breaking down data into smaller sections and labelling the sections. These are then compared to understand and explain variations in the data. Codes are eventually combined and related to one another. Memos are written throughout the study that includes information about events, cases, categories, or relationships between categories. The memos are used to stimulate and record the development of thinking, including the comparisons from the coding. Theoretical saturation is reached when eventually nothing more is being learned from the data and all concepts are well understood and can be substantiated from the data. The results of this study are expressed as a substantive theory – a set of concepts that are related to one another as a cohesive whole (Sbaraini et al., 2011).

4.7.2.1 The process of data analysis

- **Planning for the recording of data.** When planning for this research study, considerations about the method of data collection were taken into account to ensure not only the easy retrieval of the data for analysis, but also that the most accurate data was accessible, and that ethical considerations were observed.
- **Data analysis in conjunction with data collection.** During the data collection period, data analysis was carried out. This allowed for emerging patterns within the data to be revealed and for those patterns to be further explored during the rest of the data collection period.
- **Managing and organising the data.** The data collected was managed in two ways. Data generated from the online survey was exported into a Microsoft Office Excel worksheet. This allowed for easy access to the data and for further analysis. The data collected from the interviews was transcribed and stored electronically. The memos compiled during the interviews were also captured electronically and stored alongside the corresponding transcription.
- **Reading and writing memos.** All transcriptions and survey responses were read and it was ensured that the different data collected were viewed as two separate groups of data. The survey produced the statistics and the interviews produced the perceptions surrounding the issues.
- **Generating categories, themes and patterns.** Once all the data had been scrutinised, various themes and patterns were identified, and themes were then coded electronically, making use of a colour system to differentiate between them.
- **Testing emerging understandings.** When all data had been coded, corresponding coded data were grouped together. This led to understandings emerging from the data and these were then compared against remaining data to ensure that all understandings were mutually exclusive.

- **Writing up the findings.** The final phase of the data analysis is the presentation of the findings, a product of the data collection and analysis process. The findings of the quantitative data will be presented in Chapter Five and the findings of the qualitative data will be presented and discussed in Chapter Six of this thesis.

4.8 Assumptions

It was assumed that respondents to the online survey from the Cape Town health sector non-profit organisations would have the technological ability to complete the online survey with ease. It was also assumed that interviewees would need no external help from co-workers or any other persons when responding to interview questions.

4.9 Limitations of the research design and methodology

Firstly, the online survey was limited to those non-profit organisations with working email addresses operating within the Cape Town non-profit health sector. Secondly, the online survey was impersonal, with little interaction between the researcher and the respondents. However, an email was sent to these non-profit organisations with the online survey link, including an explanation for the research and asking for a response to the email as to whether they had managed to complete the survey and whether it was a good experience for them to do so.

4.10 Ethical procedures

Participants received an explanatory letter and a consent form when they agreed to participate in this study (Appendix C). The form clarified the purpose of the study; that the participation in the study was entirely voluntary; and that they could at any time decide to withdraw by informing the researcher. Written permission was granted by participants. The confidentiality and anonymity of respondents were preserved, if so required by the individual.

Ethics requirements were complied with as stipulated by the Cape Peninsula University of Technology (CPUT) Ethics Committee:

- The study did not involve participants unable to give informed consent;
- the study did not require co-operation of a gatekeeper for initial access to the groups or individuals to be recruited;
- participants did not take part in the study without their knowledge and consent at the time;
- the study with the research subject did not involve discussion of sensitive topics;
- the study did not involve invasive, intrusive, or potentially harmful procedures of any kind;
- the study did not involve prolonged or repetitive testing on sentient subjects;
- financial inducement did not be offered to participate; and
- the study did not involve environmental studies which could be contentious.

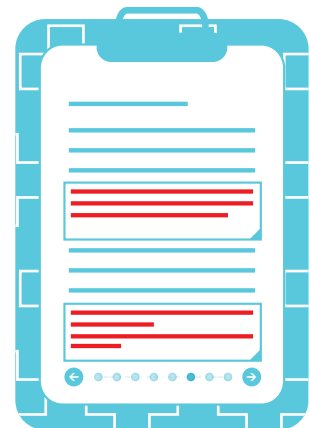
4.11 Summary

This explanatory research study followed a qualitative and quantitative research design in order to gain a clear and detailed view of non-profit organisations in the health sector in Cape Town. Data collection included an extensive literature review, an online survey and semi-structured interviews. The research

design followed the constructivist paradigm which helped promote an environment of elaboration, engagement and reflection of the information, enhancing the process of obtaining knowledge. The grounded theory methodology was employed in the qualitative analysis in order to discover theory through the analysis of data, and a framework was developed for non-profit organisations to use when marketing and fundraising online. Ethical procedures were adhered to throughout the research study, as set by the CPUT Ethics Committee.

CHAPTER FIVE

Research findings: online survey



Chapter Five presents the findings obtained from an online survey completed by twenty seven non-profit organisations in the Cape Town health sector. The survey aimed to obtain the most up-to-date and accurate information about the current online activities, marketing and fundraising techniques of these organisations. The survey was administered with the intention to determine what non-profit organisations' online communication involved; whether they were currently active on social networks; featured on online fundraising platforms; whether they had an online strategy; how returns on investment were measured; what their budget for marketing and fundraising strategies were; and what excited and worried them for the future of their organisation.

5.1 Respondent demographics

The first criterion for inclusion in the online survey was that of geographical location. To be included in the survey, the non-profit organisation had to be based within the geographical boundaries of Cape Town, South Africa. The second criterion for inclusion was that the organisation had to be not-for-profit and the third and final criterion was that the non-profit organisation had to operate within the health sector. A database of email addresses for organisations which fitted these three criteria was collected from online platforms such as GreaterGoodSA and CharitySA.

5.2 Response rate

In all, fifty emails were sent out to possible participants. From those fifty emails sent, twenty-seven completed the survey. A personal email was sent to each non-profit organisation, explaining the purpose of the study and the reason for the survey. The email sent to possible respondents can be seen in Appendix A.

5.3 Online survey findings

As mentioned in the research design and methodology chapter, the online survey tool called Qualtrics® was used to create and host the online survey. The survey findings were downloaded from Qualtrics® into Microsoft Excel, where the graphs and charts based on the findings, were generated. These findings will be reviewed under the following themes: organisational profile, online presence, online platforms, budget, perceptions and motivation.

5.3.1 Organisational profile

With regards to the organisations demographics, respondents were asked about the status of their organisation. The majority (78%) said they were registered as an NPO. 37% said that they were registered as PBOs; 14% as NPCs; and 14% as 'other'. Within the 'other' option, respondents submitted their statuses as Trusts and Section 21 organisations.

With the intent to clarify the size of the organisations participating in the survey, respondents were asked how many people worked within their organisation. The sizes of non-profit organisations in the health sector in Cape Town are illustrated in Figure 5.1 and show that most non-profit organisations (52%) are small in size with only up to ten people working within the organisation. 19% of organisations have 10-20 people working in them; 7% have 20-30 people; 7% have 30-40 people; and 15% have 50 people or more.

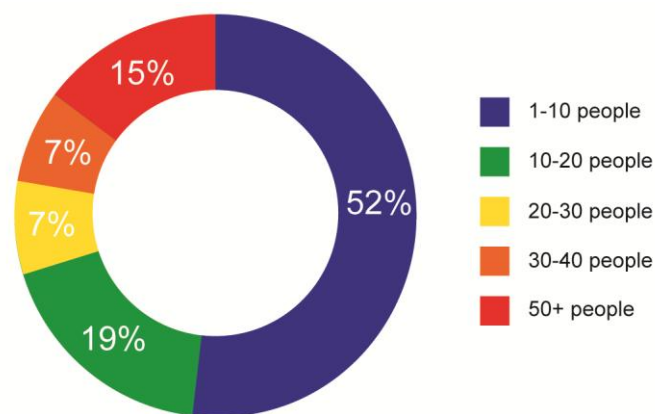


Figure 5.1: Size of non-profit organisations in the Cape Town health sector

5.3.2 Online presence

The majority of organisations (96%) reported that they had websites. This shows that most organisations understand the importance of creating and maintaining an online presence as a base for possible donors and volunteers to gain an understanding of their work and how to become involved with the cause.

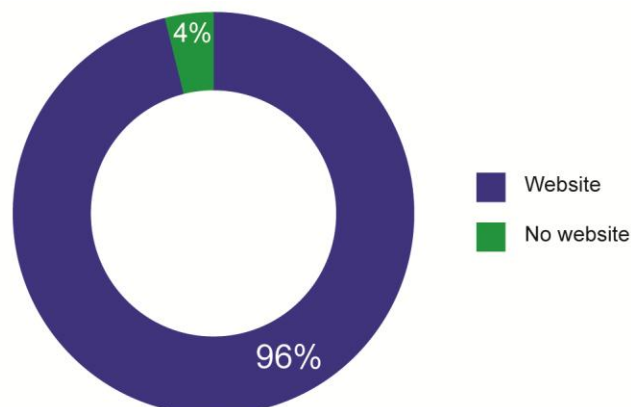


Figure 5.2: Non-profit organisations in the Cape Town health sector with a website

According to Kabani (2010), websites no longer constitute an effective marketing strategy. The name and cause of the non-profit organisation would need to be accessible via search engines such as Google. This search ability is made possible by SEO.

Respondents were asked whether they utilised SEO and only 56% of those organisations with a website responded positively. This means that 44% do not utilise SEO and therefore are not 'search engine friendly'. Unless one types in their actual website address, people will not easily find these non-profit organisations online. It is clear that the non-profit organisations not using SEO, do not understand the importance of this tool.

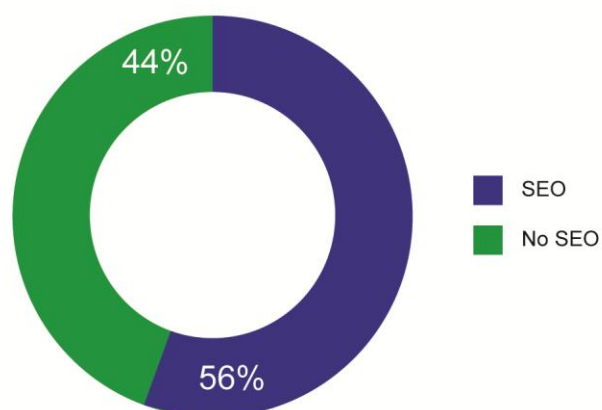


Figure 5.3: Non-profit organisations in the Cape Town health sector using SEO

Placing active content on a website or a blog makes it automatically rank higher on a search engine thereby ensuring that the search for an organisation online is easier. However, only 46% of organisations have an actively maintained blog.

It can be assumed that the time-consuming nature of maintaining an active blog is the reason that 54% of organisations do not use this facility. With limited time to spend on posting and creating weekly updates, blogs may be perceived as yet another burden on an organisation where resources are limited.

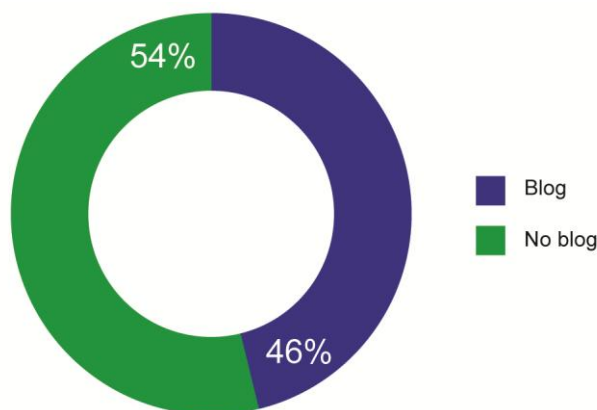


Figure 5.4: Non-profit organisations in the Cape Town health sector with an active blog

Social media is easy to send, comment on and share and there are no high costs involved (Barnard & De Gale, 2009). There are many social networks that non-profit organisations can utilise to market their organisation; keeping their cause in the minds of others, communicate what is being done and attract potential donors and volunteers (Heller, 2009).

87% of non-profit organisations in the health sector use Facebook as their main social networking tool. 66% are on Twitter; 39% are on YouTube and LinkedIn; and 4% are on Pinterest. 4% chose 'other' as an option and 4% do not use social networks.

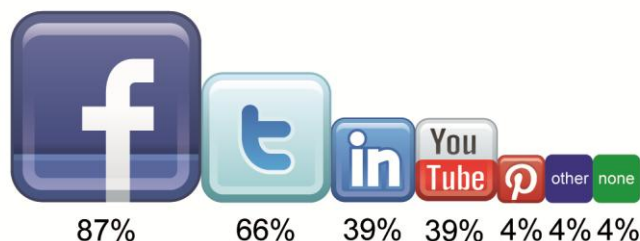


Figure 5.5: Social networks being used by Cape Town health sector non-profit organisations

5.3.3 Online strategy

An active, well-devised online strategy ensures that non-profit organisations reach their target market and raise the funds and support they need (Krige, 2010).

The majority of respondents (74%) have an online marketing and fundraising strategy. The remaining 26% do not have a strategy in place, which means they

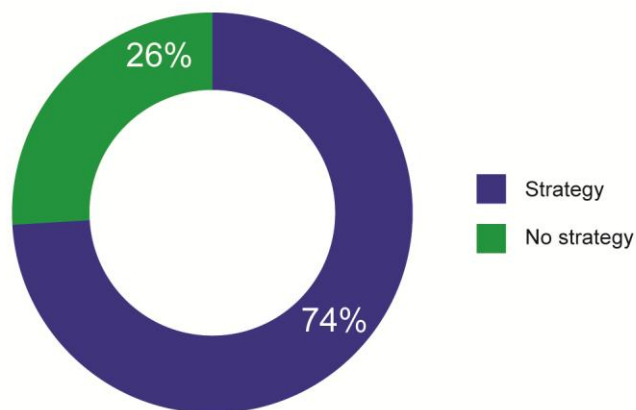


Figure 5.6: Non-profit organisations with an online marketing and fundraising strategy

have no plan of action to reach their desired audience for the support that they need in order to carry out their work.

The 26% of organisations that do not have a strategy are at a serious disadvantage. As exemplified in Chapter Three, the lack of a marketing strategy is unproductive. For example, the non-profit organisation could be expending energy and focus on a Facebook profile, when its particular organisation might benefit more from using Twitter as a communication platform. This is where research, planning and ultimately strategy play a huge part in the success of a non-profit organisation.

5.3.4 Online platforms for marketing and fundraising

70% of non-profit organisations in the health sector are listed on the GivenGain website, making it the most popular online fundraising platform for healthcare non-profit organisations. 59% are listed on the CharitySA database and 59% are on GreaterGood SA. 41% are listed on BackaBuddy; 6% are on Doit4Charity and 6% are on Change SA.

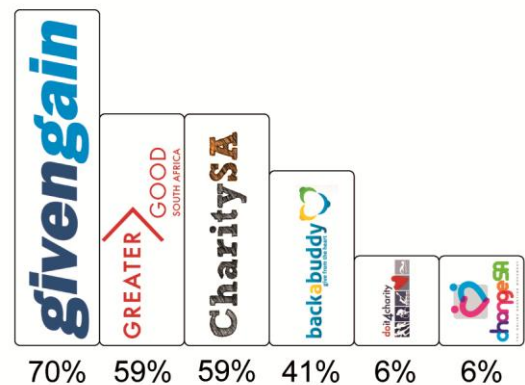


Figure 5.7: Online platforms used by non-profit organisations in the Cape Town health sector

An important question to have asked respondents was the reason why they were unable to market and fundraise online.

40% of organisations put it down to no budget; 30% to lack of expertise and 25% to no strategy. Marketing and fundraising online is cost effective, so the 40% who responded that the reason they are not marketing and fundraising online is due to a lack of budget, probably means that they are not aware of the simple steps they could take without spending too much money.

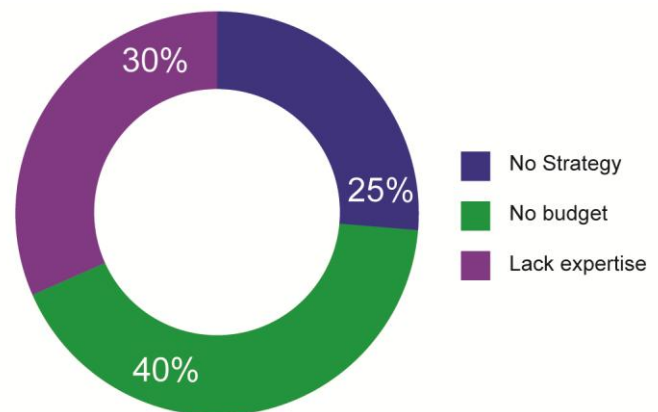


Figure 5.8: Reasons for not marketing and fundraising online

5.3.5 Budget

19% of organisations had no budget for marketing and fundraising. 15% had R100 - R1 000; 15% had R10 000 - R10 000; 19% had R10 000 - R50 000; 19% had R50 000 - R100 000; and 15% had R100 000 or more. Financial limitations seemed to be one of the most important factors in a non-profit organisation. Social media marketing is a low cost alternative for non-profit organisations to use for their benefit.

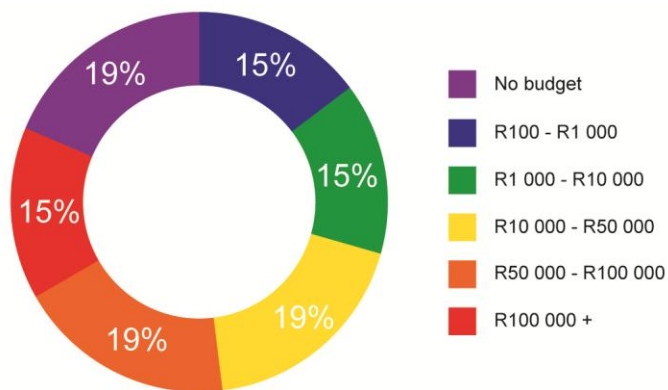


Figure 5.9: Non-profit organisations' budget for marketing and fundraising

It is important for organisations to measure their Return on Investment (ROI), so that they may optimise their efforts. Respondents were asked how they measured their ROI on social networks. The majority (52%) said that they were not measuring returns on online marketing at all. This suggests that they had no means of determining or testing their strategies. 39% of respondents said they measured by soft benefit only; and only 9% were measuring financially.

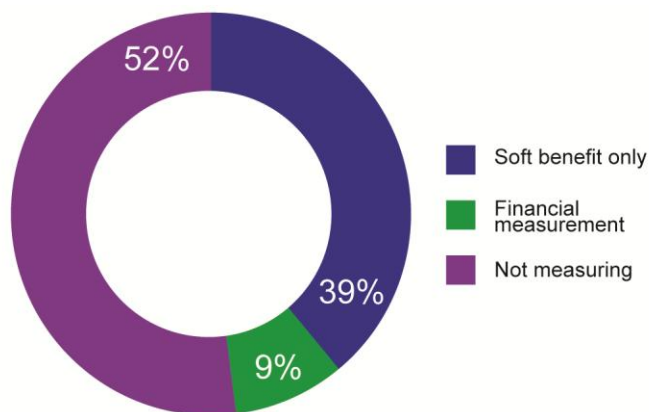


Figure 5.10: Non-profit organisations' ROI measurement on social networks

5.3.6 Perceptions

With a view to understand the perceptions of the benefit of online marketing, organisations were asked whether they felt being online was valuable to their organisation, or not valuable. 72% acknowledged that being online was very valuable to their organisation and 27% felt that this was somewhat valuable to them.

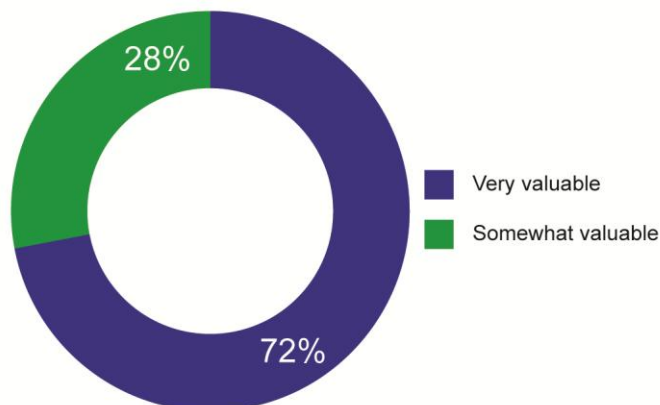


Figure 5.11: Is being online valuable to non-profit organisations in the health sector?

Online exposure and growing social media support excited many of the respondents, indicating that positive results become a real source of motivation for many of the organisations. Sustainable funding, donor fatigue, a need for resources, funds and staff, and marketing knowledge and expertise are the issues that beset those with less awareness of the benefits of marketing online.

These results assist in developing the theory that having a good online presence is of utmost importance if non-profit organisations want to spread awareness and market themselves in order to fundraise. The survey results confirm the framework presented by Dietz (2014) in Chapter Three: 'The Online Hierarchy of Needs'. Having a dynamically built, eye-catching website, with good SEO as the foundation for non-profit organisations' online marketing and fundraising is essential. Having active content on a blog, engaging in social networks and being listed on online platforms are all important in driving viewers to the non-profit organisation's website, and possibly turning viewers into supporters and donors. The most important element of online marketing and fundraising is having a good, solid strategy in place before doing anything. A strategy is unique for each non-profit organisation based on their cause, target audience and type of campaign they decide to run running.

CHAPTER SIX

Research findings: semi-structured interviews



This chapter presents the findings obtained from four semi-structured interviews conducted individually with a sample of four people with knowledge and experience in the Cape Town health and non-profit sector, as well as in the corporate online marketing field, and in the design for non-profits sector. This chapter allows for an in-depth insight into the perceptions and ideas of these key people.

6.1 Response rate

The response rate for the interviews was 100%. All four interviewees who formed the sample for this data collection method agreed to participate in the research study and were subsequently interviewed after filling in the consent form (Appendix C).

6.2 Semi-structured interviews

Interviews are a useful data collection method for enabling respondents to give detailed responses about complex issues (Bowling, 2002). Denscombe (2003) explains that semi-structured interviews are flexible, allowing the interviewee's own perspectives to be explored. The interviewer has a list of issues and questions to be discussed but has some flexibility in the order of topics covered and can allow the interviewee to elaborate on the issues raised (Denscombe, 2003).

The interviewees were first contacted via email, where the research topic was explained. They were then asked whether they were willing to take part and be interviewed for the purpose of the research. All who were contacted consented, and an appointment for each interview was made.

With the permission of the interviewees, the interviews were voice recorded, and later transcribed word for word. This is considered to increase the validity of qualitative research findings, as it provides the researcher with a valid description of what was heard during the interview (Denscombe, 2003).

The semi-structured interviews are presented in three different sections:

- 6.2.1 Interviews with two non-profit organisations in the Cape Town health sector; Helen White, Communications Manager at the Trust and Avril Isaacs, former Director at the Friends
- 6.2.2 Interview with online marketing expert Rob Stokes, CEO of Quirk eMarketing
- 6.2.4 Interview with an expert in the non-profit design sector, Rosie Campbell, owner and Creative Director of D4D

The RCWMCH was identified as a prime example of a government-run healthcare institution needing the support of non-profit organisations in order to run efficiently and effectively, to uphold its status as a centre for excellence and ultimately to help and support the patients, parents and staff of the Hospital. Two non-profit organisations at the RCWMCH are the Trust and the Friends, and key people in these two organisations have been interviewed. The first interview was conducted with Helen White; the Communications Manager of the Trust and the second interview was with Avril Isaacs; the former Director of the Friends.

The third person to be interviewed was Rob Stokes, CEO of Quirk eMarketing, an online marketing company based in Cape Town. This interview helps gain an insight into the corporate online marketing sector, as well as Stokes' view on working with non-profit organisations.

The fourth and final person to be interviewed was Rosie Campbell, owner and Creative Director of D4D; a Cape Town based graphic design company specifically dealing with the non-profit sector. This company works with non-profit organisations on a day-to-day basis and the interview helps clarify the company's perceptions and knowledge of online marketing for non-profit organisations.

6.2.1 Interviews with two non-profit organisations in the Cape Town health sector

Themes that emerged from the semi-structured interviews with Helen White and Avril Isaacs include: a brief background of the non-profit organisation and the interviewee; the structure of the non-profit organisation; their fundraising practices; and online marketing methods.

Helen White, Communications Manager at the Trust

This interview took place in a small, quiet, private room with no distractions. White was enthusiastic about the interview and her passion for the Trust and their cause was evident. The interview began promptly.

