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STICHTING
SPOTS

Save and Protect our Treasures

An advice for Stichting SPOTS; setting up a Big Five compensation fund in collaboration with tour operators

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PREFACE

You just opened the advisory report; setting up a Big Five protection fund in collaboration with tour operators. This advisory report is written for Stichting SPOTS as a fulfillment of the bachelor's degree Tourism Management at Saxion University of Applied Sciences in Deventer (The Netherlands). This report provides an advice for Stichting SPOTS on protecting the wild Big Five in Africa by means of setting up a Big Five compensation fund in collaboration with Dutch tour operators.

I would like to take this opportunity to thank a few people. Starting off with Simone Eckhardt, my client, who trusted me with her passion and gave me the chance to develop a suitable advice for her. She helped me open my eyes about the endangerment problem with regards to the wild Big Five and the wild felines and she taught me the valuable lesson that when you care for something deeply you have to take action to make the situation better. Furthermore, I would like to thank Inge Gijsbers and Rienk van Marle who supported me during the process of writing this thesis, especially Inge who was always there for me. And finally, I would like to thank Sabine Stam from Bijzonder Afrika for being so open and willing to talk with me and provide me insight on the tour operator aspect of the study as well as making the time to give me feedback on my work.

Writing this thesis, I gained a lot of information about wildlife foundations, protecting endangered animals as well as finding ways to attract tour operators to the fund and establishing a mutual beneficial relationship with these tour operators that eventually will help support these wild animals. This information together led to giving an advice on successfully setting up a compensation fund with tour operators that support the wild Big Five.

I hope you enjoy reading this report.

Jaelle van de Velde

Deventer, June 2020

SUMMARY

Stichting SPOTS is a non-profit organization based in the Netherlands with mission to save the wild felines (big cats) in Africa, especially the leopard, lion and cheetah. The wild felines are threatened with extinction due to human reasons such as trophy hunting. The numbers of these animals have dropped immensely over the past decades to the extent that there are only 20,000 lions left in the wild, making them highly vulnerable. The severity of the problem of the endangerment of these wild felines and the fast-declining numbers makes Stichting SPOTS want to work even harder because something needs to change.

As tour operators that are operating in Africa are depending on the survival of the Big Five, the client argues that it is almost an obligation for these tour operators to contribute to the protection of the Big Five. Therefore, Stichting SPOTS would like to set up a Big Five compensation fund with the support of Dutch tour operators that operate in Africa. Therefore, the management question is: **How can Stichting SPOTS set up a Big Five compensation fund in collaboration with a selection of tour operators?**

In order to determine what the best way is for Stichting SPOTS to set up and implement the Big Five compensation fund a research has been conducted based on the following topics. First the critical success factors for a wildlife compensation fund have been determined in order to understand which areas have to go right for the fund to be successful. These critical success factors are the guidelines for the fund. Furthermore, the motivations for the tour operators to participate in sustainability projects and the possible requirements that they have in order for them to participate in the Big Five compensation fund have been studied to design the fund in a way that is attractive to these tour operators. Continuing, different techniques to convince the tour operators to collaborate in the fund have been analyzed. And finally, in order to set goals and measure the successes of the fund a KPI study has been conducted.

The research questions used in this study are:

- What are the critical success factors for a wildlife compensation fund?
- What are the levels of willingness, motivations and requirements of the tour operators to participate in the Big Five compensation fund?
- Which strategies can be applied to convince the selected tour operators to participate in the Big Five compensation fund?
- What are Key Performance Indicators for a wildlife compensation fund?

The research has been conducted by means of a literature review, interviews, a survey and content analysis. Some highlights of the research are:

- Fundraising is an exchange of values; it cannot be expected anymore that individuals and company donate money without wanting anything in return.
- Education might be more important than money in the fight against wildlife endangerment.

Based on the research results an advice has been formulated in two phases. The first phase is to establish the Big Five compensation fund without the tour operators and put the focus on education as education is the strategic approach to saving and protecting the wild Big Five. After the first phase is implemented and the educational part of the fund is creating success, phase two can be implemented. Phase two is about incorporating the tour operators into the fund. In this compensation fund, tourists that are booking with the tour operators have the possibility to donate to the fund and with this compensate for the negative impacts that humans have on the wild Big Five.

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1. INTRODUCTION

1.1 Stichting SPOTS

Stichting SPOTS is a non-profit organization based in the Netherlands. It is SPOTS' mission to save the wild felines in Africa. In 2004 SPOTS got inspired by the cheetah however, as the organization grew, they started supporting the lion and leopard as well. In addition to that they try to raise awareness for all the 41 different feline species on their website and social media. In addition, they give presentations at schools and in Dutch zoos. Raising awareness and saving the big cats is important to SPOTS, they would like to ensure that generations to come can enjoy these wonderful animals.

Stichting SPOTS cannot do this work alone. They need to have a strong stakeholder network so that together they can save and protect the wild big cats. Since 2004 SPOTS has successfully created a network of different types of stakeholders that support their mission. These stakeholders include Dutch zoos, tour operators, travel organizations, photographers, non-profit organizations with similar missions and various other stakeholders.

1.2 Trends & Developments

According to the United Nations World Tourism Organization (UNWTO) (2019) Africa has been one of the fastest-growing tourism areas of the world with an increase of over 40 million visitors between 1990 and 2014. By 2014, Africa welcomed more than 56 million international visitors. Africa is seen by many as a promising tourism destination (UNWTO, 2019). One of the reasons why tourists are attracted to Africa is the extensive biodiversity and wildlife. One of Africa's main tourism products is wildlife-watching activities. These activities are meant for watching and encountering wildlife, especially the BIG 5, in order to observe and photograph them and in other cases to feed and pet the animals and in more extreme cases to hunt and kill them for consumption or decorative trophies. Africa is profiting from this type of tourism and it creates an income for many individuals as well as local companies. At the same time Africa is facing an unprecedented environmental crisis. The illegal killing of protected wildlife species causes further concern for their extinction (UNWTO, 2019). Illegal poaching is possible due to several reasons such as; poverty, lack of law enforcement, the rising demand for animal products from overseas countries, lack of funding for animal protection and political instability (UNWTO, 2015).

1.3 Endangered big cats

1.3.1 Cheetahs

According to recent research, there are only 7100 cheetahs left in the wild. According to the UN World Life Day the status of cheetahs is vulnerable. It is expected that in the next 15 years the number of cheetahs will continue to decline with more than 50% (National Geographic, 2016). Cheetahs prefer to live outside the national parks and protected areas to escape from other predators. Where farmers are claiming this "unprotected" land the cheetahs are losing their natural habitat (Stichting SPOTS, 2018). In total, the cheetahs lost more than 90% of its total area causing them to drop numbers in Asia to only 50 remaining in Iran. In Africa, the cheetahs are not safe in the farm areas because they are a treat to the livestock of the farmers, therefore, these farmers see no other option than to kill the cheetahs (National Geographic, 2016).

1.3.2 Lions

The lion, viewed by many as the king of all animals, so powerful and with no natural predators by being on the highest top of the food chain. However, there is one predator more powerful than the lions, humans. Over the last decades, the lion population in Africa decreased by 40%. According to the UN World Life Day their status is now vulnerable. There are an estimate of 20,000 African lions left which makes them highly vulnerable. Lions are facing different challenges. First of all, what was once an extensive area of living is now reduced to only 8% due to human development causing them to isolate and reducing the possibility to reproduce with different lions. In addition to that, lions who do not live in national parks or protected natural areas tend to prey on farm animals when their natural prey is not

present. The farmers who depend on this livestock are killing the lions as protection for their income. Additionally, lions are extremely popular in the trophy hunting industry. People from all across the world travel to Africa to hunt down the lions and collect their trophy. Finally, lion bones are collected and used in medicine, especially in Asia, as a substitute for tiger bones, which are even more rare (WWF, 2019).

1.3.3 Leopards

The leopard, the allrounder of the big cats, is able to adapt well and has, therefore, a wide and varied natural habitat over more than 75 countries (CITES, 2019). Because the leopard is able to adapt so easily no one paid attention to them. However, over the last years it has become clear that the numbers of leopards are declining rapidly (Stichting SPOTS, 2019). There are several reasons why these numbers are dropping. Leopards are trophies in the (illegal) hunting business in Africa. Leopards are losing their natural habitat due to human development. They are being killed in order to protect the livestock of farmers. Poachers are setting traps for other species; however, leopards are found caught and killed in these wired traps. And finally, they are killed so that their skin and other body parts can be sold (CITES, 2019).

1.4 Endangerment Big Five

This thesis does not only deal with the wild felines but rather the Big Five, for a reason which will be explained in chapter 1.5. The lion and the leopard are part of the Big Five together with the elephant, the rhinoceros, and the African buffalo. As well as the lion and the leopard, the elephant and the rhinoceros are endangered, with only 25.000 rhinos left in the wild making them the second most endangered after the lion. Elephants are being killed for their ivory, and rhinos for their horns as these are valuable on the black markets. The demand for ivory is incredibly high, therefore, if poaching of these animals continues it is estimated that they will cease to exist by 2034 (NRDC, 2020). This is a major problem as the Big Five is “what people think of when they think of Africa and wildlife,” says Natalia Borrego, a research associate at the University of Minnesota Lion Center (National Geographic, 2019). These are the animals that make traveling to Africa so attractive to the growing number of tourists.

1.5 Management Question

The severity of the problem of the endangerment of these wild felines and the fast-declining numbers makes Stichting SPOTS want to work even harder because something needs to change. Therefore, the CEO of the foundation, Mrs. Eckhardt presented Saxion with this information in an attempt to reach out and gain support for Stichting SPOTS in the fight against animal extinction in Africa by means of research assignments.

Mrs. Eckhardt mentioned that it is hard for Stichting SPOTS to bring in donations. One of the reasons is that the foundation is in the Netherlands far away from the animals, which they are trying to protect. Most people in the Netherlands have not encountered the Big Five in the wild and most people do not know that they are endangered. The work that Stichting SPOTS carries out is abstract for most people, which does not drive them to donate money. It is important for Stichting SPOTS to continue receiving funding so that they can progress their mission of saving and protecting the wild felines in Africa.

Although Stichting SPOTS aims to protect the wild felines, the focus of the compensation fund is on the Big Five. The Big Five includes the lion, elephant, leopard, African buffalo and the rhinoceros. A compensation fund for only on the wild felines would be too narrow. Tourists would like to see all the members of the Big Five and not only the wild felines. Additionally, the Big Five is often used by the tour operators for the marketing of the holiday packages in Africa. In order to convince the tour operators into participating in the compensation fund, it is strategically better for Stichting SPOTS to focus on the complete Big Five as this is close to the tour operators' activities and their customers' wishes.

Most of the Dutch tour operators operating in Africa are not (very) active in protecting the Big Five. However, it should almost be an obligation for tour operators working in Africa to contribute to the

protection of the Big Five. As described in the trends & developments paragraph, Africa is doing well in attracting tourist and every year the number of tourists is rising. The biggest reason why Africa is attractive to these tourists is the wildlife and especially the Big Five. However, some members of the Big Five are being threatened to become extinct. If these animals cease to exist, then the number of tourists traveling to Africa will drop enormously. This would be a huge disadvantage for the tour operators. Therefore, the client is wondering why tour operators are not more involved in protecting these animals.

The client aims to set up a Big Five compensation fund in collaboration with tour operators and other wildlife protection foundations in order to receive extra funding for the protection of the wild felines in Africa. The idea is simple: tourists who book their holiday to Africa will either donate or pay an extra fee in their holiday package for the protection of the Big Five. This money will be a compensation for the damage that humans contribute to the endangerment of the wildlife and as a donation to secure this type of tourism for many generations to come. This idea is supported by academic research. Skibins, Powell, and Hallo (2016) suggest that conservationists should work more closely together with tour operators in order to create special offers that are appealing to the more experienced eco-tourists.

The end goal for the client and her foundation is to set up this Big Five compensation fund so that money will become available for the protection of the wild felines. In the perfect future, these animals will grow in numbers so that generations to come can learn from and enjoy these animals. The Big Five compensation fund will be a tool to reach that perfect future image. Therefore, the management question is: ***How can Stichting SPOTS set up a Big Five compensation fund in collaboration with a selection of tour operators?*** The selection of tour operators are Dutch tour operators that are operating in Africa and offer packages including the Big Five. This will be further explained in the methodology chapter.

Management Question: How can Stichting SPOTS set up a Big Five compensation fund in collaboration with a selection of tour operators?

1.6 Compensation Funds

As it has become clear over the years that the tourism industry has negative impacts on the environment tourism companies started establishing compensation funds in order to compensate for these negative impacts (Sunlu, 2003). Airline companies such as Ryanair and KLM give their customers the option to donate money to their fund as compensation for their CO₂ footprint during the flight. With this money, the companies invest in environmentally friendly projects, such as planting trees. These companies often use these compensation funds to attract tourists, give them a sense of doing something good and to help ignore the fact that flying is extremely bad for the environment (Griebeler, 2019). Also, tour operators, such as TUI, are implementing funds in order for the company and for the tourists to give something back to the visited areas and to decrease the negative impacts of tourism. It is a positive sign that the tourism corporations are willing to work on a more sustainable tourism industry whether this is for business purposes or because they genuinely care about the social and natural environment, they are incorporating sustainability projects. These compensation funds can serve as a benchmark for the BIG 5 compensation fund.

1.7 Research Necessity

This paragraph deals with the different areas in which research is necessary in order to give a valuable answer to the management questions and build a suitable advice around them.

Starting off with the need to research what makes a fund successful. There are different ways to support the protection of the wild Big Five and there are different ways of interpretation. Research will need to determine the critical points for success. The critical success factors are the conditions the fund must meet in order to be successful.

Furthermore, a study regarding the tour operators and their views on the Big Five compensation fund;

- Motivations; why would the tour operators want to participate in a wildlife fund, what would be in it for them? It is important to understand these motivations because it will help convince the tour operators to collaborate and participate in the fund.
- Willingness to participate; do the tour operators even want to participate in the fund? The study will investigate the willingness of the tour operators to participate. If none of the tour operators would want to participate then a different type of advice needs to be formulated, without the participation of the tour operators.
- Requirements; what are the requirements of the tour operators to participate in a wildlife fund? Which aspects can that fund include in order to be attractive to the tour operator? These aspects need to be studied in order to create a fund that is attractive to the tour operators and in which the tour operators would want to participate.

Furthermore, the study needs to determine which strategies can be applied in order to convince the tour operators to participate in the fund. The participation of the tour operators are key to the concept of the fund there for the likelihood of the tour operators saying yes to participating needs to be increased. This will be done by designing the fund in a way that is attractive to the tour operators, but this design needs to be presented and communicated in a way they cannot say no.

And finally, in order to set goals and objectives in order to set a direction of the fund and to focus on the key aspects as well as measuring the success of the fund a study will determine which KPIs should be formulated for the Big Five compensation fund.

Therefore, the formulated research questions are;

What are the critical success factors for a wildlife compensation fund?

What are the levels of willingness, motivations and requirements of the tour operators to participate in the Big Five compensation fund?

Which strategies can be applied to convince the selected tour operators to participate in the Big Five compensation fund?

What are Key Performance Indicators for a wildlife compensation fund?

1.8 The Advice

Within answering the management question, the client would like to gain insight on how to design the compensation fund so that it is attractive to the selected tour operators, how she can present this design to the tour operators and how she can persuade the tour operators to participate.

Advice Objective: *to formulate a design plan for the Big Five fund adapted to the critical success factors and requirements of the tour operators, hereby providing tools that will help convince the tour operators to participate in the fund and tools that help set strategic goals as well as measuring the success of the fund.*



2. THEORETICAL FRAMEWORK

Within the introduction the research questions for this study have been determined in order to formulate a suitable, accurate and relevant advice for Stichting SPOTS. The theoretical framework will highlight and define the core concepts retrieved from the research questions and the research objective in combination with discussing relevant topics mentioned in academic literature. Appendix II offers an operationalization tree that summarizes the information in the theoretical framework and forms a bridge to the field research. The following research objective has been formulated;

Research Objective: *to study the boundaries of the Big Five compensation fund based on critical success factors and the requirements of the selected tour operators, studying possible persuasion strategies to convince the tour operators and studying Key Performance Indicators to measure the success of the fund.*

2.1 Compensation Fund

Starting off with the foundation of the goal to create a compensation fund. In the scientific literature, it is difficult to find a definition of "fund". Therefore, the online dictionary was the clearest way to help define what a fund is exactly. The first definition from Investopedia (2019): "A fund is a pool of money that is allocated for a specific purpose." Cambridge University defines "fund" almost in the same way: "an amount of money saved, collected, or provided for a particular purpose" (Cambridge University Press, 2020). Also, Merriam-Webster (2019) mentions the same: "A sum of money or other resources whose principal or interest is set apart for a specific objective." Compensation is defined as: "an appropriate and usually counterbalancing payment to (Merriam-Webster, n.d.)" and "the act or process of making amends for something (Reverso Dictionary, n.d.)". Therefore, a compensation fund can be defined as money that is collected to make up for the harm that has been done or will be done.

Compensation funds such as CO2 compensation funds are supported by an abundant amount of research regarding calculations for the compensation. CO2 compensation funds that for example compensate for travelling have a clear calculation for the amount of money that can be paid in order to compensate for the CO2 emissions for a certain type of transportation for the travelled distance. For a wildlife compensation fund research has not reached a point where a clear calculation is established on the compensation for the harm that is done to the animals.

2.2 Critical Success Factors

The concept of critical success factors (CSF) was first introduced by D. Ronald Daniel in 1961 however it has been made popular by John F. Rockart who defined CSFs as; "the limited number of areas in which results, if they are satisfactory, will ensure successful competitive performance for the organisation". Martin (1982) views CFS as a fundamental role for managerial decision making, "CSFs therefore represent a tool for categorizing and evaluating strategic goals in management organisation as well as measuring organizational outcomes and activities". Rockart responded to that development and changed his definition to "few key areas of activity where favorable results are absolutely necessary for a manager to reach his/her goals." Oakland (1995) links these factors to what an organization must accomplish to achieve its mission. Therefore, for these factors to be more effective, they have to represent managerial areas, which require continuous attention to lead to high performance (Kanji and Tambi, 1999).

Academic literature does not identify critical success factors specifically for wildlife compensation funds or wildlife foundations, this needs to be determined by means of the field research. Literature however propose several techniques as to how a business can determine its critical success factors (Leidecker and Bruno, 1984). These suggested techniques include:

Environment scanning – used to identify the economic, political and social forces that may surround and influence the performance of an organization. This technique is often linked to a threats and opportunity evaluation.

Industry structure analysis – based on evaluation of five components: barrier to entry, substitutable products, suppliers, buyers and inter- organization competition. The interrelationships between these are gathered in order to gain data to assist in identification of the critical factors of success

Industrial expert's opinions – trusts on people with knowledge of an industry. This, however, relies on subjective opinions. Still, the intuitive feel of an industry insider is seen as an exceptional source of CSFs with the addition of more objective techniques.

Competitors' analysis – focusses on the competitive environment by concentrating on how organizations compete. However, it only provides CSFs that are linked to the analysis of competition.

Best practice analysis – used for industries run by one or a limited amount of organizations. This technique is used to understand what the organization already does successfully.

Internal assessment – identifying the CSFs of the organization in order to explore what the organization does successfully and unsuccessfully. This technique is also narrow as it cannot provide more CSFs.

Intuitive factors – the insight of an individual acquainted with an organization allowing identification of important short-term CSFs that may be missed by formal reviews. Reliant on subjective opinions

2.3 Motivations

2.3.1 Motivations; protecting the wild felines and the Big Five

Within literature there are two main arguments made regarding the protection of wildlife specifically the Big Five. The first and the most argued motivation is the functioning of the natural ecosystems. Nguyen, et. al. (2013) mention that the extinction of different animal species threatens the healthy balance in the ecosystems. This would cause harm to the local and nationwide economy. Ackers (2019) specifies this with arguing that biodiversity is a source for medicine, food, clean air, clothing, building materials and other essential elements that provide for the human well-being. Therefore, there is a great need to look after the natural ecosystems and the biodiversity especially in a time where the number of species are declining fast (Barut, Raar, & Azim, 2016). The second argument that is made is specifically focused on the Big Five in Africa being a touristic attraction. Tourism plays an important role in the economic welfare of the Southern African countries. As these countries are blessed with rich and diverse wildlife resources tourist from all over the world travel to go see these animals. Especially the Big Five is popular among the tourists. Therefore, it is important to save and protect the Big Five, without these animals tourism to Southern Africa would decline and the economic situation would get severely damaged (Excellent Hachileka, 2005).

2.3.2 Motivations; corporate charitable giving

Looking into why the selected tour operators should join the BIG 5 compensation fund it is important to understand what potential motives are for corporations to give money to charity or another good cause. Lev, Petrovits, and Radhakrishnan (2009) argue that “doing good is good for you” as an organization. They concluded from their research that charitable giving by US corporations lead to increased revenue under certain situations (Baruch, Petrovits, & Radhakrishnan, 2010). Brammer and Pavelin (2005) suggest that the motivations are not so much related to a direct increase of revenue but rather to the corporate image and potential losses when not giving to charity. They mention that stakeholders demand corporate social responsibility (CSR) and that CSR is important to not harm the relationship with the key stakeholders as social irresponsibility harms the corporate reputation (Brammer & Pavelin, 2005). In contrary, a research performed among Dutch corporations showed that the main motivation regarding corporate sponsorship and charitable giving is social involvement and commercial interests are hardly mentioned (Meijer, de Bakker, Smit, & Schuyt, 2006).

Within the tourism industry, customers increasingly make booking decisions based on the social responsibility activities of the tourism organization. These topics include environmental protection,

responsible use of natural resources, as well as human rights, jobs for locals and the support of the local economy. Becker-Olsen et al. (2006) and Kim et al. (2012) argue that the tourists do not pay attention to what type of social responsibility activity the company is involved, but rather the motivation for engaging in these sustainability projects. Therefore, in order to attract customers, it is important to have the right motivations for the engagement of sustainability projects. These motivations, however, are usually commercial and tourism businesses are mainly implementing environmentally friendly actions when this either reduces costs, creates a competitive advantage or improves the business reputation.

2.4 Influence: The Psychology of Persuasion

Persuasion techniques is something that has been studied and observed for hundreds of years by many different researchers in order to understand the power of persuasion and the ability to influence people's behaviors (Modic & Lea, 2013). Persuasion techniques are often used in advertising and political campaigning with the goal to influence someone's behavior into buying their product or supporting the political cause. The main goal of the person that is using the persuasion is to convince the target group into adopting new behavior (Douglas, Sutton, & Stathi, 2010). In previous research, with Robert Cialdini who made this research popular, several key factors that are able to influence behavior and attitudes were identified:

- **Weapons of Influence:** this technique attaches a 'reason why' to the request. Research shows that when you explain why you want something the success rate increases (Cialdini, 2000).
- **Reciprocation:** humans do not like to be indebted to someone else, this goes so far that when offered a small favor or present this would be reciprocated with an even larger response. This technique is for example adopted by Hare Krishna's who offer people flowers when they are asking for donations. This is seen as a gift and because people do not want to feel indebted in any way, therefore, want to reciprocate 'the act of kindness'. This pressure led to a higher rate of donation. Not only physical presents such as a flower are seen as gifts, compliments, feedback, recommendations and trust are also seen as gifts and work in the same way and help influence people in an ethical way (Cialdini, 2000).
- **Commitment and Consistency:** people have a higher tendency to be consistent to their commitments when they write down or speak about their goals (Bagozzi, 1992). In one study different families were called to present whether they would volunteer for a few hours if that was asked of them. Three days later these families were called again now with the question if they would volunteer and collect money for the charity. This led to 700% more volunteers than without the phone call that had the families predict whether they would volunteer or not. When someone voices what he thinks, feels or believes he will feel a tremendous amount of pressure to stay consistent to that. This tendency can be used in order to connect your recommendations to the commitment that is made by the other (Cialdini, 2000).
- **Social Proof:** individuals are highly susceptible to social influences; people are easily influenced by the behavior of others (Culture and the self: Implications for cognition, emotion, and motivation, 1991). When lot of other people doing something, most individuals will have the tendency to feel that they should go along, that they should follow. In a charitable giving study, researchers went door to door, and they kept a list of all the people that donated money. As the list got longer and longer it increased the likelihood that other people would donate (Cialdini, 2000).
- **Authority and trust:** people tend to look to people with superior knowledge or wisdom for guidance and recommendation on how they should respond. E.g. in case of interpersonal communication and the information that is being shared could potentially be false, individuals decide to trust this information based on the authority and trustworthiness of the sending party (Selin, 2006). However, when people bring up their own expertise others can doubt them, it is more effective to get introduced by someone that tells about your expertise, people find that to be much more persuasive (Cialdini, 2000).
- **Liking:** it can be seen as a rule that individuals are more likely to say yes to someone that they like than someone that they don't like. Several properties that determine our view on others are

similarities, compliments, conditioning, attractiveness, contact & co-operation, and association (Silvia, 2005). Additionally, studies showed that we automatically assign traits such as kindness, talent, honesty and intelligence to people that are attractive. Therefore, it is not a coincidence that political candidates that are viewed as attractive receive up to three times as much votes to their less attractive rivals. People like people that share their beliefs, interests and values and are therefore similar to themselves (Cialdini, 2000).

- **Scarcity and uniqueness:** Kramer and Carroll (2009) showed that when something is out of stock, consumers are more likely to buy a similar product. Individuals who believe they will miss out on a unique and scarce offer we are more motivated to act than when something is plentifully available (Kramer & Carroll, 2009). Something that is scarce is more desirable and therefore a tool to persuade people (Cialdini, 2000).

Understanding the influencers will help persuade people in an ethical and efficient way and when applied correctly it will lead to hearing 'yes' more often (Cialdini, 2007).

2.5 Key Performance Indicators

Measuring the performance of an organization is important to determine whether the organization is on track of achieving its set goals, Key Performance Indicators is a system that is used by many to measure these performances (Kolar, Cugmas, & Ferligoj, 2019). Key Performance Indicators (KPIs) are heavily used in the business environment mostly for quantitative information. KPIs demonstrate the structures and processes of an organization, therefore being vital for; planning and controlling through information collected, creating transparency and supporting decisions made by management. Bauer (2004) defines KPIs in a simplified way as "quantifiable metrics which reflect the performance of an organization in achieving its goals and objectives. KPIs reflect strategic value drivers rather than just measuring non-critical business activities and processes." For this research this definition will be used as the KPIs will measure the success of the fund by reflecting the performance of reaching the goals and objectives (Bauer, 2004) (Ramesh, Manimegalai, & Valsan, 2019).

A leading indicator is a KPI which measures activities that have great effect on future performance. These are part of the foundation of the outcome it influences actions for future performance against lagging indicators. This particular KPI measures the output of past activities hence being called the lagging indicator.

Diagnostic measure is a KPI which signals the health of processes or activities. An example being when an organization seeks to find leading indicators of sales revenue, they would look at the number of clients that employees come into contact with in the course of a week (Badawy, Abd El-Aziz, Idress, Hefny, & Hossam, 2016).

The most crucial and important step of the process is selecting the KPIs. The selected KPIs are only as valuable as "the action it inspires" (Ramesh, Manimegalai, & Valsan, 2019). The selected KPI's must always express and reflect the objectives and goals of the organization as well as being the key to success and measuring this success. Several critical points are shared by different researchers for the process of defining and selecting a set of KPIs. One of the shared points is the importance of not selecting too many KPIs, as Basawy, et.al. (2016) state: "too many KPIs can weaken the focus on aims." In this case selecting too many KPIs can keep the focus away of the real goal of saving and protecting the wild animals.

Continuing, KPIs should be SMART, meaning specific, measurable, attainable, relevant, and time-bound, as well as simple so that everyone in the organization can understand them. Additionally, the KPIs should be a balance between financial indicators and non-financial indicators (Eckerson, 2009).

"A KPI embodies a strategic objective and measures performance against a goal"
(Eckerson, 2009).