In opening, I asked White to explain her background and how and why she had come to work at the Trust. White studied at the University of the Free State and had a BA honours in Communications. After studying, she went overseas and worked in the Communications industry. Starting in publishing at Sly Media and SL magazine publicity and events, White was promoted to the position of National Events Manager. She then took up a position as Accounts Manager at Marcus Brewster Publicity, eventually becoming Chief Operating Officer (COO). According to White, it was after she had run the agency for three years and started the Johannesburg branch that things had started to change for her. *"I was at the top of my game when I realised I was functioning at an abnormal level of stress. I decided that I wanted to resign in the corporate world and use my skills and contacts to make a difference in the lives of others"* (Booth and White, 2012).

White then began her search for a non-profit organisation to work at, telephoned those which interested her, and made her choice based on the way the receptionist answered the phone (Booth and White, 2012). *"First impressions count. If they sounded miserable on the phone I knew that they weren't the organisation I wanted to work in"* (Booth and White, 2012). When White discovered the Trust in 2004, she knew immediately that it was where she wanted to work; the Trust, however, felt that she was over-qualified for the job.

White described how she had eventually come to work at the Trust. While still working at Marcus Brewster Publicity, the Trust had called and asked for pro bono Public Relations (PR). She had made the decision there and then to leave the agency and carry out PR for the Trust as their employee. After much persuasion, the Trust had eventually agreed to interview White (Booth and White, 2012). *"It was love at first sight"* (Booth and White, 2012). White resigned from Marcus Brewster, sold her sports car

and went to work at the Trust. White has been the Communications Manager at the Trust for nine years. She reported having been able to bring her experience and valuable connections to the Communications Department where she has helped them grow from strength to strength with her knowledge and expertise (Booth and White, 2012).

When and why the Trust was started

According to White (2012), the Trust had been established in 1994 because the RCWMCH was under threat of closure due to lack of funding. Apparently, the government had already closed the only two other children's hospitals in South Africa and they wanted to close RCWMCH and merge its services with Groote Schuur. *"This was a frightening idea because research shows that children do better in children's only hospitals. Not only the care but even the equipment and the staff are paediatric-specific. Children are not small adults and they cannot be treated in same way"* (Booth and White, 2012).

White (2012) then described how the Cape Town community decided that closure of RCWMCH would be a very bad idea considering it was at that stage the only remaining dedicated children's hospital in Sub-Saharan Africa. Eventually the government agreed that they would use their budget to keep running the hospital on the provision that the Trust be formed between the community, some doctors and the support of the hospital, and that the Trust take responsibility for raising funds to equip the hospital and to keep it on the cutting edge of paediatric healthcare. *"We are an independent organisation and don't need to be pressurized by political motives or government policy, but we do work with the government on the national health plan and try to adjust fundraising according to what the government's 5-year health plans are"* (Booth and White, 2012).

Vision and mission

When asked what the Trust's vision and mission are, White (2012) referred to their annual report: *"Our vision is to be a major player in the paediatric healthcare field in the Western Cape, publicly recognised as a centre of fundraising excellence, acknowledged by and partnering with government, sustainably funded, with quality donor relationships and an expert team"* (The Children's Hospital Trust, 2011:4).

"Our mission is to assist the RCWMCH by funding their identified priority capital, equipment, and research and training projects and fund projects beyond the Hospital's doors, which impact more broadly on paediatric healthcare in the Western Cape" (The Children's Hospital Trust, 2011:4).

I felt it necessary for White to answer the question in her own words to establish her own approach to what drives their vision and mission. White (2012) explained that they were driven by a need to make sure the RCWMCH ran as effectively and efficiently as possible, to maintain their edge at the forefront of paediatric health care. *"The Trust's job is to upgrade and equip the hospital. Working from the outside in and working with the hospital to see where critical areas need to be upgraded or equipped, they help fund training and research"* (Booth and White, 2012).

The interview with the Director of the Friends, Avril Isaacs took place in her office in the Family Resource Centre (FRC) at the Friends on the ground floor of the RCWMCH. Isaacs describes a very different background from that of White and the Trust.

Avril Isaacs, Director of the Friends

Isaac's office was in the middle of a long hallway through the FRC. The office was open plan with a big room with couches and a table where staff members often sat and worked. It was an open and friendly atmosphere, but definitely not conducive to privacy or a space for her to concentrate on work. There were many distractions during the interview.

I began the interview by asking Isaacs to explain her background. *"I studied Auxiliary Social Work and started working as a volunteer at the Friends in 1996. I was put straight into an administrative role and ended up working in all the departments at the Friends; the front office, the fundraising shop, and the toy room"* (Booth and Isaacs, 2012). After starting off in the position of secretary, Isaacs (2012) recounted how she had moved on to become consultant to the newly appointed Director of the Friends, Fundiswa Phillips in 2010. When Phillips left in 2011, Isaacs became Director of the Friends. Although she had only been Director for two years, Isaacs (2012) explained that she had developed a deep understanding of the organisation from all aspects through her seventeen years of volunteer work and experience in all departments. The presence Isaacs had within the organisation was immeasurable and the respect that all the staff had for her was clear.

When and why the Friends were started

Isaacs (2012) explained that the Friends had been established in 1978 by Professor Marius Barnard, a doctor at the Hospital at the time. *"He constantly heard children crying in wards so he placed an advertisement in the Cape Times to call for people who loved children to come and help"* (Booth and Isaacs, 2012). According to Isaacs (2012), the group of ladies who had responded to the advertisement came to spend time with the children in the wards, bringing toys with them, wearing yellow aprons and calling themselves the Sunshine Ladies. This was how the flagship volunteer programme of the organisation began.

Vision and mission

According to Druker (1992) the mission statement and vision is the driving force of any organisation. Isaacs showed pride in this by pointing out that the Friends' vision and mission could be seen in their latest annual report (2011/2012). Their vision and mission are both stated on the first page. *"Our vision is to provide an auxiliary service to the basic needs of the hospital by enhancing the quality of life of patients and their families; educating the general public on the needs of the hospitalized child; empowering families to actively participate in the healing process of their child; and networking/service provider for the benefit of patients advocacy for the rights of children"* (The Friend's of the Children's Hospital Association, 2011:1).

"Our mission is to provide amenities, assistance and benefits for both in and out-patients attending the RCWMCH" (The Friend's of the Children's Hospital Association, 2011:1).

It was important for me as interviewer to hear their vision and mission in Isaacs's own words instead of reading it from their annual report. Upon my asking her this, Isaacs (2012) stated that they were driven by a need to keep patients and their families comfortable, supported and happy. She believed that it was the Friends' job to minimize the anxiety of the hospitalisation experience for patients and their families, as well as to educate them effectively on managing the health of their children (Booth and Isaacs, 2012).

Questioned about what they did to achieve all of this, Isaacs (2012) explained that there were ongoing programmes and projects run within the Hospital which provided this kind of support. According to Isaacs's report (2012), the Friends provide food parcels, toiletry packs and transport assistance to needy families at the Hospital. They have a family care and support programme where they run parent education workshops and various support groups in the FRC. They have an art and crafts programme to empower the caregivers and create skills, and they have recently started their Meal-a-Day Project where they provide one meal a day for caregivers in the Hospital (Booth and Isaacs, 2012).

The Friends seemed to do a lot within the Hospital to make it a more comfortable and supportive stay for families and patients. It was clear to me that they also helped relieve a lot of pressure on the staff, and on my reflection of my memo notes, I concluded that, without the Friends, the Hospital might be a very grim and lonely place.

The difference between the two non-profit organisations is evident. While the Trust raises money to keep the Hospital on the cutting edge of paediatric healthcare, the Friends' main aim is to help the patients and their families feel comfortable and supported by donations in kind and by the volunteer programme they run. My next observation was that the Trust is a very well-known and established brand. Their logo is recognizable and visible all over the Hospital on wall plaques and on posters. By contrast, the Friends' brand is not as prominent as the Trust's – within the Hospital and outside. The reason for this becomes clear as the interviews continue.

The next section deals with the structure of both non-profit organisations in order to see how the organisations are set up and managed, and whether they have a dedicated marketing or fundraising arm.

Roles of governance and management

The organisational structure of the two non-profit organisations studied in this section is discussed based on their respective governance and management structures.

The organisational structure of the Friends is seen in Figure 6.1

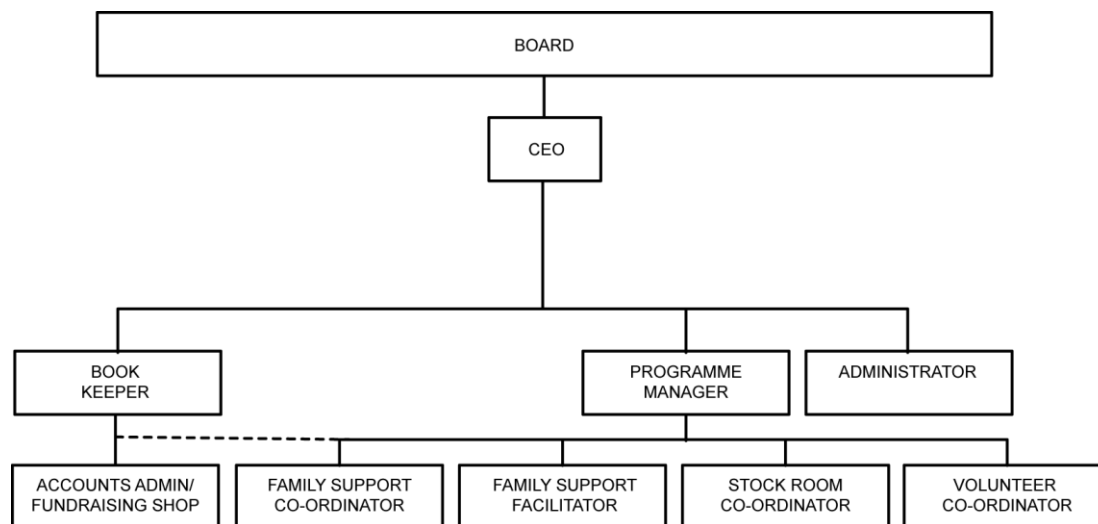


Figure 6.1: Organisational structure of the Friends

In her interview, Isaacs (2012) admitted that the board focused too much on the day-to-day operations of the organisation. She felt that the board did not focus enough on strategies for promoting the organisation and that there was no time-management when it came to meetings, which sometimes went on for hours with no end time (Booth and Isaacs, 2012). Isaacs pointed out that certain board members had been serving on the board for twenty years and that *“they are resistant to change”* (Booth and Isaacs, 2012). Apparently, while there were some new board members who were eager to discuss change in terms of updating their brand, older board members would not let this happen. Isaacs (2012) also said that there were some board members who would not allow her to request the help of the Trust with regards to marketing strategies and fundraising.

In outlining her job description, Isaacs (2012) explained that she had to lead, manage and motivate staff and volunteers effectively, with confident communication and presentation skills. *“I must develop, implement and report on effective strategies, systems and procedures; manage the finances, including drawing up budgets and proposals, and controlling expenses; direct and lead the fundraising activities and donor relations; provide strategic input and advice to the board on successes, challenges, policies and resolutions; and ensure that policies and standards set out by the Department of Health and the RCWMCH are effectively implemented by all the Friends staff and volunteers”* (Booth and Isaacs, 2012).

When questioned about the duties of the staff members at the Friends, Isaacs elaborated on each individually. Isaacs said that the **administrator** was usually a volunteer who sat at the front desk to answer the telephone, and manage incoming donations as well as any other administration work. The

administrator at the time of this interview was Joy Rinquhirst, who had taken it upon herself not only to create the Friends' Facebook page and Twitter account, but also to have their website redesigned, since the earlier, outdated one had not been updated in two years (Booth and Isaacs, 2012). Rinquhirst was scheduled to leave the organisation at the end of March 2013, and it was unclear at the time who would be taking over the management of the Friends' online activities.

According to Isaacs (2012), the **Programmes Manager** managed the family care and support programmes, volunteers, arts and crafts, as well as the fundraising shop. The Programmes Manager reported monthly to the CEO, who in turn reported to the board. The **bookkeeper** managed the accounts and finances of the organisation. The **fundraising shop manager** managed the stock in the shop, kept it tidy and organised, and handled the money. This person was usually a volunteer who did not receive a salary or any sort of monetary compensation. A **Family Support Co-ordinator** ran the support groups and facilitated the Meal-a-Day project. They ensured that mothers came down from the wards of the Hospital to the FRC for their meals. The family support co-ordinators also distributed food parcels and toiletries for mothers who needed them. A **Stock Room Co-ordinator** helped manage donations, ensuring that they went either to the Hospital or the fundraising shop. They also ran the arts and crafts programme, card making, beadwork and scrapbooking, which tied in with support groups. The **Volunteer Co-ordinator** monitored that volunteers did what they were meant to be doing and ran the orientation programme for new volunteers entering the Hospital (Booth and Isaacs, 2012). Isaacs (2012) said that staff members who received a minimal salary were able to do so because of the funds raised in their fundraising shop. Without the shop, Isaacs admitted, salaries would not be paid. Staff members who were volunteers and did not receive a salary were the administrator/secretary and the fundraising shop assistant (Booth and Isaacs, 2012).

Looking at the organisational structure of the Trust compared with the Friends, the difference is obvious. This is made clear in the following diagram of the Trusts organisational structure seen in Figure 6.2.

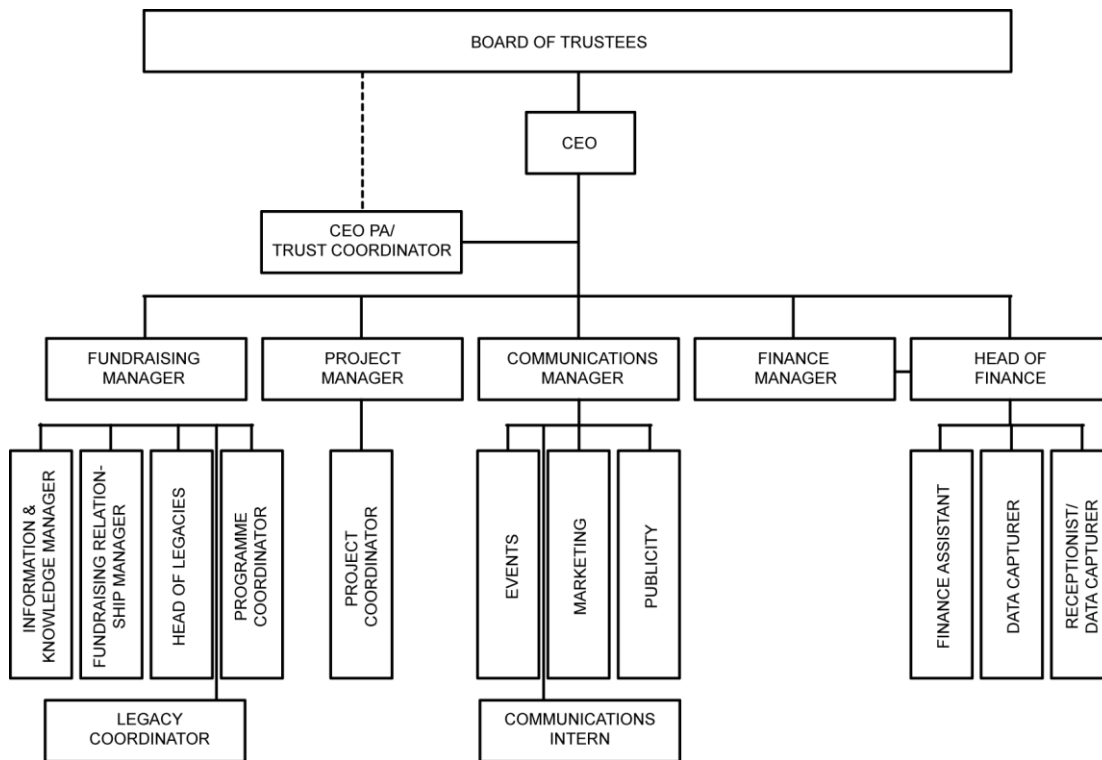


Figure 6.2: Organisational structure of the Trust

The structure of the Trust was far more in-depth than that of the Friends. Many more staff was employed and different departments were dedicated to certain tasks. According to White (2012), the Trust had originally been established with two staff members and had been expanded to twenty staff members in the previous eighteen years. *“The growth of our staff members has been steady and links closely to either an increase in fundraising targets or an expansion in our strategy”* (Booth and White, 2012).

On examination of the two non-profit organisations’ organisational structures, it became clear that the Trust had a much more extended, well-managed organisation, with all the staff necessary to run the organisation effectively. The Friends had minimal staff, two of whom were volunteers and did not receive a salary. The Trust could even afford to pay their full-time intern, proving that their fundraising and management of funds was a lot more advanced than the Friends. Isaacs (2012) admitted that they were extremely under-staffed owing to their lack of funds and resources.

White (2012) explained that the Trust’s specific operational structure contributed to their success because there were four specialist teams for each of its core functions; Finance, Project Management, Communications and Fundraising. *“Each of these teams is lead by managers who are experts in their fields. The successful structure is reinforced by clear lines of communication and reporting that flow from staff to managers, to the CEO and finally to the board who play a vital role in decision making”* (Booth and White, 2012).

Fundraising

As revealed in the literature, fundraising is an extremely important aspect of an organisation's success and it is vital for their survival; expansion and development; reduction of dependency; constituency building; and creating a viable and sustainable organisation (Norton, 2009). This section of the interview made room for discussion about the two organisation's needs; their reasons for fundraising; fundraising target markets; their fundraising strategies; and where their main sources of funds currently come from.

Isaacs (2012) explained that the Friends needed support in the form of material aid such as food parcels, toiletries, toys and clothes, as well as monetary support for the families of patients if transport were needed, for materials and refreshments for the support groups, for food for the meal-a-day project, and to pay the salaries of staff members. *"The reason we fundraise is to ultimately strengthen and support families and patients at the RCWMCH and to ensure the sustainability of the Friends"* (Booth and Isaacs, 2012).

White (2012) explained that the main type of support the Trust needed in order to carry out their work was monetary, although they might also fundraise for gifts-in-kind like services and equipment. *"The Trust raises funds in order to keep the RCWMCH and the Western Cape on the cutting-edge of paediatric health care"* (Booth and White, 2012).

According to Isaacs (2012), the Friends did not actively fundraise to a specific target market, but hoped that people would just come in and donate to them. They relied exclusively on word-of-mouth referrals. Isaacs (2012) also said that the Friends had no specific fundraising strategies in place. *"In the future we would like to develop and establish a dedicated fundraising arm. It is just not possible now due to a lack of funds"* (Booth and Isaacs, 2012).

Isaacs (2012) explained that the fundraising shop was the Friends' main source of funding, and this paid the salaries of the staff. There is not enough funding from the shop to fund the organisation's activities, and she added that the Friends received no government funding. According to Isaacs (2012), they had not received corporate funding either, as they had not applied for this and did not have any sort of strategy in place to do so. *"Whatever funding we receive is because of word-of-mouth and usually comes from individual donors"* (Booth and Isaacs, 2012).

White (2012) revealed that the Trust's main sources of funds came from corporate donors, trusts and foundations, individual giving, as well as international funding, explaining that there were *"certain strategies and programmes in place for each of these fundraising activities"* (Booth and White, 2012). White (2012) said that donors fell most often into the following groups: government, trusts and foundations, corporates, individuals and the community. *"The Trust communicates with each group differently in order to strengthen existing relationships and to encourage new donors to support projects"* (Booth and White, 2012).

White (2012) further explained that all projects at the Trust were evaluated with an eye toward the donor market, with the potential of different donors to be interested in supporting different aspects of a project

and then to become involved for different reasons. *“The Trust undertakes two kinds of projects: those which are related solely to the Hospital and those which fulfil the Trust’s Expanding Funding Strategy aims by providing support for community and other paediatric healthcare needs in the Western Cape”* (Booth and White, 2012).

White (2012) explained that the Trust had initiated three donor engagement programmes specifically developed around the ways certain groups of supporters, donors and potential donors wished to connect with the work of the Trust. These programmes were the Guardians Programme, the Circle of Life Programme and the Grateful Hearts Programme, each of which appealed to a specific audience and served as a formal mechanism for interaction between the Fundraising Team and the donors (Booth and White, 2012).

The Guardians Programme had been established to recognise those donors who annually donated R5 000 or more to the Trust. According to White, Guardians had become the major contributor to several of the Trust’s important campaigns (Booth and White, 2012). White (2012) explained that **the Circle of Life Legacy Programme** had been developed to provide a platform from which the Trust could engage and develop relationships with donors who had either informed the Trust of their intention to leave a bequest, or who could be introduced to the concept of doing so. **The Grateful Hearts Programme** had been started to recognise the tremendous goodwill and gratitude expressed to the Hospital and its staff by past patients and their families. According to White (2012), this Programme served to help those whose lives had been affected by their experiences at the Hospital to remain connected with it, through regular updates from the Trust and an annual Grateful Hearts event. White (2012) explained that the Programme presented a platform from which former patients and their parents could share their personal stories, thereby supporting and encouraging current patients and their families.

Online marketing

This section of the interview with both the interviewees led to a discussion into the online presence of the two non-profit organisations, their active online activities and their online marketing strategies.

Isaacs (2012) stated that, although the Friends had a website, Facebook page and Twitter account, they had no specific strategy in place to convert these followers into donors or volunteers. She admitted that they felt all they could do was to hope that their activities posted online would inspire the public to join the cause. They also had no specific way to drive people to their website. Isaacs (2012) said that their website did not have a “donate” button, but that the Electronic Funds Transfer (EFT) details were available if someone wished to donate.

Isaacs (2012) shared that she did not know their return on investment when contrasted with offline marketing, as they did not actively market themselves in any way. She assumed that online must be better as it was cheaper with no print costs involved. They handed out their brochures to foreign volunteers in the hope that they would get donations from overseas. Yet, according to Isaacs (2012), this had never happened.

White (2012), on the other hand, explained that, because of all the work they had done, the Trust had had much editorial work published for free and that, because it was not paid for, it had a stronger appeal for the public. White (2012) maintained that working very hard at building good relationships had led to plenty of pro bono advertising such as radio and printed media.

When asked about their marketing and fundraising success, White (2012) believed that their marketing had worked that well because they did not have a 'poor' charity attitude. *"We are very strategic and dynamic and we don't pitch un-newsworthy stories. If a donor says I want this or that and we don't think it is newsworthy, we say it to the donor. So when the media gets a press release or a story from them, they know that it is newsworthy"* (Booth and White, 2012).

When asked about their online activities and online marketing techniques, White began by stating that the Trust had a website, Facebook page, Twitter account and a YouTube channel. They were also listed on fundraising platforms such as GreaterGood SA and GivenGain. White seemed excited about the Trust's new website which had been launched in August 2012 (Booth and White, 2012). *"It is bigger, more user-friendly than the previous one and has more social media functionality. The old one wasn't donation driven and was very brochure structured. It was out of date aesthetically and wasn't working as it was very wordy and copy heavy"* (Booth and White, 2012).

As interviewer I became curious as to who the Trust's designers had been. White explained that their old website had been designed by Quirk eMarketing agency, and although they had been brilliant, her opinion was that the Trust had needed a more 'hands on' agency and all had agreed that Prima Plus was a more suitable agency for them (Booth and White, 2012).

Payment for work came up during this part of the interview and White (2012) pointed out that often non-profit organisations wanted everything pro bono. She stated that she would accept free media space, but disagreed that everything should be pro bono. *"When you work with partners like ad agencies, it's better to be a paying client, and in the case of a non-profit organisation, a discounted paying client. This is because you have more control over your brand, and you don't lose ownership of it"* (Booth and White, 2012).

White (2012)'s experience when working pro bono with an agency had been that they often just wanted to win an award, and did not do what was asked of them. *"If you are a paying client, they take you seriously and you are able to say no. We pay a little bit so that we can say no too"* (Booth and White, 2012).

I asked White whether she thought that online marketing for fundraising had been valuable for the Trust. She responded that, when they had received the Kresge grant, they had done testing and paper-based direct mailing which had been very expensive. Their break-even time had been three years and the return on investment had been very low. *"We found that when they moved our marketing online, we had a greater return on investment in a shorter amount of time"* (Booth and White, 2012).

White (2012) stated that their main kinds of online marketing were email campaigns and viral campaigns. *“One very successful campaign that went viral was the ‘click to show you care’ campaign”* (Booth and White, 2012). This viral campaign was presented as part of the literature review when discussing viral marketing, in Chapter Three.

The last question I asked both White and Isaacs was the amount of funds each of the organisations had managed to raise in 2011. Isaacs checked in their annual report and stated that the Friends had raised approximately R1 million. White knew the amount off hand and reported that in 2011, the Trust raised R59 million.

Since the interview took place, the CEO of the Trust, Louise Driver, has won the Global Fundraiser Award for Fundraising Excellence in 2013.