2.6 Fundraising strategies

Fundraising is an activity of collecting financial resources and identifying the main source of funds as defined by Andreasen and Kotler (2008). Fundraisers and others who are part of the non-profit sector go through three orientational phrases. These phrases consist of relation to the product, sales and marketing orientation. Fundraising is also defined in terms of its activities and beliefs which rely on the overall marketing strategy as well as the sure separate strategies an implementation strategies activity (Pavičić, 2003)

Fund raising is now seen as exchange of values which meets the donors needs in contrast to an appeal for money as a result of reaching a marketing orientation, leading to development regarding its philanthropic motives (Andreasen & Kotler, 2008). Regrettably, as a result of vast quantities of non-profit organisation not looking at fundraising in this way by instead focusing on the satisfaction of organizational needs. Generate a formation of long-term relationships by means of increasing use strategic approaches which in the short term may not generate expected profits to start with. Sargeant (2001) identified two different fundraising approaches:

- *Transactional Approach*; which is focused on directly satisfying the financial needs of the organization without any type of strategic plan in place.
- *Strategic Approach*; which is focused on the long-term plan of the organization, this long-term plan should be supported by the different fundraising projects.

As pointed out by Warwick (1999) fundraising is commonly only recognized as simply a way of providing money for organizations. Whereas fundraising objectives include much more for example growth, involvement, visibility and efficiency. According to Weinstein (2009) the fundamental principles of fundraising are simple. The core of the whole fundraising process is people, after all it is people who choose to support other people's organizations in order to help. Similarly, small donations are to be valued as people try to give whatever they can and ignoring this could lead jeopardizing the organizations donor base. By demonstrating dedication of staff, founders and volunteers to the organisation, the organisation may gain potential donors as well as credibility as it proves to them that the organisation deserves their donations. Referring to Weinstein (2009); "Successful fundraising is the right person asking the right prospect for the right amount for the right project at the right time in the right way." According to Eikenberry (2008) and Wagner (2002) a modern type of donor who is looking to be engaged in the project that they choose to donate. In this case the charities and fundraisers must develop innovative strategy that appeal to this new donor type as well as the already existing one.

3. METHODOLOGY

3.1 Critical Success Factors

Academic literature lacks research regarding the critical success factors for a compensation fund or wildlife protect fund. Therefore, this part of the research is exploratory in nature, as it is yet to explore what critical success factors are for this type of fund. The CSF analysis techniques found in the theoretical framework include different angles in which company and its context can be looked at. Ideally these techniques are used simultaneously in order to create a holistic view of the factors that are critical to a business' success. In order to determine the critical success factors for the compensation fund the technique of gaining industry expert opinions has been selected. This technique has been selected because these experts can give a complete overview of the success factors for a foundation/fund while the other techniques mostly focus on one aspect of the organization.

As understanding industry expert opinions regarding the Big Five compensation fund is subjective and a qualitative research approach to determining the CSF, interviews have been selected for this part of the research. The perceptions and opinions of the industry experts were paramount to determine the critical success factors.

The population for the interview has been sampled based on the purpose sampling strategy. As the interviewees should be industry experts, they are selected based on the following criteria;

- they must be Dutch organizations as they understand the trends and developments in the Dutch industry.
- they either have to be a compensation fund or wildlife protection fund as these are the concepts which build up the Big Five compensation fund.
- they must be non-profit organizations as the critical success factors for 'normal' businesses differ from those with a philanthropic cause.

Around 15 funds/foundations that met the requirement were contacted by email and telephone to ask to participate. Unfortunately, due to the COVID-19 virus many of these organizations had different priorities and were not able to participate in an interview. Three organizations were able to make time for an interview including an expert in wildlife protection and managing Stichting SPOTS, an employee of a CO2 compensation fund, Trees for All. And a manager of a tour operator (Nature for All) who has experience with non-profit organizations/ foundations and is running a tiger protection campaign. This last participant was first selected for the tour operator interviews, however, when it became clear she would not want to participate in the Big Five compensation fund she was willing to share her knowledge on wildlife protection funds and their critical success factors.

Without academic literature regarding the critical success factors of a compensation fund or protection fund there was no information to structure the interviews. Therefore, the interviews were open to give the industry experts the room to give their opinions regarding the factors that make a fund successful. In order to gain the necessary answers, the different aspects of the organization of this fund were discussed; fundraising, the requirements of the donors, selection of the projects, communication with the projects as well as discussing points that were made in the first interview to check whether these points were shared by the other respondents as well (see appendix IV & V for the interview guides).

In order to improve the reliability and the validity of the research a content analysis was performed to support and supplement the already mentioned critical success factors. Reports and articles from experts were examined and compared with each other in order to find the common mentioned critical success factors. Additionally, news reports were studied to find the current developments in the world that might have an impact on the development of a wildlife foundation in collaboration with tour operators.

3.2 Tour Operators

The tour operators have been selected based on the criteria mentioned by the client. They should be tour operators operating in Africa and selling packages which include activities including the Big Five. Any tour operator that meets these requirements was welcome to participate or fund the Big Five compensation fund. Through the ANVR (a Dutch association for entrepreneurs in the travel industry) and the VvKR (a Dutch association of small travel organizations) a list of all the tour operators in The Netherlands is available. The tour operators that do not operate in Africa and that do not sell packages to see the BIG 5 are filtered out of the list. Approximately 60 tour operators in the Netherlands are left that meet the requirements (see appendix III for a contact list of these tour operators).

The field research looked at how tour operators define their motivations to support sustainable tourism by donating money to good causes, their dependence on the Big Five, their motivation to protect the Big Five, their willingness to donate money to a Big Five fund in order to protect these animals and the requirements they have if they have for the Big Five compensation fund. These motivations are highly qualitative by nature as it is about studying the perceptions and opinions of these companies. Therefore, a qualitative research method would be suitable in this case. Unfortunately, as the COVID-19 virus is hitting the tourism industry hard the decision is made not to bother the tour operators with asking for interview as was expected that they would not have time for to participate in a research. However, as the tour operators play a main role within the Big Five compensation fund it is important to obtain some information from them. Therefore, a survey was sent out to all ± 60 tour operators regarding their motivation to support sustainable tourism, to protect the Big Five and their motivation and willingness to participate in the Big Five compensation fund. Additionally, three tour operators offered to help more where needed and they agreed to participate in an interview.

3.2.1 Survey

The survey started off with some simple statements in order for the respondents to get in the flow of the survey and to gain a basic understand of the tour operators in relation to sustainable tourism development. Within the theoretical framework the motivations for corporate charitable giving and wildlife protection are discussed. In order to determine whether these tour operators would help protect the Big Five for business motivations or pure because they want to do something good, the different motivations retrieved from the theoretical framework were incorporated into the survey. Additionally, the respondents had the chance to formulate their own motivations if the 'standard' motivations from the theory did not match their own motivations. Due to the qualitative nature of the research the survey included several more open questions in order for the responders to share their opinions. This was also applied when asking the respondents why it is important for them that the Big Five is protected and preserved. These answers are valuable in order for Stichting SPOTS to formulate arguments of why these tour operators should participate in the fund.

Since the population for this part of the study exists of only 60 tour operators it was not necessary to create a sampling plan. Every tour operator was contacted and asked to participate in the survey. The survey was made in Qualtrics and was send with a link via email. In order to get the tour operators to participate in the online survey, a text was accompanied with the email expressing appreciation for them taking the time to read the email, explaining the extent of the research, explaining the importance of sustainability and taking care of the nature and finally expressing understanding regarding the situation. Additionally, the contact persons from the tour operators were addressed by their name in the email, to make the email personal. In the email the persuasion techniques from the theoretical framework were applied. In the end, 23 tour operators participated in the survey. The surveys were made anonymously as this increases a level of honesty in the survey. However, this came with the disadvantage that it is not possible to track who responded and who did not therefore, it was not possible to send a reminder to the tour operators that did not respond yet as an opportunity to increase the response rate.

3.2.2 Interviews

As mentioned above, the participants in the interviews were asked to participate based on their answer on the survey. These respondents mentioned that they were open to answer more questions if that were to help this research. Only three tour operators were willing to do an interview and therefore the decision needed to be made regarding the involvement of the interviews in the research based on the reliability of the research as no conclusions can be formed based on three interviews. However, this information is still valuable for process of designing and presenting the fund.

The primary reason of the interviews was to follow up on the survey, to go a little bit deeper on the motivations and specially to determine the requirements that the tour operators have for the Big Five compensation fund in order to participate. The interviews had an open structure as the requirements to participate in the fund is different for each tour operator and there is no academic theory to support the possible requirements. A interview guide was made, simply to guide the interviews and to make sure that the different aspects of the fund are discussed (see appendix VI). The respondents had the room to say anything that was on their mind regarding the setup of and the participation in this Big Five compensation fund. One of the respondents directly mentioned that they would not want to participate as they as a company already give to many different projects and foundations. In order to receive some valuable information, the conversation was steered to discussing the requirements for the partnerships with their current foundations and projects. The second respondent took the time to explain all the requirements that they would have. In order to receive the necessary answers different aspects regarding the organization of this fund were discussed; fundraising, selection of the projects, communication with the projects, involvement of the tour operators and requests from the tourists. Finally, the third respondent only had a short time so she explained shortly why they would or wouldn't participate. All three interviews were done via phone call while the respondents were at home. During the interviews a recorder was used to record the interviews, after asking for the respondent's consent. Additionally, notes of the answers that were given were made in order to ask follow-up questions where needed.

3.3 Convincing Strategies

Within the theoretical framework the focus was on the scientific founding regarding the techniques on how to persuade someone and get a yes more often. Therefore, the field research focused on how to pitch the idea of this fund to the tour operators in a way that's attractive and effective. The available scientific literature does not give great insight into the elements of a pitch therefore, the next best thing is to gather the opinions of experts regarding the best way to pitch an idea. This research question is exploratory as the focus is to discover ideas and insights given by the experts. The expert's opinions and ideas regarding the best way to pitch an idea are central in this research and therefore, this research is qualitative and needs a qualitative approach. Unfortunately, due to time limitations it is not possible to also conduct interviews with the experts in this area. Content analysis is the best option for this research as it is a fairly quick way in order to gather and analyze a lot of information from different sources to create an overview of tips to present the idea of this Big Five compensation fund. The starting point of the sources were 6 TED Talks as these talks are held by experts with usually years of experience and a lot of theories that are shared are based on extensive research. TED Talks are often based on research findings and checked before they are allowed to be presented, therefore, these presentations are a reliable source for this research. Additionally, these presentations were supported by 10+ different articles from business and non-profit related companies. These articles are written by people that are an expert in giving pitches, which was a requirement for the selection of the sources.

3.4 Key Performance Indicators

The theoretical framework highlighted the concept of Key Performance Indicators, why this is important for organizations and guidelines for formulating these KPIs. However, scientific literature was not clear on what kind of KPIs were important for a foundation or charity, therefore, within the field research specific KPIs for foundations and charities were examined. For this part of the field research a content

analysis would be most applicable due to the lack of interview possibilities with experts. For the content analysis yearly reports and strategic plans of successful charities and foundations, such as WWF and NWF, were analyzed in order to find common KPIs that were used by these organizations as well as different ways for the organization to set up and present their KPIs. In order to expand and compare this information different articles regarding KPIs for foundations and charities were analyzed as well.

3.5 Data Analysis

The data analysis process started off with transcribing data from the interviews and videos in separate documents, next to the documents with the raw text from the articles. The information that would possibly answer the research questions was highlighted and summarized into condensed pieces of data. Due to the lack of support by academic research this data was code based on the open coding method. After the information was coded these codes with the belonging data were extracted into a separate document by means of a macro installed in Word. This macro makes automatically a table of the information with the given code which could be transferred to Excel. In excel the codes could be grouped together which made it possible to count the number of times a code occurs which shows the importance of the code. The steps of coding and organizing the codes were done two times with a week in between to make sure that the selected information was still given the right meaning and to have a clear view again of which information actually answer the research questions. Because there were not a sufficient number of interviews it was not possible to generalize the answer and therefore, all the information was viewed to be important and included in the code trees. However, the codes and arguments that were made by multiple respondents can be seen as more important than the other information. For the data analysis and the open answers from the survey the most important information was selected based on the number of times the code came back.

Each research question made use of triangulation in order to draw reliable conclusions as well as gaining a broader view on the situation. The information from the different sources was compared with each other in order to find the similarities to create overall themes for the creation of the code tree. With that the codes that came back several times and in multiple sources were selected to be most important as they are shared opinions from the different experts and tour operators.

The survey analysis differed from the other collect data as most of the questions we answered with pre-made answers. The surveys were made in Qualtrics, which has the option to extract a report based on the collected data. The program processed and converted the raw data into tables which made it easy to compare answers and determine the general opinions from the tour operators. The open questions, on the other hand, were analyzed again based on the open coding process.

4. RESEARCH RESULTS

4.1 Critical Success Factors

4.1.1 Interviews

One opinion that was shared by all three of the respondents was the importance of education, especially raising awareness. Respondent 3 mentioned that they use education, in terms of communicating information regarding sustainability, to “inspire them to do more” than just giving money. During the interview with Stichting SPOTS it was said that awareness is the only thing that is going to help the animals, money can do a lot, but awareness is the only thing that can help. If the goal is to make the world a better place, and protect these wild animals it is necessary to educate people on what behavior they can change in order to make the world better and not harm the animals because just throwing money on the problem without changing certain behaviors is not going to help in the long-term. Although money is a great resource to help the animals it is the human behavior that needs to be changed and that can be done via education.

Continuing with the option to visit the projects that the money is donated to, both respondent 2 and 3 see that there is a high demand from the people (and companies) that donated money to visit the projects and see what has been done with their money. “We get that question a lot. They (the tourists) are trying to make it tangible in a certain way” (Trees for All). What is also mentioned by the tour operator is that the tourists are more and more asking for a unique experience. With visiting projects, you give people an experience which makes them happy with the tour operator as they gain a unique experience. However, at the same time they will receive a lot of information why it is important to save these animals and they get to see with their own eyes what is being done with their money to save the animals.

In order to make sure that the money ends up in the right place and with the right project, both Stichting SPOTS and Trees for All mention that it is important for their organizations to have plenty of conversations with the projects to gain trust in each other and to make sure that everyone is on the same line. Additionally, it has been advised by Trees for All to create a list with criteria for the projects to test them against the mission and vision of the Big Five compensation fund. Furthermore, Stichting SPOTS and Trees for All agree that the projects need to show expertise, they need to know what they are doing and how this impacts all stakeholders involved (the Big Five being part of the stakeholders).

On the subject of the contact with the selected projects, Stichting SPOTS and Trees for All both agreed that the projects should regularly give updates and show proof of the progress that is made with the donated money. This is to secure that the money is really going to the protection of the wild Big Five. For the selection of the projects it is critical for Stichting SPOTS to understand the different positions and views that the different stakeholders might have regarding the situation of the wild animals. Stichting SPOTS mentioned that it is important to pay attention to the local environment and therefore listen to the local people in order to resolve the conflicts between the locals and wildlife. This is supported by respondent 2 who said; “you have to make sure that the project suits the local environment so that everyone has a positive impact.”

Both Trees for All and Nature for All recognize that the individuals and companies that donated money usually would want something in return. “Those companies are often looking for either a certificate or a quality mark” (Trees for All). For the individuals it is usually getting the feeling that they are doing something good and then to get the unique opportunity to visit the projects.

These are the five most talked about themes between the three respondents. Apart from these topics the respondents mentioned extra critical success factors that are not shared by the other respondents; however, they might be important to be taken into consideration. Therefore, these factors are shortly listed below:

- The accessibility of the website, the ability to be found on Google.
- Name recognition.
- Possibility to make a small donation.
- Involvement with the people and companies that (want to) donate, for example by responding immediately if they seek contact.

And finally, during the interview with Trees for All, the first thing that was mentioned after explaining the fund idea were her hesitations regarding the idea compensation fund. Being part of a compensation fund herself she says about this Big Five fund: "it is not so much a compensation but more of a contribution." The representative for Trees for All continued explaining that in order to be a compensation fund you need to have a calculation regarding the damage that you have on the wild Big Five and with that calculation you can compensate. It is critical for a compensation fund to first of all have a proven calculation and to be transparent about the calculation behind the compensation. Unfortunately, there has not been a successful calculation for the impact that tourists have on the Big Five or any other wild animals in combination with an amount of money that can compensate for that. She finished her argument by saying that the name compensation fund might be misleading for the tour operators and the tourists that will be donating.

4.1.2 Content Analysis

Within the content analysis it was remarkable that most sources mentioned different critical success factors. Looking at the definition stated in the theoretical framework, critical success factors are the elements that must go right, otherwise the fund cannot be successful. These critical areas were different for almost all sources. The critical success factors that were shared by multiple sources and that are relevant for the success of the Big Five compensation fund are mentioned below;

COVID-19 – The recent developments of the COVID-19 is hitting the tourism industry hard as countries have closed their borders and people are not allowed to travel anymore. The tour operators are not able to work right now and cannot ask their client to donate money. Respondent 5 (tour operator) mentioned: "In a normal situation, we might consider it" meaning that we are not in a normal situation and they will not consider participating with the fund right now. Additionally, getting tour operators to participate in an interview was incredibly hard, most responses that I got was that their priorities laid somewhere else and that making sure that their business would survive was more important. This is understandable of course, however this has an impact on the establishment of Big Five compensation fund.

Clear mission and vision – This is seen as the most important and fundamental aspect of a nonprofit organization, formulating a clear mission and vision as the purpose, direction and goal of the organization. The organization should communicate this mission and vision with all stakeholders involved in order for everyone to work toward the same goal. The mission and vision are the key stone around the organization and all operators should be in-line with and advance the mission and vision.

Consistent funding – It is argued that it is important to any NGO especially the smaller ones as they are more reliant on loyal donor groups targeted by either using social media, funding organizations or volunteer work although wherever the funding is coming from it still takes time to build up. Whereas, large NGOs have a larger budget allowing them to advertise globally. By helping to create a message with hope for the cause and helping donors and supporters feel needed and valuable the organization can grab the heart of donors and help them keep involved with the cause so that they do not lose interest. Staying focused on the cause such as wildlife conservation is important for those who engage in the work in any way. Engaging with stakeholders should always be priority as key stakeholders are the ones who organizations rely on the most.

4.2 Motivations and Requirements Tour operators

4.2.1 General information from the survey

Stated below is some general information regarding the tour operators, retrieved from the survey (see appendix IX for the complete survey report):

- 22 of the 25 respondents considered themselves part of a small sized tour operator, 2 were medium sized tour operators and there was one respondent for a large tour operator. (After this question 2 respondents quit the survey because they mentioned that they did not sell any holidays or activities that involved the Big Five).
- 22 out of 23 respondents believe as a company that wildlife protection and tourism can be compatible.
- 22 out of 23 respondents believe that there is a demand for sustainable tourism from their customers (the tourists).
- 22 out of 23 respondents stated that sustainability is an important topic for their company.
- 18 out of 23 respondents stated that there are already donating money to non-profit organizations, foundations or local projects in order to support sustainable tourism.

4.2.2 Reasons to support sustainable projects by donating or partnering with non-profit organizations, foundations or local projects

In order to seek for the reason why the tour operators would want to participate in this Big Five compensation fund the tour operators were asked for their motivations why they are now donating and participating with non-profit organizations, foundations or local projects to support a more sustainable tourism industry. These motivations are important in the process of accessing how to approach the tour operators and what this partnership could offer them.

Within the survey the respondents had the option to select premade answers and select as many as they wanted to. 36 out of the 52 selected choices were related to creating social involvement, making sure that tourism has a future and making sure that everyone can benefit from tourism, especially the locals. From the survey it seems like the tour operators are donating money for the good of someone else or for a long-term investment in the industry. However, it is remarkable that within the interviews it was made clear that a big reason for these donations was to use this for the marketing of their company. Bijzonder Afrika mentions; “that sounds very selfish of course, but customers like it when you do something good, so we combine that in the sense with a piece of marketing to the customers”. In addition, Van Verre Reizen said: “It is tangible because we can take it outside in the form of a blog / photo, etc. This immediately tells a customer something” suggesting that they only participate in projects which delivers direct marketing content such as adopting a cheetah.

You can see that on one hand the tour operators want to do something good, to make sure that the tourism industry has a future but also that the local people are benefitting from the tourism. However, on the other hand they participate in these kinds of non-profit activities because it makes them look good toward the customers so they can use it in their marketing and hope to attract more customers to their business. This is also something that Nature for All in the critical success factors warned for saying that; “you have to be careful that they (the tour operators) do not do some kind of greenwashing because that is what I see... yes as a fund I would really recommend that you do not start from 5 euros, at least you can have it donated but then on the website to be mentioned you really have to get a name or something or something like that at 1000 euros so that the consumer can get back to it but not for small amounts that I would not find right”. Greenwashing is the action of companies where they pretend to be more sustainable and more socially responsible than they actually are. This respondent is saying that if you let the tour operators only donate 5 euro and give them marketing material in return, they will make misuse of the situation and the fund.

4.2.3 Importance of protecting and saving the members of the Big Five

When asked how important it was for them as a company that the members of the Big Five were protected and preserved, most of the respondents (16/21) answered that it was extremely important to them. The other 5 found it either very important or moderately important. The reason why this is important for the tour operators differs for each company. One of the returning themes in the answers of the tour operators is the ability to see these animals, the Big Five should be protected so that the current tourists but also generations to come can see these animals in the wild. And closely linked to that are the arguments that these animals are important as they attract the tourists to Africa and, therefore, important to the business of a tour operator; “As it is part of our business model to bring guests a life changing experience in the wildernesses of Africa. A crucial part of that wilderness is the presence of the Big 5.” And a third theme that comes back in multiple answers is that we have the task as humans to take care of the biodiversity (including the Big Five) as this “is the only reason why we exist”. There is a combination of business reasons why these animals should be protected but also more related to that we are guests in the nature and that the biodiversity should be preserved.

4.2.4 Willingness to Participate

Although it is important for all the respondents of the survey that the members of the Big Five will be protected only 12 out of the 21 respondents is certain that they would be willing to raising money for the protection of the Big Five, 8 are not sure yet and one answered with ‘probably not’. Of course, this does not mean that those 12 respondents will participate and that the others definitely won’t participate in this fund it is simply an indication that there is some willingness to participate and help protecting the Big Five.

Within the interviews there was more depth in explaining what it is that this Big Five compensation fund is trying to do, and the respondents specifically were asked whether they would want to participate in this fund. The three respondents each had a different answer. Starting with Nature for All who directly said ‘no’ because they are already giving all their profit to non-profit organizations, foundations and local projects that help preserving nature and try to make the tourism industry more sustainable. Bijzonder Afrika on the other hand was enthusiastic and said that they definitely want to help out and see what role they can play in this fund. And finally, Van Verre Reizen mentioned: “In a normal situation, we might consider it, but it all depends on how big amounts it is” the respondent continues expressing that they would only participate with small amounts of money.

4.2.5 Participation

Within the survey the respondents had the opportunity to freely respond that if they would be willing to participate in what way they would see their participation which was also further talked about in the interviews. Some of the respondents of the survey answer that they would be open to asking their customers for a small donation in order to support the protection of the Big Five. This idea is supported by Bijzonder Afrika and Van Verre Reizen in the interviews. Van Verre Reizen mentions that they are only willing to participate with small amounts of money. Additionally, the representative for Bijzonder Afrika said that she would want to give her customers the option to choose between the different projects that they are participating in and this Big Five compensation fund could be one of these options. However, respondents from the survey are also saying that they do not want to donate money and also do not want to ask their customers for a donation. One of them mentions: “not raising money but protect the big 5 by not going there” and someone else says; “I don’t like to raise money I like to book accommodations that have special projects together with local communities that really care about their living area and the nature around them. Raising money for projects that are just projects doesn’t feel right. I want to book accommodations that care and that set up projects.” These respondents want to help protect the Big Five however not in a way would ask their customers to donate money.

Some of the respondents have special requirements for their participation. For instance, one of the tour operators mentions that they want to offer the customers that donated the opportunity to visit the projects. Another only wants to participate when the fund, in this case this Big Five compensation fund,

has a proven track record. And at last, one party mentioned that they would like to include education as well. These are requirements that are also seen in the interviews but then they are more elaborated.

4.2.6 Information solely retrieved from the interviews

As mentioned above the interviews went more in depth and gave the opportunity to understand the requirements that the tour operators might have before wanting to participate in the Big Five compensation fund. I was able to speak to three tour operators, unfortunately only one tour operator really wanted to talk about the fund and was really interested in participating. The other two either did not want to participate and did not have anything to say about the requirements as they definitely did not want to participate, and the other tour operator had little time and gave just 2 short answers. Therefore, the input for the requirement that the tour operators might have in order to participate come mostly just from respondent 5.

Starting off with the most talked about aspect of the fund is the selection criteria for the projects that would advance the well-being of the Big Five. Van Verre Reizen mentioned that it is really important for them that the projects are small and that they can select the projects themselves. They did not mention anything about the size of the projects however, the respondent had several other criteria. First of all, it is important to the respondent that the money really goes to the animals, and that it is really helping the animals instead of it going to for example food for the volunteers that help at the projects. Secondly, if it is possible the project should generate employment opportunities for the locals, the respondent would rather give a local the opportunity to learn something and have a job than that volunteers come over from Europe to support the project. Furthermore, she would like to see that the project has a clear purpose and that with the money the project can directly do something such as buying collars or building fences for local farmers. And finally, as mentioned before marketing is an important reason why this tour operator would want to donate money or ask their customers to donate money to the projects. Therefore, the projects should show the results that they are recording and be transparent in what is happening with the money. It should involve some story telling on a continued basis so that the people that donated are aware why they donated and how they helped the animals and keep them interested in the project.

Closely related to selection criteria of the projects is the request from the tourists that they would like to visit the projects. Both Nature for All and Bijzonder Afrika mention that they would want the opportunity to send their tourists to the projects for a visit as this creates a unique experience for them and “they can see with their own eyes what is being done with their money (Bijzonder Afrika)”. Bijzonder Afrika also mentions that when asked 9 out of the 10 tourists would actually want to visit a project which shows a high demand for project visits. In this case the possibility to visit the projects is a selection criterion of the project for Bijzonder Afrika. But on the other hand Nature for All states that tourist would never want to visit a project at the expense of an opportunity to see the animals in the wild, saying; “the moment you say that we are going to a village guard that protects the village from the tigers, at the expense of a game drive they do not want to do that”.

Finally, another theme that came back is education, both Nature for All and Bijzonder Afrika mention that this is important to them as tourists should be aware of the impact that they have on the local environment when they are travelling. Both these tour operators tell their customers before their journey with what kind of projects they are working and why it is important that these projects are in place. Nature for All for example also created an app in which they give a lot of information regarding nature preservation which the tourists can read at the airport or in the hotel. The representative for Bijzonder Afrika says; “if the customer is near me then I always see them for a while, somehow they always like that and if you tell them a bit more about it”, with it meaning the projects. Thus, Bijzonder Afrika gives her customers the opportunity to see her if they are close to her house so that she can explain more about the importance of the projects.

4.3 Convincing strategies

The Golden Circle is a model developed by Simon Sinek based on research into the most inspirational and influential leaders and companies across the world. The model is based on analysis that “people do not buy what you do but why you do it”. What makes great leaders inspirational is the story that they have to tell regarding their dream, mission, purpose and beliefs rather than talking about what they are selling. Where many leaders start talking about what they do and do not even know why they are doing it, inspiration comes from within and works its way to the what on the outside. Simon Sinek argues that in order to maintain long time success and to be inspirational the message should always revolve around the WHY. Therefore, the core of the designed model is the WHY surrounded by the HOW and the WHAT. As it is important to inspire others to care about and protect the wild felines and also the BIG 5 this is a suitable model and approach that can be used in order to present the BIG 5 compensation fund.

The overall goal of a pitch is to attract your investors, which in this case of a non-profit are the companies that will support your cause and sell it in such a way that they would want to ‘invest.’ There are many different opinions with regard to what the best pitch is or how you can sell your idea in the best way possible. However, there are some points that are shared by the majority of the ‘pitch experts.’ Starting off with “People buy people first, before they buy the idea” (Mahama, 2015). This is a statement that is shared by many. This philosophy keeps coming back and explains that in order to get investors on your side you need to work on how you present yourself. Investors are more likely to invest in your idea when they appreciate and have faith in the person that is presenting the idea. Suggestions are made on how to do this, such as showing your personal dedication to the cause and showing that you are able to execute your idea and deliver results, show your skills and talents.

Another aspect that is considered important is turning the pitch into a story. It is scientifically proven that a story an effective way in order to capture the attention of the listener and for them to remember what you said. “Tell your story in a right way, gain the attention of the audience and the funding will follow” (R..). A story can be touching, relatable or funny, it can come in any kind of shape and form, but it will help create a bond between the listener and the idea that you are selling.

Moreover, different experts mention that it is important to pay attention to the needs of the people that you are selling the idea to. The companies might get several requests from foundations to donate money. However, it is made an important point that the companies needs need to be met as well and that they are offered something in return in order to make the company attracted to the idea and choose this fund above the other funds or foundations. In the pitch or presentation of the idea it should be made clear what the benefit will be for the company.

4.4 Key Performance Indicators

Most of the organizations, that shared a strategic plan including KPIs, started off with a specific theme on which they wanted to focus, for example supporting the American black duck population. For a theme there were one or multiple strategies identified and set up that would support this theme, continuing with the example for the American black duck a strategy of increasing the available food resources would be applied. Once the theme and strategies were identified the organizations showed how they would measure this, this particular organization that wanted to increase the available food resources would calculate is in Kilocalories of black duck food resources, this is called the metric, this is what they calculated with. What was then showed by the several organizations is at least a goal of what that would want to accomplish, such as having 680 million kilocalories of food available by 2025. Some of the organizations additionally showed a base line, the starting point, in order to identify the progress from the starting point. See appendix... for an example from the National Fish and Wildlife Foundation which presents KPIs for each of their projects.

Most of the strategic plans included KPIs for their projects to support wildlife and nature however they did not include KPIs regarding (fundraising) finances, marketing, donors etc. these KPIs were completely

focused on the success of the projects and their specific goals to achieve the mission and vision. General KPIs for non-profit organizations that are not related to the specific goals, mission and vision of the organization are;

KPIs with regards to gifts;

Gifts Secured- Simply the measures of the number of gifts a non-profit received within a particular span of time (1 month, 1 year, 3 years). allowing an organization to measure short term goals and adapt if any areas need improvement. This measure can be calculated by adding the number of gifts received in any given period of time.

Recurring Gift Percentage- the process of tracking the number of gifts that recurred as this information provides the organization with the exact fragment of recurring gifts from the total gifts received. This enables the recognition of where the recurring gifts come from and helps produce ideas for small campaigns to influence either the donors to persist the recurring of gifts and trying to increase the size of them or encourage others to begin giving recurring gifts. This is calculated by: the number of recurring gifts ÷ the total number of gifts received x 100

Online Gift Percentage- knowledge of top donation channels are vital in understanding the donors and their preferences leading to successfully applying the appropriate amount of effort towards each channel. The aim is to find out how many gifts are coming from online donations and trying to increase it as donations acquired online are usually less costly than any other. This is measured by comparing the total or revenue generated to by online donations to other donation channels such as checks, cash, etc.

KPIs with regards to Donors and Donations;

Donor & Donation Growth- These two measures are based on increase however the amount of donation revenue is measured yearly whereas donor growth is measured monthly. What this measure indicates is that if there is a loss in donations or donors there is a loss in other areas as well. an example of this when focusing on the donation growth is recalling the year and noticing a decline in a particular month would suggest there should to be a plan made in order to concentrate more on growth in that particular time span. Calculated by:

Donor Growth Rate = ((current year donors – previous year donors) ÷ previous year donors) × 100

Donation Growth Rate = ((current year donations – previous year donations) ÷ previous year donations) × 100

Donor Retention Rate- Measured by the percentage of donors who have donated more than once. This is very important to any organization as it is cultivating existing relationships is always less costly then attaining new ones. This is evident as "about 88% of funds raised come from only 12% of an organization's donor base; 87% of those funds are made by recurring donors." the way in which this is done is by using: The number of new donors from the previous year ÷ the number of those same donors who gave this year × 100

Donation Conversions by Channel- establishing the number of donors who react when motivated by an organization and the channel by which they took this action. The channel (organic, social, email, referral, ad, etc.) by which people take action and react is important as it gives the organization insight as to the preferences of their specific donors. An example of this measure is an organization which handles advocacy campaigns may release and online petition in order to assess how many supporters are willing to participate. This is calculated as: total number of donors ÷ total number of donors prompted by the CTA x 100

KPIs with regards to finances

Fundraising ROI- “Return on Investment” is crucial, as non-profits usually have a restricted budget therefore this measure presents the organization with a picture of how much is being spent for every donation that is gained usually seen by how much is gained by every dollar spent. This information makes it possible to identify ways to lower the costs in order to be able to give more towards a more important cause. Sometimes costs get overlooked as it is sometimes hard to know what should be counted as an investment an example of an investment is the cost of a donor management Software. the way in which this is calculated is: fundraising costs ÷ total fundraised. the lower the result the better the ROI of the organization.

KPIs with regard to marketing

Website Page Views- referring to the amount of times users view a page of an organisation’s website; these are important as the higher the number of people visiting the page means the higher the number of individuals who react to the call to actions CTAs. This measure is calculated by the total of visitors ÷ total number of donations made.

Social Media Engagement- conversations are very important in any industry as it is an active way for supporters to interact and tell an organization exactly what they are interested in through social media. Social media is not only used to extend the reach of an organization it is also used as a means of gathering information on the preference of followers and donors. Likes are favorable but are not seen as being as important as demographics, shares and comments.

5. CONCLUSIONS

Within this chapter the answers for the research questions will be elaborated, analyzed and a connection will be made between the theoretical framework, the desk research and the field research. The research started off with the following research questions;

What are the critical success factors for a wildlife compensation fund?

What are the levels of willingness, motivations and requirements of the tour operators to participate in the Big Five compensation fund?

Which strategies can be applied to convince the selected tour operators to participate in the Big Five compensation fund?

What are Key Performance Indicators for a wildlife compensation fund?

Each question will be answered by itself however the conclusion will start off with a highlight of the research;

It is clear that it is not possible to just ask for a donation anymore, individuals see a donation as an exchange of values and want to have the feeling that they are doing good. Additionally, you see that the companies that would donate ask something in return by means of marketing material, certificates or recognition by means of a logo. Just giving for the sake of doing something good for someone or something else is not possible as something in return is expected. This is the most talked about aspect throughout the different topics of the research. It is mentioned in the theoretical framework, within the critical success factors, as requirements from the tour operators and strategies to convince the tour operators. It is all about the exchange of values, all parties involved should benefit from the interaction. Therefore, the Big Five compensation fund should offer something in return for the tourists that are donating but also to the tour operators that are participating in the fund.

5.1 Critical Success Factors

The critical success factors for an organization are the aspects which should go right in order for the fund to succeed and to achieve the goals and final mission. The field research defined the following critical success factors for this Big Five compensation fund:

- The donations from the tourist and tour operators are important for the Big Five compensation fund in order to fund different projects that help protect the wild Big Five. These projects are needed because of the impact that we humans have on these animals. The only way to secure the future of these animals is to change the human behavior. Offering education to the tourists and tour operators is, therefore, a critical success factor to be successful in the mission to protect the wild Big Five.
- It is critical to implement and option to have the tourists visit the projects as this is a demand from donors additionally, tourists want a unique experience and the tour operators want to offer the tourists something unique to differentiate themselves from other tour operators. This goes hand in hand with the critical success factor that donors (tour operators and tourists) want something in return, just donating money is not the case anymore.
- Trust is an important aspect in choosing the different projects; this can be achieved by having many conversations with the projects.
- Projects need to show proof of what they are doing with the money and show results in order to make sure that the money goes to the right parties and actually helps the survival of the wild Big Five. Additionally, it is important that the projects pay attention to the local environment as human wildlife conflicts can only make the situation for the animals worse. To achieve the mission of protecting the wild Big Five the conflicts between the locals and the animals need to be avoided and resolved.
- For a compensation fund it is critical to have a transparent and research supported calculation behind the compensation amount.
- The timing of the implementation is going to be critical due to of the COVID-19 Virus. As of right now, tourists are not even allowed to travel, and the tour operators have different priorities right now. A right amount of time needs to be given to the tour operators to get their company up and running when the tourists are allowed to travel again.

- In the theoretical framework it was mentioned that current donors want to be engaged in the projects. This is confirmed within the content analysis and it is highlighted that in order for the fund to stimulate constant funding, which is critical to the success of the fund, the donors and stakeholders a focus of attention in order to engage them with the fund.
- And finally, it is critical for the success of the fund to formulate and communicate a clear mission and vision for all stakeholders to work towards the same goal.

5.2 Motivations and Requirements Tour Operators

The tour operators seem to care about making the tourism industry a little bit more sustainable step by step. Sustainability is an important topic for them and many of them are already donating money to several foundations or projects that support the different aspects of sustainability. Whether they are involved in these projects because they are passionate about taking care of the natural environment and people around them or because they are doing it pure for marketing and business purposes is debatable however, it is clear that there is a willingness and an interest for them to support projects and foundations. The tour operators all agree that it is important to protect the wild Big Five as well, as these animals are key elements for the success of their business. Nonetheless, there is a hesitation with regards to their participating in a Big Five fund, some are even sure that they do not want to participate or donate. This means that it might be a hard job to convince the tour operators to participate and the right strategies need to be applied in order to persuade the tour operators. The tour operators have several requirements for the fund such as, there should be an option for the tourists to visit the projects, it should be possible to make small donations, education should be included, and the projects should put the money to helping the wild Big Five. In order to make the tour operators more willing to participate these elements should be incorporated into the fund.

5.3 Convincing strategies

In order to convince the tour operators to participate in the Big Five compensation fund, the idea of the Big Five compensation fund needs to be pitched. This should be based on the motivation why these animals need to be protected and can be done by telling a story which helps keep the attention of the tour operators and make them feel empathetic with the animals.

Besides creating a connection between the tour operators and the animals it is important to sell yourself. People are more interested in you as a person than in the fund idea. This connects with the persuasion principle that people are more likely to say yes to someone that they like as well as that people listen to people with superior knowledge and wisdom with regards to a specific topic.

Furthermore, sell the idea based on how the fund can satisfy the needs of the tour operators, the tour operators won't care much about what they can do for you, but they do care about what you can do for them. During the pitch to the fact that some members of the Big Five are on the verge of going extinct should be clearly mentioned. The Big Five is a major part of the tour operator's business model, they should be inclined to help save these animals in order to protect their future earnings. People do not like to be indebted to someone so when you offer them something before the meeting, they are more likely to say yes. Another way to heighten the chance the tour operator will join the fund is subtly pushing them to be consistent. A call ahead to ask if they might be interested in joining the fund after which an email is sent to confirm their possible commitment. On a later date an appointment should be set for the pitch. This can vastly increase the chance that the tour operator will join the fund.

Additionally, as people are influenced by the behavior of others, it can be useful to mention other tour operators that are already participating in the fund.

5.4 Key Performance Indicators

Within the theoretical framework the KPIs have been defined as quantifiable metric that help set goals for the organization as well as track of the success of achieving these goals. The KPIs are also linked to the critical success factors of an organization as the critical success factors are the areas that must go right in order for the organization to be successful the KPIs need to be in place in order to measure

the performance and check if it is 'going right'. KPIs differ for each organization as each organization has a different set of goals and objectives which the KPIs are linked to. However, in the field research several KPIs have been indicated that can help any non-profit organizations. These KPIs are primarily related to the success of fundraising and the number of donors. Other KPIs need to be determined in the advice based on the critical success factors and the chosen strategy of the Big Five compensation fund. These KPIs need to be SMART, easy to understand and not too many need to be selected.

6. DISCUSSION

In this chapter the quality of the research is reflected based on the reliability and validity of the research, as different research methods are applied the aspects of reliability and validity are summarized in the table below:

	Reliability	Validity
Interviews	Low	Moderate
Surveys	High	Moderate
Content Analysis	High	Moderate

6.1 Reliability

“The reliability of the results is an indication of the degree to which your research is free from random errors” (Verhoeven, 2016). When testing the reliability of the results and research needs to be replicable. Once the research is repeated and similar results are shown then the results are reliable.

For the interviews it would have been preferred to conduct at least 7 – 9 interviews per topic in order to draw a reliable conclusion. Unfortunately, due to the COVID-19 virus, it was only possible to have 3 interviews for the critical success factors and 3 interviews for the requirements of the tour operators. Therefore, the reliability of the interview results is low. In order to enhance the reliability of the research the research questions have been looked at from various points of view by means of *method triangulation*; using different data collection methods. For the critical success factors the interviews were accompanied by a content analysis and the interviews with the tour operators were supported by surveys.

In the interviews the opinions and perceptions of specific people were the focus, however these might not be the general opinion of the complete company/foundation that they are working for. So even when the research was repeated with the same companies the outcomes might have been different. This negatively effects the reliability of the research; this could have been improved by sending a topic list and questions to the respondents in advance in order for them to discuss this with their colleagues.

The reliability of the survey results can be determined by the number of respondents. The entire population for the surveys were around 60 tour operators. Every tour operator in this population is asked to participate in the survey which led to 23 respondents. Over 30% response rate from the entire population is quite high therefore, the results are reliable.

In order to increase the reliability of the content analysis an abundant number of articles, reports, news features and websites were compared with each other. In case one of the articles for example would not have been as reliable as the others it is compensated with all the other sources. Only the information that is mentioned in at least a majority of the sources is used for the research results.

6.2 Validity

Construct Validity

According to Verhoeven (2016) construct validity is about assessing whether you measured what was intended to be measured. In general, I measured what I wanted to measure however, I could have been clearer in the interviews with regards to the critical success factors. In the interviews there was one central question “*What are critical success factors for your organization?*” At the start of the interviews it explained what critical success factors are based on the definition from the theoretical framework, however, the definition might not have been clear enough for the respondents. After the interviews I realized that the respondents claimed their own definition and, in the end, it was discussed how their organization handled different aspects and what was important to the organization rather than discussing the key aspects which should go right in order for the organization to be successful. It was not discussed whether the organization would lose its success if it did not include the elements that were mentioned by the respondents.

Internal Validity

The internal validity has to do with whether the right conclusions are drawn from the research and if the conclusions are unbiased (Verhoeven, 2016).

- Both in the interviews and in the surveys, it was clear that sustainability was a very important topic for me as a researcher. This might have let the tour operators to give answers that they thought I would like to hear. In the survey for example I explain that the Big Five is endangered and it shows that I am really concerned with that, this might have let to more respondents answering that they want to protect the Big Five as well.
- Because in the content analysis there were many different opinions and reflections on the topics, the most important aspects needed to be selected for the research. However, in this process it is almost not possible to be unbiased as I have my own opinion on what should be important for the Big Five compensation fund. For the convincing techniques it was fairly easy to filter out the most important strategies as the number of times a strategy was mentioned was counted. However, because for the critical success factors and the Key Performance Indication there were many different opinions I had to select the one that seemed most important. This might not be the right conclusion.

External Validity

The external validity of the research refers to the extent to which the results can be generalized. It is looked at whether the sample is reflecting the population (Verhoeven, 2016).

- Not all the tour operators were able to participate in the research because of the COVID-19 virus, especially in the interviews this was really noticeable. The opinions of three tour operators (among one did not take the time for the interview) do not represent the opinions of the entire population of the 60 tour operators and especially not when looking if the results could be applicable outside the group of 60 tour operators.
- Additionally, this period has been rough on the tour operators and because of the uncertainty it might have influenced the answer that the tour operators gave. If the research was conducted next year or in 2019 the result might have been completely different.
- The tour operators that were targeted for the survey were all tour operators in the population which has been determined by the client. As the whole population was asked to participate the sample reflects the whole population. However, all, except for 3 respondents from the survey mention that they are a small tour operator, only one tour operator stated they were a big tour operator. In this case the results and the conclusions can only count for the smaller tour operators as one big and two medium tour operators does not reflect all larger tour operators in the population.

6.3 General Notes

During the design phase of the research I had several conversations with a fellow researcher (master student) with regards to the research questions and the methodology/approach. She gave feedback on the choices that were made. I should have asked for more feedback during the data collection, data analysis and conclusion phase in order to support the reliability and validity of the research

Additionally, in order to support the reliability of the research a logbook should have been kept in order to write down the complete thought process during the research instead of a few notes everywhere. I could have been more consistent with writing down all the steps that I took and the reason behind that.

7. ADVICE

7.1 Introduction

The advice objective was to formulate a design plan for the Big Five fund adapted to the critical success factors and requirements of the tour operators, hereby providing tools that will help convince the tour operators to participate in the fund and tools that help set strategic goals as well as measuring the success of the fund. In order to build a proper advice, a research has been conducted regarding the critical success factors of a wildlife/compensation fund, in combination with the willingness to participate and the requirements of the tour operators, next to convincing strategies that would help convincing the tour operators to participate in the fund and key performance indicators that help set goals and measure the success of the fund. By means of the performed researches, the management question can be answered;

Management Question: *How can Stichting SPOTS set up a Big Five compensation fund in collaboration with a selection of tour operators?*

7.2 Overview Selection Criteria

In order to select the best advice, several selection criteria have been determined in order to fit the advice to the requirements of Stichting SPOTS as the advice should be relevant to the client. The criteria will help selecting the right advice for both Stichting SPOTS which can be implemented in a successful way so that the wild Big Five can be saved and protected. With the selection criteria the advice will create a connection between the results from the performed research and the requirement and wishes that were set by Stichting SPOTS. The following criteria were set by Stichting SPOTS;

1. Protection of the wild Big Five

The first selection criteria is the protection of the wild Big Five. Everything that will be done with this fund should benefit and support the wild Big Five. No decisions should harm these animals. It is the mission of Stichting SPOTS to save and protect the wild felines and now the Big Five as well. These animals are the reason why this fund will be set up and therefore, these animals should always be the first priority.



2. Time

As running Stichting SPOTS is very time consuming, the advice should be realistic and achievable with the time that is available to set up this fund. The advice cannot neglect the responsibilities that lie with the Stichting and should therefore not consume most of the time. The advice should be feasible next to the already existing activities of Stichting SPOTS.



3. Money

Non-profit organizations differ from normal business already in the fact that a non-profit organization is not allowed to make a profit. A non-profit organization relies on the donations from donors who want to support the overall mission of the organization, which in this case is saving and protecting the wild felines. These donors expect that their money goes to the purpose of supporting the mission. Therefore, not a lot of money is available to set up a fund, the advice should be realistic especially with regards to the costs.



7.3 Basis for the Big Five compensation fund

The overall idea of the fund is to include tour operators in protecting the wild Big Five as these tour operators depend on the Big Five for selling their holiday packages. The tour operators will be approached to participate and support this Big Five compensation fund. There is room for filling in the design of the fund as there are different ways to save and protect the Big Five. However, the fund should at least include the following elements based on the boundaries that are set with the critical success factors and the requirements of the tour operators retrieved from the research results as well as the vision for the fund from the client:

Compensation fund

Starting off with the type of fund, during the initial conversations it has been discussed that the fund should be a compensation fund. Based on the theoretical framework a compensation fund is defined as “money that is collected to make up for the harm that has been done or will be done”.

It has also been discussed that most of the compensation funds are based on calculations however, for this type of fund a calculation has not been established because it is not clear what effect one tourist has on the members of the Big Five. Therefore, it is not possible to give the tour operators a formula which determines what each tourist can pay in order to compensate the his or her negative impact on the animals.

In the introduction the reasons of the endangerment of the Big Five has been stated. The reasons why the lives of these animals are threatened because of the behavior of mankind. The Big Five loses their natural habitat due to human development, farmers are taking over the land and then kill the wild animals because they are a treat to their livestock, trophy hunters come to Africa to hunt down the members of the Big Five collect their trophies, the skins of the animals are collected to decorate houses and the ivory of the elephants and rhinos is sold on the black market. These are all treats to the animals because of the human behavior. Therefore, when focusing on compensating, a compensation can be made, not necessarily based on the impact of what the individuals have on the animals but compensating for what humans have done to the animals.

Examples for implementing a compensation option:

- Collaborate with projects that invest in restoring and expanding the natural habitat of the Big Five in order for them to thrive again. The projects can work out an amount of money that resembles saving an amount of natural habitat restored. The tourists then get the option to compensate for natural habitat loss, they can pay money to have 10m² (for example) of natural habitat restored.
- Collaborate with projects that work on solving the conflicts between the farmers and the wild Big Five. The tourists can compensate for the farmers that kill the members of the Big Five, they can pay an amount of money that resembles (part of) a fence that will be built in order for the farmer to protect his livestock so that he does not have to kill the wild animals anymore.

Projects

The previous paragraph already shortly touched upon the subject of the collaboration with specific projects that will actually perform the actions that need to be undertaken in order to save and protect the wild Big Five. In the process of selecting projects which the Big Five compensation fund will support applying the existing process that is used when selecting projects for Stichting SPOTS.

What this research showed is that the tour operators do not have the interest to help select the projects however that when the projects have been selected, they would like the choice to determine to which one of the projects their money will go. With each tour operator can be discussed which way they would like to approach the selection of projects. It can be that the tour operators will decide which of the selected projects their collected money will go to or that they leave that option open to their clients that might donate money and want to choose which project they want to send their money to.

CHECKLIST PROJECTS

- Protect wild Big Five
- Make sure the natural habitat of the Big Five gets protected
- If possible, employ local people
- Show results
- Option to have visitors

The projects need to show proof of the results that are achieved by means of the donated money. This proof needs to be communicated to the tour operators in order for them to communicate this to the tourists.

Education

The tourists should be educated about the endangerment of the Big Five, this is set both as a critical success factor as well as a requirement from the tour operators. When selling the tours, the tour operators will talk about and mention the Big Five as this is one of the attraction points of Africa. They can use this opportunity to explain to their customers that the Big Five is not doing well and that they need help in order to survive and for the tourists to visit them in the future. The tour operators can include an education part on their website, in brochures, in newsletters, in the travel itineraries and in personal conversations with their clients. As a requirement for the tour operators to participate and support this Big Five compensation fund they should choose at least one way to educate their clients about the endangerment of the Big Five.

Fund raising

The research showed that the overall preferred way to raise money is for the tour operators to give their clients an option to donate money to the fund. This however can also be discussed with the tour operators later; each tour operator will have a slightly different way of how they would want to approach this. It can be that the tour operators would want to donate money without getting their customers involved. The tour operators know their own clients the best and should therefore be able to choose a donating strategy themselves, a strategy that best fits their company and the wishes of their clients.

It is made clear by the tour operators that they want to be able to make small donations as several tour operators mentioned that they would only participate with small donations. On the other hand, one of the interview respondents said to be careful with accepting small donations as this might be used for green washing the tour operator. Therefore, the fund should allow small donations from the tour operators, as every little bit of money helps and it will attract more tour operators, however the tour operators will only earn a 'reward' with a larger donation, which leads to the next requirement;

Rewards & visiting projects

It is brought to attention that only asking for a donation is not acceptable anymore the people that donate want something in return. This is a great opportunity to couple this demand to the requirement and critical success factor of the possibility to visit projects. Stichting SPOTS can connect the tour operators with the projects by facilitating a visit from the tourists to the projects. This would be a win-win situation for all parties involved. Stichting SPOTS creates an extra opportunity to educate individuals about the problems with the Big Five as well as creating a unique selling point for the fund. The tour operators get to offer the tourists a unique experience and the tourists have the opportunity to make their holiday unforgettable and different from everyone else's holiday.

Engagement with donors

Within the theoretical framework it has been discussed that a modern donor is looking for engagement with the projects that he donated his money to. This has been confirmed within the interviews, experts mention that they do everything to keep their donors engaged because this is a demand from the donors, but it also helps with reoccurring donations. Moreover, the tour operators want to

There are several ways to keep the tourists engaged with the fund:

- Share updates with regards to the projects on social media
- Ask the projects if they are open for making short videos about their work
- Send newsletters to the tour operators about 4 times per year, updating them about the progress that is made with the fund and the projects. The tour operators can share this information with their customers.

Promoting tour operators

A motivator for tour operators to join the fund can be positive publicity. There are several ways possible to achieve this. The website of the fund and or Stichting SPOTS should feature a list of all the tour operators that have joined the fund. This would also help when pitching to new tour operators. They could see the list and not want to be 'left out'. Another possibility could be to showcase tour operators on social media. A message along the lines of; 'Congrats to tour operator x and all their clients in reaching 5000 euros in donations to the Big Five Fund this year!'. This should be accompanied by a short message of what this money helped accomplish. That way the message highlights a tour operator, spreads awareness about the Big Five Fund and creates accountability.

7.4 Elements for the Design Big Five Fund

In the previous paragraph the boundaries, the elements that must be included in the fund are translated into a base and foundation of the fund. Several key areas for success, however, were more talked about than others, suggesting that these key areas are more important for the success of the fund and the purpose of the fund. Starting off with education, during the interviews both with the fund experts and the tour operators as well as in the tour operator surveys it became clear that education might be one of the most important points. Within the introduction it is discussed that the biggest enemies of these wild animals are us humans. Due to human development, trophy hunting, hunting to sell their bones on the black market, farmers shooting them because there are a threat for their farm and several other reasons are causing driving the members of the Big Five into endangerment. Therefore, as explained, education might be the only long-term solution that will help the survival of these wild animals. Raising awareness should help people and especially the tourist who want to see the Big Five realize what they can do different in their own lives that will positively impact the livelihood of these animals.

Secondly, also mentioned by multiple parties, is the possibility to visit the projects that will receive the donated money and work to protect and save the wild Big Five. The wildlife/compensation fund experts talked about the requests that they got from their donors to visit the projects, as these people and organizations would like to see what happens with their money and actually see what the problem is and how they help solving this problem. Additionally, the tour operators mention that they want to give their tourists the option to visit the projects as this gives a unique selling aspect for their holidays. Tourists want a unique experience, tour operators want to sell holidays and Stichting SPOTS want to educate tourists about the serious endangerment of the Big Five, therefore, visiting the projects can be a connecting factor between Stichting SPOTS and the tour operators.

And thirdly, it has become more than clear that it is not possible anymore to just ask for a donation. Within the theoretical framework it has been discussed that fundraising is now seen as an exchange of values and a way to satisfy both parties' needs. For companies and charitable giving this can mean that they would want to use their donation as a marketing strategy to attract more customers and with that increase their profit. Additionally, in the interviews it has been discussed by the wildlife/compensation fund experts that companies want something back in return for their donation such as marketing

material. This is also confirmed by the tour operators, especially respondent 4 from the interviews who clearly said that one of the reasons why they support local projects is to use this as marketing material to sell their tour operator to their customers.

To summarize the main themes for the advice;

Education; long-term strategy for the survival of the wild Big Five

Visit projects; adding value for both tour operators and tourist

Marketing material; as an exchange of values and benefits between Stichting SPOTS and the tour operators to satisfy the needs of both parties.

7.5 Advice options

In the previous paragraph the main key areas for success for the fund have been discussed should all come back in the advice for the design of the fund. Now in an ideal world these key areas would all be prioritized as a focus point for the fund; however, this would take too much time and money which is not available right now. Therefore, a critical consideration should be made which key areas should be prioritized based on the selection criteria set by Stichting SPOTS. The main key areas will be worked out into an advice option, suggesting a way to successfully implement the key area into the fund.

Advice option 1 - Education; long-term strategy for the survival of the wild Big Five

Within this first advice option the focus lays on education which can be the long-term solution to the survival of the wild Big Five. In order to create awareness among the tourists, the tourists need to receive information about the situation, the problems that the Big Five are having, the reason why some of the members are almost extinct, what the fund is doing to help these animals but also what these tourists can do during their holiday but maybe also in their daily live. Of course, the tour operators can inform the tourists about this topic on their website, during their initial conversations, and with the travel documents, however, with the focus on education and awareness the information needs to be brought in a more memorable way.

Create an interactive app or website for young and old where they can learn about the Big Five. The app/website should include information about the endangerment of the animals to inform the readers how serious the problems are. Additionally, this is an opportunity to explain what the fund is doing and why this work is so important and give the people the option to donate. Furthermore, the projects can make videos about the work that they are doing to protect these wild animals and can share these videos on the app/website. Next to the more serious content little quizzes can be included for the children to learn about the Big Five. And finally, when the tourists are actually on their holiday and go on safari the app/website can provide little tips on what to look for when they are in the wild and which footprints belong to which animal, give them an interactive way to learn about these animals when they are actually out on safari looking for the Big Five. This will especially get the kids more involved with the animals.