An interview was then conducted with an online marketing expert in the corporate sector: Rob Stokes, CEO of Quirk eMarketing.

6.2.2 Interview with an online marketing expert

The purpose of this interview was to gain an insight into the thoughts and ideas of an online marketing expert in the for-profit/corporate sector. It was also important to pay attention to experience and advice when working with non-profit organisations. Rob Stokes, CEO of Quirk eMarketing was interviewed, and the following section introduces Stokes, and includes a brief background of himself, followed by his personal as well as his company’s experience of working with non-profit organisations. Online marketing is discussed, including his suggestions for non-profit organisations.

Rob Stokes, CEO of Quirk eMarketing

This interview took place in a small room with glass doors. It was quiet inside the interview room, but through the glass doors, the hustle and bustle of the busy agency was obvious. At the beginning of the interview, Stokes apologised for being a bit late as he had been attending a finance meeting. He proceeded to open a container with his breakfast of muesli and fruit, which he consumed during the interview. Stokes seemed upbeat and confident. It was clear that he was the boss.

Stokes (2012) explained that he had studied Business Science at the University of Cape Town and had achieved his Honours in marketing. His answers were short and to the point. Following on from this, I asked when and why he had started Quirk, and what it was all about. In his third year of studies in 1999, Stokes (2012) explained that he had started Quirk *“to make some extra money”*. He had taken a partner within three months, and signed on five staff by the end of the second year. *“In 2004, we had opened an office in Johannesburg and in 2005 we also opened in London. By 2007 we had grown fast and there are currently 300 staff members amongst the three agencies”* (Booth and Stokes, 2012).

Quirk eMarketing was a digital marketing agency which had become very large and successful. Stokes attributed this success to the fact that, in his view, the company was: “driven by creativity and disciplined by results” (Booth and Stokes, 2012).

I found it surprising that Stokes had started such a successful company at such a young age, and that Quirk was the only industry experience he had ever had. It was clear that Stokes was highly intelligent as well as creative – he was focused and ambitious.

Experience with non-profit organisations

Stokes said just one word when asked about working with non-profit organisations: “*Painful*” (Booth and Stokes, 2012). I asked Stokes to elaborate on why this situation existed. He maintained that non-profit organisations were not always easy to work with and mentioned that attributes such as “...*gratefulness (sic), professionalism, reasonable expectations, and being treated with respect and recognition*” were what he would expect in this kind of working relationship (Booth and Stokes, 2012).

Stokes (2012) continued that people working in non-profit organisations often had little or no professional experience; they did not understand what a business was, and that it was preferable for a non-profit organisation to pay for the service. He had found that “*we are treated better, with more respect. And if they are getting it for free, there is no value*”. Stokes felt that demanding non-profit organisations were “*doing themselves a disservice*” (Booth and Stokes, 2012).

Stokes (2012) said that Quirk’s work was generally socially focused, and very ambitious. “*The bigger we are, the stronger we are and the better difference we can make*” (Booth and Stokes, 2012). According to Stokes (2012) Quirk concentrated on education-focused non-profit organisations, and they therefore tended to turn down others when approached, quoting a figure of 90% refusals.

Stokes was not only passionate about the world of eMarketing, but also about making it an accessible tool to others. He had developed the Quirk eMarketing textbook which was in its 4th Edition at the time of the interview. Stokes (2012) explained that because he was a real believer in the principles of open-source and passionate about education, he had released this textbook under a Creative Commons licence. The book was freely downloadable, and hard copies could be bought, making it accessible to all who were interested in eMarketing. He said that they gave this textbook away as a way of helping people who could not afford such works (Booth and Stokes, 2012).

When asked for an example of work they had done for a good cause recently, Stokes (2012) explained their ‘Project Playground’ project. The Quirk office building looked over a school across the road and the staff had noticed that the schoolchildren played on tarmac rather than on grass. On further investigation, they had found the grass strewn with bits of glass and odd shoes, and they had realised it was totally unsuitable for children to be playing there. The clean-up they decided to carry out as a company, thinking it would take one morning, had taken a week. They had laid down new grass and painted the wall next to the grass with a tree. Then, they had tweeted that, for every retweet, they would paint a

leaf. Finally, they had painted their logo onto the wall, so that other companies who saw it might be inspired to do something similar (Booth and Stokes, 2012).

A non-profit organisation's brand

In my discussions about branding with Stokes, he mentioned that he had been inspired by a description by an unknown author, that *"people build brands the way birds build nests, from the scraps and twigs they chance upon"* (Booth and Stokes, 2012). A Google search revealed that the quotation appears to have been said by a Stephan King, a retired executive from the Wire and plastics Group (WPP Group) in London.

In Stokes's experience, the value of branding lies in trust, consistency and creating the perception of value. *"Be consistently trustworthy and value driven. Be unique. Positioning is everything which is in line with consistency. Concentrate on one thing and be brilliant at it"* (Booth and Stokes, 2012). Stokes (2012) believed that a non-profit organisation's brand must be strong, trustworthy and consistent, linking good marketing strategy to the building of these brand values in the target audience's minds.

Marketing a non-profit organisation online

Stokes' thoughts on non-profit organisations' online marketing were that, as long as the non-profit organisation adhered to the values of its "brand", and delivered on its values, the organisation would do very well, provided that as much interactivity as possible was maintained with its audience (Booth and Stokes, 2012).

When questioned whether online marketing was effective for non-profit organisations, Stokes (2012) pointed out that marketing online was a cheaper medium, reaching more people more accurately. Stokes (2012) felt that their aim should be to develop a good strategy for communicating with their audience.

Online marketing is Stokes' passion and speciality. Yet, he made the interesting point that, in his opinion, the most effective way for non-profits to market themselves was not by marketing online, but by word of mouth. *"If people are talking about you, you have succeeded"* (Booth and Stokes, 2012). He went on to say that, in order to make people start talking, the non-profit needed to have a solid brand for people to trust and talk about. The memo notes record his view that, in order to spread awareness and show the public what kind of work the organisation was doing, one of the best mediums was online.

It is clear from this interview that the building of a solid brand behind a cause is vital, and that each case needs careful assessment as to the needs of the non-profit organisation before an effective marketing strategy can be developed.

6.2.3 Interview with a non-profit design agency

D4D is the only design agency in Cape Town focussing purely on design work for non-profit organisations and socially conscious organisations. Rosie Campbell, the owner and Creative Director of D4D was interviewed in order to gain insight and perspective from someone with vast experience working with the non-profit sector.

The interview highlights the origin of D4D and why the company developed into the successful niche agency that it is today. Questions covered included those related to their experience of working with non-profit organisations and their current knowledge of the field, which included thoughts and ideas on non-profit branding and online marketing.

Rosie Campbell, Creative Director of D4D

The interview with Campbell took place in the very small office of D4D - a converted garage at her home in Green Point, Cape Town. I knew Campbell and the staff at D4D quite well, as I had interned at there for two weeks in my third year of studies.

Campbell briefly described her background, followed by answers on the origins of D4D. Campbell (2012) explained that, having studied Social Sciences and nursing, she quickly realised that nursing was not for her, and moved on to managing an adult education magazine, working on the job without training. *"My passion has always been about social development and helping people. I worked my way through from a non-profit perspective and always ended up in media and training"* (Booth and Campbell, 2012). Campbell (2012) said that previous non-profit organisation she had worked for had had a strong publishing emphasis and this was where she had learnt all the communication 'tricks of the trade'. All the rest was self-taught and she stated that she had always been a more practical person. *"I have never had any graphic design training, but I had very practical experience of how to make things happen"* (Booth and Campbell, 2012). Eventually Campbell started working by herself. She established D4D in 2000, but registered it as a company only in 2007. *"I had the tools to start something, and wanted to make a change in the world"* (Booth and Campbell, 2012).

Campbell (2012) described D4D's ethos as a focus on supporting the development sector while making a difference in the world through the use of visual and creative skills, in order to support non-profit organisations and anybody else who did good work for society. Her motivation was to *"improve people's lives by using our communication skills,"* thereby helping *"inform and empower the non-profit organisations instead of just doing the work for them"* (Booth and Campbell, 2012).

Working with non-profit organisations

"Non-profit organisations are a voice for the voiceless and is,(sic) in principle, how democracy should work as non-profit organisations can harness people easier than the government can, and this makes them a very important aspect of society" (Booth and Campbell, 2012).

Campbell (2012) explained that in the past, non-profit organisations' concerns were not only about money, they were also about survival, and that, although money was a necessity, they also needed skills. Non-profit organisations were formed out of crisis or dire need, such as the feeding, housing or saving of people, and they were made to work, whatever the situation (Booth and Campbell, 2012).

In Campbell's view (2012), the non-profit sector had become a cut-throat industry that was always changing. Campbell (2012) stated that the funds that had poured in over the previous 20 years were no

longer forthcoming, owing just as much to the downward spiral of the global economy as to the overwhelming numbers of non-profit organisations which had been set up to address all the needs in this country.

D4D usually had between 20 and 30 NPO clients at a time. Ten of these were their regular clients, and the others came and went as design work was needed. The examples she listed of the non-profit clients D4D worked with were: Médecins Sans Frontières (MSF), the Treatment Action Campaign (TAC), Equal Education (EE), Institute for Poverty, Land and Agrarian Study (Plaas), Phuhlisani Solutions and Openly Positive.

Branding in the non-profit sector

“Branding is identifying which can communicate and unify, so that the public and potential donors can recognise and trust non-profit organisations and take them seriously as professionals” (Booth and Campbell, 2012). Campbell (2012) said she believed that non-profit organisations should ensure that their brand was strong as it helped with communicating to people about who they were, whom they wanted to help and who needed to fund them. *“People need to know who they are or they will never succeed”* (Booth and Campbell, 2012).

Online Marketing in the non-profit sector

In Campbell’s experience, non-profit organisations were reluctant to spend money on marketing, especially if they did not have a communications department. Often just marketing without reason or direction, Campbell (2012) observed that most non-profits did not realise the importance of having a strategy in place before they could market or fundraise for their cause.

Citing an example of this, Campbell (2012) pointed out that non-profit organisations would often approach D4D to design a logo, booklet or website, but when asked their reason for wanting the design element, they did not have one. She maintained that non-profit organisations *“need thinking behind their design elements - they need a strategy”* (Booth and Campbell, 2012).

Campbell said that non-profit organisations tended to use old methods of marketing and would print a brochure or poster just for the sake of it, not realising that all marketing material needed to bring a measurable return for the money spent (Booth and Campbell, 2012).

When asked whether their non-profit clients were online, Campbell said that all of D4D’s non-profit clients had a website, because *“being online is cheap and accessible and having a website has become like having a business card”* (Booth and Campbell, 2012). Campbell (2012) notably pointed out that the amount of printing that D4D had used to do had reduced markedly, and they hardly printed at all anymore, but acknowledged that print (on a smaller scale) was sometimes needed to direct the target audience online. *“A billboard, poster or brochure could briefly introduce a non-profit organisation and then direct the interested public to their website or Facebook page”* (Booth and Campbell, 2012).

6.3 Summary of interviews

The Trust and the Friends are very different in most aspects of the two non-profit organisations: in their vision, their mission and even the types of support they receive. The one thing which they have in common is that they are both based at the RCWMCH and as such, they both aim and work toward making the Hospital a better place for patients, their families and the staff. While the Trust was a well-known non-profit organisation in the health sector, the Friends seemed to struggle with their brand awareness and growing their support base. In these examples it is clear that with a solid, trustworthy and consistent brand, a non-profit organisation can stand out amongst the others. The Trust had a very ordered organisational structure with departments dedicated to certain things like Finance, Project Management, Communications and Fundraising. The Friends did not have these departments, nor did they have a dedicated marketing person or strategy to ensure that they were carrying out their work effectively. When looking at the fundraising practices of the two non-profit organisations, it becomes apparent that the Friends were lacking in the knowledge and expertise to identify a fundraising target market and develop fundraising strategies. Not having enough of or the right funds and support then affected the amount and quality of the work they were capable of doing. The Friends had the right intentions, but they did not have the capacity to ensure that they were doing the best work possible. The Trust had built up their capacity over the years and had specific strategies in place which they made sure worked for them. As mentioned previously, Isaacs admitted that the Friends did not actively market themselves – offline or online. The Trust by comparison was strategic and dynamic in their marketing practices and White acknowledged that their ROI was much higher when they marketed online. Their email marketing and viral campaigns had been very successful, owing entirely to the careful planning and thinking that went into them. The Trust had a far more interactive online presence than the Friends did. The Trust actively marketed their cause online in order to raise funds, and, based on the amount of money they raised and the type of work they were able to do, and this was clearly working for them.

Stokes clearly did not enjoy working with non-profit organisations and had bad experiences when working with them. Stokes defended his stance of not doing work for non-profit organisations for free by saying that they were treated better, and with more respect, when their work had to be paid for. To Stokes, the most important component of non-profit branding was trust and consistency. Stokes stated that if a non-profit organisation were online, it needed to be engaging and interactive in order to be successful. Furthermore, it needed to stick to and deliver on its values. Finally, he felt that strategy was the key for non-profit organisations when marketing their cause.

It was clear that Campbell was highly experienced in working with non-profit organisations from a communications and design perspective. She is a practical person and is passionate about what she does, believing that having a strategy is vital when marketing a cause. Another prominent point highlighted in the interview with Campbell was that an effective non-profit organisation's brand communicates unification so that potential donors can recognise and trust the non-profit organisation and take them seriously as professionals. The move toward online presence is noted, but noted too is the fact that lack of strategy and cohesive branding tends to hamper real results in terms of awareness and fundraising.

Themes derived from these interviews include:

- A consistent, trustworthy brand
- A dedicated department/individual to online communications
- A strategy in place for each specific thing including each different online platform, social network and campaign
- Trying different online campaigns such as email and viral marketing
- Being interactive and engaging with online communications

CHAPTER SEVEN

Conclusions and recommendations



This final chapter reviews the key findings of the research, presents conclusions and proposes a theoretical framework for non-profit organisations in the Cape Town health sector that could be used to develop strong branding and online marketing and fundraising strategies. Finally, limitations encountered during the study will be presented and future research implications will be suggested.

Primary data were obtained from two different methods: an online survey of twenty-seven Cape Town health sector non-profit organisations and four semi-structured interviews with key people in the non-profit, health and corporate sector. Interviews were conducted with two Cape-Town-based health sector non-profit organisations at the RCWMCH, an online marketing expert in the corporate online marketing sector and a design professional working primarily with the non-profit sector.

7.1 Revisiting the research questions

Before looking at the main research question, *“How do online marketing and fundraising strategies help non-profit organisations in the Cape Town health sector to raise the funds and support they need to fulfil their mission?”* the sub-questions need to be addressed.

7.1.1 The importance of non-profit organisations in the Cape Town health sector

The sub-question, *“What is the importance of a non-profit organisation in the Cape Town health sector?”* was addressed through the literature review.

An extensive literature review provided clear contextual information and helped define important terms and concepts related to the topic. The literature revealed a big gap in the public health sector in South Africa, which has become overstrained and under-resourced (Brand South Africa, 2012). With increasing numbers of non-profit organisations being set up in order to address the growing healthcare needs, competition for the same resources and funding from the government, corporates and the public is fierce. Non-profit organisations in the health sector are therefore essential to the functioning of the healthcare system in South Africa and each one needs to stand out in a unique way in order to attract the funds and support that they need to carry out their work. This mainly comes down to the effective branding, marketing and fundraising techniques employed by a non-profit organisation.

7.1.2 Current online marketing and fundraising activities of Cape Town health sector non-profit organisations

The sub-question, *“What are the current online marketing and fundraising activities of non-profit organisations in the Cape Town health sector?”* was addressed through the online survey.

The survey revealed the most precise and up-to-date information of the online marketing and fundraising activities of twenty-seven Cape-Town-based health sector non-profit organisations. The results of the survey show that the majority (96%) of Cape Town's health sector non-profits are online; with 72% confirming that being online is very valuable to them. There is, however, a clear lack of understanding of the importance of marketing and fundraising online, as well as the significance of having an online strategy. The reasons some non-profit organisations do not market and fundraise online are as follows: 40% lack the budget, 30% lack the expertise, and 25% claim they have no

strategy in place. It may be that the reason so many non-profit organisations do not grasp the nettle of branding and online systems is their genuine ignorance of the benefits and tools, and it is suggested that this is where guidance may be needed and the proposed framework can be used. While it would be ideal to have the three above-mentioned aspects in place, it was found that it would be fairly straightforward for non-profits to market themselves and fundraise online without having to call in costly experts. Owing to the cost-effective nature of the internet and the free networks and platforms available, spreading awareness of causes is cheap and not too time-consuming. With a bit of research, non-profit organisations could set up simple online marketing campaigns themselves, as the steps are accessible on the internet and are fairly easy to follow, especially if they harnessed the skills of younger or more 'tech-savvy' members of their teams, for whom these concepts are integral. Developing an online strategy would be just as straightforward, as this too is a reasonably simple exercise to implement and activate. It is recommended that some budget is set aside for a professional graphic designer to capture the essence of the organisation and establish a strong visual identity that can be carried through to online marketing and fundraising.

7.1.3 The benefits of online marketing and fundraising strategies for non-profit organisations

The sub-question, "*How do online marketing and fundraising strategies benefit a non-profit organisation?*" was addressed through the literature review as well as semi-structured interviews with key figures in the sector.

The literature revealed that, by incorporating the internet into their marketing and fundraising efforts, non-profit organisations can: greatly enhance their exposure and support; raise awareness for their causes; increase their 'reach' to more donors, volunteers and members; ensure effective communication with the press; ensure the ability to track and measure campaign effectiveness; easily measure their return on investment; and market their impact using success stories.

The two interviews with the Trust and the Friends, both based in Cape Town, brought to light the positive effects of having a concrete strategy in place with dedicated marketing and fundraising. Looking at the Trust as a leading example, the benefits of online marketing and fundraising are patently clear. As a result, the Trust was able to raise R59 million in 2011 and the Trust's Director, Louise Driver, won the Global Fundraiser Award for Fundraising Excellence in 2013.

The interviews with online marketing expert Rob Stokes at Quirk, and with Rosie Campbell at D4D, clarified the benefits of non-profit organisations' marketing their causes online, as well as the importance of having solid strategy and consistent and trustworthy brands. Important advice drawn from Stokes's personal experience is that non-profit organisations should act more professionally and respectfully when working with designers and agencies, and they could therefore add value to their graphic design and marketing work by paying companies and agencies for their ideas (even if it this were at a discounted cost). The Campbell interview showed that a strategy is vital to effective marketing of a cause, to avoid what she frequently experienced when working with non-profit organisations, namely that aimless graphic design work and marketing most often led to a waste of their time and efforts, and a negative return on the non-profit organisations investment.

7.1.4 Process for non-profit organisations to follow when marketing and fundraising online

The sub-question, *“What process can non-profit organisations follow when marketing and fundraising online?”* was addressed through the literature review, online survey and the interviews.

Owing to the extent of the non-profit organisations’ lack of awareness of the benefits of online marketing and fundraising, a recommendation would be to equip and empower them with the knowledge and the tools to implement strategies in order to promote their causes, raise funds and elicit support necessary to fulfil their missions. This would take the form of a unique, integrated framework for non-profit organisations to follow and implement when marketing and fundraising online.

The literature review highlighted important branding, marketing and fundraising strategies that non-profit organisations can easily implement, as well as existing frameworks and models available for non-profit organisations to use when marketing and fundraising online. Kylander and Stone (2012) suggested using the ‘Brand IDEA’ framework when branding a non-profit organisation in order to improve their brand and enhance efficiency of the organisation. Other frameworks which non-profit organisations could use when marketing and fundraising online include the ‘ACT process’ presented by Kabani (2010); ‘the Circles of Nonprofit Marketing’ by Askanase (2010); and the ‘Online Hierarchy of Needs’ by Dietz (2014). This information assisted in the development of a unique approach derived from this research study – where branding, marketing and fundraising strategies are integrated into one framework.

Before the framework is presented and discussed, the main research question needs to be addressed.

7.2 Online marketing and fundraising strategies for non-profit success

“How do online marketing and fundraising strategies help non-profit organisations in the Cape Town health sector to raise the funds and support they need to fulfil their mission?”

Very apparent is the fact that marketing and fundraising online are cost effective and accessible, as well as necessary, if non-profit organisations want to spread awareness and promote their causes. It was found that a marketing strategy is the key ingredient when marketing a non-profit organisation online, and that every non-profit organisation will need its own specific and unique strategy based on its particular cause, needs and target market.

For-profit companies have long had the advantage of expertise and access to effective marketing and strategy-development tools. However, although non-profit organisations’ use of marketing strategies to attract attention to their causes has grown with the rise of the internet, the fact is that many non-profits are still not aware of the benefits of online marketing – or that there are always appropriate online solutions, whatever the nature of their causes or needs.

7.3 A framework for online strategies for non-profit organisations

A framework has been developed based on the findings as a solution to the main research question. A simple diagram of the framework can be seen in figure 7.1 and will be discussed below. This framework highlights the steps that a non-profit organisation can follow for online strategy development.



Figure 7.1: A framework for online strategies for non-profit organisations (Booth, 2014)

1. Defining the brand

The brand of a non-profit organisation is central to the framework. Defining the brand is the first step to establishing their **mission**, target audience and visual identity, including their vision, goals and values. This helps re-visit and re-establish exactly why the organisation exists, what their cause is, and aims are. Determining the **target audience** is the next step. It is important to realise that the target audience comprises different types of people like donors, volunteers, supporters and stakeholders. Non-profit organisations need to identify each of their target audience groups and try to understand who they are, what they want and how the organisation can reach them to get involved, volunteer, donate or support the cause. Creating a **visual identity** is important in helping the non-profit organisation differentiate from the other organisations. Consistent design elements are very important to ensure the brand is seen as reliable and trustworthy. A visual identity includes elements like a logo, typeface and colour options, styles for photographs and illustrations, and any other design elements the organisation may need. This visual identity should run through to the organisations marketing and fundraising promotions. It is important to note that in order for a visual identity to be successful, a professional graphic designer needs to be employed. The visual identity is the face of the organisation and it needs to look consistent and send out the right visual cues to attract the support needed. The brand is central to strategy as it permeates all the communication elements.

2. Strategy

In order to bring about a positive ROI and achieve their marketing and fundraising goals, a solid strategy needs to be in place for each campaign and project initiated. Non-profit organisations need to plan a set of steps towards achieving the identified outcome, and this includes carefully allocating budget and time strategically.

3. Marketing

It is important to realise that offline events and promotions are a powerful way to drive potential supporters and donors to the non-profit organisations online platform. The foundation of online marketing includes having a dynamically built, eye-catching website with good SEO set up in order to attract more people to the website via search engines. Another efficient base to have is a blog, where content is updated regularly with news and success stories from the organisation. Social networks are important platforms in generating supporters and keeping them updated with news, events and success stories. Other forms of online marketing which non-profit organisations could try are email marketing and viral marketing.

4. Fundraising

All marketing events and promotions are opportunities for fundraising. A website with a donation page makes donating simple and easy for anyone and is the foundation for online fundraising. Non-profit organisations in the Cape Town health sector can make use of popular online fundraising platforms like GivenGain, GreaterGood SA and BackaBuddy. Crowdfunding is a new form of online fundraising and non-profit organisations can raise funds on South African crowdfunding platforms such as Thundafund and Love to do Good. South African non-profit organisations can also make use of online fundraising support from organisations such as Inyathelo, SANGONeT, the Funding Site and SAIF.

In order to ensure that this framework is successful, a further recommendation would be the publishing of a guide, textbook, or eBook (online textbook) detailing suggested strategies suggested for non-profits to implement, and provide information that could enable informed decisions as to how their causes might be promoted.

Because healthcare is such a prominent issue in South Africa, and health sector non-profit organisations so vital to our society, a network or platform on which these non-profit organisations may connect and share their success stories and ideas is also recommended. Such an online platform could include accurate, up-to-date information and news on the non-profit health sector in South Africa, information on online marketing and fundraising, and possible strategies for non-profit organisations to put in place. Once non-profit organisations sign up and become part of this community, they could connect and share success stories – much like a social network for health sector non-profit organisations in South Africa.

7.4 Conclusion

This study made an attempt to understand the benefits of online marketing and fundraising, and established the current state of expertise on online marketing and fundraising strategies in Cape Town's health sector non-profit organisations. The findings allowed for recommendations and possible interventions that are sufficiently adaptable to allow for their application in non-profit organisations in all sectors. It is suggested that the framework and other interventions recommended here could conceivably contribute to improved visibility and effective fundraising for non-profit organisations,.

7.5 Limitations of the study

As many efforts as time allowed, were made to address as many questions as possible that arose from the research. However, implications for further research were introduced that could not be addressed in this particular study.