As the children are the future it is important to invest in them because they will determine how the future will look like. If these children learn from a young age that you have to take care of the nature and its wild animals, they are more likely to do so. Another way to get the children to learn about the situation of the Big Five is to ask volunteers to give presentations to primary school children. In this way, even more children can be reached and during the presentation the children can learn about the websites where they can do quizzes and learn more facts about the Big Five. They will show this website to their parents which will get them more involved as well.

This option for an educational website and to give presentations might not necessarily have to do something with tour operators. However, the research showed that some tour operators only would want to work with a party that has a proven track record next to the persuasion technique that when a lot of people show a certain behavior, in this case supporting this fund, others are more likely to do so as well. Therefore, this could be a good way to gain some recognition and therefore attract more tour operators.

Advice option 2 - Visit projects; adding value for both tour operators and tourist

The second advice option puts more focus on value creations for both tour operators and tourists. A much-discussed topic during the interviews with the different tour operators was the ability to visit the different projects supported with the fund's money. This would give validity about the fund to both tour operators and the tourist that donated their money. It would also give the opportunity for further donations.

However, there must be caution when applying this advice, the sustainability of the projects involved with the fund and or Stichting SPOTS must be insured. Projects must not become overwhelmed due to the added work of showing people around. It's also important that the projects stay focused on their efforts and don't turn into zoo's.

Taking both things into account and in effort to create the biggest value for all parties involved a tier system might be a suitable solution. In concrete terms this means that different levels of donations warrant different levels of benefits. This could motivate tourist to donate more to reach a different tier and keep the influx of tourist to the projects at a manageable pace.

There are different ways this tier system can be implemented. Together with the tour operators the price and benefits of these tiers can be determined. However, one of the possibilities could be the following;

Tier one – Thank you note and flyer about impact

To show donors appreciation to donors a thank you note and a flyer about one or more of the projects can go a long way. This can be sent right after the donation is made or trip is booked through one of the partnered tour operators. The flyer has the added benefit of educating people, which might lead to a repeat donation. The flyer could also be distributed through the tour operator once the tourist are in country. This can have the added benefit of engaging the donors while they are seeing what they should protect. Everyone should receive the 'benefits' of this tier.

Tier Two – Adopt an animal

This tier gives donors the option to 'adopt' an animal or a (part of a) project. This creates a bond between the donor and the fund. Donors would receive updates about 'their' animal/ project a certain amount of times. This keeps donors engaged with the fund and gives an opportunity to ask for a repeat donation. It also makes the fund trustworthy in the eyes of the donors.

Tier Three – Visit one of the Projects

This tier adds the most value for the tour operators. Visiting one of the projects can be a lifechanging experience for their tourist. They would have the opportunity to see up close what goes into the protective efforts of the fund and see maybe see some of the animals up close. This would also be an incredible opportunity to educate the donors and turn them in to long term supporters. Because this would be the most expensive tier it stands to reason that these donors have to means to support the fund further in a meaningful way.

The chosen tour operators should be the only ones able to offer this experience. This would give them a leg up compared to the tour operators not willing to join the fund.

Advice option 3 - Marketing; an exchange of values and benefits between Stichting SPOTS and the tour operators to satisfy the needs of both parties.

More focus on the commercial size of the fund in order to get more parties involved as well as satisfying the need of the tour operators which is marketing. Although the surveys let to believe that the tour operators are donating money to projects and foundations in order to do something good, the research in the theoretical framework and within the interviews it was made clear that supporting these projects is important for the marketing and commercial reasons of a tour operator. It is a growing trend that

tourists are requesting a more sustainable tour operator, therefore, in order to attract the tourists, the tour operators must do something to make the company (seem) more sustainable. If marketing is their main motivation or not it is still very important to them. This in combination with this fund being a compensation fund one success story comes in mind, GreenSeat. GreenSeat is set up to compensate CO2 emissions for people that are travelling. On one side this foundation is focusing on the tourists who can compensate for the CO2 emissions from their holidays. The tourists can go to the website, type in where they are going and which mode of transportation they are using and then the website calculates an amount of money which they can donate to compensate for their CO2 emissions. On the other side, the foundation is targeting travel organizations who can donate money in order to provide a 'green seat' for their customers.

Copying this concept might not be unique however, it has not been done with compensating for the endangerment of animals and it has been proven to be successful. This does not only focus on the tour operators but also on the tourists, this will help bring in more money because the fund is not necessarily reliant on the tour operators. For now, most of the tour operators seemed hesitant in participating in the fund, which might also have to do with the current situation with regard to the virus. This concept can be applied already with setting up the website and getting tourists or even non-tourists to get involved. By the time the tourism industry is restored and 'back to normal', the tour operators can be contacted and get involved, they can be showed that the fund is already working and has a track record (which was demand from some tour operators) as well as showing that so many tourists are already participating which makes the tour operator more likely to participate as well.

The participating tour operators will be displayed on the website as well as highlighted on the social media channels, which targets tourists so they will get 'free' promotion among their potential customers. Additionally, a list can be set up with criteria, and if these criteria are met by the tour operators then they will be allowed to put a Big Five quality mark (keurmerk) on their website. This will help the tour operators attract new and reoccurring customers. In this way, the tour operators are donating money and maybe changing things in their organization that help support the Big Five and in return the fund will provide publicity and a "good name" for the tour operators.

7.6 Review Advice Options based on Selection Criteria

Each advice option is scored, in the table below, based on the selection criteria mentioned in paragraph 7.2 in order to increase the chances of selecting the best suited advice for Stichting SPOTS. Each advice option got a score for each selection criteria which leads to a total score which determines the best advice option. The scores for the selection criteria are on a 1-5 scale basis, where 1 is really bad and 5 being really good. The scores are added up to a total and the advice option with the highest score would be the best option.

Advice options ↓	Selection Criteria →	Big Five	Time	Money	Total Score
Education		5	3	2	10
Visit Projects		4	2	4	10
Marketing		2	4	2	8

The scores are given based on the following arguments;

Education; long-term strategy for the survival of the wild Big Five

Starting off with what might be the most important criteria is that the advice should always benefit the lively hood of the wild Big Five, this is the purpose of the fund and that should be reflected in the advice. Education and raising awareness is the single most effective way to protect these animals and support their survival on the long-term, therefore, this advice option is scored a 5 as is focused on the protection

of the Big Five. This advice, however, comes with a great cost, it very expensive to develop an app like this. The website is a cheaper option however designing the website in an attractive way including the different option can still amount to 10,000 euro, therefore, money wise this option is not very good and given the score 1. Finally, it will take some time to develop the content for the website but once the website is up and running it won't take up too much time, therefore, time is given the score 3.

Visit projects; adding value for both tour operators and tourist

Within this advice option educational aspects are included, and higher paying tourists have the opportunity to visit the projects where they can learn about what is done to protect the Big Five. This also stimulates the tourists to pay more because then they get a better reward, simultaneously this will help the fund as more money will be donated to protect the Big Five. The Big Five criteria is scored with a 4 as this advice is very focused on the Big Five and it includes different educational elements however, the educational aspect that will save the animals on the long-term is not as strong as advice option 1. Looking at the time aspect, it is going to take a good amount of time in order to handle the set up this idea as there needs to be communication between the tour operators, the fund and the projects. The Big Five compensation fund will need to select the different projects that are suitable, help fill in what a visit to the project looks like, coordinate with the different tour operators to manage the flow of tourists and on top of that COVID 19 has had a major impact on tour operators which halts coordination with them. This leads to the time criteria receiving a 2.

Moneywise this would be a good option as the only real costs to this project would be the costs of printing the flyers. Therefore, the money criteria is scored with a 4.

Advice option 3 - Marketing; an exchange of values and benefits between Stichting SPOTS and the tour operators to satisfy the needs of both parties.

This advice option has several large advantages, such as that it can be implemented right away, it does not necessarily rely on the participation of the tour operators, it has the opportunity to raise more money as it targets a wider audience and it is a good fit with the fund being a compensation fund. However, it is not a great fit with the mission of the fund. This option is more focused on the commercial side of the fund of raising money and doing everything to attract the tour operators instead of focusing on the Big Five. Of course, they raised money will help the Big Five, the focus is just not on them as much as the other two options, therefore this was scored with a 2. Regarding the money criteria, again setting up a website with a special calculation option including an Ideal option to donate money can run up if the website should be attractive. The website would not be as complicated as the first advice option therefore, this criterion is scored with a 2. And finally, concerning time this might be the best option, it will take the least amount of time out of the 3 options, it will take some time to get the website up and running and to fill the website with content, other than that it won't take too much time, therefore, it got the score 4.

7.6 Selected Advice

Both option 1 and 2 score the same amount of points and they both would be a good option to implement in the fund. The advice options complement each other and together it would make a strong Big Five fund. However, regarding the resources of Stichting SPOTS such as time and money it is not possible to implement both options right away. Additionally, due to the current situation in the world, the tourism industry is on hold for the time being. It is not sure how big the impact is on the industry and if the tour operators (especially the small ones) will be able to survive. Therefore, option 2 is not possible to implement this moment and it is uncertain when it would be a good time to implement. This option is strongly focused on closely working together with tour operators to offer the tourists these unique tours, but these tour operators are not able to do so right now. It is possible to wait and start the implementation of the fund maybe in 2 years when hopefully the world is 'back to normal' or the focus can go to implementing advice option 1 which can be implemented right away. Option 1 might not be focused as much on the tour operators, which was the initial thought of the fund, however, this is the best option to start with. It has been discussed that Stichting SPOTS invests in education as this will help the animals

the most long-term, it is part of the mission therefore, option one is a great fit for the goals and mission/vision of Stichting SPOTS. Moreover, this is the option that scores the highest on focus on the Big Five, which is very important as this is the purpose of the fund. Besides that, this option gives the fund the chance to grow a little bit before going to the tour operators, the fund can attract some attention and get donators involved.

Website

The best option for now is to create a website instead of an app as building an app is very expensive. If the tour operators would be really interested in an app in the future and if they would be willing to finance it, that could always be possibility for a later time. But for now, creating a website is the most affordable option.

The website needs to be a combination between informative and fun. Especially the for children it is important to make it fun and attractive to keep the engaged and teach them about the Big Five and the conservation efforts done by the fund. The website should also offer information for parents and other adults and an option for them to donate to the Big Five fund. Below are some examples of elements that should be included on the website;



Presentations at Primary Schools

To tie in with the website Stichting Spots could give educational presentations at primary schools. Kids aware interested in learning about big animals. When they are thought from a young age about the treads the animal populations face this will change their attitude towards this for the rest of their lives. A change in attitude in coming generations can prove to be the most effective measure in the fight for the survival of the Big Five.

Different age groups should be approached differently. This might seem obvious but if the messages is catered to the listener, it will have a bigger impact. Stories about the different animals, where they live, what they are eating, different behaviors of the different animals, pride and herd structures and many other things can be explained. Short of videos could be shown about the animals and of the different projects that receive funding. The fact that the animals are endangered should be brought up. Especially the older kids should be shown what they can do to help the animals. The kids should receive a coloring page and the link to the website for further explorations (see appendix X).

Promotion

There are several ways to promote the website (almost) for free which is important to attract people to the website. First of all, the already existing channels for Stichting SPOTS, such as Facebook, Instagram and even the website, can be used present the new website for the Big Five. Because these followers are interested in Stichting SPOTS it is likely that they will also be interested in this new website. Moreover, after the presentations the volunteers can give the children a coloring page that the kids can make which has the website link of the fund on the bottom, the kids will show their drawing and talk about the presentation and then together with the parents they can take a look at the website.

7.4 Convincing Tour Operators to Participating in the Fund

In order to convince the tour operators that they should participate in the fund it is important to be well prepared. Supporting arguments and persuasion techniques are explained below in order to give support to the convincing process.

7.4.1 Supporting Arguments

One of the ways that will help convincing the tour operators is being prepared with arguments that show that Stichting SPOTS understands the business model of the tour operators as well as incorporating benefits that go along with participating in the fund.

Starting off with the fact that the business model of most of the tour operators revolves around the presence of the Big Five. One of the tour operators mentioned in the survey: "As it is part of our business model to bring guests a life changing experience in the wildernesses of Africa. A crucial part of that wilderness is the presence of the Big 5." As soon as the Big Five would not be present in Africa these tour operators will lose a lot of clients. Therefore, it is important to have the tour operators realize how crucial the Big Five is for their business and that they need to do something to protect the wild Big Five otherwise this will have a negative effect on their future business. If these tour operators care about their business and a long-term survival they should care about these animals.

The other big argument that can be made is the idea that donating to a wildlife foundation is something that is attractive to the tourists. The tour operators themselves already said that they believe sustainable tourism is a demand from the tourists and they also admitted that focusing on more sustainable travel so that this can be used in the marketing and attracting tourists to the company. Participating in the Big Five compensation fund will make the tourists more attracted to the tour operator.

Furthermore, help protecting the Big Five is not only necessary for future survival of the tour operator's business and a demand from the tourists, participating in the fund will create extra benefit for the tour operators. Starting off with the possibility for the tour operators to be mentioned on the website of the fund, this will bring extra publicity. Additionally, the fund will give the tour operators the opportunity to offer a unique experience to the tourists by means of giving the tourists the option to visit the projects.

7.4.2 Persuasion techniques applied

In the theoretical framework several techniques in order to persuade someone to say 'yes' have been determined. These techniques can be applied in order to ethically influence the behavior of the tour operators into a collaboration.

Weapons of Influence; research has shown that in order to increase the likelihood of a party saying yes to a request a reason why should be attached. Therefore, in the initial conversations with the tour operators it should be explained why it is important for Stichting SPOTS that the Big Five is protected and why it is important that the Big Five compensation fund is established. This can be linked to the Golden Circle concept of Simon Sinek.

Reciprocation; humans do not like to be indebted to someone else, this goes so far that when offered a small favor or present this would be reciprocated with an even larger response. This might however not be the most suitable technique for this situation. But a small thing to take to the meeting can be cake, everyone loves cake, this will definitely set the mood for the meeting.

Commitment and Consistency; people have a higher tendency to be consistent to their commitments when they write down or speak about their goals or intended behavior. This is something that is already applied in the research as the tour operators were asked about whether they would participate in a fund that would support the survival of the Big Five.

Social Proof; people are influenced by other people's behaviors. This plays in with the selected advice of building the Big Five compensation brand before going to the tour operators. During the initial conversations with the tour operators it can be mentioned what the fund is already doing and how many people are already donating to the fund, as well as mentioning the tour operator that are already supporting Stichting SPOTS and their motivation for this. This can also be applied on the website, the tour operators that are already participating can be mentioned which increases the possibility that other tour operators also would want to participate.

Authority and trust; people tend to look to people with superior knowledge or wisdom for guidance and recommendation on how they should respond. During the pitch the expertise of Stichting SPOTS should be shown an elaborated on.

Liking; individuals are more likely to say yes to someone that they like than someone that they don't like. There are many different ways in order to enhance likability such as;

- Point out similarities such as the shared love for Africa and its wildlife.
- Give compliments when tour operators are already working on creating more sustainable travel.
- Express thankfulness to the tour operators to make the time for talking about the fund.

Tips for a great pitch:

- Use golden circle to explain the idea of the Big Five compensation fund
- Implement stories to grab the tour operator's attention.
- Implement a range of persuasion techniques in the pitch to get the desired result.

7.5 Measuring the Success of the Fund

The Key Performance Indicators will help focus, set goals and actually measure the success and results and success of the Big Five compensation fund.

The following KPIs have been formulated with the CSFs in mind.

Strategy	Metric	Goal	Measurement Frequency
Attract people to the website	Number of page views	5000 page views in the first year	Every month
Raise awareness among children	Number of kids met at primary school talks	3500 children in the first year	Every 3 months
Receive donations through website	Number of donations received	175 donations received in the first year	Every 3 months
Receive donations through website	Amount of donations received in euro's	1300€ in donations received in the first year	Every 3 months
Attract tour operators to fund	Amount of tour operators that joined the fund	10 during the first year	Every 6 months
Receive donation via tour operators	Amount of donations received in euro's	10.000€ during the first year	Every 2 months
Support Projects	Number of projects supported	3 during the first year	Every 6 months
Give tourist opportunity to visit projects	Number of tourists that visited projects	10% of tourists that donate	Every 2 months

7.6 Implementation Plan

In appendix XI an implementation plan can be found on how and when to implement the Big Five compensation fund. The implementation plans shows the steps that need to be taken to start of the education plan and the start of the Big Five compensation fund. A timetable is given with the steps.

7.7 Financial Impacts

Investments

The biggest upfront cost is building the website. It's hard to say what they actual cost are going to be as this is highly dependent on the choices that need to be made regarding what the website will look like. If there are funds available a completely separate website could be built as described before. If the funds do not allow that a page can be added to the existing website. The same goes for kind of elements will be available on the website or page, in general the 'fancier' the website, the higher the cost. Additionally, if it is preferred to visit new projects extra costs will be made in order to fly to Africa and spend several days there. Then transportation costs, hotel costs and food costs need to be added to the investment.

Investments	
Building a website	€1000 - €10.000
Visit projects	€3000

Continues costs and benefits

Besides initial investment costs there will be continues costs associated with this project. Such as website upkeep, website analytics and server space, this is dependent on the choices made regarding

the website. There are also cost for travelling to the different schools. In the first year the aim should be to visit 70 different school and talking to 2 classes per school.

At 25 students per class this would lead to talking to 3500 different students plus teachers. A cost that is closely related to this number is the printing costs for the coloring page.

The aim for donations in the first year should be for 5% donation ratio, with a median donation of €7.50.

Continues costs and benefits			
Costs		Benefits	
Website upkeep etc.	€250	Donations	€1312.50
Traveling expenses	€750		
Printing coloring page	€175		
Total costs	€1175	Total benefits	€1312.50

Additionally, when phase two of the advice is implemented, the part of the fund focused on the tour operators, additional donations will be made. These donations are highly variable to the level of support that the tour operators are willing to give, therefore it is not clear yet how much these donations will be.

8. Afterword

8.1 Day-to-day reflection

The start of this thesis was a little bit rough; it did not go as well as I would have liked it. During the thesis proposal phase I had to change the concept of the thesis due to the COVID-19 virus and after that I was mostly confused. It was not clear to me what I was going to research and what type of advice I was going to give, and instead of asking for help and support I thought I had to figure it out all by myself. This led me to submitting a thesis proposal below standards and way below my own standard. Two weeks later I had the opportunity to submit the thesis proposal again, instead of asking for help and support to get rid of my confusion and to get a clear vision of what I was about to do, I went back to trying to figure it out by myself again. From that time, it felt like a race against the clock, I had to make up 2 weeks from my original planning and I was still confused about what I was doing. It also did not help that I want to do everything perfectly and that I am really strict on myself to the point that I can spend hours writing one sentence because it is not good enough in my mind. I ran into some time management problems, not necessarily because I did not spend enough hours on it but more because I was not quick enough in performing the work. This is something I knew from the beginning because I am always slow on projects like this. I made up for it dedicating every day and every hour to writing my thesis over the past 2 months.

About halfway through the thesis I knew exactly what I was doing, I got a lot of confidence after the really nice interviews and I finally felt good about I was doing. I look back and see everything that I did, and I can say that I am proud of what I have accomplished despite the rocky start, especially when looking at the fact that I couldn't perform the research that I wanted to perform. I am excited to share this with my client. It also has inspired me to choose non-profit management courses in the master that I will start in January. I absolutely loved this topic and getting to understand non-profit management and wildlife protection which made working on this project really nice after overcoming the first bumps.

The communication with my client and my first examiner was actually really good. They were both very willing to help me and support me where necessary and I am very thankful for that. Especially the contact with my first examiner was easy as I could always text her and she would reply the same day. However, I could have had more conversation with them, especially with the client to really get to the bottom of the problem and her expertise about the topic. Also, in the beginning I felt like the three of us had different visions for the thesis and I should have been more assertive to make sure everyone was on the same line, for example by having another skype meeting.

Things I would do different if I could do it all over again;

- Start with having more conversations with the client and with the first examiner in order to gain a clear overview of the goal of the thesis, this will help selecting the right research approach to create the suite advice.
- Continuing on that point I could have asked for more help from the client and the first examiner during the research and advice phase. I have to learn that I do not need to figure everything out by myself and it is okay to ask questions.
- I learned that a thesis proposal is really important to set the direction for the research and forming an advice. After I ask for help to clear up my confusion, I would pay even more attention to designing the strategies so I can continue with a more structured research.
- Ask for more feedback on the different elements of the research in order to determine whether I am on the right track or not.
- I would like to learn not to be too strict on myself. Often, I get so obsessed with doing everything perfect right away that I cannot do anything and then I cannot get anything done.
- And finally, I would like to gain some confidence, as I was constantly doubting my work it kept me from performing to my best ability.

8.2 Value for the industry

Overall this report is specifically focused on creating an advice that is tailored for Stichting SPOTS and the wishes to set up a Big Five compensation fund with tour operators. Unless there are other organizations that would want to set up a Big Five compensation fund in collaboration with tour operators this might not have a high value for the industry as it is so specific. On the other hand, this thesis contains valuable information which has not been shared by other researchers. Starting off with critical success factors as well as Key Performance Indicators for (wildlife) foundations & compensation funds, this is not an elaborated topic in the existing (free) scientific research. This study applied the well-defined and research concepts of CSFs and KPIs to this industry. Organizations or individuals looking to start a wildlife foundation or wildlife compensation fund might find this study interesting to plot the critical success factors and key performance indicators for their fund. Furthermore, it is a good start for further research to build on as more systematic and more elaborated research can be done into the key success areas of a foundation. A lot of research has been done regarding these topics for normal businesses however, a foundation has a different focus and a different 'business' approach and with the growing number of wildlife foundations it is worth a more in-depth study and this thesis can hopefully be the starting point of that. Furthermore, the insights created from the motivations and requirements of tour operators for supporting non-profit organizations in order to create a more sustainable tourism industry can be very valuable for the industry. The tourism industry is recognizing the importance of sustainable development in order to protect the natural environment that is so valuable for the tourism industry. The collaboration between non-profit organizations and tour operators can be mutual beneficial and might be the key to the sustainable development of the tourism industry. This research can add valuable to other non-profits who seek to work with tour operators. Additionally, it can be a beautiful addition to a launch for more research like this in order to create more beneficial partnerships between tour operators and non-profit organizations in the future and support a more sustainable tourism industry by doing this.

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APPENDICES

Appendix I: Declaration Own Work



Declaration of own work

I hereby declare that:

- I am fully informed about the Thesis C assessment criteria;
- all the work I have conducted to fulfill these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBS guidelines.

Name: Jaelle van de Velde
Date: 15/06/2020

Signature:

A handwritten signature in blue ink that reads "J. Velde". The signature is written in a cursive style and is underlined with a long, sweeping horizontal line.

saxion.edu

Appendix II: Theoretical Framework Operationalization Tree

Compensation fund;	Motivations	Wildlife Protection	Restore Healthy Balance in Eco systems
			To sustain a future for the tourism industry
		Corporate Charitable Giving	Increased revenue
			Positive corporate image
			Demand from stakeholders
			Social involvement
			Competitive advantage
	Critical Success Factors	Characteristics	“the limited number of areas in which results, if they are satisfactory, will ensure successful competitive performance for the organization”
		Determining Critical Success Factors	Environment Scanning
			Industry Structure Analysis
			Industry expert's opinions
			Competitor Analysis
			Best Practice Analysis
			Internal Assessment
			Intuitive Factors
	Key Performance Indicators	Performance Tracker	Leading Indicators
			Lagging Indicators
		Characteristics	Quantifiable Metrics
			Reflect goals and objectives
			SMART
	Persuasion	Influencer techniques	Easy to use
			Weapons of influence
			Reciprocation
			Commitment and consistency
			Social proof
			Authority and trust
	Fundraising	Strategies	Liking
			Scarcity and uniqueness
		Trends	Transactional approach
			Strategic approach
			Fundraising as exchange of values
			Donor engagement

Appendix III: Contact Sheet Tour Operators

Company	Contact Person	Phone Number	Email	Website
Bijzonder Afrika	Sabine en Marcel	085 130 29 79	info@bijzonderafrika.nl	https://bijzonderafrika.nl/
Tui Care Foundation	Algemeen	/	info@tuicarefoundation.com	https://www.tuicarefoundation.com/nl
Afrika Plus	Algemeen	0562 - 449797	afrikaplus@aeroglobe.nl	https://www.afrikaplus.nl/
Milorho Travel	Algemeen	0495-526682	info@milorhotravel.nl	https://www.milorhotravel.nl/
KRAS	Algemeen	088 - 0 885 886		https://www.kras.nl/
Fair Mundo Travel	Algemeen	0570 605 735	info@fairmundotravel.nl	https://www.fairmundotravel.nl/
Reisadvies Zuid-Afrika	Jos Caeijers	06-47341424	jos@reisadvieszuidafrika.nl	https://www.reisadvieszuidafrika.nl/
BushLife	Anet en Hajo Valk	023 544 0774	info@bushlife.nl	https://www.bushlife.nl/
Makasa Tanzania Safari's	Selma en Yohannes	0712 032 070	info@makasatanzania.com	https://makasatanzania.nl/
Budget Safari	Colin en Samanta	06 26 99 45 82	info@budget-safari.nl	https://www.budget-safari.nl/
Mgeni Safaris	Algemeen	06 254 25 291	contact@mgenisafaris.nl	https://www.mgenisafaris.nl/
Wild Times Safaris	Karin Bloem	06 57142433	info@wildtimessafaris.com	https://wildtimessafaris.com/
Fox Reizen	Algemeen	0525 660 000	Contact form website	https://www.fox.nl/
Tembo Afrika	Eric en Cindy	0227-821259	info@temboafrika.nl	https://www.temboafrika.nl/
Mondi Reizen	Algemeen	0418 64 80 43	info@mondireizen.nl	https://mondireizen.nl/
Going Africa Safaris	Paul Janssen	0572-367950	paul@goingafrica.com	https://www.goingafrica.com/
Kazuri Safaris	Saskia Bruin	06 – 47148006	info@kazurisafaris.nl	https://kazurisafaris.nl/
Afrikaya Tours	Margreet van Belle	06 15 63 88 64	info@afrikayatours.com	https://www.afrikayatours.nl/
Fair2.travel	Algemeen	024 844 20 84	info@fair2.travel	https://www.fair2.travel/
Reisbrigade	Kim en Linda	06-22298241	info@reisbrigade.nl	https://www.reisbrigade.nl/
Mambulu	Rob Sijm en Marja Kwaad	023 574 83 51	info@mambulu.com	https://www.mambulu.com/
Jouw Afrika Reis	Tessa de Bruijn	06-83770982	info@jouwafrikareis.nl	https://jouwafrikareis.nl/
Safari Design	Lotte van Rooij	06 22 80 32 98	lotte@safaridesign.nl	https://www.safaridesign.nl/
Homes of Africa	Algemeen	06 29 22 99 34	info@homesofafrica.com	https://homesofafrica.com/
Exploring Africa Travels	Hen Gommans	06 241 933 76	info@exploringafricatravels.com	https://www.exploringafricatravels.com/
Exclusive Culitravel	Jos van Krimpen	06 53123496	info@exclusiveculitravel.nl	https://www.exclusiveculitravel.nl/
Afrika-Safaris	Algemeen	07 28 88 44 70	info@afrika-safaris.nl	https://www.afrika-safaris.nl/
Malika Travel	Carlijn en James	020 774 3753	info@malikatravel.nl	https://www.malikatravel.nl/

TravelMood	Marjolein Schipper-Rutten	0412-785476	info@travelmood.nl	https://www.travelmood.nl/
Lemmens Travel	Anne-Aymone Lemmens	0652 720 351	info@lemmenstravel.com	https://www.lemmenstravel.com/
African Travels	Algemeen	085-4018272	info@africantravels.com	https://africantravels.com/
Suikerbossie Africa Travel	Danielle Coopman	06 38 23 64 84	info@suikerbossie.nl	https://www.suikerbossie.nl/
Travel to Africa	Linda van Zijtveld	0297-287632	info@traveltoafrica.nl	https://traveltoafrica.nl/
Ivory and Pearls	Irene Haneveld	0647767706	info@ivoryandpearls.nl	https://www.ivoryandpearls.nl/
Inspired by Safaris	Suzanne en Bastiaan	06 12 37 60 23	info@inspiredbysafaris.com	https://www.inspiredbysafaris.com/
Peri Peri Reizen	Nelleke en Kees	010-7440744	Contact form website	https://www.periperireizen.nl/nl/home/
Young Travel Company	Janet de Jonge	06-19883349	info@youngtravelcompany.nl	https://www.youngtravelcompany.nl/
Rondreis Op Maat	Algemeen	020-8224510	info@rondreisopmaat.nl	https://rondreisopmaat.nl/
LiveToSeeAfrica	Agnes en Peter-Paul	06-239 55 758	info@livetoseeafrica.com	https://www.livetoseeafrica.com/
African Touch	Manon en Sankale	0614565558	info@african-touch.nl	https://www.african-touch.nl/
ShapShap Reizen	Japi en Lizza	070 888 9519	info@ShapShapReizen.nl	https://www.shapshapreizen.nl/
Neema Tours	Algemeen	06-38900232	info@neematours.nl	https://www.neematours.nl/
Kuyo Afrika	Marije en Sjors	06 - 51 88 06 18	info@kuyoafrika.nl	https://www.kuyoafrika.nl/
De Jong Intra Vakanties	Algemeen	0180 - 457 803	info@dejongintra.com	https://www.dejongintra.nl/
Mooi Vakanties	Algemeen	030-2846000	info@mooivakanties.nl	https://www.mooivakanties.nl/
Sawadee	Algemeen	020 420 22 20	info@sawadee.nl	https://www.sawadee.nl/
Tenzing Travel	Algemeen	020 - 398 9398	info@tenzingtravel.nl	https://www.tenzingtravel.nl/
Travelworld	Algemeen	073-8440155	info@travelworld.nl	https://www.travelworld.nl/
Van Verre	Ingrid Ypema	0299-475083	ypema@vanverre.nl	https://www.vanverre.nl/
333 travel	Algemeen	0348 - 44 19 51	info@333travel.nl	https://www.333travel.nl/
Koning Aap	Algemeen	020-7887700	info@koningaap.nl	https://koningaap.nl/
All for nature	Annemiek	06 5553 6702	annemiek.vangijn@allfornature.nl	https://www.allfornature.nl/
Backroads Africa	Ingrid	+27 (0)73 573 9622	ingrid@backroadsafrica.com	https://backroadsafrica.com/
Africa Wildlife Safaris	Frank en Koert	06 365 362 29	info@wildlifesafaris.nl	https://www.africawildlifesafaris.nl/

Appendix IV: Interview Guide Client

Introduction

- Thank you for making the time to participate in this interview
- Goal of the research
- Ask if it is okay to record the interview

Motivations

Why do you want to protect and save the wild big cats? → Why is this so important for you?