The online survey was distributed to fifty Cape Town health sector non-profit organisations, with twenty-seven completing the survey. Further research could be conducted in the form of a second survey, asking more specific questions based on the non-profit organisations online marketing and fundraising strategies.

7.6 Implications for further study

Because of the constantly evolving nature of the internet, there is a need for further and continued research into online marketing and fundraising for non-profit organisations. Further research should target a wider and more diverse spectrum of organisations.

REFERENCES

- Abu Hdaib, B. 2009. Social Media & NGOs: crossing boundaries & building bridges! [Online]. Available: <http://blog.thoughtpick.com/2009/08/social-media-ngo-crossing-boundaries-building-bridges.html> [Accessed March 18, 2012].
- Ahmed, A. 2008. Ontological, Epistemological and Methodological Assumptions: qualitative versus quantitative, Exeter.
- AIDSbuzz, 2011. Fundraising for Your Organisation. [Online]. Available: http://www.aidsbuzz.org/index.php?option=com_content&view=article&id=242&Itemid=25 [Accessed September 9, 2013].
- Alliance for Advancing Non-Profit Health Care, 2012. The Value of Non-profit Health Care, Washington DC. [Online]. Available at: <http://www.nonprofithealthcare.org/uploads/ValueOfNonprofitHealthCare.pdf> [Accessed July 12, 2013].
- Askanase, D. 2012. The Circles of Nonprofit Marketing. [Online]. Available at: <http://communityorganizer20.com/2012/08/09/the-circles-of-nonprofit-marketing/> [Accessed January 29, 2014]
- Ayling, L. & Grech, A. 2010. NGOs and Social Media. Technology Sunday, Malta Times. [Online]. Available at: <http://strategyworks.wordpress.com/2010/10/31/ngos-and-social-media/> [Accessed June 11, 2012].
- BackaBuddy, 2013. BackaBuddy: home. [Online]. Available at: <http://www.backabuddy.co.za/> [Accessed April 6, 2013].
- Barnard, D. 2012. NGOs in South Africa - We Deserve Better. NGO Pulse. [Online]. Available at: <http://www.ngopulse.org/blogs/ngos-south-africa-we-deserve-better> [Accessed March 31, 2013].
- Barnard, D. & De Gale, M. 2009. NGOs and Social Media: challenges and opportunities. *NGO Pulse*. [Online]. Available at: <http://www.ngopulse.org/article/ngos-and-social-media-challenges-and-opportunities> [Accessed March 18, 2012].
- Beger, G., Hoveyda, P.K. & Sinha, A. 2011. From "What's your ASLR?" to "Do You Wanna Go Private?" New York.
- Booth, E. & Campbell, R. [Interview with Rosie Campbell on 21 August 2012]. Cape Town (Unpublished)
- Booth, E. & Isaacs, A. [Interview with Avril Isaacs on 22 August 2012]. Cape Town (Unpublished)
- Booth, E. & Stokes, R. [Interview with Rob Stokes on 30 August 2012]. Cape Town (Unpublished)
- Booth, E. & White, H. [Interview with Helen White on 17 August 2012]. Cape Town (Unpublished)
- Bowling, A. 2002. Research Methods in Health (2nd Edition), Buckingham: Open University Press.
- Brand South Africa, 2012. Healthcare in South Africa. Media Club South Africa. [Online]. Available at: <http://www.southafrica.info/about/health/health.htm#.UUwav1e85qw> [Accessed March 22, 2013].
- Briggman, S. 2013. Crowdfunding Success Tips. [Online]. Available at: <http://www.crowdcru.com/top-10-crowdfunding-sites-for-nonprofits> [Accessed November 5, 2013].
- Brouckaert, L. 2010. What is an NGO? A framework document introducing NGOs in South Africa. *NGO Connect Africa*

- Bryman, A., 2001. *Social Research Methods* 1st ed., Loughborough: Oxford University Press, Incorporated.
- Buzzbnk, 2013. About Buzzbnk. [Online]. Available at: <https://www.buzzbnk.org/StaticPages/AboutUs.aspx>. [Accessed November 22, 2013].
- Change SA, 2013. Change SA: home. [Online]. Available at: <http://www.changesa.co.za/> [Accessed April 6, 2013].
- Charity SA, 2013. Charity SA: home. [Online]. Available at: <http://www.charitysa.co.za/> [Accessed April 6, 2013].
- Coetzee, J. 2013. Africa's Crowdfunding Context: starting up startups the African way. [Online]. Available at: [http://ventureburn.com/2013/07/africas-crowdfunding-context-starting-up-startups-the-african-way/?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed:+memeburncom+\(memeburn\)](http://ventureburn.com/2013/07/africas-crowdfunding-context-starting-up-startups-the-african-way/?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed:+memeburncom+(memeburn)) [Accessed November 6, 2013].
- Cohen, H. 2011. 72 Marketing Definitions. *Actionable Marketing 101*. [Online]. Available at: <http://heidicohen.com/marketing-definition/> [Accessed September 12, 2013].
- Crowdfund Insider, 2013. The Ultimate Crowdfunding Guide. [Online]. Available at: <http://www.crowdfundinsider.com/the-ultimate-crowdfunding-guide/>. [Accessed October 6, 2013].
- Crowdrise, 2013. About Crowdrise. [Online]. Available at: <http://www.crowdrise.com/about>. [Accessed October 6, 2013].
- Damoulakis, N. 2011. 10 Marketing Strategies For Non-Profit Organizations. [Online]. Available at: <http://blog.vistage.com/marketing/10-marketing-strategies-for-non-profit-organizations-part-1-of-3/> [Accessed March 21, 2012].
- Denscombe, M. 2003. *The Good Research Guide* (2nd Edition), Berkshire: Open Univesity Press.
- Dietz, R. 2014. Back to Basics (and Star Wars Day). [Online]. Available at: <http://www.nonprofitrd.com/back-to-basics-star-wars-day/> [Accessed January 29, 2014].
- Doit4charity, 2013. Doit4charity. [Online]. Available at: <http://www.doit4charity.co.za/> [Accessed April 6, 2013].
- Druker, P. 1992. *Managing the Non-Profit Organization: principles and practices*. New York: Harper Collins Publishers.
- Eck, S. 2011. South African "Supergrannies": a photographic exhibit by Savannah. [Online]. Available at: <http://www.kickstarter.com/projects/1993018479/south-african-super-grannies-a-photographic-exposi?ref=card> [Accessed January 12, 2012].
- Emerson, J. 2008. *Visualizing Information for Advocacy: an introduction to information design*. Tactile Technology Collective: India
- Feast, L. & Melles, G. 2010. *Epistemological Positions in Design Research: a brief review of the literature*. Swinburne University of Technology: Melbourne
- For the Cause, 2013. For the Cause: home. [Online]. Available at: <http://www.forthecause.co.za/> [Accessed April 6, 2013].
- FundFind, 2013. Frequently Asked Questions: FundFind. [Online]. Available at: <http://www.fundfind.co.za/faq> [Accessed April 6, 2013].
- Gago, O. 2011. Online Strategy 101 for Non-profits. [Online]. Available at: <http://www.digitalactivist.net/articles/online-strategy-101-for-non-profits/> [Accessed March 18, 2012].

GivenGain, 2013. GivenGain: about. [Online]. Available at: <http://www.givengain.com/about/> [Accessed April 3, 2013].

Glaser, B. & Strauss, A. 1967. *The Discovery of Grounded Theory: strategies for qualitative research*. New York: Aldine de Gruyter.

Google Grants, 2013. Google Grants: AdWords for nonprofits. [Online]. Available at: <http://www.google.co.za/grants/index.html> [Accessed April 1, 2013].

Gorra, A. 1999. Chapter 3 Research Methodology Grounded Theory Methodology: an overview. Leeds: Leeds Metropolitan University.

Gould, K. 2013. Crowdfunding for Non-profits. Social Earth: promoting social entrepreneurship, businesses and ideas. [Online]. Available at: <http://www.socialearth.org/crowdfunding-for-non-profits> [Accessed September 28, 2013].

GreaterGood SA, 2013a. GreaterGood SA: about. [Online]. Available at: <http://www.myggsa.co.za/about/> [Accessed April 3, 2013].

GreaterGood SA, 2013b. Making Sense of the Alphabet Soup. [Online]. Available at: <http://www.greatergoodsa.co.za/posts/view/4177/> [Accessed April 4, 2013].

GreaterGood SA, 2012. Non Profit Job Losses and Service Cuts: report 2012, Cape Town.

GreaterGood SA, 2013c. The Funding Site: a knowledge hub for civil society. The Funding Site. Available at: <http://www.greatergoodsa.co.za/funding/> [Accessed September 21, 2013].

GreaterGood SA, 2011. The Good Guide to Online Fundraising: fundraising futures.

Hancock, B. 1998. *An introduction to Qualitative Research*. Nottingham.

Harrison, D. 2010. An Overview of Health and Healthcare in South Africa 1994 – 2010: priorities, progress and prospects for new gains.

Harwell, M.R. 2009. *Research Design in Qualitative/Quantitative/Mixed methods*. Minnesota.

Hayden, J. 2013. 12 Ways to Use Pinterest for Your Nonprofit. Social Media for Nonprofits. [Online]. Available at: <http://www.johnhaydon.com/2012/01/12-ways-use-pinterest-for-your-nonprofit/> [Accessed April 7, 2013].

Heller, G. 2009. Social Media Overview and Strategy for NGOs. [Online]. Available at: <http://www.slideshare.net/gregoryheller/social-media-overview-and-strategy-for-ngos-1911278> [Accessed March 18, 2012].

Holland, D. 2006. *Branding for Nonprofits: developing identity with integrity*. Allworth Press: New York

Internet World Statistics, 2012. Africa Internet Usage, Facebook and Population Statistics. [Online]. Available at: <http://www.internetworldstats.com/stats1.htm> [Accessed September 21, 2013].

Inyathelo, 2013. Inyathelo: The South African Institute for Advancement: about. [Online]. Available at: <http://www.inyathelo.org.za/about-us.html> [Accessed July 3, 2013].

Jumpstarter, 2012. Jumpstarter. [Online]. Available at: <http://www.crowdsourcing.org/site/jumpstarter/wwwjumpstartercoza/19132> [Accessed August 19, 2013].

Kabani, S.H. 2010. *The Zen of Social Media Marketing*. Texas: Benbella Books, Inc.

- Kinney, M. & Lawn, J. 2009. *Health in South Africa*. An Executive Summary for the Lancet Series. The Lancet
- Kirshenblatt-Gimblett, B. 2006. *What is Research Design?* New York: New York University.
- Krige, K. 2010. Marketing for NGOs: strategies and tips. *Strategic Marketing Magazine*. [Online]. Available at: <http://www.ngopulse.org/article/marketing-ngos-strategies-and-tips> [Accessed March 18, 2012].
- Kylander, N. & Stone, C. 2012. The Role of the Brand in the Nonprofit Sector. *Standford Innovation Review*. [Online]. Available at: http://www.ssireview.org/articles/entry/the_role_of_brand_in_the_nonprofit_sector [Accessed April 2013]
- Le Roux, A. & Snyman, M. 2007. Exploring Branding in the Non-profit Sector: a case study of the Girl Guides' Association of South Africa. Department of Information Science, University of Pretoria: Pretoria
- Levy, H. 2011. How to Develop a Brand for your Nonprofit. [Online]. Available at: <http://www.guidestar.org/rxa/news/articles/2011/how-to-develop-nonprofit-brand.aspx> [Accessed May 16, 2012]
- LinkedIn, 2013. About LinkedIn. [Online]. Available at: <http://www.linkedin.com/about-us> [Accessed September 15, 2013].
- Love to do Good, 2013. What We Do. [Online]. Available at: <http://lovetodogood.org.za/what-we-do> [Accessed September 15, 2013].
- Maxwell, J. & Mittapalli, K. 2008. Explanatory Research. *The SAGE Encyclopedia of Qualitative Research Methods*. [Online]. Available at: <http://srmo.sagepub.com/view/sage-encyc-qualitative-research-methods/n164.xml> [Accessed January 17, 2013].
- Mitchell, C. 2012. A Matter of Trust: a case study of the Children's Hospital Trust's fundraising success.
- Mxit, 2012. Mxit Statistics. [Online]. Available at: <http://site.mxit.com/files/MxitStatisticsMarch2012.pdf> [Accessed November 8, 2013].
- Network for Good. 2014. *Social Media Mini Guide*. Washington
- Neumeier, M. 2005. *The Brand Gap: how to bridge the distance between business strategy and design*. New Riders
- Newman, D. 2003. *The Designer's Guide to Brand Strategy*. MDN Press: California
- Newton, N. 2010. The Use of Semi-Structured Interviews. *Exploring Qualitative methods*
- NGOPulse, 2008. Internet Fundraising and the NGO Sector in South Africa. [Online]. Available at: <http://www.ngopulse.org/blogs/internet-fundraising-and-ngo-sector-south-africa> [Accessed April 3, 2013].
- Nicol, T. 2012. Use Mxit to Get Your Message Out. *Bizconnect*. [Online]. Available at: <http://bizconnect.standardbank.co.za/manage/marketing-tips/em1-use-mxit-to-get-your-message-out.aspx> [Accessed June 25, 2012].
- Nonprofit Network, 2013a. 10 Reasons Your Nonprofit Organisation Should Have a Facebook Page. Available at: <http://www.nonprofit-network.org/index.php/how-to/facebook/item/10-reasons-your-nonprofit-organisation-should-have-a-facebook-page> [Accessed September 14, 2013].
- Nonprofit Network, 2013b. 10 Reasons Your Nonprofit Should Have a LinkedIn Profile. [Online]. Available at: <http://www.nonprofit-network.org/index.php/how-to/general-social-media/item/10-reasons-your-nonprofit-should-have-a-linkedin-profile> [Accessed September 15, 2013].

Nonprofit Network, 2013c. 10 Reasons Your Nonprofit Should Have a Twitter Account. [Online]. Available at: <http://www.nonprofit-network.org/index.php/how-to/twitter/item/10-reasons-your-nonprofit-should-have-a-twitter-account> [Accessed September 15, 2013].

Nonprofit Network, 2013d. 10 Reasons Your Nonprofit Should Use YouTube. [Online]. Available at: <http://www.nonprofit-network.org/index.php/how-to/general-social-media/item/10-reasons-your-nonprofit-should-use-youtube> [Accessed September 15, 2013].

Nonprofit Network, 2013e. MXIT Mobile Network Platform. [Online]. Available at: <http://www.nonprofit-network.org/index.php/how-to/general-social-media/item/mxit-mobile-network-platform> [Accessed September 15, 2013].

Norton, M. 2009. *The Worldwide Fundraiser's Handbook: A resource mobilisation guide for NGOs and community organisations* (3rd Edition), London: Directory of Social Change.

O'Riordan, A. 2013. Funding Civil Society in South Africa: where does the money go? *The South African Civil Society Information Service*. [Online]. Available at: <http://sacsis.org.za/site/article/1623> [Accessed April 7, 2013].

Petronzio, M. 2012. 10 Strategies for Non-Profits on Pinterest. *Mashable: Social Media*. [Online]. Available at: <http://mashable.com/2012/03/02/pinterest-strategies-non-profits/> [Accessed April 7, 2013].

Pinterest, 2013. Pinterest: about. [Online]. Available at: <http://about.pinterest.com/> [Accessed April 7, 2013].

Razoo, 2013. Overview of Razoo. [Online]. Available at: <http://www.razoo.com/p/overview> [Accessed April 7, 2013].

Rippon, A.E. 2002. [A Strategic Approach for Not-for-profit Organisations]. Johannesburg: University of Johannesburg (Unpublished PhD thesis)

Rosenthal, R. 2012. *The Independent Code of Governance for NPOs in South Africa*. Cape Town: Working Group

SANGONeT, 2013. About SANGONeT. *NGO Pulse*. [Online]. Available at: <http://www.ngopulse.org/about> [Accessed September 21, 2013].

Sbaraini, A. et al. 2011. How to do a Grounded Theory study: a worked example of a study of dental practices. *BMC medical research methodology*, 11(1), p.128. [Online]. Available at: <http://www.biomedcentral.com/1471-2288/11/128> [Accessed April 19, 2012].

Scott, H. 2009. Grounded Theory: the philosophy, method, and work of Barney Glaser. [Online]. Available at: <http://www.groundedtheoryonline.com/what-is-grounded-theory> [Accessed June 11, 2012].

South African Department of Health, 2013. The National Department of Health. [Online]. Available at: <http://www.doh.gov.za/> [Accessed March 22, 2013].

South African Department of Social Development, 2011. 2010/11 State of South African Registered Nonprofit Organisations Issued in Terms of the Nonprofit organisations Act 71 of 1997: a report from the national NPO database. Pretoria: Government Printer

South African Department of Social Development, 2012. A Report from the National NPO Database: state of South African registered non-profit organisations issued in terms of the Non-Profit Organisations Act 71 of 1997. Pretoria: Government Printer

StartMe, 2013. About Using StartMe: crowdfunding for SA small business funding, creative and social projects. [Online]. Available at: <http://startme.co.za/about-using-startme/faq/new-faq> [Accessed April 6, 2013].

Steinberg, S. & DeMaria, R. 2012. *The Crowdfunding Bible: How to raise money for any startup, video game, or project*. Pebble: E-Paper Watch

Stokes, R. 2011. *eMarketing: the essential guide to digital marketing* (4th Edition), Cape Town: Quirk (Pty) Ltd.

Stokes, R., 2008. *eMarketing: the essential guide to online marketing* (2nd Edition), Cape Town: Quirk eMarketing (Pty) Ltd.

Stuckler, D., Basu, S. & Mckee, M. 2011. Health Care Capacity and Allocations Among South Africa's Provinces: infrastructure – inequality traps after the end of Apartheid. *Research and Practice*, 101(1), pp.165–172.

The Children's Hospital Trust, 2011. *The Children's Hospital Trust: annual report 2011*. Cape Town

The Friend's of the Children's Hospital Association, 2011. *The Friend's of the Children's Hospital Association: annual report 2010/11*. Cape Town

The South African Institute for Fundraising, 2013. *The South African Institute for Fundraising: vision & mission*. [Online]. Available at: <http://www.saifundraising.org.za/index.php/template/vision-mission> [Accessed September 21, 2013].

Van Niekerk, E. 2007. *Not-for-profit Marketing: branding, brand equity and marketing of smaller charities*. Business Leadership, University of South Africa: Cape Town

Van Nieuwenhuizen, P. 2012. *Crowd Funding Implications for South African Entrepreneurs*, Johannesburg: Skopus Business Consultants CC

Waters, M. & Mehay, R. 2010. *A Deeper Look at Constructivism*. London: Sage Publications

Watsi, 2013. *About Watsi*. [Online]. Available at: <https://watsi.org/about>. [Accessed April 6, 2013].

Whitehead, E. 2010. *A Nonprofits Guide to Internet Marketing: cost-effective opportunities to accelerate online marketing success for your nonprofit organization*. Digital Sapien, pp.1–15. [Online]. Available at: <http://www.digitalsapien.com/downloads/internet-marketing-guide-for-nonprofits-by-everett-whitehead.pdf>. [Accessed September 21, 2013].

YouTube, 2013. *About YouTube*. [Online]. Available at: <http://www.youtube.com/yt/about/> [Accessed September 15, 2013].

Zuhlsdorff, E. 2007. *Branding in the Non-Profit Sector: the case of a non-profit organization in Gauteng*. Cape Town: University of Cape Town.

APPENDICES

APPENDIX A: Email sent to Cape Town health sector non-profit organisations

APPENDIX B: Online survey questions and results

APPENDIX C: Informed consent form

APPENDIX D: Interview schedules

APPENDIX A: Email sent to Cape Town health sector non-profit organisations

Dear _____,

I am a Design Masters student at the Cape Peninsula University of Technology and I am really interested in using my expertise to make a difference in the non-profit sector.

The topic of my thesis is:

Online marketing and fundraising strategies for non-profit organisations in the Cape Town health sector.

As part of my data collection, I would to find out the statistics of health sector NON-PROFIT ORGANISATIONS online activities. I have created an anonymous online survey for Cape Town health sector NON-PROFIT ORGANISATIONS to fill in (if they choose to partake).

The survey is completely anonymous - it consists of 29 questions, mostly multiple choices and will take about 15-20 minutes to fill in.

I would really appreciate your help if you could take the time to fill in my survey.

You can do it easily by clicking on this link:

https://qtrial.qualtrics.com/SE/?SID=SV_aVSzYQHpsFyYyZD

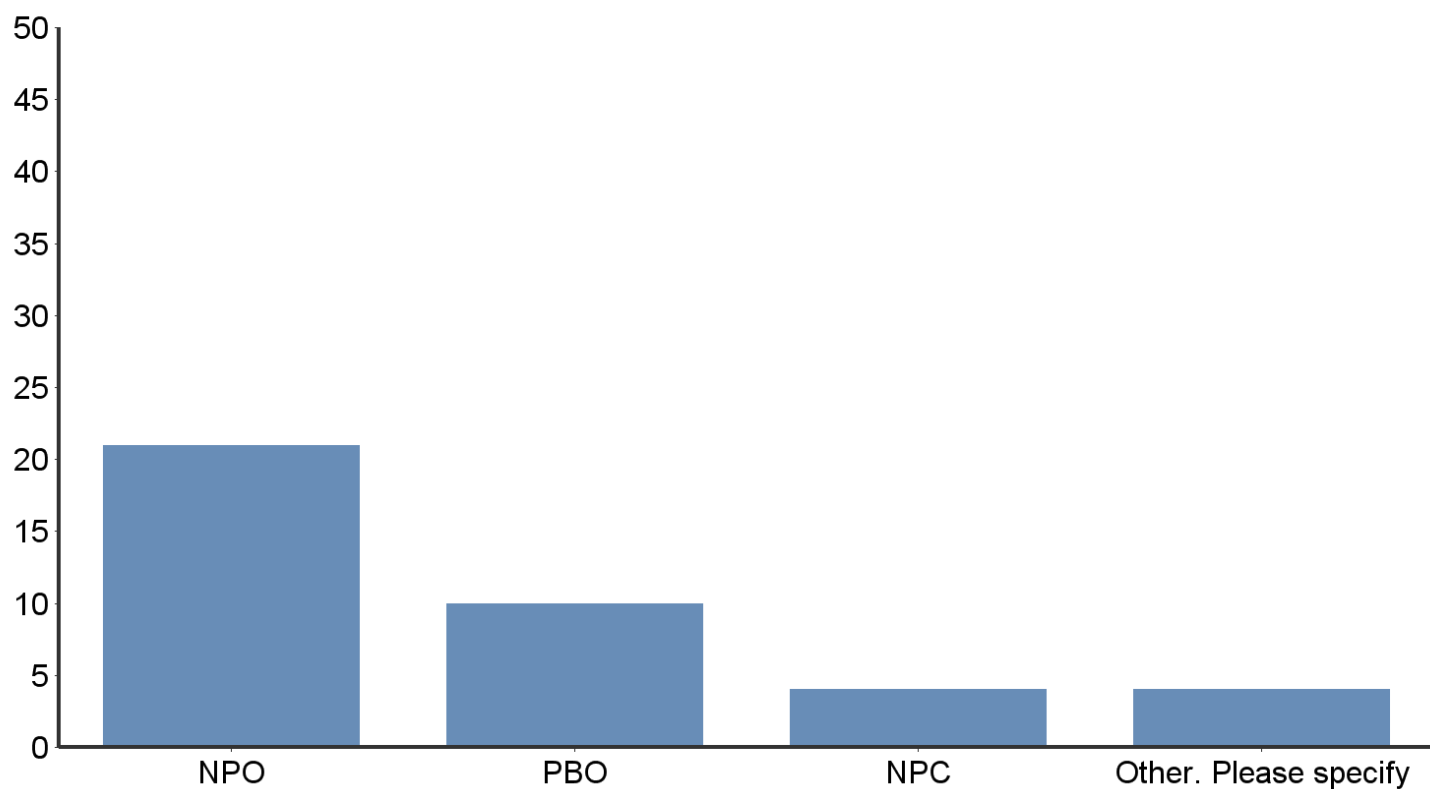
I'm hoping to contribute to new knowledge around the benefits of online marketing in the non-profit health sector through this research and your input would be helpful and I would be so grateful!

Please let me know if you do manage to fill in the survey, and how the experience of filling it in was for you.