Why do you want to set up a Big Five compensation fund?

Why compensation fund and not protection fund?

What is the main message you want to get across to the Tour Operators of why they should participate and why it is so important to save the Big Five?

LET OP: SAMENVATTEN, VRAGEN BEWEEG REDEN VOOR ANTWOORDEN

Critical Success factors

In your experience of managing your foundation what aspects were critical in order for your foundation to be successful?

- Communication with the partners
- Communication with the receivers
- Communication with the people that give money
- Selection of the projects/receivers
- Reporting back guidelines for the receivers

Other questions

How do you normally get funding for your foundation?

Fundraising for Big Five compensation fund

How much money can you ask from a tourist?

Which criteria do you have for the selection of where the money will end up?

Do you have parties in mind that should receive the money?

How do you see Stichting SPOTS in this fund, what would be your preferred role?

Receive money?

LET OP: SAMENVATTEN, VRAGEN BEWEEG REDEN VOOR ANTWOORDEN

Afsluiting

Zijn er nog andere elementen die u graag terug wilt zien in het fonds?

Is er nog iets dat u graag zou willen toevoegen?

Benoemen ze altijd kan mailen als haar nog iets te binnen schiet

Bedanken

Appendix V: Interview Guide Critical Success Factors

Introduction

- Bedanken voor het feit dat ze tijd vrij hebben gemaakt om mee te doen aan interview
- Is het goed als ik ons gesprek opneem?
- Goal of the research

Critical Success Factors

Explain what critical success factors are

Zijn er vanuit het management critical success factors vast gelegd, is het duidelijk binnen jullie fonds wat CSF zijn?

Wat zijn critical success factors voor jullie CO2 compensatie fonds?

- Compensatie fonds
- Algemeen
- Project selectie
- Doelen halen
- Communicatie met projecten
- Communicatie met donateurs
- Projecten in buitenland

Wat denk je dat kritische succes factoren zijn voor dit Big Five compensatie fonds

Wat zijn voorwaarden voor een compensatiefonds?

LET OP: SAMENVATTEN, VRAGEN BEWEEG REDEN VOOR ANTWOORDEN

Afsluiting

- Is er nog iets dat u graag zou willen toevoegen?
- Benoemen dat er een gespreksverslag gemaild wordt, mochten ze dan nog iets willen toevoegen kan dat altijd nog

Bedanken

Appendix VI: Interview Guide Tour Operators

Introduction

- Bedanken voor het feit dat ze tijd vrij hebben gemaakt om mee te doen aan interview
- Is het goed als ik ons gesprek opneem?
- Connectie met de survey
- Doel van het onderzoek

We willen natuurlijk graag dat er zo veel mogelijk touroperators mee doen maar we willen ook graag dat dit een fonds is waar je als touroperator achter wilt staan. Daarom willen we graag de wensen van de touroperators mee nemen in het design van het fonds. Heeft u even de tijd om wat verschillende onderdelen langs te lopen en te kijken hoe we dat aantrekkelijk kunnen maken voor de touroperators?

First reaction to the fund

- Introductie van wat het fonds inhoudt
- Als dit idee aan uw voorgelegd wordt zoals nu, wat is dan uw eerste reactie op zo'n fonds?
- Zou u bereid zijn om aan zo'n fonds mee te doen en **waarom**?

LET OP: SAMENVATTEN EN VRAGEN WAAROM ZE IETS VINDEN

Huidige samenwerking met non-profit partijen

- Jullie geven al aan verschillende goede doelen en stichtingen en dat is ontzettend mooi. Komen zulke partijen vaak naar jullie toe of kiezen jullie ze echt uit en benaderen jullie ze?
- Wat doet jullie overtuigen om voor een partij te gaan? Zijn er factoren die mee spelen als jullie een degelijk stichting of partij kiezen?

Participatie

Hoe zouden jullie als touroperator jullie in willen zetten om de Big Five te redden, wat past er bij jullie organisatie?

- Mensen de optie geven om te doneren
- Kleine donatie al als vaste prijs in het pakket
- Hoe zou je educatie terug willen zien? Flyers? Op de website? Tijdens de reis?
- Invulling van bezoeken aan projecten?

En hoe zien jullie/jij graag de organisatorische kant van het fonds?

- Zou je graag zien dat de touroperators veel betrokken zijn, zoals het vormen van een officieel board en bijvoorbeeld bijeenkomsten voor het bespreken van hoe het gaat met het fond en wat er verbeterd kan worden om samen komen van selecteren van projecten.
- Of zou je het veel liever zien dat het een simpel overeenkomst is en dat Simone voor de rest alle beslissingen neemt.

LET OP: SAMENVATTEN EN VRAGEN WAAROM ZE IETS VINDEN

Project Selection

En als er dan geld opgehaald voor de Big Five wat is dan voor jou/jullie belangrijk waar zo'n project aan voldoet, wat zijn de criteria. Er wordt dus geïnvesteerd in die projecten die de Big Five moeten beschermen, maar wat is voor jullie belangrijk dat je wil terugzien als die projecten gekozen worden?

Afsluiting

- Zijn er nog andere elementen die u graag terug wilt zien waardoor u zich nog eerder bij dit fonds zou aansluiten?
- Is er nog iets dat u graag zou willen toevoegen?
- Benoemen dat er een gespreksverslag gemaaild wordt, mochten ze dan nog iets willen toevoegen kan dat altijd nog
- Bedanken

Appendix VII: Survey

This is a research project being conducted by Jaelle van de Velde at Saxion University of Applied Sciences.

Your participation in this research study is voluntary. You may choose not to participate. If you decide to participate in this research survey, you may withdraw at any time.

The procedure involves filling an online survey that will take approximately 5-10 minutes. Your responses will be confidential and we do not collect identifying information such as your name, email address or IP address.

All data is stored in a password protected electronic format. To help protect your confidentiality, the surveys will not contain information that will personally identify you. The results of this study will be used for scholarly purposes only and may be shared with Saxion University of Applied Sciences representatives.

If you have any questions about the research study, please send an email to 434715@student.saxion.nl

Clicking on the "agree" button below indicates that:

- you have read the above information
- you voluntarily agree to participate
- you are at least 18 years of age

If you do not wish to participate in the research study, please decline participation by clicking on the "disagree" button.

1. Business size; This tour operator is considered ... in size
 - Large
 - Medium
 - Small
2. What is your job position within this tour operator?
3. This tour operator sells holidays and activities that involve the members of the Big Five in Africa in some way (elephant, lion, leopard, rhino and African buffalo).
 - True
 - False
4. Are you familiar with the concept of sustainable tourism?
 - Yes
 - Somewhat
 - No
5. As a company do you believe that there is a demand for sustainable tourism from your customers (the tourists)?
 - Definitely yes
 - Probably yes
 - Might or might not
 - Probably not
 - Definitely not
6. As a company do you believe wildlife protection and tourism can be compatible?
 - Definitely yes
 - Probably yes
 - Might or might not
 - Probably not
 - Definitely not
7. Sustainability is an important topic for this tour operator.
 - True
 - False

8. How important are the following aspects of sustainability to this company? (1= not at all important – 5 = extremely important)
- | | | | | | |
|---------------------------------------|---|---|---|---|---|
| - Co2 compensation; | 1 | 2 | 3 | 4 | 5 |
| - Wildlife protection; | 1 | 2 | 3 | 4 | 5 |
| - Jobs for local; | 1 | 2 | 3 | 4 | 5 |
| - Human rights; | 1 | 2 | 3 | 4 | 5 |
| - Reducing overconsumption and waste; | 1 | 2 | 3 | 4 | 5 |
| - Involving local communities; | 1 | 2 | 3 | 4 | 5 |
| - Training staff; | 1 | 2 | 3 | 4 | 5 |
| - Maintaining biodiversity; | 1 | 2 | 3 | 4 | 5 |
| - Green energy; | 1 | 2 | 3 | 4 | 5 |
| - Other: _____ | 1 | 2 | 3 | 4 | 5 |
9. This tour operator supports sustainable tourism by donating money to non-profit organizations, foundations, or local projects.
- True
 - False
10. What is/are the reason(s) to support sustainable projects by donating money to non-profit organizations, foundations, or local projects? (Only when answer to 9 is true)
- To improve the company's image
 - As a demand from the customers or stakeholders
 - Hoping to create more revenue
 - For competitive advantage
 - To create social involvement
 - To ensure there is a future for tourism by protecting the natural resources
 - To ensure everyone can benefit from tourism, especially the locals
 - Other motivation(s), namely: _____
11. Did you know that four out of the five members from the African Big Five are endangered?
- Yes
 - No

Zie volgende pagina...

Please, if possible, read the text underneath and answer the final 5 questions.

Unfortunately, in Africa, the Big Five includes animals that are now some of the most endangered animals on the planet. Illegal poaching, increasing conflicts with the human population and damage to their environment has all led to pressures on wild populations of these animals.

Elephants are being killed for their ivory, and rhinos for their horns as these are valuable on the black markets. The demand for ivory is incredibly high, therefore, if poaching of these animals continues it is estimated that they will cease to exist by 2034.

The leopard, the allrounder of the big cats, is able to adapt well and has, therefore, a wide and varied natural habitat over more than 75 countries. Because the leopard is able to adapt so easily no one paid attention to them. However, over the last years it has become clear that the numbers of leopards are declining rapidly

And finally, the lion, viewed by many as the king of all animals, so powerful and with no natural predators by being on the highest top of the food chain. However, there is one group more powerful than the lions, we humans. Over the last decades, the lion population in Africa decreased by 40% due to human doing. There is an estimate of 20,000 African lions left which makes them highly vulnerable.

12. Are you familiar with this information?

- Yes
- Somewhat familiar
- No

13. How important is it for your company (tour operator) that the members of the Big Five in Africa are protected and preserved?

- Extremely important
- Very important
- Moderately important
- Slightly important
- Not at all important

14. Why is it important as a tour operator that the members of the Big Five are protected and preserved?

Zie volgende pagina

15. Do you believe that this tour operator would be willing to participate in raising money and donate that money to a Big Five protection fund in order to save and protect the Big Five?
- Definitely yes
 - Probably yes
 - Might or might not
 - Probably not
 - Definitely not
16. In what way do you think this company would approach participating in raising money in order to save and protect the Big Five?

Client Interview

Wat is je persoonlijke reden om de katachtigen te beschermen? Als je bijvoorbeeld in de literatuur gaat kijken zijn er natuurlijk heel veel redenen om de dieren te beschermen voor de biodiversiteit en binnen de toeristische sector wil je natuurlijk dat die dieren blijven bestaan zodat dat type van toerisme ook kan blijven bestaan. Maar wat is voor jou persoonlijk de reden dat je zo graag die dieren wilt beschermen?

Ja dat is lastig om uit te leggen, dat is echt een gevoel. Ik ben reisleidster en toen ik een keer in Kenia en Tanzania was daar zag ik voor het eerst een cheeta. Ik had er natuurlijk heel veel over gelezen en ik had boekjes gemaakt voor mijn gasten om te onderscheiden welke antilope soort welke is en het verschil tussen een cheeta en een luipaard. Dus in theorie wist ik heel veel maar ik kreeg echt he een blikseminslag en ik werd verliefd op de cheeta. En dat is het eigenlijk, niet meer en niet minder. En nou ben ik een persoonlijkheid.... Dat is ook met het thema knuffelfarms dat die dieren gefokt worden voor de toerist, ik ben een type persoon dat als ik iets vind, als ik iets heel ergs vind dan wil ik het ook veranderen. Dus met knuffelfarms, toen ik daar achter kwam wat er allemaal met die dieren gebeurt door toerisme. Dus dan heb ik zoiets van ik kan wel zeggen dat ik iets heel erg vind maar wat ga ik eraan veranderen? En zo zijn wij begonnen met campagne voeren. En dat is ook met die cheeta dus ik werd verliefd op die cheeta, ik hoorde dat die met uitsterven werd bedreigd en dat heeft uiteindelijk geleid tot de oprichting van stichting SPOTS. En nog steeds kom ik in beweging als ik dingen lees en daar heel boos van wordt en dan wil ik daar iets mee doen. En dat is het eigenlijk. Ik ben veel minder bezig met biodiversiteit en dat soort dingen. Ik zeg altijd, Stichting SPOTS is een mengeling tussen aan de ene kant de echte natuurbeschermers, die bezig zijn met onderzoeken en alles moet bewezen worden en daar moet elke keer research after research worden gedaan, en aan de andere kant de activisten die van alles roepen. Wij zitten ergens middenin, dus we zijn geen biologen en we zijn geen activisten we zijn gewoon mensen die praten met het hard. Maar dan wel snappen dat het heel makkelijk is voor mij om van cheeta's en leeuwen te houden maar dat op het moment dat je met die dieren moet leven dan vind je ze wat minder leuk want ze vreten bijvoorbeeld je vee op. Dus wij zitten heel erg in het midden van alles maar het is uiteindelijk gewoon wel altijd liefde, het is liefde waardoor het ontstaan is en wat mij nog steeds beweegt.

Wat zijn nou kritische succesfactoren om een fonds op te zetten? Hoe zorg je nou dat een fonds succesvol is. Wat is voor jou een kritische succesfactor als je kijkt naar Stichting SPOTS, wat heeft ervoor gezorgd dat Stichting SPOTS succesvol is geworden?

Ik denk dat mensen ons fijn vinden omdat we klein zijn, dus onze lijnen zijn heel klein/kort. De passie, want het is eigenlijk net wat je zegt he, je zet een survey uit bij touroperators en je krijgt antwoord van de kleine, en dat is ook in stichtingen land zo. Ik denk dat mensen heel erg weten te waarderen, na ja kijk bijvoorbeeld had ik gister ook een reisorganisatie uit Zuid-Afrika, die hadden een aanvraag gekregen om naar een knuffel farm te gaan, althans zij vermoedde dat het een knuffelfarm is, en ze vroegen bij ons wat onze mening daar nou over is. Wij antwoorden gelijk, en ik denk dat de grotere organisaties daar moet je weken wachten tot je een keer een antwoord krijgt, want dat moet door allerlei radartjes heen en uiteindelijk is het dan voor hun niet heel erg interessant. Terwijl dat voor ons wel zo is. SPOTS is ook de enige die naar scholen toe gaat zoals Saxion, ik ga elke keer voorlichting geven, nou dat doet geen enkele Stichting hoor. Terwijl zij meer personeel hebben dan ik want ik ben maar het enige personeelslid van SPOTS. Dus ik denk de succesfactor de kleinheid, waardoor we snel kunnen schakelen, waardoor we betrokken zijn en mensen dus ook het idee hebben dat ze geen nummer zijn, dat denk ik.

Je zegt ook dat je naar scholen gaat bijvoorbeeld, denk dat dat ook een belangrijke factor is om donaties binnen te krijgen van mensen. Dat je educatie verleend en daarmee laat zien waarom het belangrijk is zodat je daarmee mensen aan je gebonden krijgt?

Ja dat is dan weer lastig want SPOTS is helaas niet heel erg commercieel dus als ik commercieel zou zijn dan zou ik waarschijnlijk niet naar scholen gaan want dat levert geen geld op. Waarom ik het doe is omdat ik geloof dat bewustwording uiteindelijk het enige is wat die dieren gaat helpen. Geld is altijd korte termijn in mijn ogen, en geld zal altijd nodig zijn, maar op lange termijn hoop je zeg maar op een omslag. Dus als ik kijk naar de reiswereld dan is mijn idee van als ik studenten kan bereiken en kan vertellen je moet niet op een olifant zitten, je moet niet met een leeuw knuffelen, en ik bereik daarmee dat mensen dat niet meer doen. Dat levert stichting SPOTS geen geld op, nog sterker, het kost ons geld want ik moet naar die school toe en dat kost benzine en dat is mijn salaris maar op lange termijn leidt het ertoe dat er minder leeuwen gefokt worden, dat er minder leeuwen uit het wild worden gehaald en dat is dus winst voor de leeuw. Dus ik geloof heel erg in bewustwording en ik ben minder bezig met geld verdienen. Dat is ook wel waar SPOTS anders in is en ik denk dat veel mensen dat ook wel voelen maar dat heeft ook een nadeel omdat wij zo niet bezig zijn met geld verdienen. Kijk, andere stichtingen zijn gewoon bezig met de marketingcampagnes, in deze tijd zie je nog steeds advertenties voorbijkomen van dit is een hele zielige beer, doneer, terwijl, dat zullen wij nooit doen. Maar ja die andere stichting verdient dan wel geld, en wij niet. Dus dat is altijd weer een ding. Maar goed een van onze doelstellingen is voorlichtingen geven, en dat is bij ons minder dan geld verdienen.

Als je nou kijkt naar het fonds waar jij nou mee bezig bent, dan is dat enerzijds heel erg commercieel, dan zou het kunnen zijn dat je zegt 'als spots nadat je hele advies enzo klaar is, ik ga reisorganisaties benaderen en ik zet alleen in op dat geld, dus ik wil alleen dat geld hebben van die reisorganisaties. Maar wat ik even fijn vind, en even belangrijk, is dat de reizigers ook uitleg krijgen. Dat ze horen van het gaat niet goed met de Big Five of als ze bijvoorbeeld geld doneren aan een specifiek project dat ze dan updates krijgen, dat ze ook weten wat er met het geld gebeurt. Dus die voorlichting is tegelijkertijd voor mij, het gaat gelijk hand in hand, terwijl bij een andere stichting zou het veel meer zijn 'oke nou dankjewel voor deze cheque en nou wij doen hier leuke dingen mee.' Terwijl ik dan ook weer naar de reisorganisaties waarschijnlijk toch weer ga vragen 'kunnen jullie in je brochures informatie opnemen, want heel veel mensen weten niet dat het slecht gaat met de leeuw of de luipaard, en dat vind ik ook belangrijk.

Samenvatting survey; touroperators geven aan dat educatie ook belangrijk is en misschien mensen de optie geven om projecten te bezoeken.

En ik denk dat daar wel een heel mooi initiatief zou kunnen ontstaan. Reisorganisaties willen natuurlijk reizen verkopen, maar middels die donaties aan projecten die zich inzetten voor de Big Five zou je ook echt in contact kunnen komen met die projecten, waardoor je dus ook echt een beeld krijgt achter de schermen. Met andere woorden, je gaat als toerist niet alleen lekker door het Kruger Park, nee, je praat ook echt met een ranger die neushoorns beschermt, ik noem maar wat. En dat is ook vaak weer willen, ze worden steeds verwender dus ze willen niet meer alleen in een autotje kaggelen door Kruger. Ze willen aparte ervaringen en dat kan wel eens een hele mooie bindende factor kunnen zijn. Dat is dus enerzijds geld genereerd, anderzijds mensen een ervaring geven waardoor zij dus heel blij zijn met de reisorganisatie en daarnaast ook nog eens een hoos aan informatie kunt geven van 'joh dit is belangrijk en hier beschermen we de dieren mee.' Dus dan doe je ook aan die awareness.

Ja precies, dan komt dus alles samen, dan heeft iedereen een positieve ervaring van het fonds. Maar hoe doe je het bijvoorbeeld dan als je projecten gaat selecteren, hoe zorg je ervoor dat je geld op een goed plek terecht komt?

Ik kan alleen maar kijken vanuit Stichting SPOTS. Allereerst zijn wij begonnen met cheeta projecten en dan ga je kijken van oke wat is het land met de belangrijkste aantallen cheeta's? En dat was Namibië, ik was nog daar nog nooit geweest dus dat is gewoon desk werk, want ik moet dus in Namibië zijn want ik wil iets doen voor de cheeta. Zijn daar projecten voor die cheeta, ja daar waren er een aantal, en in mijn geval ben ik gegaan voor een specifieke organisatie omdat die organisatie vertrouwen gaf. Bij één organisatie was het bijvoorbeeld, kunnen dag bezoekers komen bijvoorbeeld, dat vroeg ik want dat vind ik belangrijk, dat mensen ook kunnen leren over die cheeta. Nou dat kon alleen tegen betaling, ja dan haak ik al af, ik vind dat mensen ook gewoon ergens naartoe moeten kunnen gaan. Als ze een excursie doen, prima, dan moeten ze betalen, maar om al ergens naar binnen te komen, überhaupt om één stap te zetten en dan al geld te moeten betalen, dat gaf mij een heel slecht gevoel. En zo gingen we heel langzaam naar een specifieke stichting toe. Dan ga je daar meerdere keren op bezoek, je leert er mensen kennen, niet alleen van het project, maar ik vind het belangrijk om met heel veel mensen te praten. Dus ik praat met mensen van het project, maar ik praat ook met jagers, met boeren. Ik praat ook met vrienden, ik heb intussen vrienden gemaakt. En iedereen heeft een eigen mening, waardoor ik dus zelf ook een hele uitgebreide mening krijg. Als ik dus alleen naar de projecten ga is het maar de vraag of ik de hele waarheid hoor. Dus je moet heel veel, en dat doe ik ook in Nederland, heel veel lezen. Dus op facebook volg ik heel veel groepen, waardoor ik heel veel informatie krijg, waardoor ik alle kanten van een verhaal zie. En dat vind ik belangrijk want ik ben degene, ik ben het uithangbord voor spots, dus ik moet mijn achterban een verhaal vertellen en ik wil wel dat dat zo'n reel mogelijk verhaal is. Dus werkbezoeken zijn belangrijk, dus ook als je op een gegeven moment geld hebt gegeven om een veekraal te bouwen voor een boer, waarin hij zijn vee kan beschermen tegen leeuwen bijvoorbeeld, dan is het wel fijn dat als ik dan kom dat de veel kraal er ook staat, en die wil ik dan ook zien. En op een moment dat die er dan niet is dan ga ik wel denken o dat is een beetje raar. Dus het is ook een kwestie van vertrouwen bouwen. We hebben bijvoorbeeld adoptieouders voor allerlei dieren. Nou we zitten nu in die corona tijd, het is geen fijne tijd dus ik wilde graag foto's van die adoptiedieren zodat ik die mensen ook een beetje kan opvrolijken hier in Nederland. Dan appt ik, of bel ik of mail ik naar zo'n project en dan krijg ik gelijk input terug en foto's, ja dat vind ik belangrijk. Er zijn ook projecten die je gewoon geen antwoord geven of het te druk hebben, ja dan haak ik wel af. Ik heb zoiets van ja het is wel geven en nemen.

Ja precies, je moet natuurlijk wel weten voor wat voor reden ze met jou een partnership aangaan. Als ze het alleen maar doen om jouw geld te krijgen dan is het natuurlijk heel iets anders dan dat je voelt dat ze echt om die dieren geven en ze die dieren willen beschermen.

Ja en wat ik ook een heel belangrijk selectiecriteria vind voor SPOTS is dat de projecten die wij ondersteunen die vangen wel dieren op maar in principe gaat het om wilde dieren. Dus wij ondersteunen geen opvangcentra. Bij ons gaat het erom dat de dieren in het wild worden beschermd, dus wij kijken naar soorten. Dus zo'n fonds voor mij zou ook moeten gaan om organisaties die zich voor de wilde dieren inzetten, want die hebben het vaak moeilijk. Ik zou niet willen dat het geld gaat naar een opvangcentra terwijl ik wel snap dat dat interessant kan zijn omdat als donateur kun je dan heel concreet je dier zien. Dit is cheeta x en door jouw geld kunnen we hem eten geven. Het is een veel lastiger verhaal wat wij als SPOTS natuurlijk hebben te vertellen, de leeuw sterft uit, help ons. Mensen willen veel liever, dat merk je ook in onze adoptieprojecten, we hebben een adoptieproject voor wilde leeuwen, dat loopt veel minder dan het adoptie project voor leeuw sjensie die in een opvang zit, mensen kiezen toch voor die concrete leeuw. Ik zou juist dus dat fonds willen hebben voor de wilde dieren. Dus die projecten moeten iets doen voor de dieren in het wild. En dat kan bijvoorbeeld zijn dat ze rangers betalen, of dat ze veekralen bouwen of gps collars komen, dat maakt niet uit. Maar dan kan je ook een verhaal vertellen van oke die leeuw sterft uit maar met jouw geld doet dit project dit en daarmee proberen wij die dieren in het wild te laten overleven zodat jij als toerist die dieren ook nog kunt zien, en jouw kinderen ook nog in de toekomst.

Dus samengevat; voor het selecteren van projecten is jouw eigen intuïtie en gevoel over een stichting heel belangrijk, daarnaast wil je met iedereen praten, alle stakeholders die mogelijk betrokken zijn met die wilde dieren en dan wil je natuurlijk dat ze de wilde dieren beschermen.

Ja weet je, als natuurbeschermer en stichting daar is natuurlijk weer iedereen over verdeeld he. Bijvoorbeeld, toen ik begon met SPOTS en ik de eerste keer in Namibië kwam en ik hoorde dat boeren mijn cheeta afschoten, om maar plat te zetten, vond ik natuurlijk die boeren maar klootzakken en zei “die moeten aan de hoogste boom”. En in principe denk ik dat nog steeds, want ik snap niet dat je mijn cheeta wilt afschieten, maar ik heb wel geleerd dat dat niet de manier is om de boeren te bereiken. Als ik zeg tegen hun dat ze een lul zijn omdat ze mijn cheeta neerschieten, ja dan willen die boeren niet met mij praten. Dus wij ondersteunen projecten die realistisch in het leven staan en daarmee zijn we dus geen activist. Een activist die zou zeggen: ‘ja je gaat toch niet praten met een boer die een cheeta heeft doodgeschoten!’ Ik zeg ja je moet juist wel met die boer praten om te kijken hoe je kan zorgen dat die in de toekomst niet nog meer cheeta’s gaat afschi eten.

Ja precies, je komt van buitenaf, je komt van Nederland in zo’n gebied en als jij daar een beetje gaat proberen om de baas te spelen omdat jij het allemaal beter zou weten dan gaan ze zich alleen maar harder verzetten. Het is hun omgeving, zij proberen daar te leven en als je niet gericht gaat kijken naar wat die lokale mensen en dieren nodig hebben dan gaat het natuurlijk alleen maar slechter.

Ja precies, maar ook voor de projecten terplekke he. Ik ben altijd van mening, als ik op bezoek ga in een land, dan ga ik er in principe altijd vanuit dat het project weet wat ze moeten doen. Want wat jij zegt, ik kom uit Nederland, ik kan niet tegen een boer gaan vertellen wat hij moet doen, want dat accepteren wij ook niet. Dus, ik ga er in principe van uit dat het project weet wat ze moeten doen. In eerste instantie ben ik alleen maar heel veel aan het observeren en lezen en tijdens mijn werkbezoeken aan het kijken en dan ga ik heel veel vragen stellen. Ik stel ook heel veel vragen, dat vind ik ook heel belangrijk. En op die vragen moet ik een antwoord krijgen en daardoor leer ik. En op een moment dat ik iets niet snap, dus het project doet iets en ik denk nou ja dat vind ik raar dan moet ik dat ook kunnen zeggen. Dus dat vind ik heel belangrijk dat we een goede communicatie hebben. Als het inderdaad is zoals jij zegt dat ze Stichting SPOTS zien als ze komen geld brengen en verder moeten ze hun bek houden ja daar kan ik niets mee. Ik moet begrijpen waarom ze dingen doen omdat ik de verantwoordelijkheid heb aan de donateurs, zij geven ons geld in goed vertrouwen ja dan moet ik wel weten waarom er dingen gedaan worden zoals ze gedaan worden. En één van de belangrijke dingen van de projecten in Namibië is ook dat zij in principe niet een veroordelende houding hebben. Dus als een boer belt en die zegt; ‘ik heb hier een luipaard welp, ik heb de moeder net afgeschoten maar ik krijg het niet over mijn hart om de welp ook af te schieten, wil je hem komen halen?’ dan in hun hart denken zij precies wat ik denk ‘vuile klootzak waarom de fuck schiet je die moeder nou dood’ maar het helpt niet als je dat gaat zeggen. Je moet dan heel realistisch, en dat verwacht ik dan ook van de projecten dat ze met hun poten in de klei staan, dat ze begrijpen, oke als ik nu ga schelden tegen die boer dat betekent waarschijnlijk dat die boer en de welp gaat afschieten en alle andere luipaarden op zijn land. Dus ik vraag dan wel een combinatie van hart en verstand en dat is ook wel iets waar elke stichting anders over denkt. Kijk sommige stichtingen zullen geen projecten ondersteunen die met boeren praten terwijl wij zoiets hebben van ja dat doen wij juist wel ik verwacht van de projecten die wij ondersteunen dat ze contact hebben met die mensen die met onze dieren moeten samen leven.

Trees for all

Niet zo zeer een compensatie maar meer een bijdragen leveren, ik denk dat dat op die manier insteken is makkelijker dan een compensatie noemen omdat je dan al snel te maken gaat krijgen met waarschijnlijk een lijst met standaarden waar je je aan moet gaan houden. Er is wel werk gedaan op het gebied van biodiversiteit credit en dergelijke, dat je dat kunt meten. Maar is nooit echt succes me geboekt helaas. Dus alleen op gebied van Carbon tot nu toe.

Zoals u het nu dan zegt is het niet echt een compensatiefonds maar meer gewoon een beschermingsfonds? Dus de verwoording is niet helemaal goed?

De verwoording kan inderdaad een beetje misleidend zijn, als je het echt een compensatiefonds noemt. Meer een beschermingsfonds of een ja hoe zou je dat noemen. Dus jullie willen dus echt losdoen van de touroperators zelf? Je kan bijvoorbeeld dus ook zeggen dat als je bij een touroperator boekt dat je dan een optie kunt klikken net zoals je bij vliegen CO2 compensatie kan doen.

Ja dat was inderdaad het idee, dat je net zoals je bij ryanair boekt dat je dan zo'n vinkje aan kan klikken, om geld te geven voor de Big Five.

Ja dat is natuurlijk lastig, heb je al nagedacht over hoe je die schade in kaart zou brengen? Want per reis zou je dan natuurlijk een compensatie bedrag moeten generen.

Ja, mijn klant heeft heel erg gepuste op compensatiefonds. Maar we gaan er dan niet verder op in wat compenseer je dan en wat is de schade van de reis. Maar meer dat het gewoon echt een donatie is om ze te beschermen. Dus wat u dan zegt is eigenlijk dat je niet echt een compensatie hebt maar gewoon een donatie eigenlijk om de Big Five te beschermen.

Ja anders wordt het natuurlijk wel heel lastig om een bedrag te rekenen dat dan zou compenseren voor de schade, want daar zit een berekening achter. De berekeningen voor de vliegreis zijn allemaal verschillend want er zit een berekening achter. Die berekening moet je kunnen nagaan, en je moet transparant zijn zodat de klanten dat ook kunnen zien "oke daarvoor kan ik dus compenseren. Want ik kan aan de andere kant ook berekenen hoeveel CO2 ik uitstoot met deze reis". En zo kun je dat heel mooi compenseren, dan kun je ook zeggen als ik verder vlieg dan moet ik dus meer betalen. Maar bij zo'n reis lijkt me dat heel lastig. Wat zijn de factoren die bijdragen aan de schade aan de Big Five? En is het dan niet beter om bijvoorbeeld in die reis al aanpassingen te gaan doen zodat die schade beperkt is? Dat is natuurlijk ook bij de Carbon, je zegt dat je ook niet het idee aan de klant wilt geven dat je maar eindeloos kan vliegen omdat ze het toch wel kunnen compenseren. Verminderen moet nog steeds voorop staan! Dus het verminderen van de schade zou voor jullie ook zo gelden.

Dat is een heel goed inzicht inderdaad want je wilt niet zeggen "oh je kan iets slechts doen tegen de dieren maar als je dan compenseert met geld is het toch goed." Dat is niet wat je wilt natuurlijk.

Precies dat is niet de in stelling die je wilt geven. Nee dus ik zou zeggen eerder met touroperators samen zou kunnen gaan werken om te gaan kijken hoe je hun pakket kunt verduurzamen, en dus de negatieve impact op de Big Five kunt verminderen. En dan als je een touroperator vind die geïnteresseerd is dan kun je samen kijken wat is hun impact, en hoeverre is dat negatief, hoe zou je dat kunnen verminderen, en als het verminderd is dan kun je eventueel de overgebleven impact daar zou je dan een pakket voor kunnen samenstellen om dat te compenseren.

Ja dat is eigenlijk een super goed idee want dat heeft veel meer zin dan dat je ze laat compenseren.

Ja dat denk ik wel, als je dat kunt integreren. EN bijvoorbeeld met educatie kan je natuurlijk ook een heleboel doen. Dus al jij al in zo'n pakket weet in te werken dat je mensen dus wel wat kennis mee geeft over de Big 5 en over hoe ze dat in hun eigen levensstijl kunnen in bouwen. Dan heb je al dat je heel veel mensen hun impact kunt laten verminderen.

Ik weet dat er een hoop touroperators echt wel bezig zijn met duurzaamheid in hun toerisme pakketten dus er zijn vast wel mensen geïnteresseerd. En wij merken dat ook, wij hebben natuurlijk die projecten in het buitenland met name die voor de klant hier in Nederland wat lastig in te zien zijn, het blijft vrij abstract. Dus we hebben altijd wel mensen die daar langs willen of bijvoorbeeld schoolklassen die op bezoek willen of een uitwisseling willen doen, of vrijwilligers werk of iets. En voor ons is dat heel lastig want onze project partners daar op locatie zitten daar niet echt op te wachten en die hebben niet een pakket klaarliggen voor hun. Maar bij jullie met toerisme is dat natuurlijk helemaal opgericht dus je zou gewoon iets kunnen aanbieden dat ze actief bijdragen aan een project waar ze aan doneren.

Wat jij dus ziet is dat mensen die donaties geven, of die dan betalen om bomen te laten planten, dan zie je dus wel dat het een demand van die mensen is dat ook graag willen zien wat er gebeurt?

Ja, dat klopt, ze hebben daar wel vraag naar, niet iedereen natuurlijk. Maar we werken bijvoorbeeld veel met bedrijven die hebben dan de keuze of ze willen bijdragen in Nederland of in het buitenland en vaak kiezen ze voor Nederland omdat ze dan het bos ook echt kunnen zien. En dan kunnen wij bijvoorbeeld een dag voor ze organiseren dat we samen bomen gaan planten. Dat geeft een hele belangrijke connectie voor hun met die donatie die ze doen. En dat is in het buitenland wat lastiger te realiseren. Maar alsnog krijgen we wel die vraag vaak. Ze vragen toch om het tastbaar te maken op een bepaalde manier.

Dat is natuurlijk ook wel logisch want je geeft toch je geld aan zoiets dus je wilt wel zeker weten dat je geld toch wel op een goede manier besteed wordt.

Mag ik je een vraag stellen over hoe krijg je mensen er nou bereid om geld te doneren? Hoe zorg je nou dat je anders bent dan alle andere projecten en dat ze juist geld aan jou geven?

Wij bestaan gewoon al heel lang dus we hebben dan een naam opgebouwd. De vindbaarheid op Google is ook belangrijk, hij is wel prijzig maar wel ontzettend belangrijk. En daarnaast hebben wij een vrij simpel model waarbij als je op de website kijkt je eigenlijk gelijk al een knop ziet waarbij je een boom kunt kopen. En dat is een heel makkelijk, inzichtelijke manier voor mensen om te kunnen doneren. Het is ook heel logisch wat je ermee kunt bereiken en het is een makkelijke manier om in te stappen, het is een vrij laag bedrag, het kan eenmalig. Je kunt als bedrijf er een certificaat voor krijgen dus je krijgt ook een soort van een formalisering van je gift. Dus op die manier weten we mensen aan ons te binden.

Je geeft mensen wat terug zoals het geven van een certificaat wat weer een voldoening geeft voor de mensen die doneren.

Ja inderdaad en als wij een carbon credit aanbieden dan kunnen bedrijven als ze willen een klimaat neutraliteit keurmerk krijgen, dat is wel een belangrijk marketing gegeven op dit moment. Die bedrijven zijn ook vaak opzoek naar of wel een certificaat of een stempel die zegt dat jullie klimaat neutraal zijn. Of ze zijn opzoek naar een mooi verhaal wat ze aan hun klanten kunnen vertellen dat ze een bepaald project steunen waar mensen maar ook dieren van beter wordt. Dus dan sturen we ze ook communicatiematerialen toe, rapportages enzo waar ze dan weer iets mee kunnen.

Je ziet dus eigenlijk wel echt dat ze iets terug willen hebben, dat dat wel 1 van de redenen is waarom ze dus geld doneren?

Ik denk dat voor bedrijven zeker dat wel geld inderdaad, en dat terug willen hebben, bedrijven hebben altijd een motivatie om iets te doen natuurlijk. Dat is of wel een commercieel belang en dat kan wel te maken hebben dat natuurbeschermingsclaim die je kan maken en die belangrijk is voor de klanten of dat ze gewoon een bepaald budget en CSR-budget hebben binnen een bedrijf wat ze aan een bepaald aantal projecten mogen uitgeven. Als ze zo'n bedrag dan uitgeven moet er vaak wel een verantwoording van die uitgave komen en die verantwoording is dan dat het geld goed is besteed, dat bepaalde impacts zijn behaald.

Als je dan bijvoorbeeld de projecten in het buitenland doet, dat kan je natuurlijk niet alleen doen, want je kan niet zomaar opeens een boom gaan planten ergens. Hoe zorg je er nou voor dat je met de juiste partners samen werkt? Wat voor criteria hebben jullie om te bepalen of het een goede partij is?

We hebben een lijst opgesteld met criteria voor Nederland een lijst met criteria voor buitenlandse projecten. Ik denk dat sleutelfactoren zijn dat ze een bewegen trackrecord hebben, we gaan niet met nieuwe partijen in zee. En waar mogelijk dat we dat kunnen zien in certificering, dus dat de carbon projecten gecertificeerd zijn door externe partijen. Want dan heb je een soort van zekerheid dat het snor zit. Wij toetsen zelf de projectvoorstellen aan de lijst met project criteria, het is bijvoorbeeld voor ons heel belangrijk dat de impact die we willen dat we die ook terugzien in het projectvoorstel, dat ze zien dat het werkelijkheid kan worden. En qua projectpartners moet er een bepaalde expertise zijn en ze moeten werken vanuit een bepaalde intensiteit, het help als ze bijvoorbeeld policies hebben op intensiteit. En zeker als je in tropische landen werkt is het bijvoorbeeld heel belangrijk dat ze niet aan corruptie doen, dat ze dus een anti-corruptie policy hebben. Je wilt alle risico's natuurlijk afdekken en je wilt zorgen dat ze de juiste capaciteit en expertise hebben, dat ze financieel stabiel zijn. Dat is dus een toets vooraf waar je een lijst voor zou moeten opstellen, criteria die voor jullie belangrijk zijn.

Toetsen jullie die partijen ook nog achteraf? Dus als ze met een project bezig zijn geweest gaat er nog één van jullie heen om te kijken of het precies zo is gegaan zoals jullie afgesproken hebben, of dat de resultaten zijn behaald?

Ja, we doen dat gedurende het project, ze zorgen dat vooraf onze due diligence, de toets van ons project hebben gedaan op papier en door veel met hun in gesprek te gaan. En dan plannen we een bezoek in, of wel vooraf aan het project, om zeker te stellen hoe dingen gaan gebeuren. En dan tussendoor ook om te kijken hoe het project loopt, en afhankelijk van hoelang zo'n project loopt, soms duren ze wel 4-6 jaar dan hebben we gewoon bezoeken ingepland, die tussentijds checken en dat is ook voor onze donoren belangrijk, dat je terug kunt koppelen naar die mensen wat er nu gebeurd.

En die projecten worden dan puur gefinancierd op basis van wat de mensen die doneren aangeven? Op jullie website kan je natuurlijk aangeven hoeveel bomen je wilt laten planten, en wat je dan zei dat je voor de bedrijven de keuze hebt op ze een Nederlands project willen steunen of een buitenlands project. Is dat wat bepaald waar het geld voor de projecten heen gaat?

In principe als je via de website een donatie doet dan bepalen wij waar die boom terecht komt. We hadden vroeger het 1-2-tree model, dus dan een boom in Nederland en een boom in het buitenland plant je met één bedrag. We hadden dan een vast bedrag van 12,50 en daarvan plantten wij dan een boom in Nederland en een boom in het buitenland. En de reden dat we dat op die manier deden is omdat het aanplanten van bomen in Nederland een stuk duurder is dan in het buitenland. We wilde graag een mooie balans houden tussen projecten in Nederland en in het buitenland, daarmee hadden we dus die flexibiliteit om de financiën over tussen de verschillende geografieën te delen. En nu kan je ook 1 boom kopen, dat model hebben we door tweeën geknipt laat maar zeggen. Je kunt dus 1 boom kopen en dan delen wij intern de kosten over Nederland en het buitenland. Dus dan gaat dat een beetje op 1 hoop.

Wij werken natuurlijk ook op dat vlak met human-wildlife conflicten, dat raakt heel erg aan wat wij doen. In Oeganda zijn daar veel activiteiten voor ingericht. Ze doen daar aan bijen houden om de jonge aanplant te beschermen tegen olifanten, want die zijn bang voor bijen. De jonge aanplant wordt anders vertrapt en uit de grond getrokken door die olifanten, en dat is natuurlijk voor de boeren niet fijn, maar het is ook niet goed voor de jonge aanplant van het bos. Dat is dan ook een manier om met de bijenhouden en de inkomsten van de bijenhouding, help je ook weer de bevolking daar. We hebben daar veel projecten opgezet, en imkers trainen daar en dat dus inzetten zodat de human wildlife conflicten minder wordt.

Ja het is natuurlijk dat je echt moet kijken naar wat de lokale bevolking nou nodig hebben, want anders ga je het probleem natuurlijk alleen maar groter maken, je moet kijken hoe je project past bij de locale omgeving zodat iedereen er een positieve impact van heeft.

Ja dat zeg je wel heel goed. Hoe leuk zou het zijn als jullie met een touroperator samen zouden kunnen werken om bijvoorbeeld zo'n project te bezoeken waar dit ingezet wordt, waar zo'n human-wildlife conflict opgelost wordt. En dat de mensen die dan met zo'n touroperator meegaan of aan zo'n compensatiefonds kunnen bijdragen of wel door met die tour mee te gaan al een bijdragen leveren. Dat er een x aantal euro's van iedere tour naar jullie stichting gaat bijvoorbeeld. Zo'n samenwerking zou perfect zijn denk ik.

Nature for All Travel Interview

U kent Simone van Stichting SPOTS of niet?

Ja die ken ik heel goed zelfs, ik heb zelfs een aantal jaar voor haar gewerkt en uh voordat ik überhaupt met all for nature begon dus er zit heel veel connecties, en ik heb ook voor TOFT-tijgers gewerkt. Dus dat is eigenlijk ook een beetje de reden waarom ik begonnen ben met nature conservation for tourism want ik zag dat de manier was om inkomsten te genereren zeg maar voor natuurbescherming projecten.

Ik zou heel even kort uitleggen wat Simone graag zou willen. Ik doe natuurlijk mijn afstudeeropdracht voor haar. En ze kwam eigenlijk met het idee van ja "ik vind het eigenlijk best wel belachelijk dat touroperators niet zo veel doen om te zorgen dat de wilde dieren beschermd worden". Haar hoofddoel is natuurlijk om de wilde grote katten te beschermen maar ze dacht ja misschien is het niet zo slim om alleen in te zetten op de wilde katten dus we gaan focussen op de Big Five omdat daar de wilde katten ook bij horen. En toen dacht ze, ik wil eigenlijk ook gewoon heel graag een fonds opzetten samen met touroperators zodat de touroperators zich in kunnen zetten om de Big Five te beschermen. En omdat ze dat graag met de touroperators wil doen was mijn eerste idee om te kijken dat als de touroperators mee zouden doen wat zijn dan hun criteria voor het fonds zodat ze graag mee zouden willen doen.

Ja, ik kan je heel veel tips geven maar daar kan ik je niet specifiek mee helpen omdat wij dat gewoon niet doen omdat wij gewoon al een heel aantal stappen verder zijn. Toen ik voor Simone werkte zijn we daar ook mee bezig geweest en toen bleek dat toerisme gewoon de beste manier was. Ik zat toen in het toerisme werk en toen bleek gewoon dat er helemaal niks mogelijk was, nog geen 5 euro kon er nog uitgegeven worden aan een olifant. En dan denk ik van ja het is niet alleen het belang van die olifanten maar het is ook in het belang van je eigen safari business. Als je wilt dat er over 30 jaar ook nog olifanten zijn die mensen die die dieren kunnen bekijken. Dat is dus precies de reden waarom ik nature of all ben begonnen dus ik zou zelf niet aan zo'n fonds deelnemen, wij hebben onze eigen manier gevonden. Van ons gaat alles rechtstreeks naar de... wordt terug geïnvesteerd in de natuurbescherming. We ondersteunen onder andere stichting Spots ook daarin met een aantal projecten maar ook een aantal projecten met rechtstreekse projecten in de landen zelf.

Ik wil je graag wel tips geven maar ik kan je natuurlijk niet aangeven wanneer we daarin mee zouden doen.

Ja dat is begrijpelijk, zou ik u dan van de andere kant mogen benaderen. U zegt dat u betrokken bent bij de TOFT-campagne en dat u ook met Simone heeft gewerkt. Zouden we het dan kunnen hebben over hoe je dan een fond goed opzet. Wat zijn nou kritische succes factoren om een fonds op te zetten?

Nou ja allereerst is het natuurlijk is het voort krijgen van de reisindustrie. Nou ja dit is mijn levenservaring dus ik kan natuurlijk heel veel vertellen maar ik vind het een beetje moeilijk om de insteek te vinden, waar jij dan weer wat mee kan zeg maar. Ik heb bij TOFT-tijgers gewerkt, en TOFT-tijgers is meer echt een campagne die probeert dus zelf ook lodges dus zo duurzaam mogelijk te laten werken zodat zij ook zelf bijdragen zeg maar aan natuurbehoud he om die tijger te beschermen. Maar dat is een campagne die is opgezet niet zo zeer als een fonds maar meer om te stimuleren om de mensen duurzaam te laten werken. Zodat die lodges terplekke dan ook bijvoorbeeld de houtkap kunnen voorkomen of dan vrouwen en inkomen te geven of ja dat doen ze terplekke zeg maar daar is niet echt een groot fonds voor. Er is bijvoorbeeld wel één chica travel heeft nu ook een fonds die dat dan zelf doen met hun reis partners.

Ik zou als ik jou was gewoon de duurzame, die kent simone natuurlijk ook, dan die benaderen, die willen het misschien wel op een makkelijke manier mee doen en dat ze daar dan geld in investeren.

Heb jij een lijst met de meest duurzame reisorganisaties in Nederland?

Ik heb tot nu toe geselecteerd op alle reisorganisaties die in Afrika zitten en die iets met de Big Five te maken hebben laat maar zeggen.

Ja dan heb je lang niet de duurzame, als je naar de ANVR kijkt dan heb je de echte duurzame zijn travel life gecertificeerd en als je daar een crossing mee maakt dan kan je kijken of je daar, daar zou ik dan mee beginnen, degenen die dan Afrika aanbieden en die dan veel stappen ondernomen hebben, het liefst zouden ze dan certified zijn want als ze certified zijn dan hebben ze dus ook alle stappen doorlopen.

Ik heb al wel gekeken naar welke touroperators al aan dit soort dingen mee doen maar het is inderdaad nog wel goed om te kijken of ze gecertificeerd zijn.

Ja precies dat ze in ieder geval gecertificeerd zijn. Ik weet dat fox reizen is gecertificeerd dus er zijn er wel een aantal inderdaad. En daar zou je misschien mee kunnen beginnen als je je wilt kijken naar waar je op moet letten als je het interessant wilt maken voor de touroperators. Wat zij willen met name natuurlijk iets laagdrempeligs doen. Ik heb die expertise vanuit toen ik in het bestuur zat van glocarts?? en met toft heb gewerkt. Dus ik weet zelf wel welke projecten goed zijn om te ondersteunen maar ik denk dat toch een hoop andere reisorganisaties kunnen niet de kap van het koren scheiden zeg maar. Dus die zou je het makkelijk kunnen maken door zeg maar zo'n fonds te hebben.

Ja jullie zijn natuurlijk gewoon een aantal stappen verder. Ik had op jullie website gekeken en jullie geven natuurlijk al aan zoveel verschillende goede doelen en projecten dus ik snap het helemaal dat dit niet iets is voor jullie.

Nee daar kan ik inderdaad niet aan mee doen. Wij zijn zelf ook al bezig hoor met wildlife crime projecten en met de plastic pledge maar wildlife crime heeft dan natuurlijk weer meer met jullie te maken. Maar het is voor ons nu ook een beetje te vroeg om ook iets voor de Big Five te gaan doen zeg maar. Op zich wil ik natuurlijk er ook meer aan gaan trekken omdat ik wil dat de reis industrie gewoon wat meer moet gaan doen. Maar ik ben gewoon al gebonden aan wat al doen zeg maar. Je kan niet alles doen helaas, en binnen ons eigen bedrijf hebben we nu geformuleerd dat we wildlife crime nu als focuspunt mee gaan nemen.

Weet je dan ga ik gewoon verder zoeken en dan ga ik gewoon andere partijen ook benaderen en andere touroperators zoeken. Want dat is voor Simone op dit moment wel het belangrijkste om te kijken zo van wat zijn nou de voorwaarde van de touroperators om mee te doen. Ze weet natuurlijk zelf ook wel hoe ze een fonds op moet zetten.

Ja beginnen met die duurzame, misschien moet je ze in 2 delen delen, de duurzame want er zijn natuurlijk een aantal koplopers bij de anvr ook die al heel veel doen op gebied van duurzaamheid. En dan kijken zo van hoe makkelijk vind je het nou om mee te doen want ze hebben bijvoorbeeld ook al een green seats waar ze kunnen compenseren en andere dingen waar ze kunnen compenseren maar die zou je bijvoorbeeld heel laagdrempelig kunnen mee nemen maar je zou kunnen kijken hoe je dat dan op moet zetten en los daarvan dan een studie kunt doen naar de niet duurzame. Want die zijn daar helemaal nog niet bezig mee en die misschien ook wel een makkelijke manier zoeken hoor en die er ook wel eens over na hebben gedacht en zeker ook in het kader van in de tijd dat de biodiversiteit hard achteruitgaat. Maar je moet daarbij dus weer oppassen dat ze niet een soort van greenwashing doen want ik zie dat... ja als fonds zou ik jullie dan echt aanraden om niet vanaf 5 euro te laten in gaan, tenminste je mag laten doneren maar om dan op de website vermeld te worden moet je toch echt bijvoorbeeld bij 1000 euro dan een naam krijgt of zo of een plaatje zodat de consument daar op terug kan halen maar niet voor kleine bedragen dat zou ik niet terecht vinden.

Dat is het gene waar ik altijd bang voor ben is dat ze dan 5 euro doneren voor bepaalde projecten van olifanten en dan denk ik ja dat is natuurlijk helemaal niet vergelijkbaar van wat wij doen. Het is natuurlijk wel makkelijk om gewoon even ergens 5 euro aan uit te geven

Ja maar dat zet natuurlijk geen zode aan de dijk en dat gebruiken ze wel mooi als marketing materiaal van kijk eens hoe goed wij bezig zijn.

Ja zeker niet als je kijkt naar de inkomsten die ze genereren, je moet natuurlijk ergens beginnen dat snap ik ook wel maar het is best wel een ingewikkelde inderdaad.

Ja het is heel lastig om een goede balans te vinden tussen het vinden van het krijgen van een donatie en een soort van beloning dat daartegenover staat.

Ja precies precies, en op zich ja. Anders moet je ook weer even terug koppelen aan Simone en even een uurtje met haar praten of zo en dan kijken wat zij denkt handig is om deze kennis te gebruiken of dat je mij probeert te omzeilen en het zelf probeert helemaal met een aantal wat minder gericht op wildlife touroperators.

Ja dat is inderdaad nog wel een goede vraag om haar te stellen inderdaad. Ze wilt zo graag dat iedereen mee doet want ze heeft zo iets ja ik vind het belachelijk dat niemand iets doet dus ik vind gewoon dat iedereen mee moet doen

Ja dat is wel makkelijk gezegd natuurlijk maar dat is inderdaad ook de reden waarom wij zelf ook maar zijn begonnen om dat ik ook zie dat het op een andere manier verder moet en ik geloof ook wel dat steeds meer bedrijven gaan ze he dat ze dat moeten doen. Ja 10 jaar geleden had niemand nog gehoord van maatschappelijk ondernemen en dat is nu ook bijna normaliteit genomen, je moet toch iets doen met het gene dat je exploiteert dus je moet wel zorgen dat er wel wat voor terug komt. Ik weet dat Simone ook wel eens met dat wandelen met leeuwenwelpjes dat heeft ze ook onder de aandacht gebracht bij iedereen. Maar je hebt dan ook weer het wereld natuur fonds waarmee je mee loopt te concurreren zeg maar, bedrijven zullen ook wel iets willen doneren aan het wereld natuur fonds.

Ja die hebben natuurlijk een grote naam

Ja maar dan heb je natuurlijk dat een wereld natuur fonds niet zomaar iemand toelaat he die zijn echt heel kritisch voordat ze met iemand samen werken op dat gebied. Dus op zich is dat ook weer juist een positief punt voor jullie.

Maar ziet u ook echt dat duurzaamheid belangrijk is voor de toeristen. Uw touroperator is natuurlijk helemaal sustainable, of zoveel dat het kan natuurlijk, maar zie u ook dat dat belangrijk is voor de toeristen?