Warm Regards,
Emily Booth

APPENDIX B: Online survey questions and results

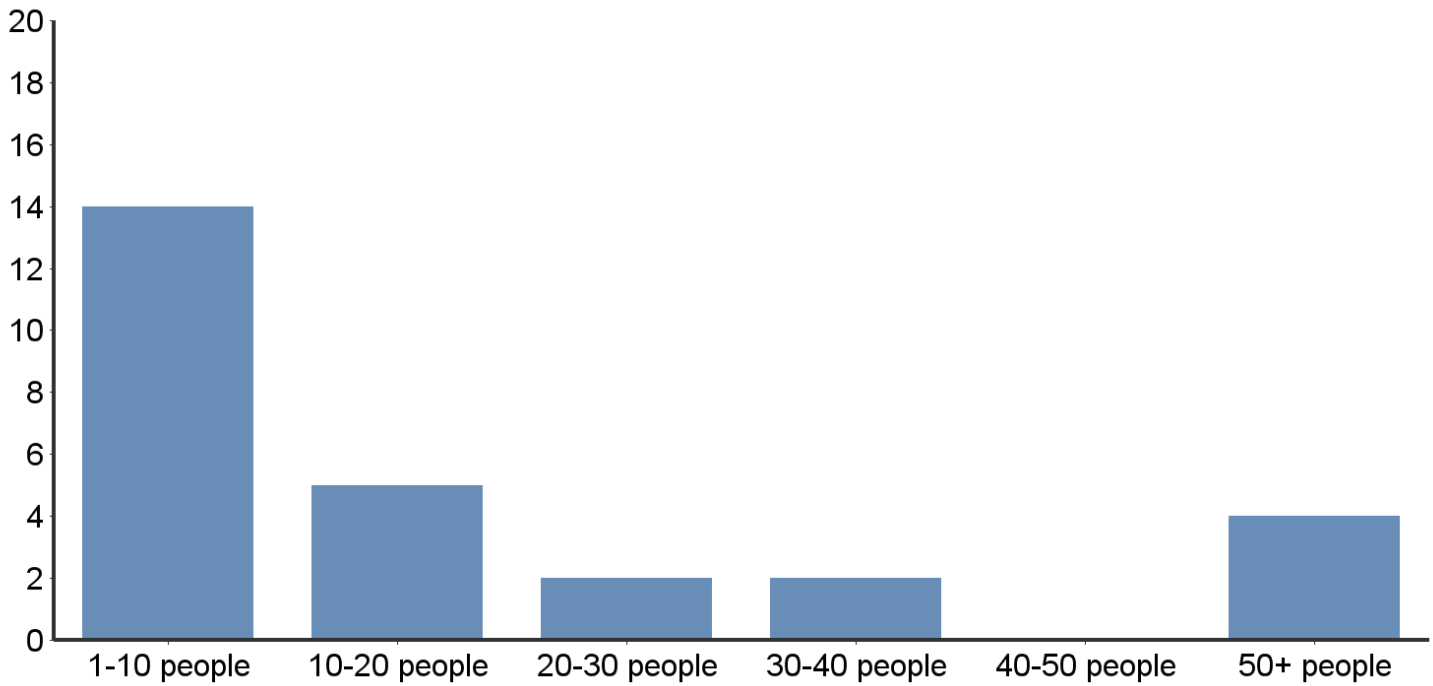
Status of your organisation



#	Answer	Bar	Responses	%
1.00	NON-PROFIT ORGANISATION		21.00	77.78%
2.00	PBO		10.00	37.04%
3.00	NPC		4.00	14.81%
4.00	Other. Please specify		4.00	14.81%
	Total		39.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	4.00	1.77	1.02	1.01	39.00	27.00

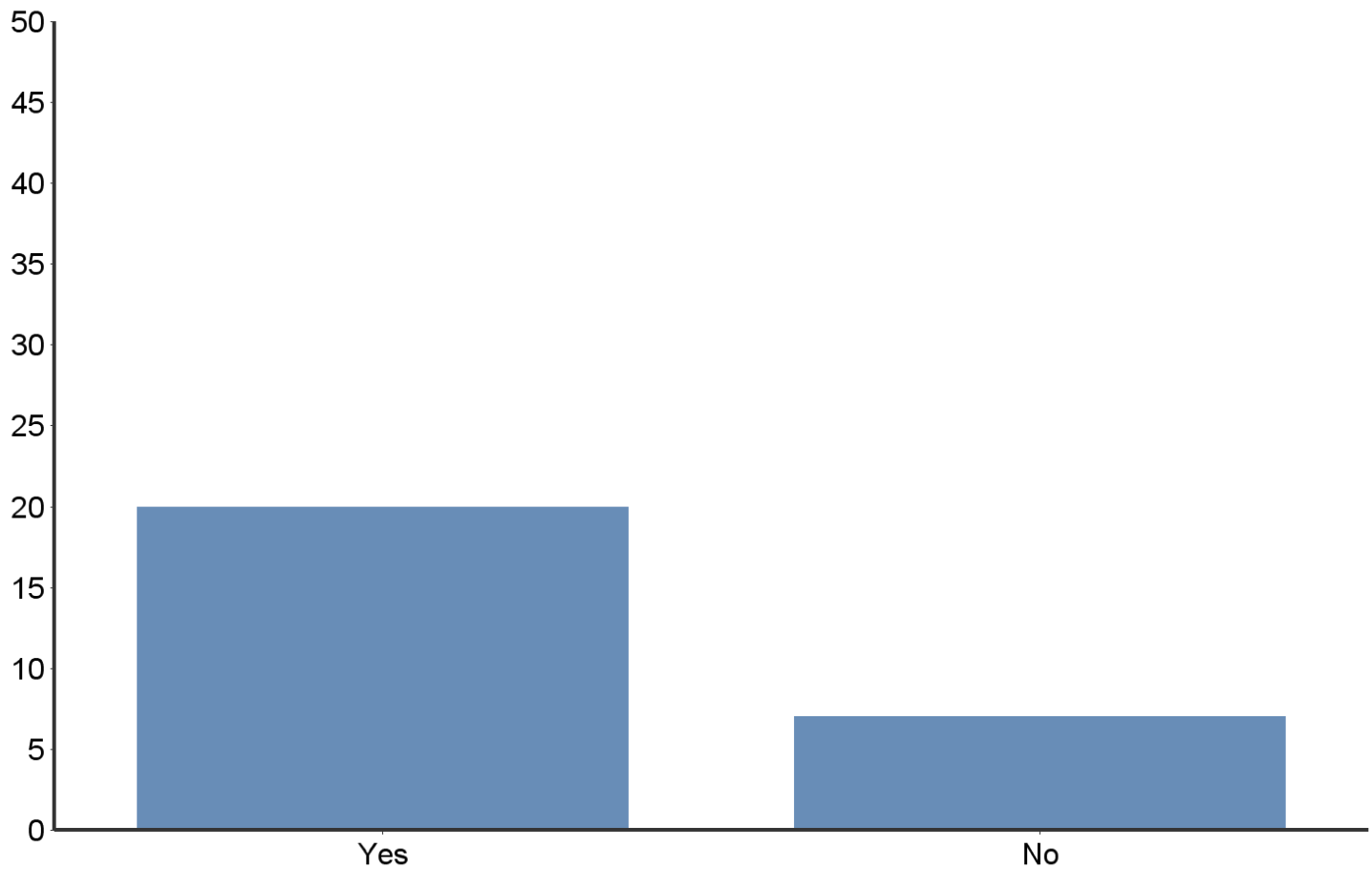
Size of your organisation



#	Answer	Bar	Responses	%
1.00	1-10 people	<div style="width: 51.85%;"></div>	14.00	51.85%
2.00	10-20 people	<div style="width: 18.52%;"></div>	5.00	18.52%
3.00	20-30 people	<div style="width: 7.41%;"></div>	2.00	7.41%
4.00	30-40 people	<div style="width: 7.41%;"></div>	2.00	7.41%
5.00	40-50 people	<div style="width: 0.00%;"></div>	0.00	0.00%
6.00	50+ people	<div style="width: 14.81%;"></div>	4.00	14.81%
	Total		27.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	6.00	2.30	3.29	1.81	27.00	27.00

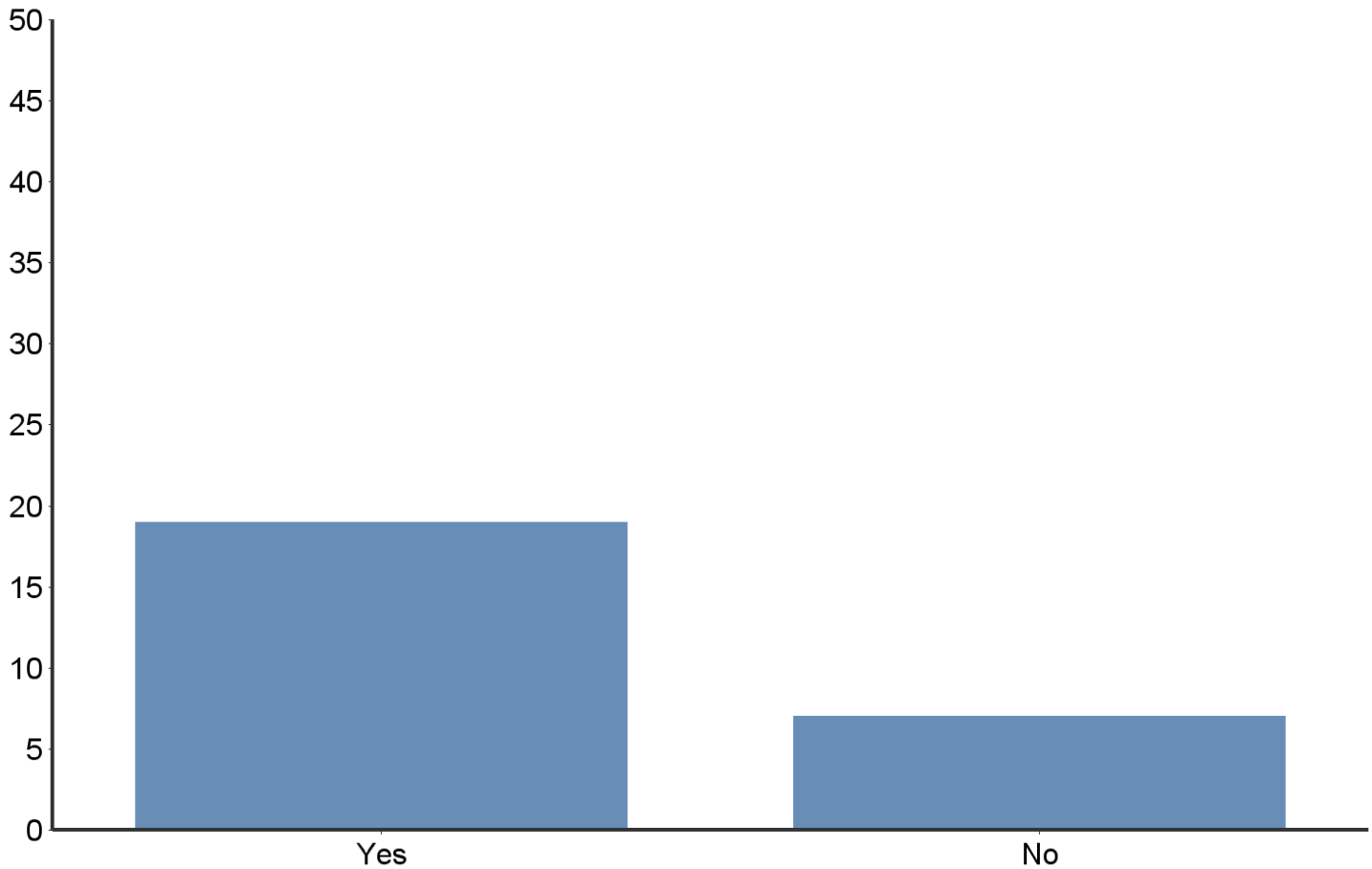
Does your organisation have a marketing and fundraising strategy for 2013/14?



#	Answer	Bar	Responses	%
1.00	Yes	<div style="width: 74.07%;"></div>	20.00	74.07%
2.00	No	<div style="width: 25.93%;"></div>	7.00	25.93%
	Total		27.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	2.00	1.26	0.20	0.45	27.00	27.00

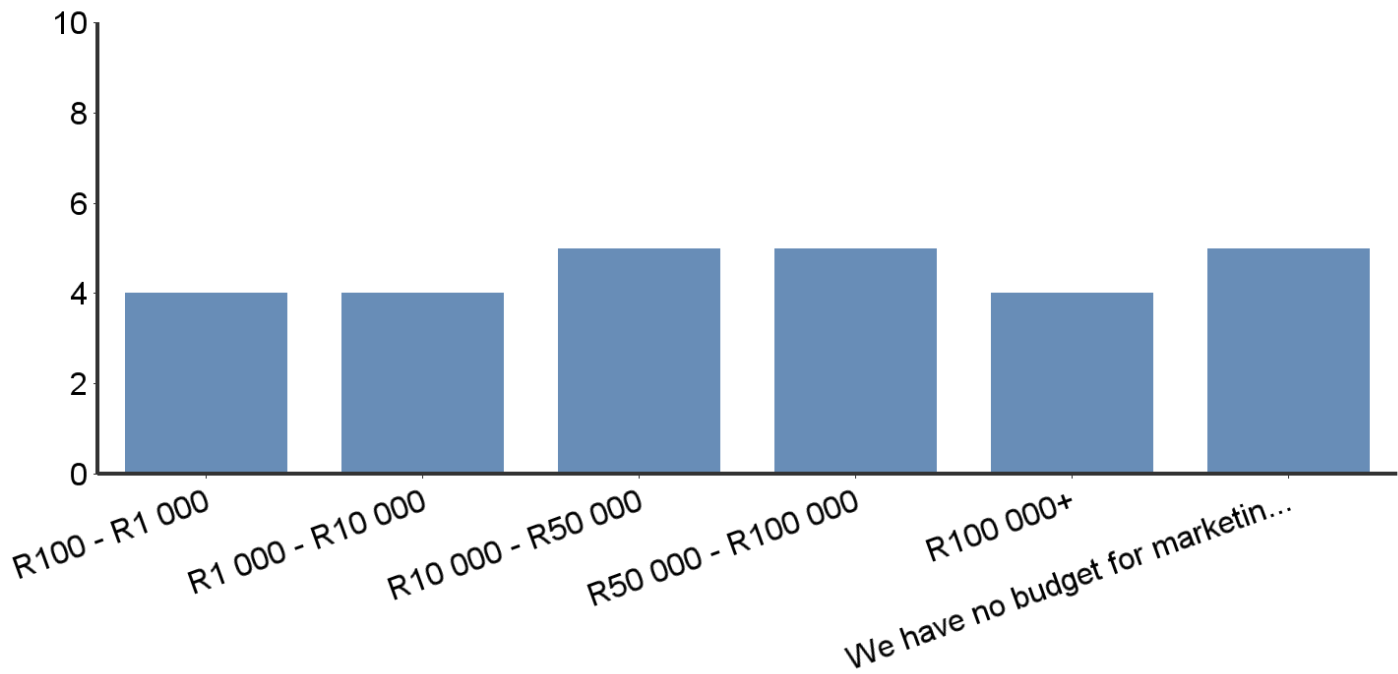
Does your marketing and fundraising strategy for 2013/14 include online marketing?



#	Answer	Bar	Responses	%
1.00	Yes	19	19.00	73.08%
2.00	No	7	7.00	26.92%
	Total		26.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	2.00	1.27	0.20	0.45	26.00	26.00

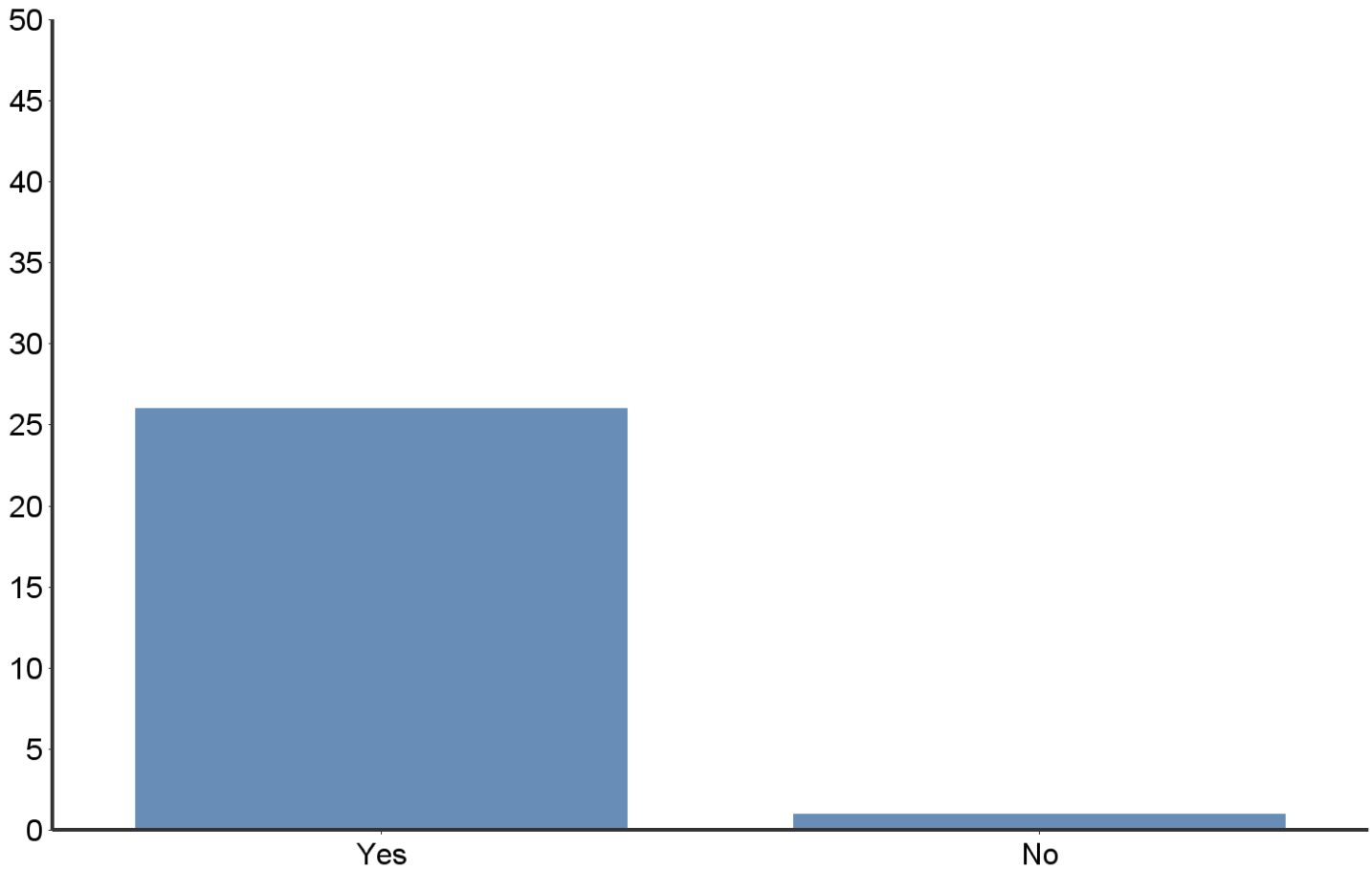
What is your budget like for 2013/14 for marketing and fundraising your organisation? Select one:



#	Answer	Bar	Responses	%
1.00	R100 - R1 000	█	4.00	14.81%
2.00	R1 000 - R10 000	█	4.00	14.81%
3.00	R10 000 - R50 000	█	5.00	18.52%
4.00	R50 000 - R100 000	█	5.00	18.52%
5.00	R100 000+	█	4.00	14.81%
6.00	We have no budget for marketing and fundraising	█	5.00	18.52%
	Total		27.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	6.00	3.59	2.94	1.72	27.00	27.00

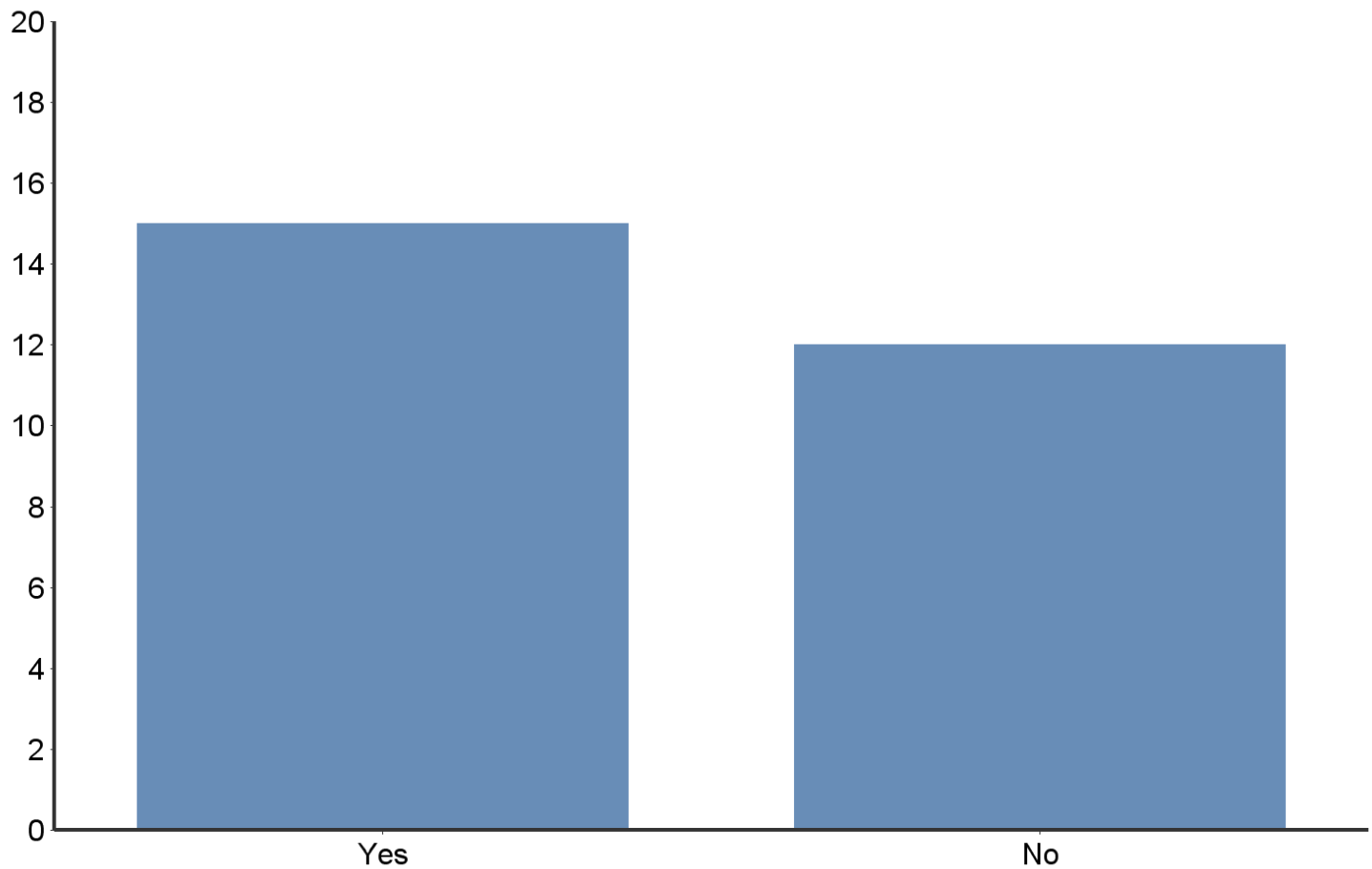
Does your organisation have a website?