Ja absoluut dat zie je wel steeds meer, wij zijn natuurlijk ook enorm gegroeid in de afgelopen 10 jaar. Dus gelukkig inderdaad, er zijn steeds meer mensen die toch een soort van iets terug doen. Zeker toen die vliedschaamte op kwam, zo van we willen eigenlijk toch wel ver weg maar we kunnen het eigenlijk niet maken. Ja dan zeggen wij altijd, als je op een duurzame manier reist dus dat je zorgt dat je reis bijdraagt aan natuurbescherming dan doe je echt veel meer goed dan kwaad met je vliegreis, bovendien word je CO2 nog gecompenseerd. Het gaat er meer om wat je terplekken voor de economie kan betekenen. En die garantie geven wij ze dus wel een beetje.

Ja super je kan natuurlijk mensen, ze gaan nooit stoppen met reizen, dat gaat niet gebeuren, dus je kan maar beter zorgen dat je een positieve effect maakt met reizen dan een negatief effect.

Nee daarom, en wat dat betreft wat ik me nog zit te bedenken, je hebt natuurlijk ook Trees for All nog gesproken. Als je nou eens niet de reisorganisaties, want die weten heus wel wat ze moeten doen, maar de reizigers probeert te bereiken met een fonds. Zo van ga je op safari hier heb je een safari preservation bijdrage, dan heb je al die reizigers die naar het buitenland gaan, die geef je dan zelf ook een manier om "hun schult af te kopen zeg maar".

Dan ga je bijvoorbeeld veel meer kijken van wat bijvoorbeeld green seats doet want die geeft natuurlijk reizigers de optie om je CO2 te compenseren als je op reis gaat. Dat is misschien ook veel makkelijker op te zetten dan om alle touroperators proberen te overtuigen inderdaad.

Ja wat green seats dus doet is om de optie te geven om vrijwillig te doneren.

Ja om het op te zetten is het natuurlijk veel makkelijker omdat je er in 1 keer veel meer mensen mee kunt bereiken. Ja dat is een goeie om even over na te denken inderdaad, ik zal er even met Simone overnadenken of ze dat een optie vindt.

Geeft u uw reiziger ook heel veel informatie mee?

Ja dat is juist de bedoeling, een van onze doelen is om te vertellen wat voor natuurbescherming ze ondersteunen met hun reis. En dan proberen we ook in alle reis documentaties meer informatie te geven over bijvoorbeeld de tijgers die ze zien, en je wilt ze natuurlijk ook inspireren om meer te doen zeg maar. Dus dat is wel de insteek.

Op wat voor manier geeft u die informatie mee, is dat gewoon een soort van flyerje of..

Ja we doen natuurlijk alles digitaal, want we proberen zo duurzaam mogelijk te werken. Als ze op reis gaan geven we ze ook een app dan kunnen ze daar hun documentatie halen en dan kunnen ze bijvoorbeeld als ze op het vliegveld zitten daar ook een beetje in kijken, of als ze dan bij het hotel zijn kunnen ze nog een keer naar het project kijken wat ze nou steunen. Dus het is allemaal digitaal.

En krijgt u ook wel eens de vraag van de toeristen om bijvoorbeeld als u met een project bezig zijn om die projecten te bezoeken?

Ja ja ja, dat vinden ze heel erg leuk inderdaad om dat te bezoeken. Maar ja ik kan niet ieder project bezoeken, daar hangt natuurlijk wel een prijskaartje aan. Met onze groepsreizen dan krijg je vaak als een bijzonder inzicht en verder heb je een aantal standaard locaties waar je kan verblijven waarvan ze weten dat ze ook bijdragen aan die locatie. Dus als je in zo'n lodge verblijft kan je ook direct met dat project meekijken, en dan noemde je nog meer voorbeelden. En aan de andere kant wat wij ook veel zien bij die reizigers die willen dan wel die tijger zien maar op het moment dat je dan zegt dat we naar een village guard gaan die het dropje beschermt tegen de tijger, ten koste van een game drive doen ze dat niet. Nee ze willen dan veel liever die tijger zien in plaats van zo'n guard dat blijft wel altijd mee spelen.

Ja toeristen blijven toeristen natuurlijk.

Dat zijn wel de eerste dingen die geskript worden, het gaat er eigenlijk dus om dat de consument een goed gevoel heeft gehad met wat hij bij heeft gedragen, maar ze hoeven het dan niet perse te zien zeg maar. Ze willen wel goed doen. EN wij krijgen dan ook weer vaak mensen die vrijwilligers werk willen gaan doen en die geef ik altijd meteen door dat je voor een weekje nooit serieus vrijwilligers werk kan gaan doen waar het project echt iets aan heeft dus wat ze wel kunnen doen kunnen ze met hun portemonnee doen door geld te geven, daar kunnen ze wat mee doen. Want als ze een week lang

iemand moeten gaan bezig houden dan kost het veel meer energie dan wat het opleverd. Dus dat geef ik ze ook altijd wel mee.

Verder wil ik jullie ook wel echt mee geven dat op dit moment alle reisorganisaties in zulke grote problemen zitten, niemand die reist dus je moet het echt wel een poosje uitstellen

Interview Bijzonder Afrika

Ik zal eerst even wat achtergrondinformatie uitleggen, ken jij Stichting SPOTS?

Ja

Nou top, ik doe dus mijn afstudeeropdracht voor Simone van Stichting SPOTS. En wat haar missie is, is om de wilde katten in Afrika te beschermen. En dan vooral de leeuw, de cheeta en de luipaard. Ze wilde eigenlijk meer werk daarvoor doen en zich uitbreiden zodat de dieren nog meer beschermd worden. En ze wilde eigenlijk, nou ja ze zag eigenlijk dat touroperators heel veel te maken hebben met de wilde en die verkopen ook heel veel pakketten en reizen gebaseerd op de wilde dieren in Afrika. En daarom wilde ze eigenlijk een Big Five fonds opzetten met touroperators om samen in te zetten om de wilde dieren te beschermen. Dat is natuurlijk niet alleen goed voor haar zodat de dieren blijven bestaan maar ook goed voor de touroperators omdat die eigenlijk ook hun inkomen baseren op die wilde dieren. Wat ik eigenlijk aan het doen ben is een beetje kijken van oke, als we zo'n fonds willen opzetten met touroperators, je wil dan dat de touroperators mee doen en je wilt het fond maken op een manier dat het attractie is voor de touroperators. Dus daar wilde ik je eigenlijk een paar vragen over stellen, het gaat niet zo zeer om of je mee wilt doen ja of nee maar meer kijken naar als je mee zou doen hoe zou je dan graag willen dat het fonds er dan uit ziet.

Oke oke interessant hoor, ik ben al gelijk pro

Hahaha dat is helemaal mooi, dan schrijf ik je gelijk op. Mijn eerste vraag is dan eigenlijk, geven jullie bijvoorbeeld al aan zulk soort goede doelen of fondsen? Zetten jullie je al in voor dat soort dingen?

Ja we hebben 2 projecten op dit moment, 1tje dat is een sociaal project dus dat is echt voor mensen en 1tje voor dieren en dat is op dit moment wel de neushoorn, dus niet een kat achtig.

Nee maar wel onderdeel van de Big Five natuurlijk

Ja dat klopt we dus in die zin telt die mee. Shaun en ik wonen bij Kruger en hiervoor hebben we in Pilansburg gewoont en in Pilanesburg is het 3^{de} grootste game reserve in Zuid-Afrika en daar kwamen we eigenlijk in aanraking met een project voor neushoorns. Omdat poaching daar, maar natuurlijk overall hier een groot probleem is en daar zijn we eigenlijk mee in aanraking gekomen en toen hebben we eigenlijk bedacht, ook met bijzonder Afrika, om daar wat voor te doen. Dus wat we eigenlijk hebben gedaan is ook onze klanten een keus geven wat wij doen is per boeking dat wij een deel van de winst die wij maken afgeven aan een project. Dat bespreken wij ook met de klant en we geven de klant ook de keuze. Als iemand bijvoorbeeld alleen naar kaapstad en die regio gaat reizen vinden zij het ook leuk om een sociaal project te bezoeken want daar heb je niet echt de kans om een wildlife project nog te bezoeken want dat proberen we in ieder geval ook aan te bieden dat ze zelf kunnen zien waar zij ook aan bijgedragen hebben. We hebben hier in de bush ook een sociaal project maar ook bij Kaapstad dus dan kunnen wij zeggen hier hebben wij een stukje van onze winst aan geschonken en als jullie het dan leuk vinden kunnen jullie daar zelf ook aan deelnemen. Met het sociaal project in Hoetskruid bijvoorbeeld hebben we een tour ontwikkeld voor de klant, want als ze in Hoetskruid en omgeving zijn dat ze daar dan heen kunnen. Het is een tourtje van 2 3 uur dus het is ook niet heel lang hoor maar dan kunnen ze met eigen ogen wat er nou gedaan wordt en eigenlijk geld dat voor de wildlife projecten in Pilansburg ook. Het is niet zo dat iedereen die hier naartoe reist ook naar pilansburg reist dus dan bieden we het niet ook altijd aan. Pas als ze ook zouden reizen in die regio kunnen we ze aan bieden om daar een kijkje te nemen. Anders is het meer dat ze weten dat hun geld is geschonken aan een goed project. Dus hoe doen we dat? Bijvoorbeeld met kerst hebben we gedaan iets eenmaligs, hebben wij een kerstkaart laten ontwerpen voor alle klanten die gereist hebben en die dit jaar zouden gaan reizen en eigenlijk hebben we toen vanuit de klanten een stukje donatie gedaan en als een eenmalig

bedrag ook geschonken aan een project. Dus in die zin zijn we er op dit moment mee bezig en ik moet eerlijk zeggen, wij komen allebei uit de marketing dus het is voor ons ook interessant eigenlijk. En dat klinkt natuurlijk heel egoïstisch maar klanten vinden het fijn als je ook iets goeds doet dus dat combineren wij wel in die zin van een stukje marketing naar de klant. Dus het is enerzijds dat we helpen en dat doe ik heel graag en ik zie het natuurlijk hier nog steeds meer met mijn eigen ogen dan iemand in Nederland dus voor mij is het nog een stukje dat het veel meer dichtbij komt dus dat ik het daarom fijn vind om daar ook bij betrokken te zijn. En anderzijds is het stiekem ook gewoon een stukje marketing, daar ben ik dan wel heel eerlijk in.

Ja maar dat is toch ook logisch, je ziet heel erg dat toeristen over gaan naar meer duurzaam reizen, ze willen iets goeds doen dus het is eigenlijk ook heel logisch dat je daar gebruik van maakt bedoel je moet ook je klanten binnen halen en dit is een demand van de klant dus dat is heel logisch.

Maar als een van de voorwaarden vind je dus wel heel belangrijk dat de klanten dus wel die projecten kunnen bezoeken?

Ja, ja als zij dat zelf dan willen, ik bespreek het eigenlijk wel altijd met ze dat die mogelijkheid er is en ik moet heel eerlijk zeggen, ik denk dat 9 van de 10 klanten dat dan ook willen doen en dan nemen wij dat ook gewoon op in de reis.

Ja super, hangt daar dan ook een stukje educatie aan vast? Vind je dat ook belangrijk dat je je klanten wel inlicht waarom je mee doet aan dit project laat maar zeggen, waarom het zo belangrijk is?

Ja ja ja ja, wat we ook af en toe doen is nieuwsbrieven en daarin beschrijven we dat eigenlijk ook en daar halen we eigenlijk elke keer een ander onderwerp eruit. Maar ik vind het zeker heel belangrijk. Ik denk dat je door educatie juist meer.. Ik heb voordat ik met bijzonder Afrika begon ook voor andere reis organisaties gewerkt en daar was ik sales manager voor zuidelijk Afrika, en toen was het nog wel meer dan nu, het neemt wel af, maar dat heel veel mensen bijvoorbeeld dat mensen met welpjes op de foto willen of op een olifant willen zitten of met haaien willen duiken. Dat is ook iets wat ik niet meer boek, dat deed ik 8 jaar geleden wel, er was toen toch nog wat minder oog voor dan op dit moment dus toen wilde heel erg veel mensen dat toch wel doen maar je ziet toch dat het de laatste jaren heel erg af neemt, dat mensen er toch bewust van worden, en als ze dat niet zijn, en als ze bij mij aangeven in een reisbespreking dat ze dat zouden willen "oh we willen heel graag op de rug van de olifant zitten", dan zeg ik al daar doen wij niet aan mee. Dus in die zin boeken wij dat ook echt niet en dan leg ik ze ook uit waarom wij daar niet achter staan. En dan hoor je eigenlijk ook al echt vaak "oh dat zeg je ook wel heel goed dus dan willen wij dat ook niet meer doen". Ik heb eigenlijk nog niemand gehad die dan zeg oh hoe dan ook we willen wel op die rug van die olifant of we willen wel. En je ziet het hier ook in Zuid Afrika waar je 8 jaar geleden toch nog best veel van dat soort knuffelboerderijen hadden en dan heb je nu dat wel minder en zie je wel die verschuiving al dat het juist wel een goed project word he of dat mensen daar dan weer wat meer aandacht aan geven. Dus je kan het al wel wat beter onderscheiden waar je ze eventueel wel naartoe zou kunnen sturen. Zo is er hier vlakbij een heel mooi project ook over leeuwen, ik ben daar zelf geweest, ik vond heel interessant en heel educatief ook, ook voor mij toen omdat ik er niet alles van wist. En daar doen ze alles op een hele nette manier, daar is het ook niet dat je lekker met de leeuw kan gaan lopen, maar je kan ze wel zien want ze zijn in het game reserve. Dus dan zie je ze wel maar dan leggen ze daar wel uit hoe ze die leeuw daar proberen te beschermen, dus dat is wel een heel interessant project. Maar waar er dan wel verderop op de boerderij geknuffeld kan worden met een welpen daar zou ik nooit iemand naartoe sturen, inclusief de uitleg waarom.

Heb je wel eens de documentaire Blood Lions gezien?

Ja die heb ik toevallig een paar weken geleden nog weer een keer gekeken

Ja verschrikkelijk dan zie je ook echt wat er gebeurd laat maar zeggen en natuurlijk in Zuid Afrika speelt dat heel erg. Dus het is goed dat je je daar bewust van bent en dat je weet dat je dat soort activiteiten niet moet verkopen. Sta je daar bijvoorbeeld ook open voor dat Simone naar je toe komt en zegt 'oh misschien kan je dit en dit doen omdat nog beter voor de dieren zou zijn' zou je daar voor open staan?

Ja ik sta daar zeker voor open

Dat je een soort van samenwerkt om je pakket nog meer te verduurzamen laat maar zeggen.

Ja zeker, natuurlijk is het ook wel zo, ik zou het oprecht wel een keer leuk vinden om met Simone te praten. Wij doen natuurlijk alleen maar maatwerk dus in die zin, ja ik zou daar heel graag een keer met haar over willen sparren omdat wij natuurlijk ook als maatwerk kunnen doen want dat is toch net weer iets anders als alleen maar pakketten. We hebben wel wat voorbeeld reizen op de website maar eerlijk gezegd is er nooit een klant die zegt dat dat precies is zoals ze het willen gaan maken. Ze willen naar Afrika en ze gaan mailen of we bellen en we gaan met ze in gesprek wat ze precies willen en dan bouwen we zelf er wel een reis omheen. Maar ik sta daar zeker voor open ja. Ik leef en woon ook wel echt me een bush man he, shaun is opgegroeid vanaf zijn derde in dit gebied, ja die ademt zeg maar de bush die ademt dieren dus ik heb al die jaren ook vanuit hem geleerd en hij is daar ook zo mee bezig dus in die zin denk ik wel dat ik het van alle kanten naar me toe getrokken krijg en dat dat ook echt iets is waar ik wel achter sta.

In dat opzicht woon je echt op een heel mooi gebied en je ziet ook echt, je kan je reizen verkopen natuurlijk maar als je echt in het gebied woont weet je ook hoe alles in elkaar zit en kan je er op veel duurzamere manier naar toe kijken. Je weet wat er gaande is en je weet hoe je kan helpen en je heb de resources om de toerisme beter te maken.

Zeker, ik denk dat er genoeg touroperators zijn die zeggen, niet dat ik zeg dat ze slecht zijn hoor, maar die dan vanuit Nederland werken, die gaan misschien 1 keer per jaar op studie reisje voor een week of 2 weken maar die ontdekken ook niet die kleine hidden gems van mooie projecten. En dat is gewoon lastiger als je hier niet woont. En in die zin heb ik ook echt een voorrecht en ik denk ook echt dat daar mijn interesse ligt.

Ja mooi hoor! Stel dat jullie dan samen met Stichting SPOTS zouden werken voor dat fonds, wat vind je belangrijk, je hebt dan geld op gehaald bijvoorbeeld, wat vind je dan belangrijk waar het geld heen gaat? Bedoel je hebt natuurlijk heel veel projecten waar je uit zou kunnen kiezen om die Big Five te beschermen, wat vind je nou heel belangrijk, criteria waar een project aan moet voldoen?

Ja enerzijds dat het een goed project is, dus in dit geval dat het voor wildlife is dus dat het ook echt ten goede komt van wildlife en dat het niet naar de voedselpakketten voor de vrijwilliger daar gaat bijvoorbeeld. Je ziet hier natuurlijk ook veel projecten wat helemaal gebaseerd is op vrijwilligers ja die daar volgens mij ook de tijd van hun leven hebben wat opzich ook goed is hoor dat snap ik wel maar dat daar wel volgens mij ook heel veel geld in gaat zitten in de housing voor de vrijwilligers. Dus in die zin vind ik het wel fijn dat het transparant is dat het echt naar het project zelf gaat. Ook dat daar gelijk iets concreets mee gedaan kan worden, ik vind het eigenlijk zelf wel heel fijn als in een project een bepaald doel te hebben dat als er een bepaalde donatie word gevraagd dat is deze keer een donatie voor uhm ja noem maar iets... er was laats hier een project voor wildtax dat is niet voor de big five maar dat is wel een bijzonder diersoort die wel met uitsterven word bedreigd. Het was heel concreet dat ze collars nodig hadden om ze te kunnen blijven volgen om te kijken hoe dat uitsterven gevochten kan worden, ja om dat te proberen te voorkomen. Ja dan wil ik daar wel heel graag geld aan uit geven omdat ik weet wat daar mee gedaan word dus dat vind ik wel een heel belangrijk criterium, dat het altijd transparant is en dat daardoor de donateur altijd kan zien wat er gedaan word. En dat kun je

tegenwoordig ook wel heel makkelijk met marketing tewerkstellen door social media dus neem ze mee met foto's en filmpjes of verhalen. Ik denk dat ik dat het belangrijkste vind. Daarnaast vind ik wel een heel belangrijk punt dat de lokale community daar ook betrokken in is, en dat kan natuurlijk niet altijd maar dat er met dat project er tegelijkertijd ook werkgelegenheid word gecreëerd voor de lokale mensen dus mensen die niet zo veel hebben en dat ze daarmee een baan hebben ipv vrijwilligers die overkomen vanuit Europa die misschien 6 of 700 euro per week betalen om daar vrijwilliger te mogen zijn dan heb ik liever dat een lokale community daar ook mee geholpen word. Dat vind ik ook wel een belangrijk criterium.

Ja natuurlijk, je doet het voor zo'n gebied je wil natuurlijk dat de lokale bevolking er ook beter van word. Het is natuurlijk heel lastig want we kunnen wel vanuit Nederland zeggen oh we gaan het zo doen maar het is heel belangrijk om te kijken en wat de lokale omgeving nodig heeft en hoe je het samen met die mensen aan kan pakken. Je hebt natuurlijk ook heel veel human-wildlife conflicten dus dat die dieren en mensen in conflict met elkaar staan. Bijvoorbeeld de cheeta die komt heel veel op boerenland omdat ze daar weinig dierlijke vijanden hebben, maar die worden dan door de boer afgeschoten omdat die boeren natuurlijk niet willen dat of al hun overstampt worden en kapot gaan of dat hun vee opgegeten word door de cheeta's dus daarom schieten die boeren ze maar af. Dus het is heel belangrijk om te kijken hoe je met de lokale bevolking die dieren kan beschermen.

Ja zeker ik vind dat wel een heel belangrijk punt en wat je daar eigenlijk ook mee bewerkstelligd een lokaal iemand, weet je je hebt een gezinnetje en een tuintje en als de vader, als hij iets geleerd word, als hij iets kan leren bij zo'n project, al is het poep scheppen, maar als je het hem leert daar hoeft je geen vrijwilliger uit Nederland te hebben, die kan natuurlijk leuk zeggen ik ben 3 weken in afrika geweest en ik heb zo goed gedaan voor de wildlife en voor de mensheid maar nee dat is niet zo. Althans dat is mijn mening hoor, misschien denken anderen daar anders over. Dan heb ik liever dat het lokale mannetje een skill word bijgebracht zodat hij daar ook verder mee kan in zijn leven. Ja dus dat vind ik wel een heel belangrijk punt.

Wat vind je dan belangrijk dat de projecten terug koppelen? Waarschijnlijk zit dan Simone er tussen maar wat vind je belangrijk dat je terug krijgt van de projecten naast dan dat je ze met de toeristen kan bezoeken.

Ja ik denk dan een stukje resultaat, ik weet wel en dat zie ik hier ook je kan natuurlijk niet binnen een maand al resultaten boeken maar ik denk laat mensen die daar ook donateur zijn, hou ze op de hoogte, ik denk in die zin. Dus eigenlijk weer dat stukje transparant blijven, wat doe je, wat is er gedaan, wat zijn de valkuilen misschien waar je tegen aan loopt, wees daar ook gewoon eerlijk in, ipv dat alles alleen maar perfect gaat, weet je neem ze mee in het verhaal. Ja dat is het stukje neuromarketing in mij, maar dat dat heel belangrijk is. En ik denk ook een continuïteit daar in, dus dat je niet 1 keer zegt bedankt voor je donatie nou dit is er mee gedaan. Maar ik denk ook voor mensen voor wie dit echt aan het hart gaat die willen denk ik ook dat blijven doen dus als je er een maandelijks iets van maakt bijvoorbeeld dan hou je er ook veel meer betrokkenheid van de donateur bij je en tegelijkertijd heb je dan ook meer budget om er nog meer mee te doen dus ik denk in die zin dat het belangrijk is voor fondsen om in die zin wel de donateurs warm te houden ipv eenmalige donaties en eenmalig een briefje sturen van nou bedankt jongens. Maar dat is voor de communicatie naar de donateur he of naar de klant.

Dus dat staat voor jou voorop dat je iets kan terug kan vertellen aan je klanten, de mensen die daar geld aan hebben gegeven.

Nou ja.. of ik dat voorop staat denk ik nog steeds wel het project.

Ja natuurlijk..

Een donateur ziet dat verder niet, die zit in Nederland, die doet een bank overschrijving en die denkt 'zo ik heb goed gedaan'. En dat is natuurlijk super fijn dat ze dat doen maar ik denk wel dat als je ze mee blijft nemen in jouw verhaal en het project dat ze dan ook bij je blijven. Dus in die zin is het een stukje story telling zeg maar. Wat belangrijk is als een fonds om overeind te blijven en ook daarmee de verbondenheid met jou donateur te houden, de relatie die je dan hebt.

Het project staat natuurlijk altijd voorop en dat daar de belangrijke dingen gedaan kunnen worden, maar denk juist dat je je donateurs goed voor kan gebruiken om ze betrokken te houden. En dat is wel door een stukje story telling.

Ja eigenlijk zou je ze natuurlijk een optie moeten geven dat het niet alleen via de tour operators kan gaan maar dat ze ook zelf de mogelijkheid hebben om daarna nog zelf te doneren als ze dat willen.

Ja ik had bijvoorbeeld een klant, dat was dan wel voor het sociaal project maar goed dat had ook voor het wildlife project kunnen zijn, en die is hier geweest en was eigenlijk zo ontroerd door het project. Die is nu in Nederland bezig met een één of andere dag aan het organiseren, nou dat nu met corona wel enigszins anders zal verlopen maar om daar eigenlijk ook weer mensen proberen te betrekken bij dat project. En eigenlijk probeert hij daar weer een inzameling te doen.

Wij hebben net 3 maanden geleden een heel BH project gedaan voor vrouwen, arme vrouwen want ze hebben geen BH ja dat is een luxe goed daar hebben ze geen geld voor. Dus daar zijn onwijs veel BH's uit Nederland voor gedoneerd zodat ze bij de kliniek een BH kunnen halen. Dus we hebben ze ook in alle soorten en maten. Ja die man dat was echt een leuke klant en die is daar zo mee bezig. Dus ja ik denk dat dat wel.

Ja dat is mooi, je ziet dus wel dat je als tour operators dus die kans kunt geven om die toeristen echt die projecten kunt laten zien, en wat er dan gebeurt, dat als mensen geraakt worden daardoor...

Ja je vraag was eigenlijk dat het niet alleen via de tour operators hoeft te verlopen, dat is bij hem ook niet meer het geval. Hij vindt het nu leuk om mij op de hoogte te stellen omdat ik het project ook goed ken maar hij is het lekker allemaal in zijn eentje aan het doen. Ik heb hem wel geholpen hem wat informatie toe te sturen en wat materiaal zeg maar daar heb ik hem nog mee geholpen maar verder is ie het lekker helemaal in zijn eentje gaan doen. Dus in die zin is dat denk ik ook wel heel mooi. Ja je geeft ze eigenlijk het zetje he als touroperator, je vertelt ze gewoon iets wat ze anders niet hadden kunnen weten en dan doen ze alleen de toeristische hotspots in het land ipv dat je ook het echte stukje Afrika ziet.

Ja heel mooi als tour operator kan je daar echt een goede rol in spelen

Ja dat denk ik wel ja, in ieder geval een stukje bewustwording creëren wat er allemaal mogelijk is, het stukje echte Afrika laten zien, het stukje educatie ook wat je eigenlijk vroeg, dat je daar zeker als tour operator daar ook in kan bijdragen.

En hoe doe je dat dan als je mensen verteld over projecten ofzo? Doe je dat alleen dan als je met ze praat terwijl je de reis aan het klaar maken bent zeg maar of doe je dat ook echt tijdens de reis dat je iets van informatie materiaal mee geeft ofzo.

Het begint bij het stukje gesprek dus he als ze een reis willen boeken, dan een stukje bewustwording creëren en als je daar over verteld en over de mogelijkheden vaak zeggen ze dan 'oh dat willen we wel', dan verwerken wij dat ook in de reis. Dan maken wij ook allemaal reisbescheiden die ze meekrijgen voor op reis en wat ik tot nu toe bijna altijd... het ligt er ook aan als de klant bij mij in de buurt is dan zie ik ze altijd wel eventjes, op een één of andere manier vinden ze dat altijd wel ook leuk en als je ze er dan ook weer wat meer over verteld. Maar ik ben ook wel een aantal keer mee geweest met zo'n tour hier bij het project dat dat een ontmoeting met de klant was. Dus ja het is eigenlijk in het gesprek, in de reisbescheiden dus de informatie echt voor de reis dus dat is echt concreet in vouchers en route

beschrijvingen en reis informatie daar staat het ook nog bij en als ze dan nog willen kunnen ze mij nog zien op reis en dat vinden ze altijd wel leuk als ze hier in de buurt zijn om mij eventjes mee te kunnen afspreken dus dan hebben we het er eigenlijk altijd wel over. Mensen vinden verhalen leuk ja en zij zijn daar de toerist en ze zien in mij iemand die daar woont en daar heel veel van af weet en dan is het eigenlijk altijd gewoon heel leuk met daar over te praten met ze. En daarnaast wat ik eerder ook zij is ook in nieuwsbrieven maar dat is meer een stukje marketing eigenlijk.

Ja en stel dat je dan mee zou doen met het fonds zou je dan zoals je nu doet de mensen een optie willen geven om te doneren? Is dat dan ook wat je graag zou willen overnemen voor dit project?