#	Answer	Bar	Responses	%
1.00	Yes	<div style="width: 26px; height: 10px; background-color: #4F81BD;"></div>	26.00	96.30%
2.00	No	<div style="width: 1px; height: 10px; background-color: #4F81BD;"></div>	1.00	3.70%
	Total		27.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	2.00	1.04	0.04	0.19	27.00	27.00

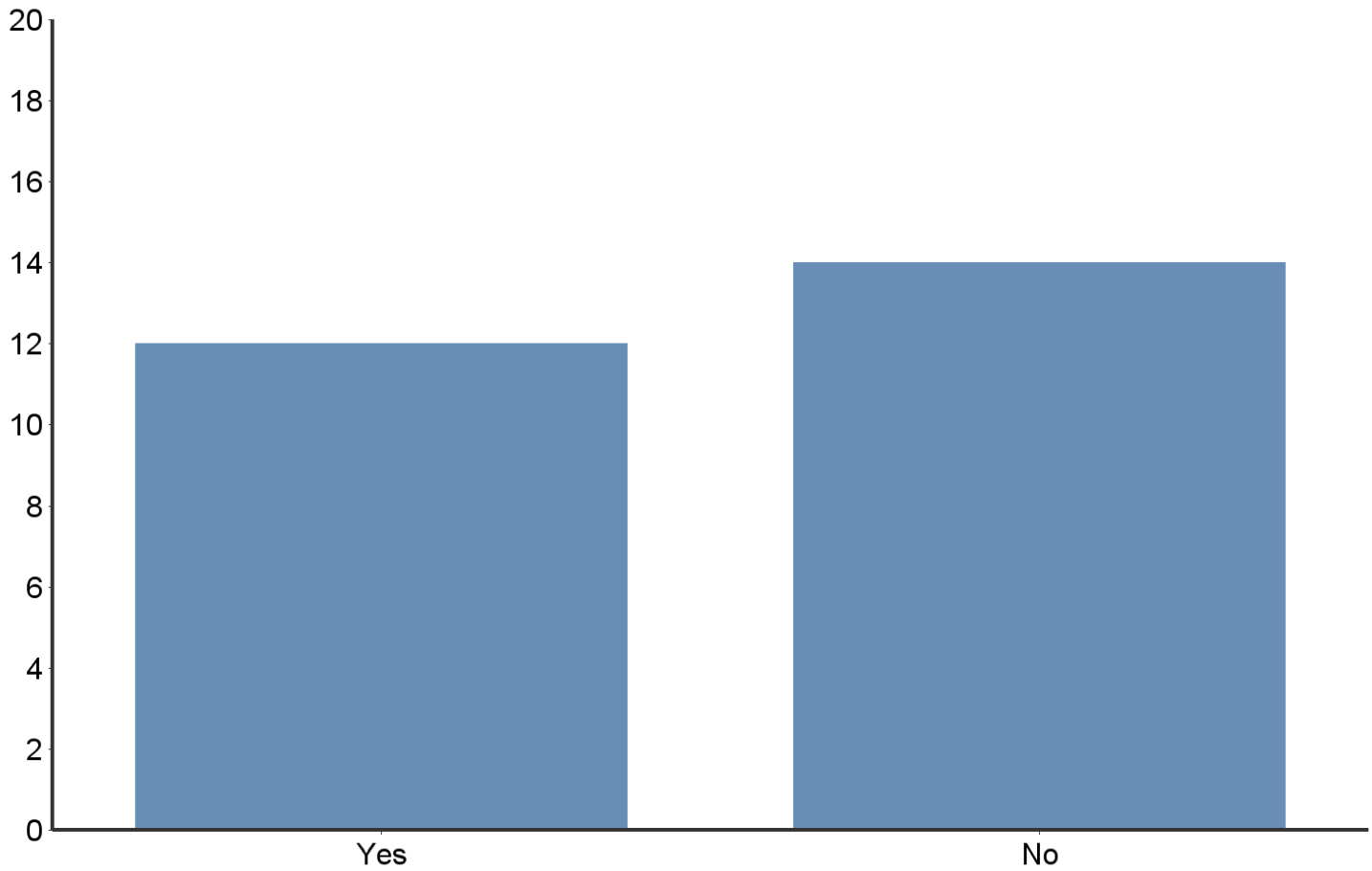
Does your organisation utilize Search Engine Optimization (SEO)?



#	Answer	Bar	Responses	%
1.00	Yes	15	15.00	55.56%
2.00	No	12	12.00	44.44%
	Total		27.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	2.00	1.44	0.26	0.51	27.00	27.00

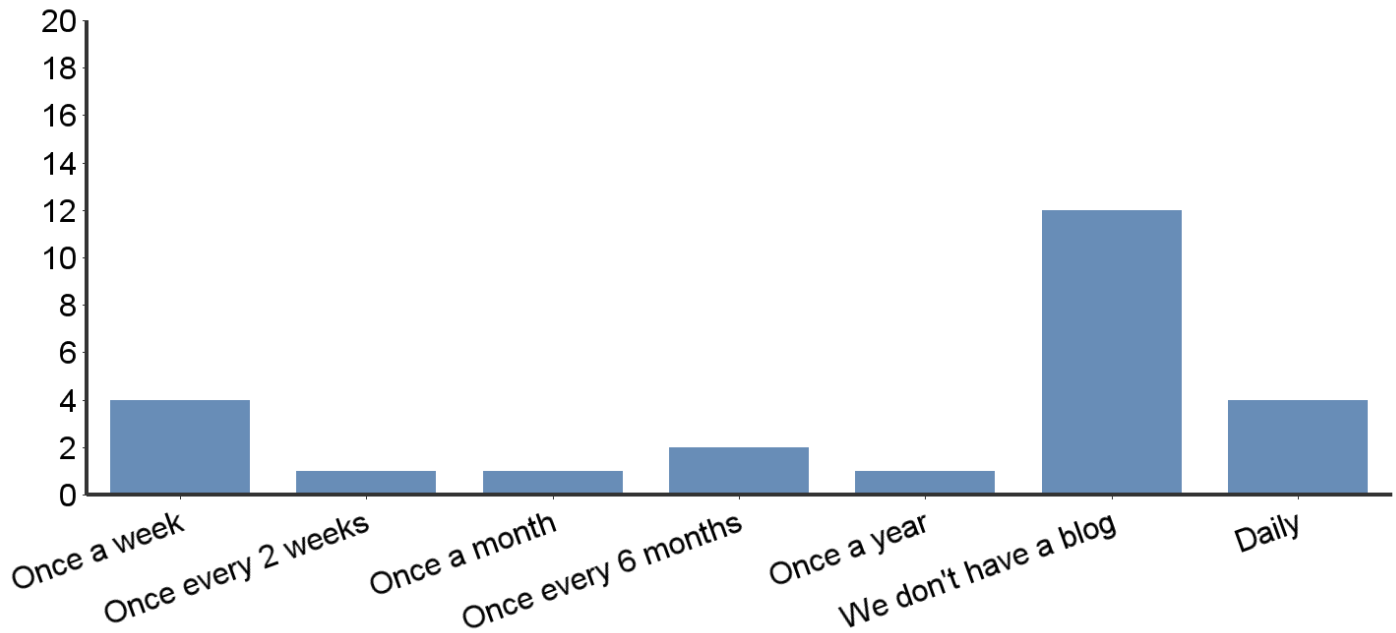
Does your organisation have a blog?



#	Answer	Bar	Responses	%
1.00	Yes		12.00	46.15%
2.00	No		14.00	53.85%
	Total		26.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	2.00	1.54	0.26	0.51	26.00	26.00

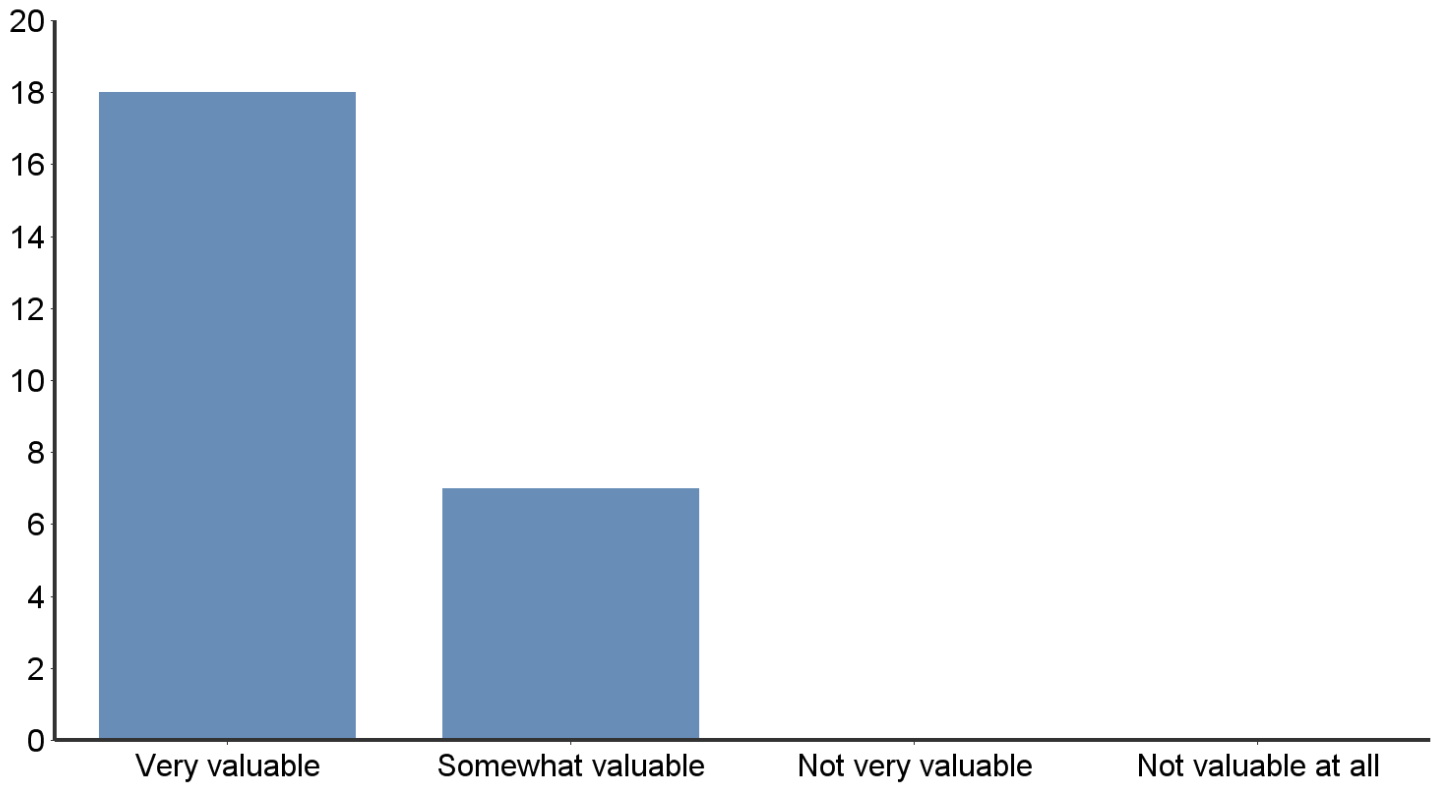
How often does your organisation update the blog?



#	Answer	Bar	Responses	%
1.00	Once a week	█	4.00	16.00%
2.00	Once every 2 weeks	█	1.00	4.00%
3.00	Once a month	█	1.00	4.00%
4.00	Once every 6 months	█	2.00	8.00%
5.00	Once a year	█	1.00	4.00%
6.00	We don't have a blog	██████████	12.00	48.00%
7.00	Daily	█	4.00	16.00%
	Total		25.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	7.00	4.88	4.44	2.11	25.00	25.00

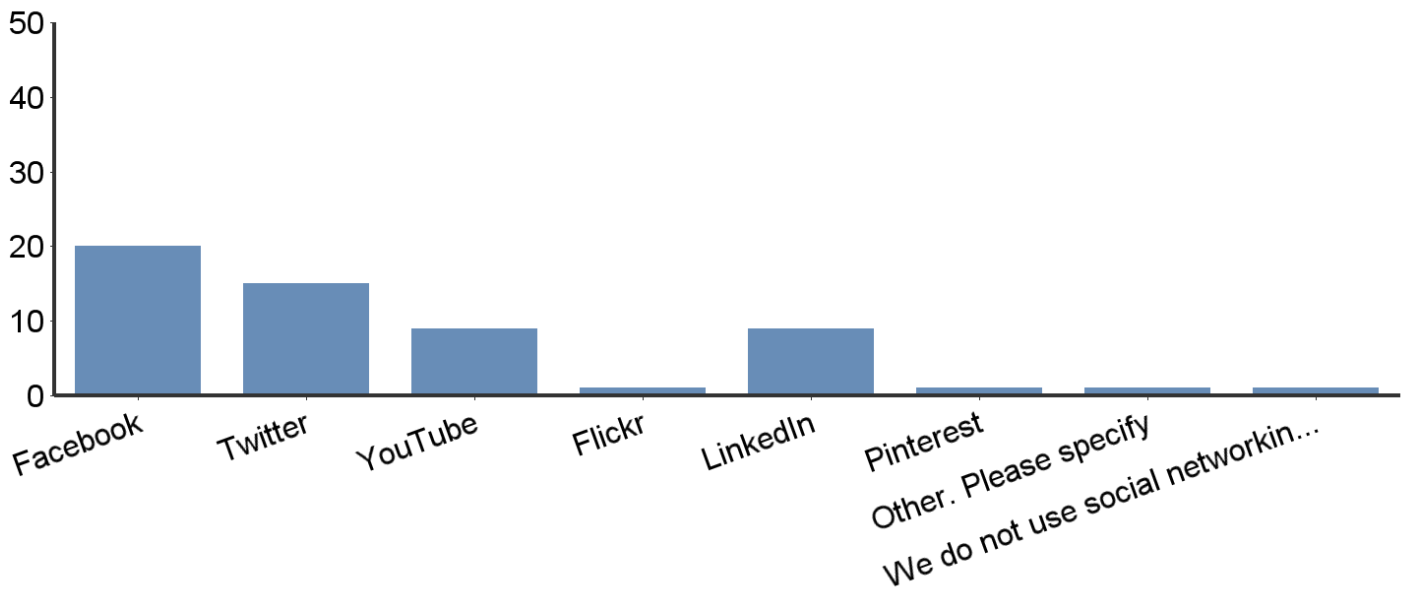
How valuable is being online to your organisation?



#	Answer	Bar	Responses	%
1.00	Very valuable		18.00	72.00%
2.00	Somewhat valuable		7.00	28.00%
3.00	Not very valuable		0.00	0.00%
4.00	Not valuable at all		0.00	0.00%
	Total		25.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	2.00	1.28	0.21	0.46	25.00	25.00

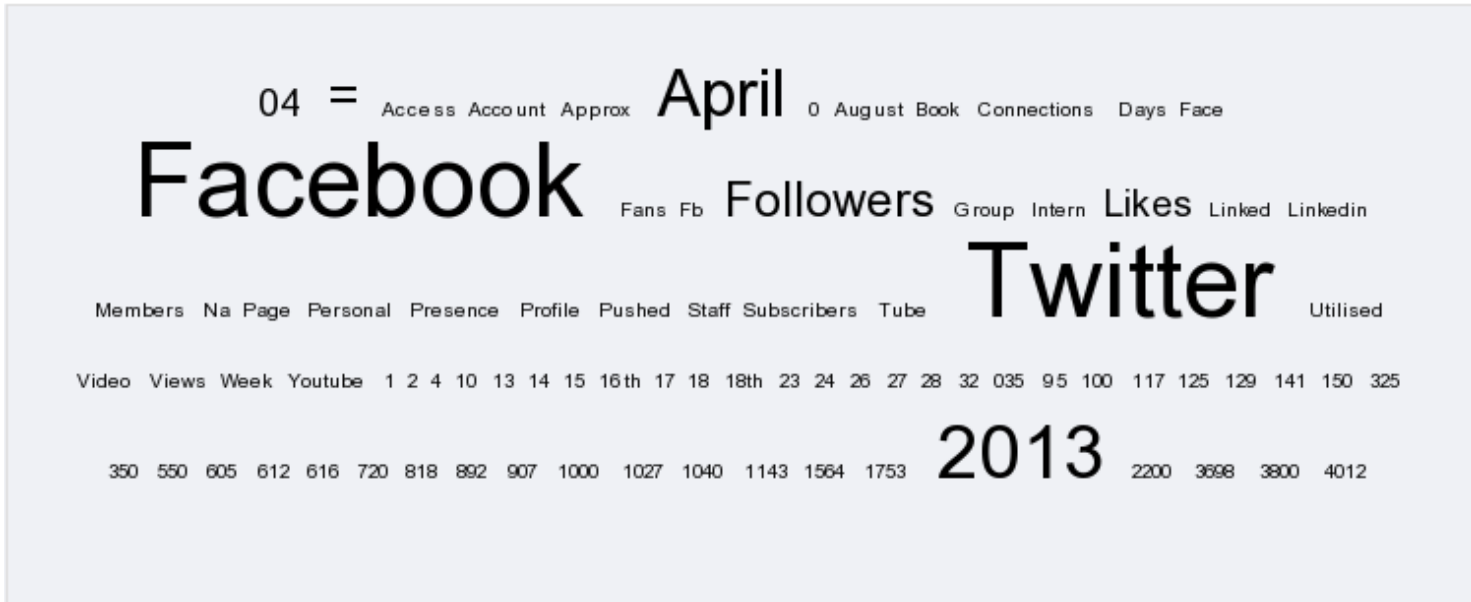
Does your organisation have a presence on one or more of the following social networks? Select all that apply



#	Answer	Bar	Responses	%
1.00	Facebook		20.00	86.96%
2.00	Twitter		15.00	65.22%
3.00	YouTube		9.00	39.13%
4.00	Flickr		1.00	4.35%
5.00	LinkedIn		9.00	39.13%
6.00	Pinterest		1.00	4.35%
7.00	Other. Please specify		1.00	4.35%
8.00	We do not use social networking sites		1.00	4.35%
	Total		57.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	8.00	2.58	3.07	1.75	57.00	23.00

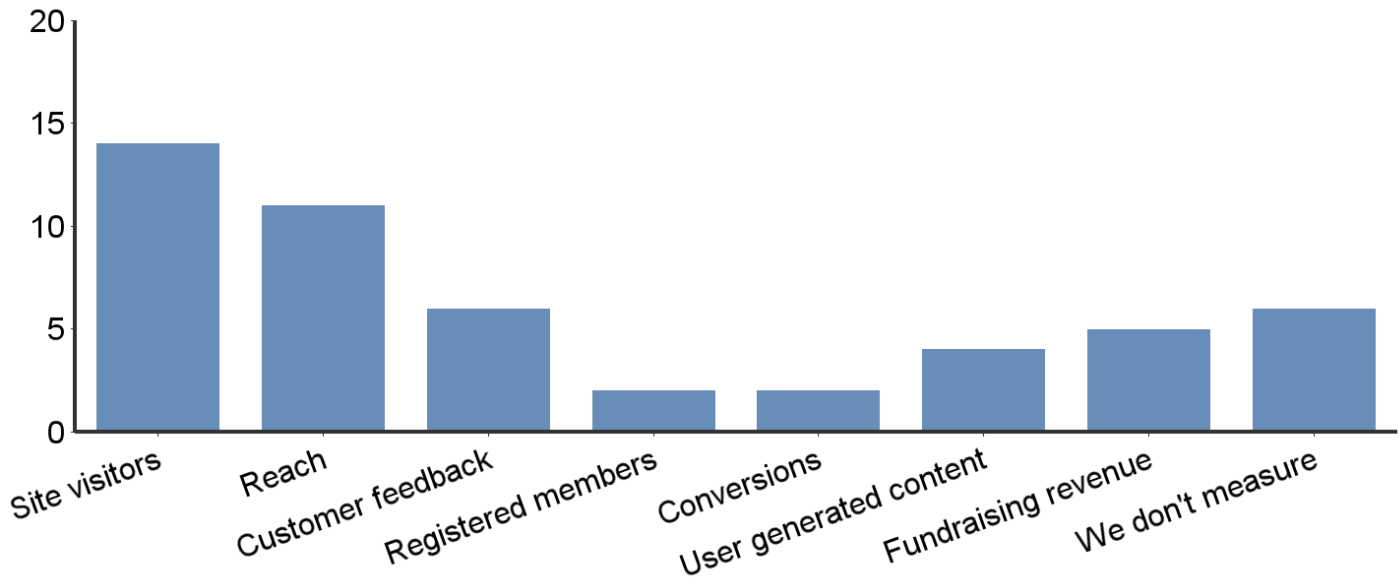
How many members do you have on each of the above social networks? Please add today's date first, and list number of Facebook likes, Twitter followers etc



Text Entry	
18.04.13	FACEBOOK 325 18.04.13 TWITTER 150
26.04.13	Facebook = 3800 Twitter = 2200
17/4/2013	Facebook 141 likes 17/4/2013 Linkedin 95 connections
	facebook = 117 twitter = 125
	550.00
	FB 1143
	NA
16th April 2013	Facebook Group and Page = 3698 Likes and 4012 members Twitter = 1753 followers You Tube = 818 Views Linked in - Personal accounts for Staff
18 april 2013	Face Book 1040 likes Twitter 605 followers (we have not pushed the twitter account much, under utilised)
15 April 2013	FB 17 612 Twitter 1027
14 April	100 Facebook likes
	not sure
24 April 2013	616 /week
	dont know. have a presence but dont access it or use it. getting an intern to help in august.
	27 on Twitter
26 April 2013	Facebook likes - 720 Twitter followers - 10 (Twitter profile only 2 days old!)
23/04/2013	Facebook - 1564 fans Twitter - 892 followers YouTube 0 subscribers, 2,035 video views LinkedIn - 4 followers
24/04/2013	- approx 350 facebook followers
28 April	Facebook - 1,907 Twitter - 1,129
	Less than 100 for Facebook Just over 1000 in Linked in
	April 18th Facebook around 32

Statistic	Value
Respondents	21.00

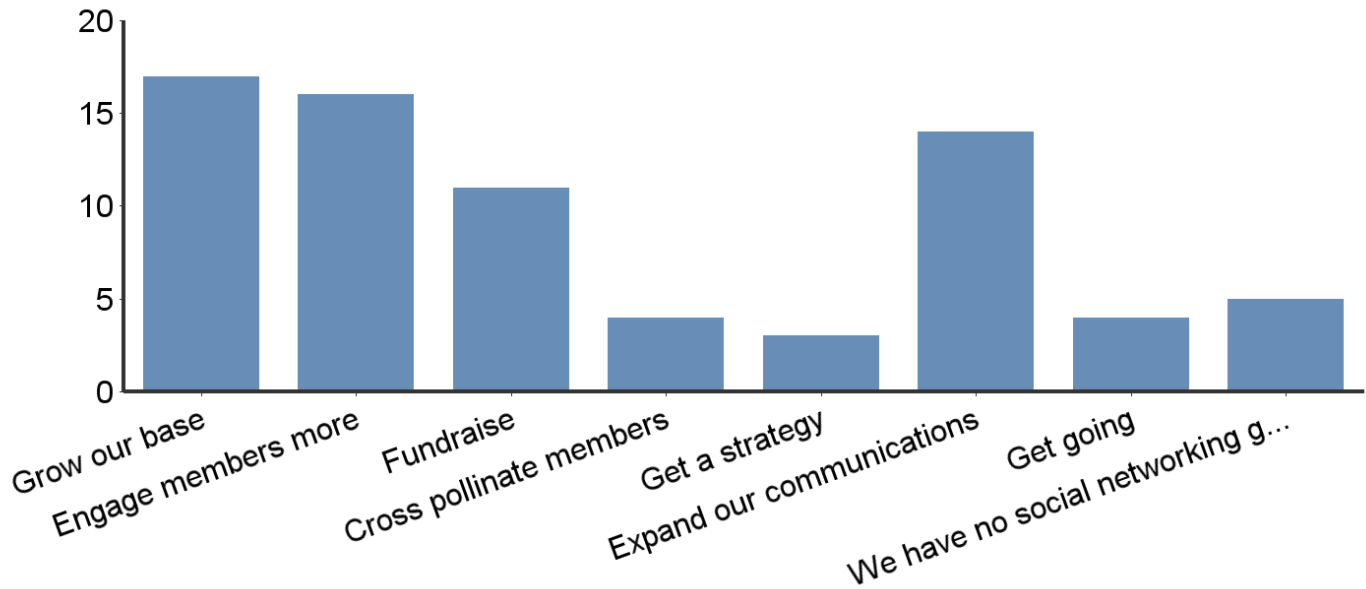
Which of the following metrics do you use to gauge the success of your social networking communities? Select all that apply:



#	Answer	Bar	Responses	%
1.00	Site visitors		14.00	63.64%
2.00	Reach		11.00	50.00%
3.00	Customer feedback		6.00	27.27%
4.00	Registered members		2.00	9.09%
5.00	Conversions		2.00	9.09%
6.00	User generated content		4.00	18.18%
7.00	Fundraising revenue		5.00	22.73%
8.00	We don't measure		6.00	27.27%
	Total		50.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	8.00	3.58	6.66	2.58	50.00	22.00

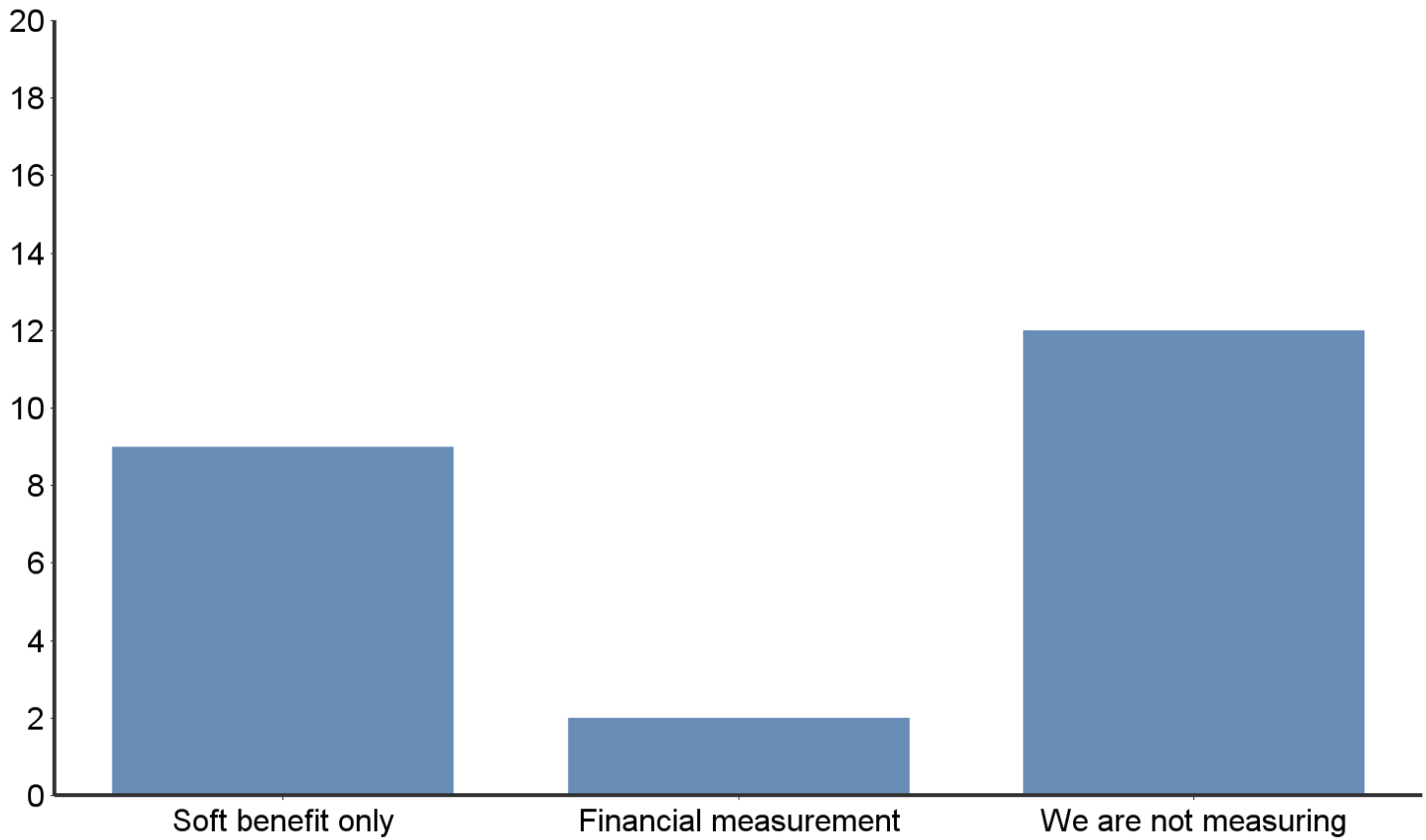
What is the goal of your social networking programme for 2013? Select all that apply:



#	Answer	Bar	Responses	%
1.00	Grow our base		17.00	77.27%
2.00	Engage members more		16.00	72.73%
3.00	Fundraise		11.00	50.00%
4.00	Cross pollinate members		4.00	18.18%
5.00	Get a strategy		3.00	13.64%
6.00	Expand our communications		14.00	63.64%
7.00	Get going		4.00	18.18%
8.00	We have no social networking goals		5.00	22.73%
	Total		74.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	8.00	3.58	5.34	2.31	74.00	22.00

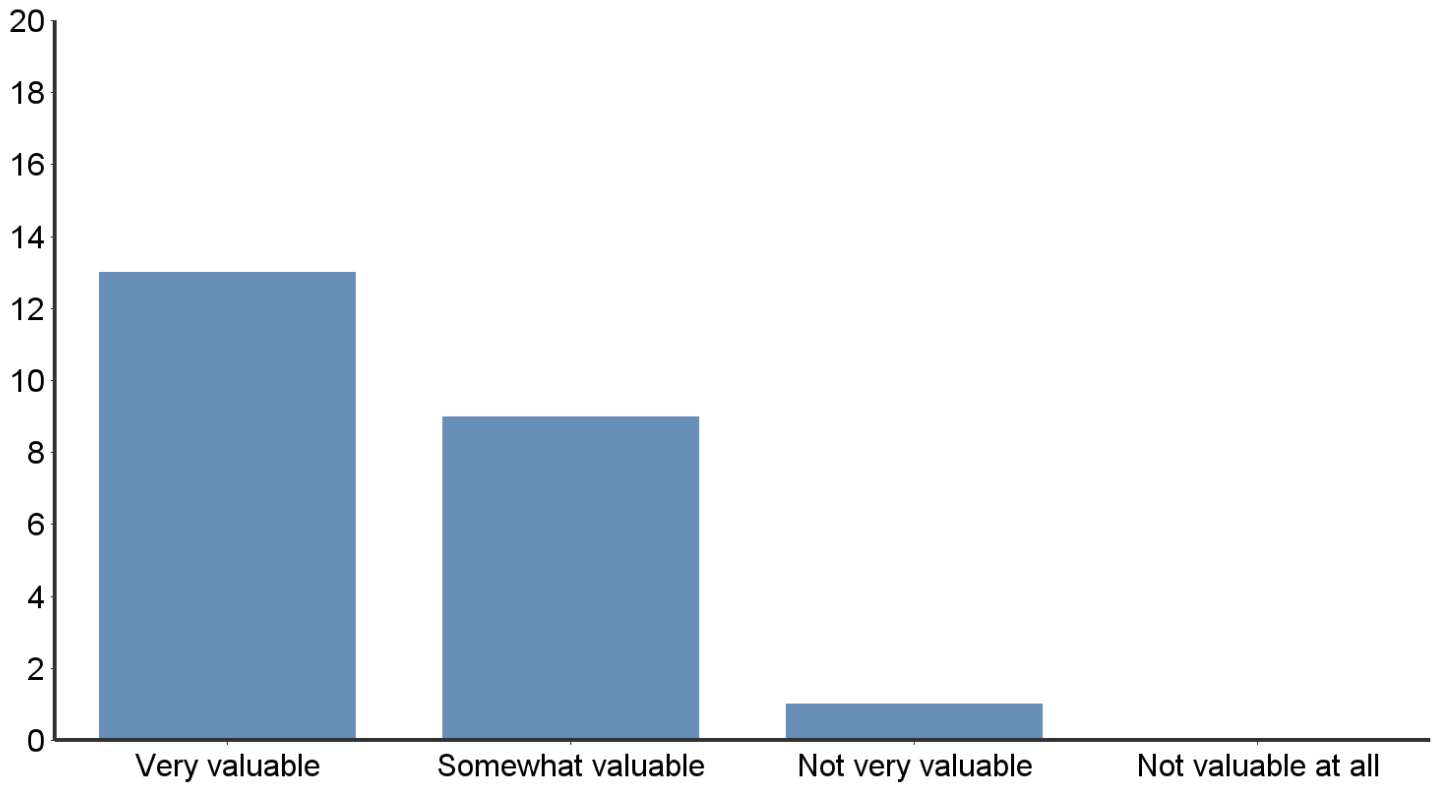
How are you measuring the return on investment for your social networks?



#	Answer	Bar	Responses	%
1.00	Soft benefit only		9.00	39.13%
2.00	Financial measurement		2.00	8.70%
3.00	We are not measuring		12.00	52.17%
	Total		23.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	3.00	2.13	0.94	0.97	23.00	23.00

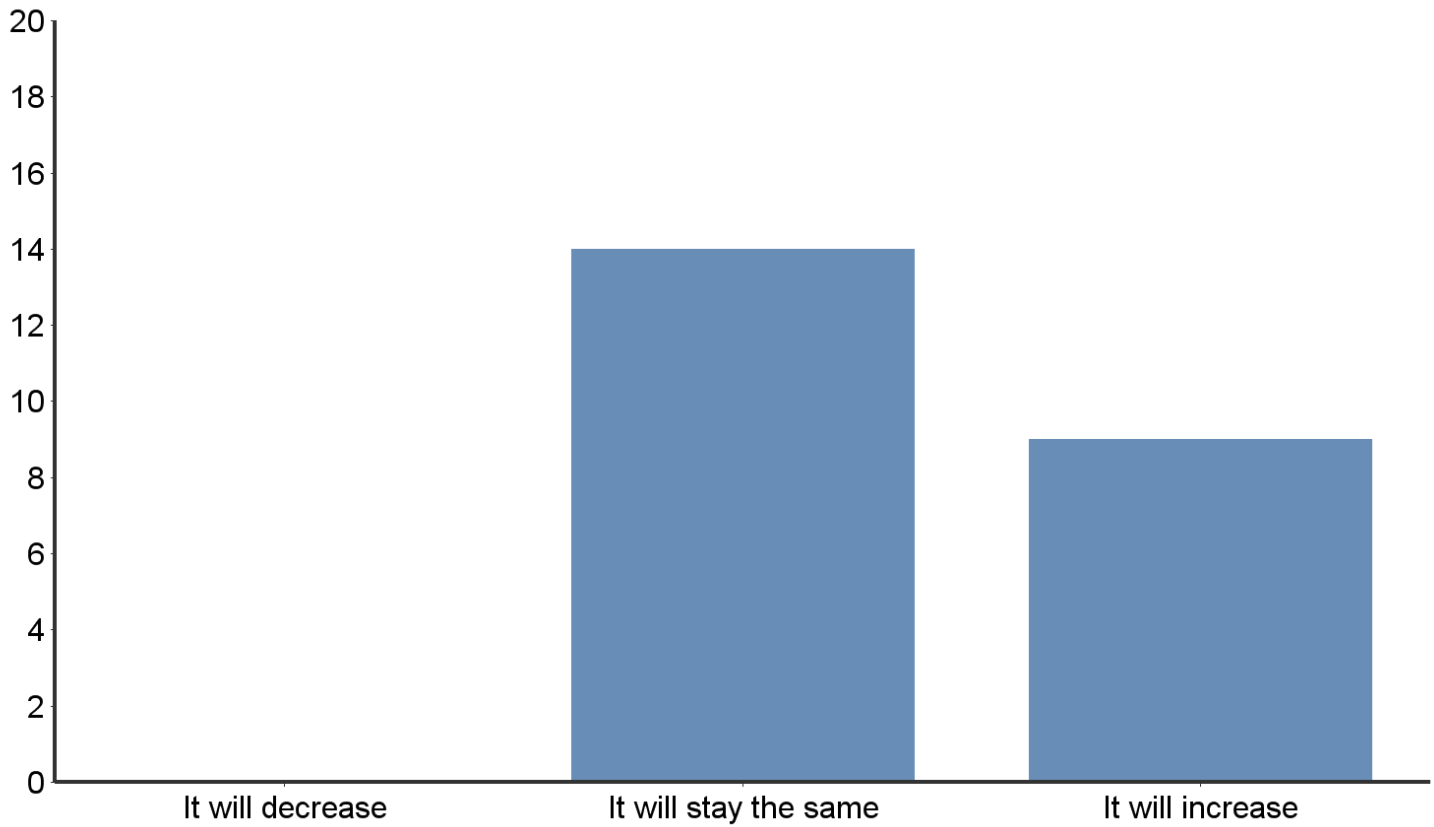
How valuable is social networking to your organisation?



#	Answer	Bar	Responses	%
1.00	Very valuable		13.00	56.52%
2.00	Somewhat valuable		9.00	39.13%
3.00	Not very valuable		1.00	4.35%
4.00	Not valuable at all		0.00	0.00%
	Total		23.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	3.00	1.48	0.35	0.59	23.00	23.00

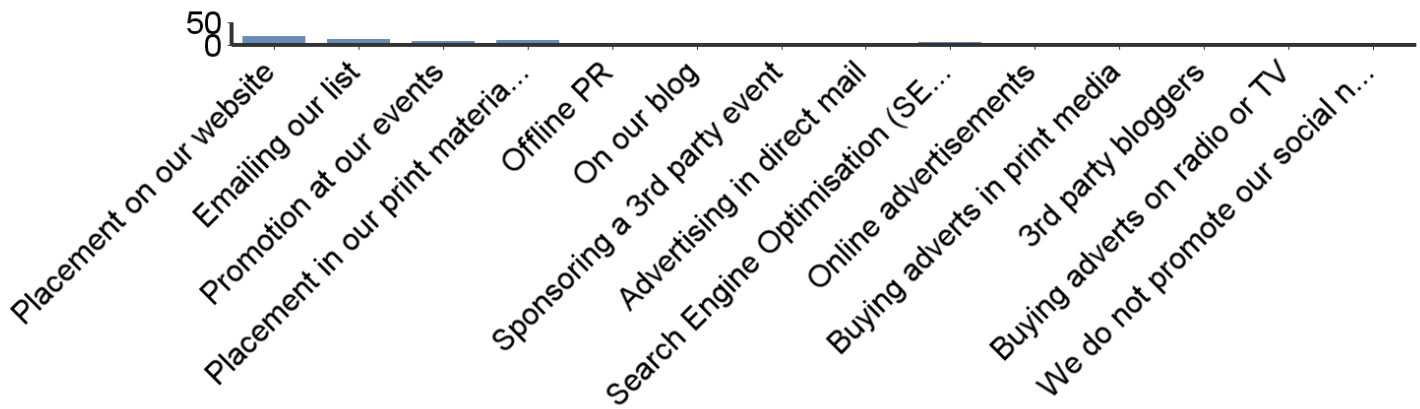
How will the staff time you allocate to maintaining your organisations social networks change over the next months?



#	Answer	Bar	Responses	%
1.00	It will decrease		0.00	0.00%
2.00	It will stay the same		14.00	60.87%
3.00	It will increase		9.00	39.13%
	Total		23.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
2.00	3.00	2.39	0.25	0.50	23.00	23.00

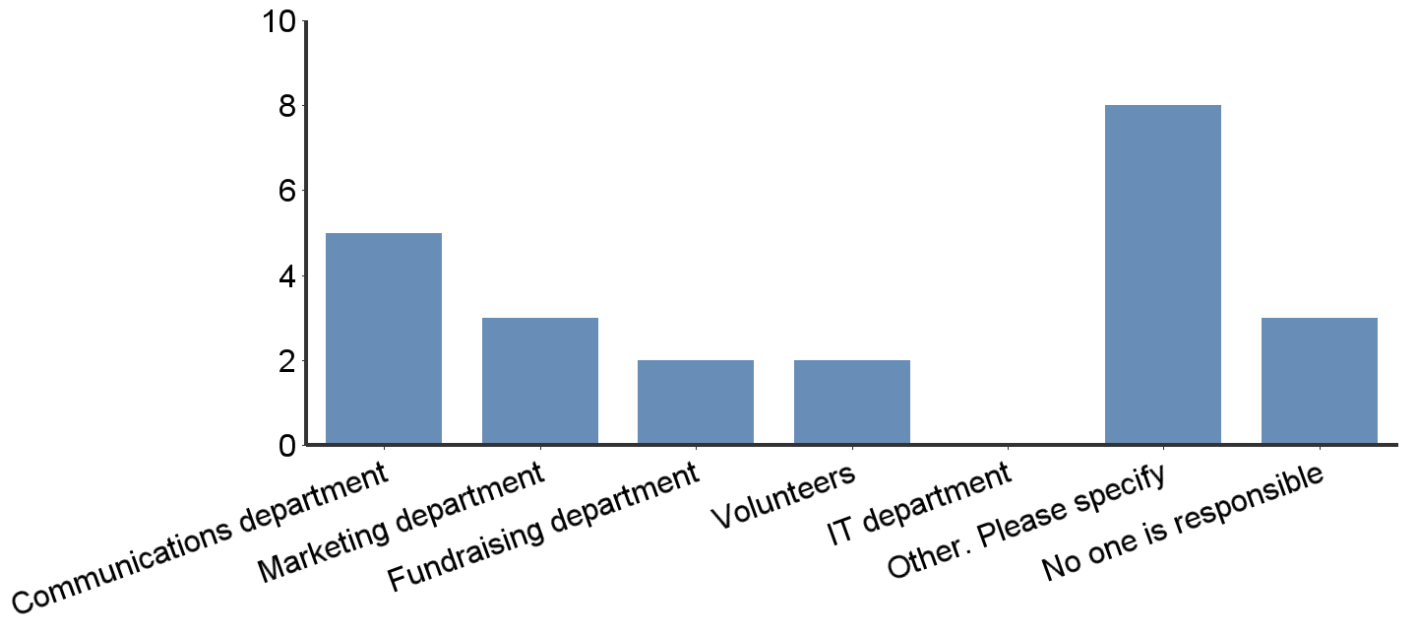
Which outreach or marketing method you use to promote your social network? Select all that apply:



#	Answer	Bar	Responses	%
1.00	Placement on our website		20.00	86.96%
2.00	Emailing our list		12.00	52.17%
3.00	Promotion at our events		9.00	39.13%
4.00	Placement in our print materials		11.00	47.83%
5.00	Offline PR		4.00	17.39%
6.00	On our blog		5.00	21.74%
7.00	Sponsoring a 3rd party event		0.00	0.00%
8.00	Advertising in direct mail		2.00	8.70%
9.00	Search Engine Optimisation (SEO)		6.00	26.09%
10.00	Online advertisements		3.00	13.04%
11.00	Buying adverts in print media		3.00	13.04%
12.00	3rd party bloggers		1.00	4.35%
13.00	Buying adverts on radio or TV		1.00	4.35%
14.00	We do not promote our social networks		3.00	13.04%
	Total		80.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	14.00	4.56	14.15	3.76	80.00	23.00

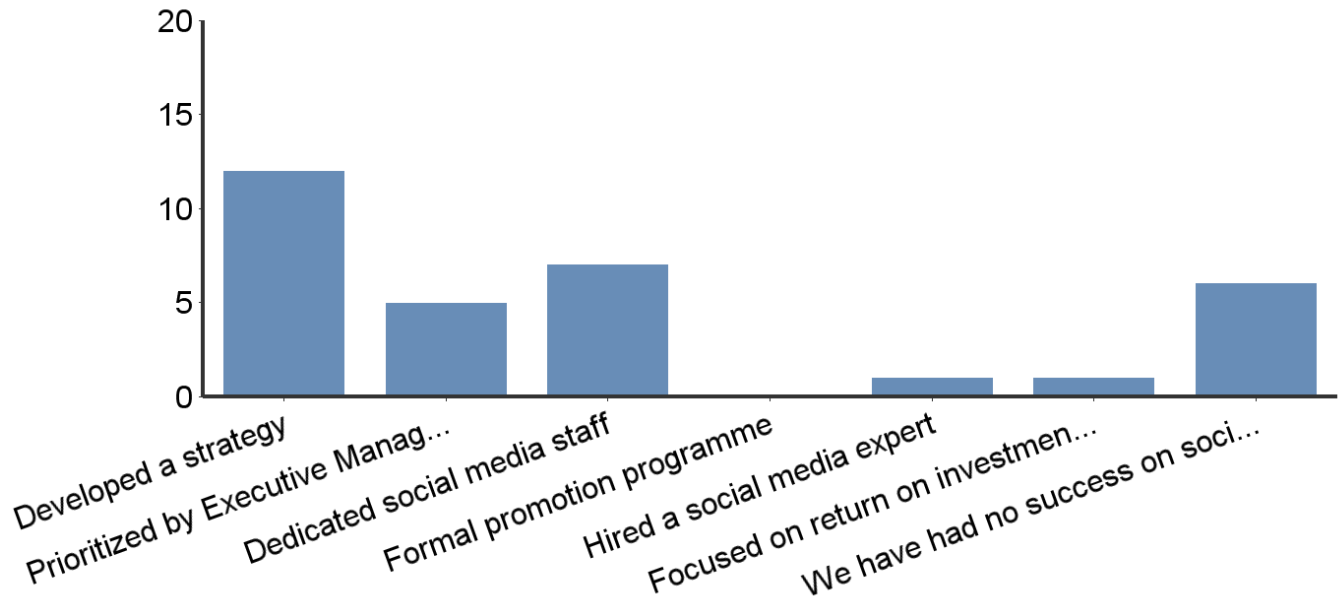
Which department in your organisation is responsible for your online communications management and social networking? Select one:



#	Answer	Bar	Responses	%
1.00	Communications department	■	5.00	21.74%
2.00	Marketing department	■	3.00	13.04%
3.00	Fundraising department	■	2.00	8.70%
4.00	Volunteers	■	2.00	8.70%
5.00	IT department		0.00	0.00%
6.00	Other. Please specify	■	8.00	34.78%
7.00	No one is responsible	■	3.00	13.04%
	Total		23.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	7.00	4.09	5.36	2.31	23.00	23.00

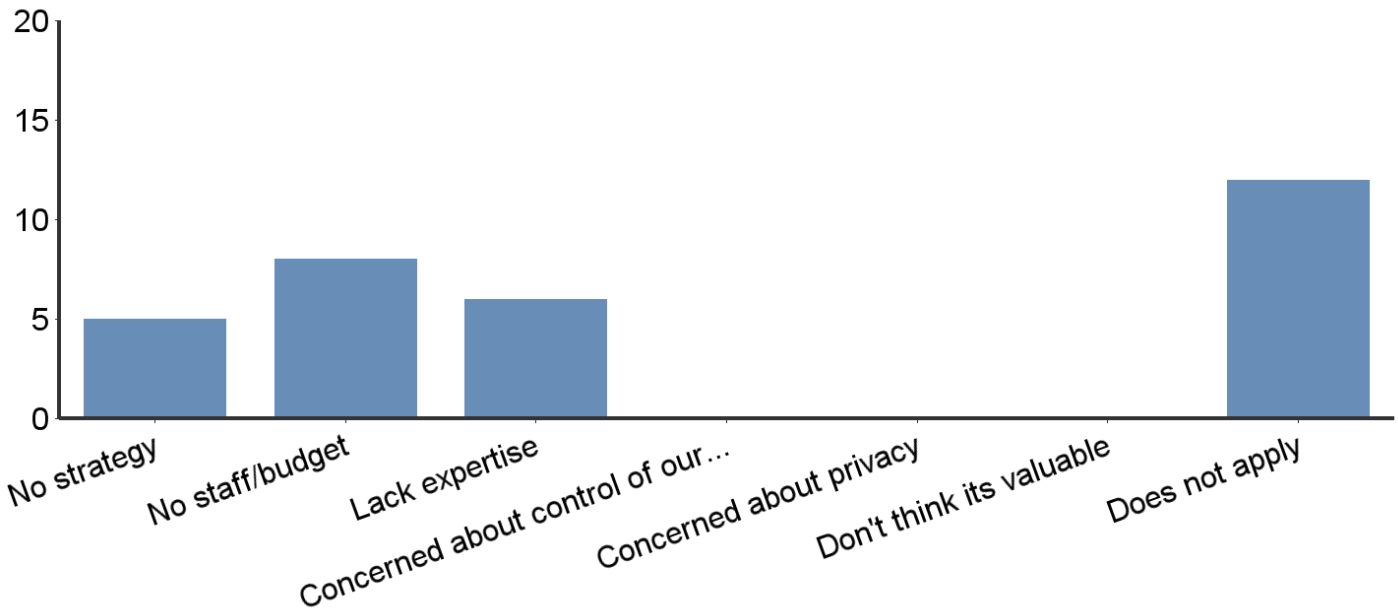
Overall, thinking about what you achieved with your social networks over the last 12 months, what were the important factors to your success? Select all that apply:



#	Answer	Bar	Responses	%
1.00	Developed a strategy		12.00	60.00%
2.00	Prioritized by Executive Management		5.00	25.00%
3.00	Dedicated social media staff		7.00	35.00%
4.00	Formal promotion programme		0.00	0.00%
5.00	Hired a social media expert		1.00	5.00%
6.00	Focused on return on investment		1.00	5.00%
7.00	We have had no success on social networks over the last 12 months		6.00	30.00%
	Total		32.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	7.00	3.00	5.23	2.29	32.00	20.00

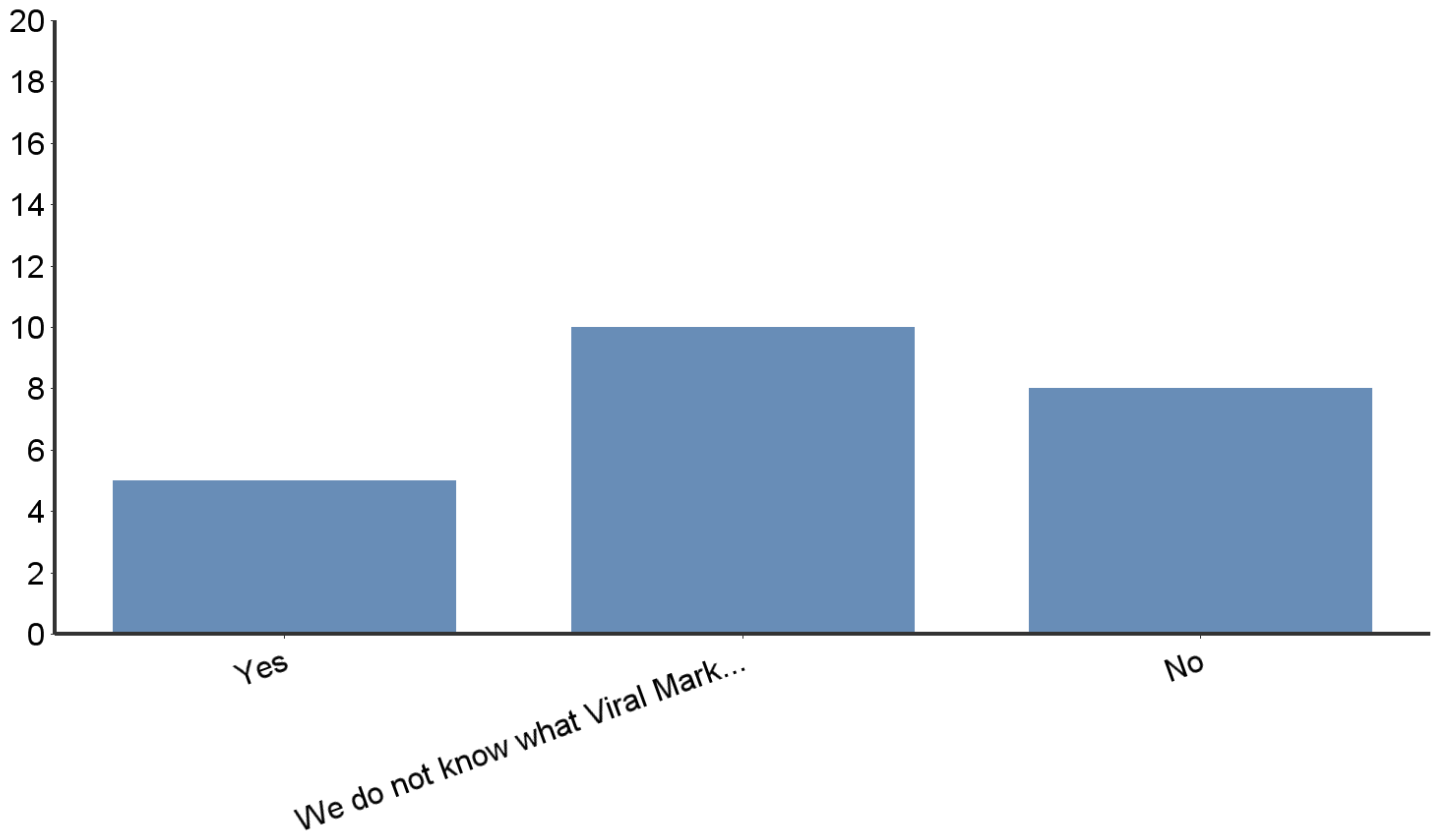
Which of the following best describes the reason(s) that your organisation is not present on social networking online communities? Select all that apply:



#	Answer	Bar	Responses	%
1.00	No strategy		5.00	25.00%
2.00	No staff/budget		8.00	40.00%
3.00	Lack expertise		6.00	30.00%
4.00	Concerned about control of our message		0.00	0.00%
5.00	Concerned about privacy		0.00	0.00%
6.00	Don't think its valuable		0.00	0.00%
7.00	Does not apply		12.00	60.00%
	Total		31.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	7.00	3.97	6.37	2.52	31.00	20.00

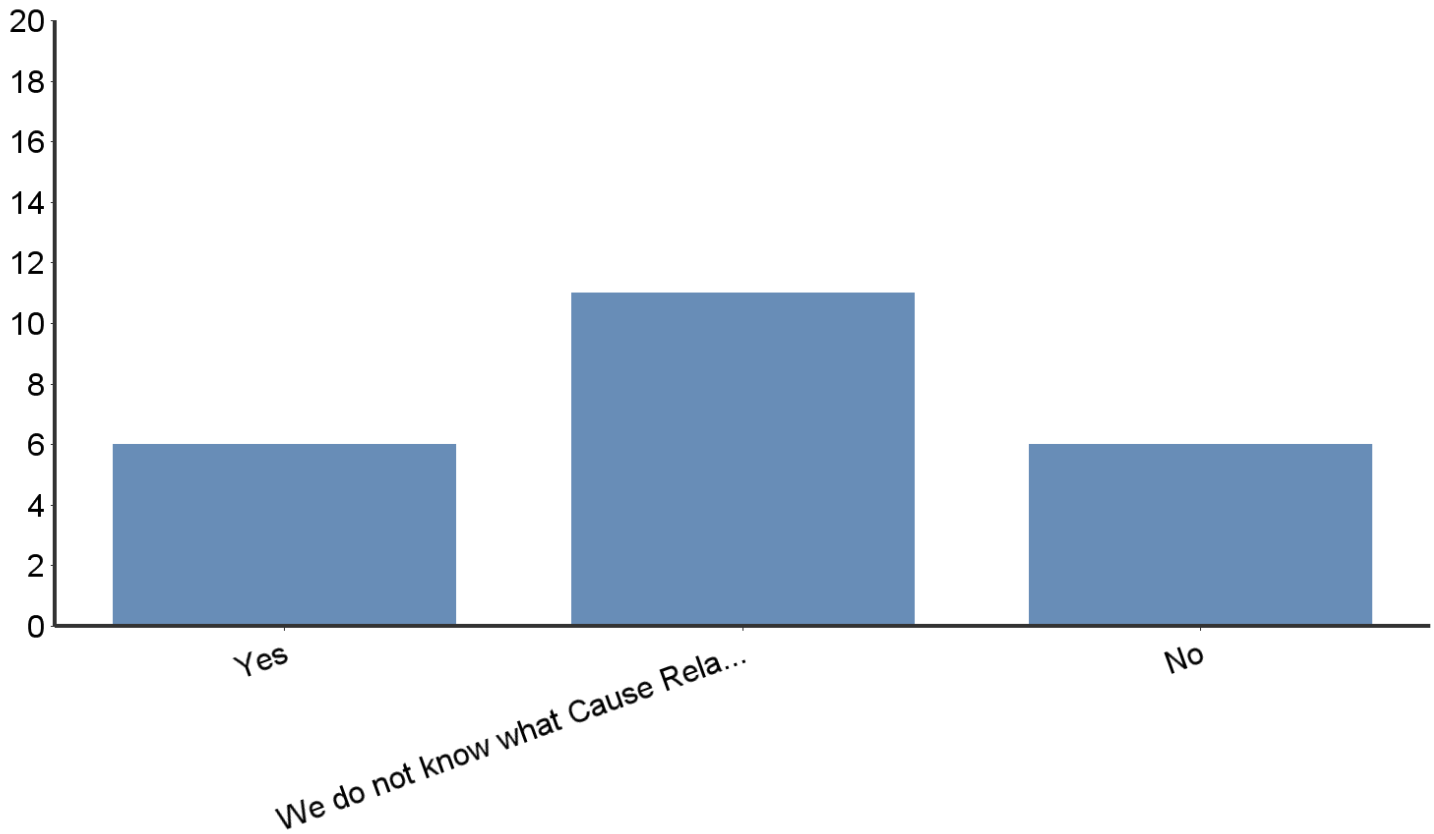
Has your organisation you ever had success with Viral Marketing?



#	Answer	Bar	Responses	%
1.00	Yes		5.00	21.74%
2.00	We do not know what Viral Marketing is		10.00	43.48%
3.00	No		8.00	34.78%
	Total		23.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	3.00	2.13	0.57	0.76	23.00	23.00

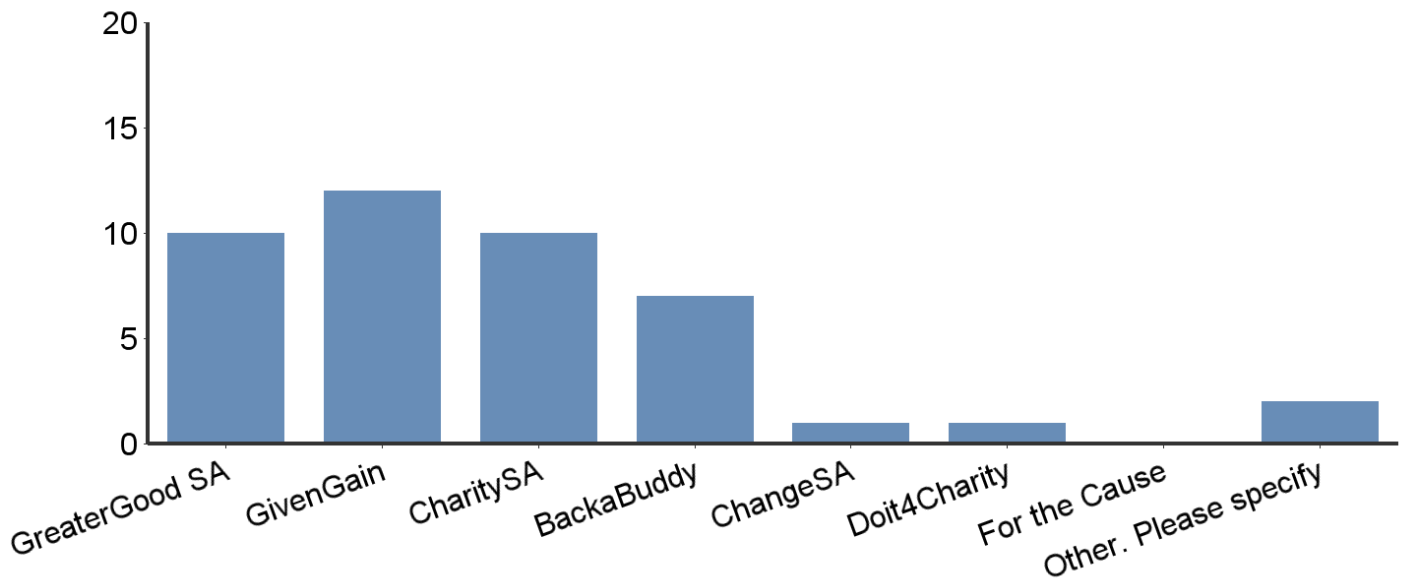
Has your organisation ever tried Cause Related Marketing (CRM)?



#	Answer	Bar	Responses	%
1.00	Yes		6.00	26.09%
2.00	We do not know what Cause Related Marketing (CRM) is		11.00	47.83%
3.00	No		6.00	26.09%
	Total		23.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	3.00	2.00	0.55	0.74	23.00	23.00

Does your organisation have a presence on one or more of the following online database or fundraising platform? Select all that apply:



#	Answer	Bar	Responses	%
1.00	GreaterGood SA		10.00	58.82%
2.00	GivenGain		12.00	70.59%
3.00	CharitySA		10.00	58.82%
4.00	BackaBuddy		7.00	41.18%
5.00	ChangeSA		1.00	5.88%
6.00	Doit4Charity		1.00	5.88%
7.00	For the Cause		0.00	0.00%
8.00	Other. Please specify		2.00	11.76%
	Total		43.00	100.00%

Min Value	Max Value	Average Value	Variance	Standard Deviation	Total Responses	Total Respondents
1.00	8.00	2.77	2.85	1.69	43.00	17.00

Please indicate whether these communication tools are important, somewhat important or least important to your organisation

■ Important
 ■ Somewhat important
 ■ Least important



#	Question	Important	Somewhat important	Least important	Responses	Mean
1.00	Website	22.00	-	-	22.00	1.00
2.00	Search Engine Optimisation (SEO)	14.00	2.00	3.00	19.00	1.42
3.00	Email marketing (newsletter)	21.00	2.00	-	23.00	1.09
4.00	Print media	13.00	5.00	1.00	19.00	1.37
5.00	Direct mail	3.00	9.00	4.00	16.00	2.06
6.00	In-person events	16.00	3.00	1.00	20.00	1.25
7.00	PR/media relations	14.00	6.00	-	20.00	1.30
8.00	Facebook	17.00	3.00	2.00	22.00	1.32
9.00	Twitter	12.00	2.00	4.00	18.00	1.56
10.00	YouTube	9.00	3.00	5.00	17.00	1.76
11.00	Flickr	1.00	3.00	12.00	16.00	2.69
12.00	LinkedIn	6.00	3.00	8.00	17.00	2.12
13.00	Pinterest	1.00	3.00	11.00	15.00	2.67
14.00	Blog	7.00	6.00	5.00	18.00	1.89
15.00	Paid advertising	5.00	5.00	8.00	18.00	2.17
16.00	Online banner adverts	4.00	6.00	7.00	17.00	2.18
17.00	Photo sharing	8.00	3.00	5.00	16.00	1.81
18.00	Audio e.g. podcasts	2.00	8.00	6.00	16.00	2.25
19.00	Radio & television	11.00	4.00	3.00	18.00	1.56
20.00	Mobile (smsing)	4.00	7.00	7.00	18.00	2.17

Statistic	Website	Search Engine Optimisation (SEO)	Email marketing (newsletter)	Print media	Direct mail	In-person events	PR/media relations	Facebook	Twitter	YouTube	Flickr	LinkedIn	Pinte
Min Value	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Max Value	1.00	3.00	2.00	3.00	3.00	3.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00
Mean	1.00	1.42	1.09	1.37	2.06	1.25	1.30	1.32	1.56	1.76	2.69	2.12	2.67
Variance	0.00	0.59	0.08	0.36	0.46	0.30	0.22	0.42	0.73	0.82	0.36	0.86	0.36
Standard Deviation	0.00	0.77	0.29	0.60	0.68	0.55	0.47	0.65	0.86	0.90	0.60	0.93	0.60
Total Responses	22.00	19.00	23.00	19.00	16.00	20.00	20.00	22.00	18.00	17.00	16.00	17.00	15.00
Total Respondents	22.00	19.00	23.00	19.00	16.00	20.00	20.00	22.00	18.00	17.00	16.00	17.00	15.00

Advantages Affecting Africa Aims Awareness Beneficiaries Campaign **Cancer** Care Challenges Committed Communication Concentrating

Continuing Cope Core Creating Day Difference Donor Drives Education Effort Endless Events **Exciting** Expand Exposure Fabulous Face Feet Field Focus

Formed Forward **Foundation** Groups **Growing** Growth Happen Health Helping Hugely Illness Increase Innovate Inspiring Launching Learning

Lot Making Marketing **Media** Meeting **Men** Mental Men's Mission Model National Number Nursing Objectives Online Opportunities Opportunities

Organisation Organization Part Passionate Patients **People** Potential Preferred Presence Programme Programs Proper Provide Public Pull Rapidly

Reach Recovery Remain Resources Service Sir Sir's **Social** South Spreading Strategy Sive **Support** Sustainable Taking Thought Today

Volunteers **Year**

TEXT ENTRY
 INCREASING OUR DONOR BASE AND EXPOSURE IN SA IS HAPPENING AT A FAST RATE AND WITH NATIONAL DEPT OF HEALTH SUPPORTING HUMAN MILK BANKS THIS SHOULD INCREASE THE SUPPORT

Endless opportunities for growth!
 We are passionate about what we do and strive to help patients with their recovery from serious mental illness. We have a fabulous groups of volunteers who are inspiring in what they do with patients.

Can-Sir is an innovative and exciting Non-Profit and Public Benefits Organisation formed to be the organisation of choice when it comes to raising Cancer Awareness, Education, Cancer Support to those suffering with cancer and their families, as well as to emphasise the importance of regular examinations and early detection of Cancer and to Advocate for men's health by being the voice of men with Cancer. Although Can-Sir's focus is mainly on Prostate, Testicular, Men's Breast and Colorectal Cancer, as these are the number one forms of "Shy" Cancers (rarely spoken about) affecting men, Can-Sir does focus on other Cancers affecting men and their care-givers across South Africa. It has to be noted that Can-Sir's campaigns are NOT limited to men only as Can-Sir does have a huge network from which to pull resources. Through all of these programs, the thought of something new each day is what keeps us all on our feet and that is the exciting part of it all, we are committed to our mission and helping people and communities cope with cancer drives us.

We have a best practice model in terms of service delivery in a health care setting.
 The potential we have to diversify public relations and marketing

This is a new organization and I am excited about the potential for making a difference in nursing in South Africa today.
 We are launching the Foundation in May and I look forward to what will happen over the next year.

We are embarking on a new concept that has to do with our National Bandana Day Campaign - involving a competition this year. This will boost our social media presence a lot! We are also launching a new viral campaign in November which is extremely interactive and exciting. This also has a fund generating aspect to it.

Our Foundation has grown rapidly in the last year, the image and "look and feel" of the foundation has been established, and will hopefully grow hugely in the next year. Social media is growing and we are learning in leaps and bounds, and proportionately our foundation is growing. This next year we look to grow our sporting events hugely.

The impact that our work has on our beneficiaries
 We are looking at employing social media to advertise events and hope to attract more interest. We have a donor who is willing to pay to develop a social media strategy.

We are in our infancy but learning all the time, and need a lot of improvement!
 Efforts to expand programme and increase exposure

Continuing to innovate new models of care and strategically intervene in upstream factors of health launch of two new websites, getting support for core activities,
 Expansion into Africa

We are growing rapidly, especially around our online presence, and will be able to reach many more people- both beneficiaries and potential volunteers. We are concentrating on using our online presence to become a preferred service provider in our field.

We will be creating a proper online and communication strategy.
 We are growing and secured 2 major consistent corporate funders.

Statistic	Value
Respondents	22.00

Meeting Challenges and taking advantages of any opportunities that come along to further the aims and objectives of the organisation and remain sustainable

We are reaching more and more people in our core business areas, which means more and more people and experiencing an improved quality of life to some degree. We are also continuing to provide service to the sector that are vital but not provided by government

What worries you about your organisations work in 2013/2014?



Text Entry	
LACK OF SUSTAINABLE FUNDING, WE CAN NOT GROW WITHOUT INCREASING OUR PAID STAFF.	
With the growth comes greater need for resources, which makes growing a challenge	
Raising the funds to fund what we want to do.	
The lack of funding because we do not have any expertise in this field as we cannot afford to maintain such a person of a fulltime basis. The volunteers that we have are fantastic but are also limited. Marketing is also an area of concern, although maintained by the CEO who has the knowledge.... he does not have the time due to more important matter which affects his role in the organisation. However, despite all the above Can-Sir is reaching the communities but its the funding and marketing which is hampering us from doing so, so much more	
lack of funding	
Donor fatigue	
The Foundation has no staff. It is run by volunteers and I am worried that we will not be effective in reaching potential donors with the resources we have.	
The only worry an NGO has is the support received from financial donors. This is always a worry for us and we are constantly looking for new and exciting ways to generate an income while creating awareness at the same time.	
Our Foundation is growing hugely, in its need for the children in the communities, and like wise in its stature and presence. The branding is getting more and more "famous" and our stock and merchandise is becoming very much in demand, but our team of work force is the same. Its a concern, we reply on funding to help us grow. Its a worry to grow when we rely on donations and funds given and generated by our events.	
The recession	
We have no expertise in this area as yet.	
The work load	
Lack of available manon-profit organisationwer	
capacity of amin and management, funding	
Private.	
Lack of funding forces us to make use of free online media and tools, and limits our HR capacity.	
That lack of funding may hinder the process.	
Global credit crisis caused many NGO to fold or lay off staff. Ongoing problem of securing stable income from corporate business. We have to deliver a lot with small number of staff.	
Not have enough media exposure, advertising, word of mouth, reaching the rest of the population. Therefore strain on funding resources available.	
Long term sustainability and donor fatigue.	
Funding for projects and overheads	
Statistic	Value
Respondents	22.00

APPENDIX C: Informed consent form

Dear _____,

This letter is to give you information in the hope that you will participate in a study for my Masters Design thesis for the Cape Peninsula University of Technology. This study will help inform data on my investigation into the brand strategy and online presence of non-profit organisations in the Cape Town health sector.

Participation in this study is entirely voluntary. It will involve an interview of approximately 30-60 minutes in length to take place at _____ on _____ as previously arranged. You may decide not to answer any of the interview questions if you wish. You may also decide to withdraw from this study at any time by advising me, Emily Booth. I may ask for clarification of some points some time after the interview, but you will not be obliged in any way to clarify or participate further.

If you request, the information you provide can be considered confidential, except that with your permission anonymised quotes may be used. If you request confidentiality, beyond anonymised quotes, information you provide will be treated only as a source of background research, alongside book and web-based research [and interviews with others]. If you request, your name or any other personal identifying information will not appear in the paper resulting from this study.

Notes collected during this study will be retained for the rest of the 2012 as well as the 2013 academic year in a secure location. The information gained from this interview will only be used for the above objectives, will not be used for any other purpose and will not be recorded in excess of what is required. Even though I may present the study findings in my thesis, only my supervisor and I will have access to the interview data itself.

If you have any questions regarding this study or would like additional information please ask me before, during, or after the interview.

I can assure you that this study has been reviewed and approved by my supervisor and an ethics committee.

Thank you for your assistance in this project.

Yours Sincerely,

Emily Booth

I have read the information presented in the information letter about a study being conducted by Emily Booth for her Design Masters thesis for the Cape Peninsula University of Technology.

I have had the opportunity to ask any questions related to this study, and received satisfactory answers to my questions, and any additional details I wanted.

I am also aware that excerpts from the interview may be included in the paper to come from this research. Quotations will / will not be kept anonymous. I do / do not give permission for my identity to be revealed in this research report. (Please circle)

I was informed that I may withdraw my consent at any time by advising Emily Booth.
With full knowledge of all foregoing, I agree to participate in this study.

Participant Name: _____

Participant Signature: _____

Interviewer Name: _____

Interviewer Signature: _____

Witness Name: _____

Witness Signature: _____

APPENDIX D: Interview schedules

- 1. Respondent's profile**
- 2. Organisation/company's profile**
- 3. Branding**
- 4. Marketing**
- 5. Fundraising**
- 6. Online marketing activities and strategies**

Questions asked during the interviews with Helen White and Avril Isaacs

1. What is your background and how did you come to work at this non-profit organisation?
2. When, why and how was the organisation started?
3. What is the organisation's mission statement?
4. What are the organisation's main aims?
5. What is the role of the organisation's in the hospital?
6. And in the community?
7. What is the structure of the organisation? I.e. is there a board, CEO, an executive director, what are the levels of staff etc?
8. What kinds of support does the organisation's need?
9. What are your main sources of funds? Government, corporate, public or private?
10. How are funds managed?
11. What are your main methods of marketing?
12. Are they are effective?
13. Do you have an online presence?
14. If yes, what?
15. Do you use online methods of marketing?
16. If yes, what?
17. Do you feel that being online has improved the visibility and awareness of the organisation?
18. Has being online increased your funds and support?

Questions asked during the interview with Rob Stokes

1. What is your background as an industry professional (qualification, previous work experience, motivation for working in the field etc)
2. What do you think makes a successful brand?
3. What are good marketing strategies for a successful brand?
4. How does online visibility contribute to brand awareness?
5. What are your thoughts on online vs offline marketing?
6. What is your experience working with non-profit organisations?
7. How does a company like Quirk work with non-profits?
8. Is there a department that deals with non-profits specifically?
9. Is the work pro bono, discounted or fully paid for?
10. Do you find non-profits easy to work with?

11. Do you think that the same branding principles and marketing strategies for a business should also be applied to non-profit organisations?
12. What do you think is the most effective way for non-profits to market themselves?
13. Can you give any examples of and non-profits that you feel use online brand and marketing strategies effectively?

Questions asked during the interview with Rosie Campbell

1. What is your background as a professional?
2. How did D4D start?
3. What do you believe a non-profit organisation means for society? What are their roles etc?
4. What do you think a non-profit organisations main aim should be?
5. Do you think that non-profit organisations should represent themselves as a brand?
6. What do you think is the most effective way for non-profit organisations to market themselves?
7. Should non-profit organisations have an online presence? Explain why
8. What do you think are the best online marketing methods that non-profit organisations should use and why?
9. Can you give some examples of effective non-profit organisations using good online marketing techniques?
10. How many non-profit organisation clients do you have?
11. How many of your clients have an online presence? If yes, what are main online sources (website, blog, facebook page, twitter)?
12. Do they manage their online activities effectively?
13. What do you think is the best social media platform for NON-PROFIT ORGANISATIONS to use and why?