Ja ik denk dat dat we een.. ik denk dat je mensen dat niet kan dwingen dus dat het ook weer in de optie categorie valt dus dat mensen kunnen kiezen waar hun voorkeur naar uit gaat want dat het dus sociaal is of wildlife dus het zou zeker een optie zijn. En anderszijds is het natuurlijk soort van, ik noem het nu maar even een eenmalige donatie, wat we natuurlijk afgelopen kerst ook gedaan hebben is om dan duidelijk te maken we gaan nu een actie doen met onze klanten voor stichting spots ik noem maar even iets. En dat dat gewoon verwerkt word in een actie ik kan niet zeggen of we het dit jaar weer het zelfde gaan doen met een kerstkaarten actie maar misschien word het weer zo iets ja dus dan zou het zeker op die manier ook kunnen, hoe wij daar ons steentje aan bij kunnen dragen. Wat ik alleen wel altijd zelf heb ik ben altijd opzoek.. ik ben liever wel een paar projecten trouw niet dat ik.. want er zijn er zo gigantisch veel. Ja ik word eigenlijk wel geëmotioneerd door elk project omdat ik dat gewoon allemaal zo mooi vind dan heb ik wel liever dat we een keuze maken van we hebben 3 of 5 projecten in totaal en daar gaat onze aandacht naar uit want je kan niet de hele wereld redden. Dus al we besluiten met stichting spots dan wil ik ook wel dat dat een langere termijn missie word zeg maar dus dat het niet allemaal maar eenmalig is.

Oh nee ik denk ook niet dat Simone dat wilt want die heeft zo veel passie voor die beesten en die vind het ook heel belangrijk om langdurige relaties te hebben om echt iets te kunnen betekenen bedoel een eenmalige donatie is goed natuurlijk, je kan er wat mee maar het heeft niet het uiteindelijke effect van wat je wilt bereiken. En wat zij net zo belangrijk vind is dat er bewustwording komt bij de toeristen, bij de tour operators om het samen gewoon meer duurzaam te maken.

Ik denk dat we daar dan wel in op een zelfde lijn zitten en dat vind ik eigenlijk ook wel belangrijk, anders verlies je jezelf ook een beetje in alle projecten die er mogelijk zijn en nogmaals ik kan niet iedereen helpen dus focus je dan op een paar goede projecten.

Ja en als we dan naar de organisatorische kant kijken van het fonds, hoe zie je dan jouw rol? Want nu is er natuurlijk nog helemaal niets dus het fonds kan nog helemaal gevormd worden. Dus hoe zie jij je dan voor je dat je betrokken bent bij zo'n fonds? Zeg je heel simpel oke we tekenen een contract of hoe het dan ook gaat en we geven gewoon het geld aan die stichting en vanuit die stichting komt het informatie weer terug of zie je echt dat je een grotere rol wilt betekenen dat je bijvoorbeeld helpt met het nemen van de beslissingen van waar het geld heen gaat..

Ja ik denk dat daar een, dat zou ik natuurlijk ook met mijn compagnon moeten overleggen, ik denk dat uit mijn persoonlijke voorkeur zou het wel zijn iets meer betrokkenheid. En tegelijkertijd denk ik ook dat voor beide kanten het kansen zou bieden omdat ik ook aan deze kant zit. En dan je daar misschien ook iets mee kan doen, ik hoef niet zo zeer beslissingen te nemen over een stichting of over een fonds maar misschien wel een stukje hulp aan bieden van wat ik vanuit deze kant kan doen. Snap je wat ik bedoel? Dus dat je in die zin een steentje bijdraag dan denk ik puur bijvoorbeeld aan het bezoeken ergens van en als het weer mogelijk is dat dan klanten daar iets in kunnen betekenen dus daar zou ik nu aan denken los van natuurlijk het stukje donatie of.. maar ik hoef nu niet perse nu beslissingen over iets waar iemand anders zo veel passie voor heeft en er waarschijnlijk zo'n beeld bij heeft nu waar ik nog helemaal geen weet van heb. Maar ik zou het oprecht leuk vinden om een keer met Simone te

sparren ook, van waar ik misschien in mee zou kunnen helpen of zij dat niet ziet zitten of juist wel, dat je meer samen nog op zoek gaat naar wat daar de invulling van zou kunnen zijn. En qua contracten tekenen na ja dat ik vind het in die zin wat lastig denk ik met een contract want het is natuurlijk nog wel een ja.. een tour operator doet natuurlijk nog steeds een donatie vanuit klanten althans zo zou dat bij ons zijn ik weet niet waarom ik daarvoor een contract zou moeten tekenen, dat zouden we eerst moeten zien en overleggen denk ik, snap je wat ik bedoel?

Ja nee ik heb het een beetje slecht verwoord maar het was meer voor mij een beeld zo van tot hoe ver wil je echt betrokken zijn, dat je echt er voor in zet. Ik snap dat jullie als tour operator het natuurlijk heel druk hebben, naja op dit moment is het natuurlijk even anders, maar als tour operator heb je het natuurlijk druk dus meer zo van waar zit dan jouw level van hoe verre je betrokken wilt zijn..

Ja bij mij zou dat best wel hoog zijn, en weet je wat ook lekker is, wij zijn niet een sunweb ik noem maar weer even iets, nou ja sunweb heb ik toevallig ooit nog eens in Rotterdam voor gewerkt maar dat is in die zin wat onpersoonlijker wat dat is een hele grote en die zijn daar gewoon zo gedrild in om reizen te verkopen. Die geven waarschijnlijk iets aan een goed doel puur voor marketing zonder echt die betrokkenheid te laten zien. Wij zijn in die zin ook relatief klein en wij staan ook voor dat stukje persoonlijke contact met klanten en dat zou en dan zou ik ook voor die klanten en ook voor ons een stukje meenemen in wat en waar wij voor staan maar ook ze de kans geven om daar weer meer over te leren dus mijn stukje betrokkenheid zou ook hoger zijn dan de gemiddelde. En dan ook, je over ergens tijd voor maken. Net voor de corona crisis maakte wij best wel een groei dus ook wel van personeel aan nemen, nu is dat een beetje anders maar we verwachten wel dat het later wel weer opgepakt zal worden. Al zou het voor ieder een uurtje per week zijn, of je dan 40 of 50 uur per week werkt je kan echt wel een uurtje of twee uurtjes vrij te maken om je ook in te zetten voor iets goeds. Ik zou mijn personeel daar ook vrij voor roosteren. Maar dat is denk ook het type ondernemer die je voor je moet hebben. De ene is super commercieel, tuurlijk ik ben ook commercieel ik wil reizen verkopen daar moet ik ook mijn boterham mee verdienen maar ik heb niet de ambitie om de grootste en rijkste tour operator te worden, ik wil mijn passie van Afrika delen, en leuk dat ik daar een boterham mee kan verdienen en leuk dat wat ik daarmee verdien ook af en toe een leuke reis mee kan maken maar ik heb een hele andere ambitie dan rijk zijn ofzo, snap je wat ik bedoel.

Appendix VIII: KPI Report Example

Category	Core Initiative Metrics	2013 Baseline	2020 Goal
FOCAL SPECIES	Linkage wide lynx permeability increase (measured by DST tool)	0	+25%
	Kettle Range Core Area Lynx Population Metrics	0	Verified evidence of presence
	Reduction of mule deer road kill on 11.7 mile stretch of Highway 97	350 deer/yr	52 deer/year (85% reduction)
	# of sharp-tailed grouse present in project area	75	150
	# of sharp-tailed grouse leks	0	TBD
	Verified movement of sharp-tailed grouse between population centers	n/a	Yes
MULTIPLE CONNECTIVITY BENEFITS	Linkage wide permeability increase by species guild:		
	Ungulate guild	0	TBD
	General carnivore guild	0	TBD
	Shrub-steppe guild	0	TBD
HABITAT CONSERVATION	Acres Conserved	0	20,000
	Permeability of linkage maintained against predicted risk by 2030 (measured by DST)	0	10.3%
HABITAT RESTORATION	Total acres of habitat restoration resulting in increase in permeability, resiliency, and/or increase in security habitat including:	0	20,000
	Acres of secondary and periphery lynx habitat within linkage treated to increase permeability, habitat value, and resilience to disturbance	0	15,000
	Acres treated resulting in increase to adjacent core habitats, or increase in resiliency of cores	0	5,000
	Acres of sharp-tailed grouse habitat restored	0	5,000
HABITAT MANAGEMENT	Acres of prescribed burn	0	2,000
SAFE PASSAGE ON 97	Underpasses constructed (with associated fencing)	0	3
	Highway 97 increase in permeability (measured with GIS DSS tool)	0	23%
CAPACITY, OUTREACH, INCENTIVES	# of people reached: Landowners, community members, landscape users	0	1200
	Pilot programs initiated (carcass removal and compost, farmland programs, living with wildlife)	0	5
PLANNING, RESEARCH, MONITORING	Completion of DSS tool with exportable GTR	0	1

Default Report

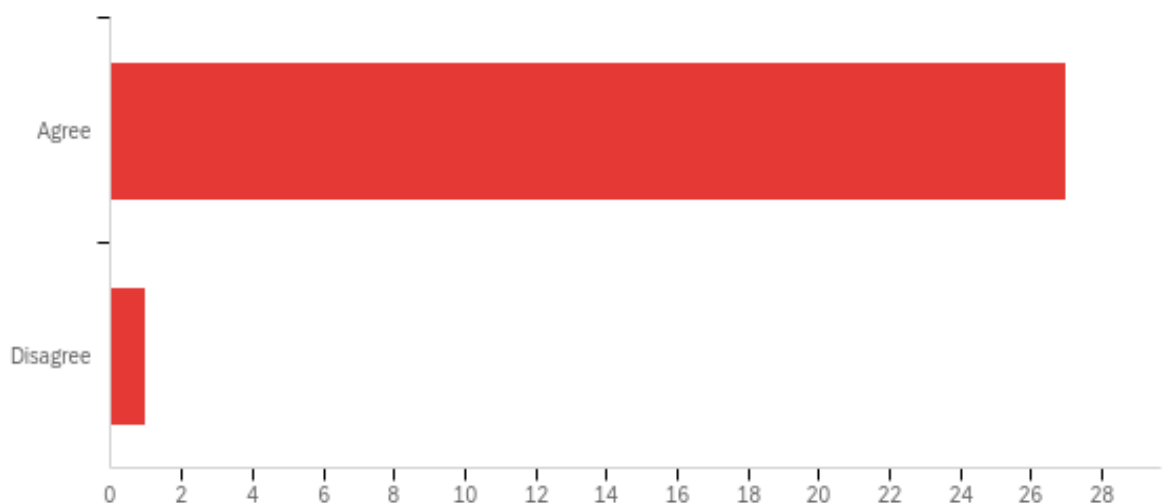
Survey Tour Operators Thesis

June 13th 2020, 2:15 pm MDT

Q10 - This is a research project being conducted by Jaelle van de Velde at Saxion Univeristy of Applied Sciences. Your participation in this research study is voluntary. You may choose not to participate. If you decide to participate in this research survey, you may withdraw at any time. The procedure involves filling an online survey that will take approximately 5-10 minutes. Your responses will be confidential and we do not collect identifying information such as your name, email address or IP address. We will do our best to keep your information confidential. All data is stored in a password protected electronic format. To help protect your confidentiality, the surveys will not contain information that will personally identify you. The results of this study will be used for scholarly purposes only and may be shared with Saxion University of Applied Sciences representatives. If you have any questions about the research study, please send an email to 434715@student.saxion.nl Clicking on the "agree" button below indicates that:

- you have ready the above information
- you voluntarily agree to participate
- you are at least 18 years of age

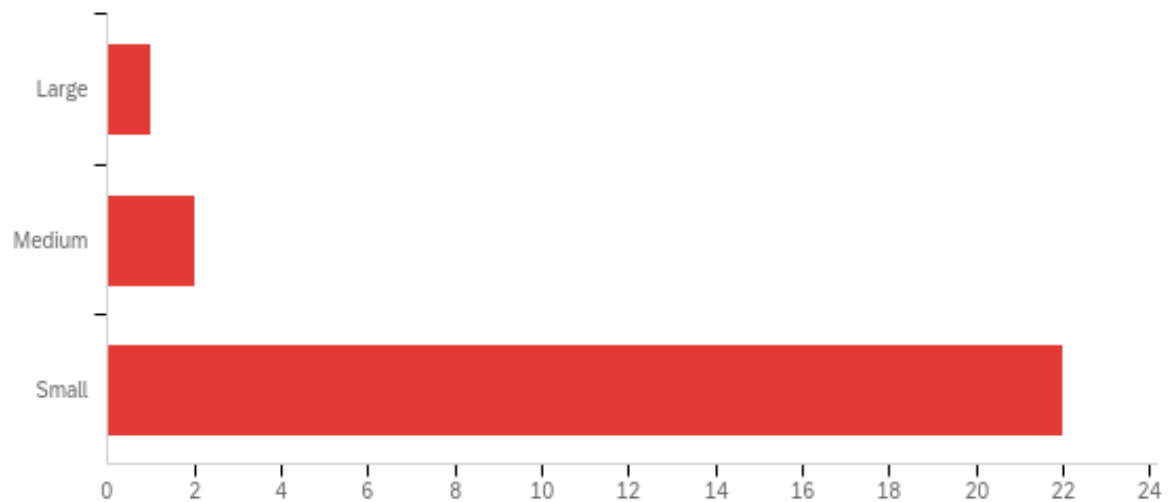
If you do not wish to participate in the research study, please decline participation by clicking on the "disagree" button.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	.	1.00	2.00	1.04	0.19	0.03	28

#	Answer	%	Count
1	Agree	96.43%	27
2	Disagree	3.57%	1
	Total	100%	28

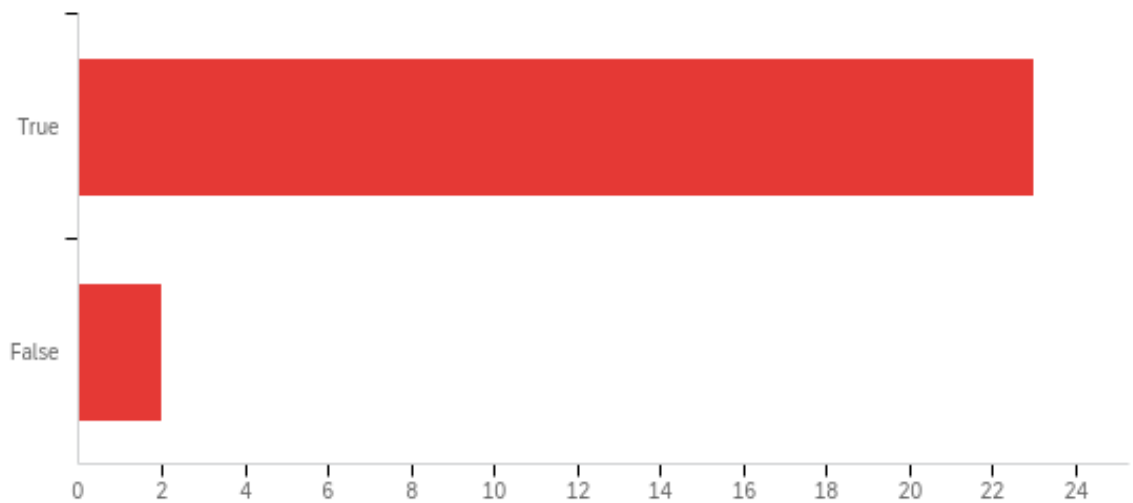
Q7 - Business size: This tour operator is considered ... in size;



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Business size: This tour operator is considered ... in size;	1.00	3.00	2.84	0.46	0.21	25

#	Answer	%	Count
1	Large	4.00%	1
2	Medium	8.00%	2
3	Small	88.00%	22
	Total	100%	25

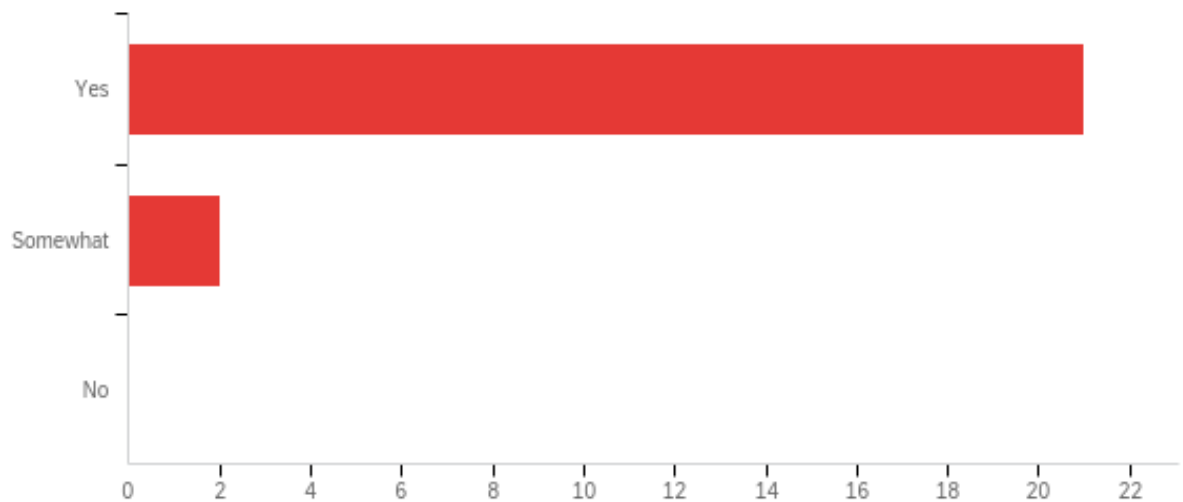
Q1 - This tour operator sells holidays and activities that involve the members of the Big Five in Africa in some way (Elephant, Lion, Leopard, Rhino and the African Buffalo).



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	This tour operator sells holidays and activities that involve the members of the Big Five in Africa in some way (Elephant, Lion, Leopard, Rhino and the African Buffalo).	1.00	2.00	1.08	0.27	0.07	25

#	Answer	%	Count
1	True	92.00%	23
2	False	8.00%	2
	Total	100%	25

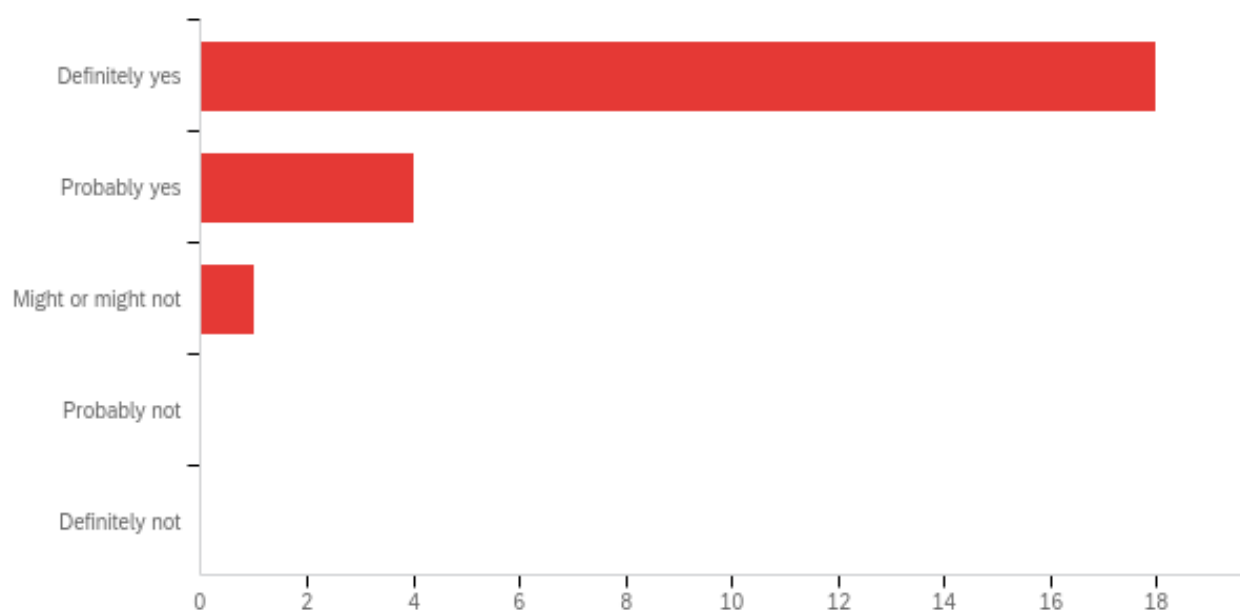
Q14 - Are you familiar with the concept of sustainable tourism?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Are you familiar with the concept of sustainable tourism?	1.00	2.00	1.09	0.28	0.08	23

#	Answer	%	Count
1	Yes	91.30%	21
2	Somewhat	8.70%	2
3	No	0.00%	0
	Total	100%	23

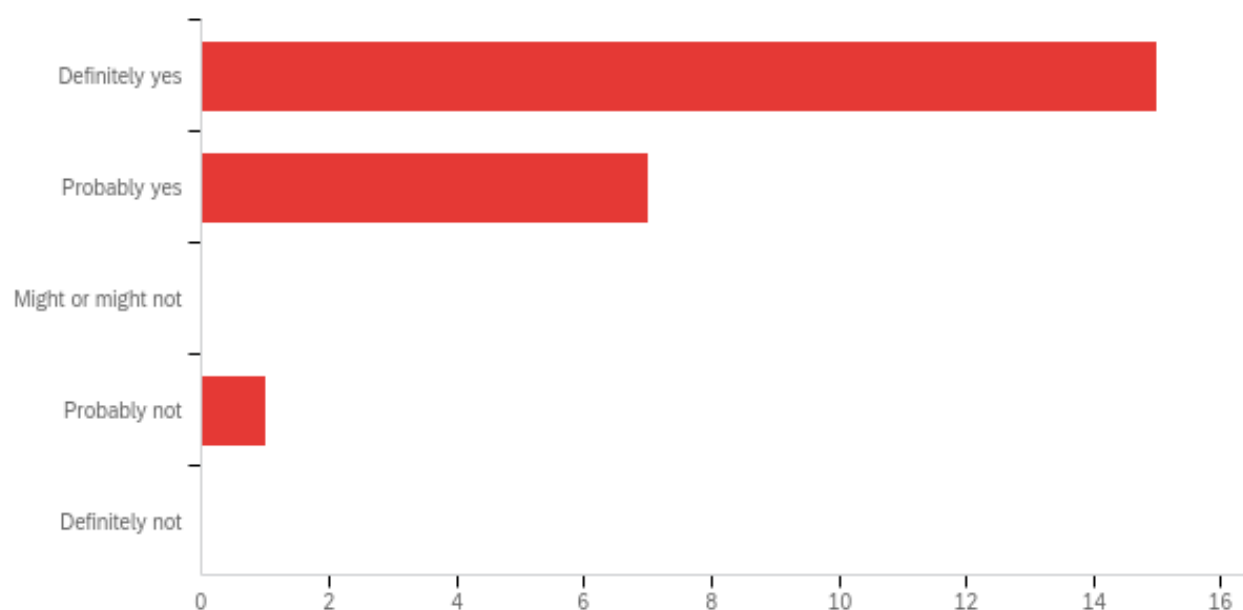
Q15 - As a company do you believe wildlife protection and tourism can be compatible?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	As a company do you believe wildlife protection and tourism can be compatible?	1.00	3.00	1.26	0.53	0.28	23

#	Answer	%	Count
1	Definitely yes	78.26%	18
2	Probably yes	17.39%	4
3	Might or might not	4.35%	1
4	Probably not	0.00%	0
5	Definitely not	0.00%	0
	Total	100%	23

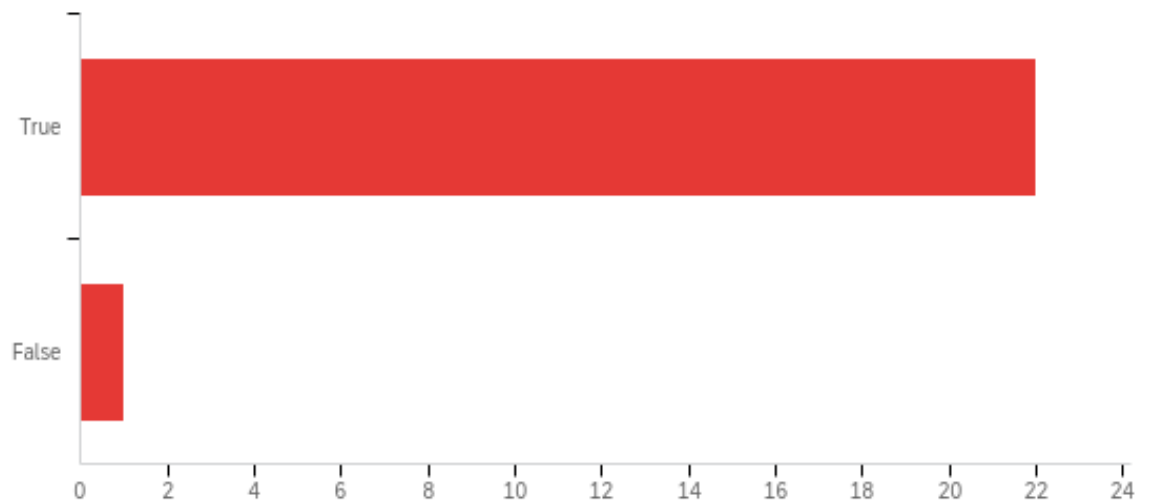
Q13 - As a company do you believe that there is a demand for sustainable tourism from your customers (the tourists)?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	As a company do you believe that there is a demand for sustainable tourism from your customers (the tourists)?	1.00	4.00	1.43	0.71	0.51	23

#	Answer	%	Count
1	Definitely yes	65.22%	15
2	Probably yes	30.43%	7
3	Might or might not	0.00%	0
4	Probably not	4.35%	1
5	Definitely not	0.00%	0
	Total	100%	23

Q8 - Sustainability is an important topic for this tour operator.



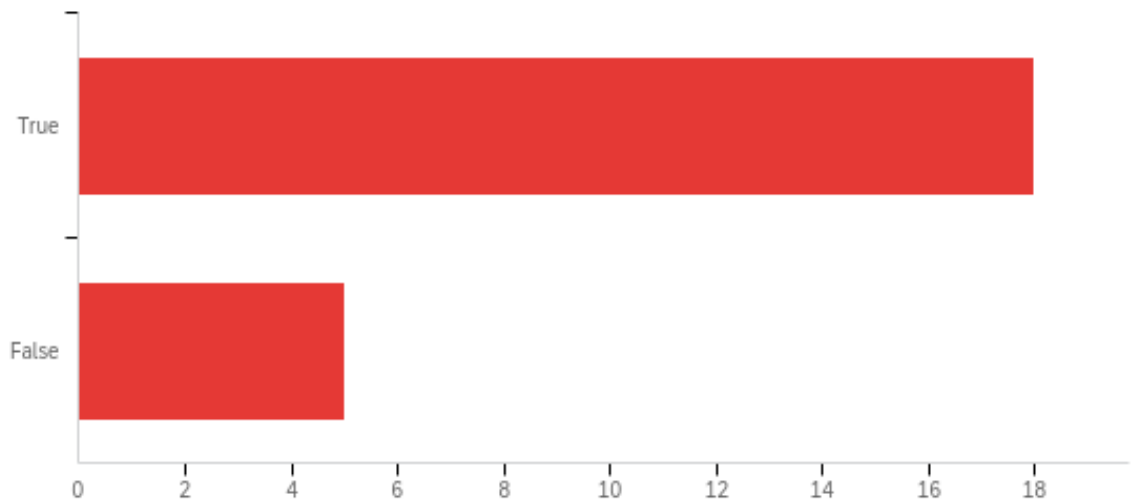
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Sustainability is an important topic for this tour operator.	1.00	2.00	1.04	0.20	0.04	23

#	Answer	%	Count
1	True	95.65%	22
2	False	4.35%	1
	Total	100%	23

Q12 - How important are the following aspects of sustainability to this company?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	CO2 compensation	1.00	5.00	3.00	1.49	2.21	19
2	Wildlife protection	3.00	5.00	4.71	0.55	0.30	21
3	Jobs for locals	3.00	5.00	4.52	0.59	0.34	21
4	Human rights	2.00	5.00	4.14	0.94	0.88	21
5	Reducing over-consumption and waste	3.00	5.00	4.19	0.79	0.63	21
6	Involving local communities	2.00	5.00	4.52	0.79	0.63	21
7	Training staff	2.00	5.00	4.14	0.87	0.75	22
8	Maintaining biodiversity	1.00	5.00	4.14	0.94	0.88	21
9	Green energy	2.00	5.00	3.86	0.94	0.88	21
10	Other:	0.00	4.00	1.33	1.89	3.56	3

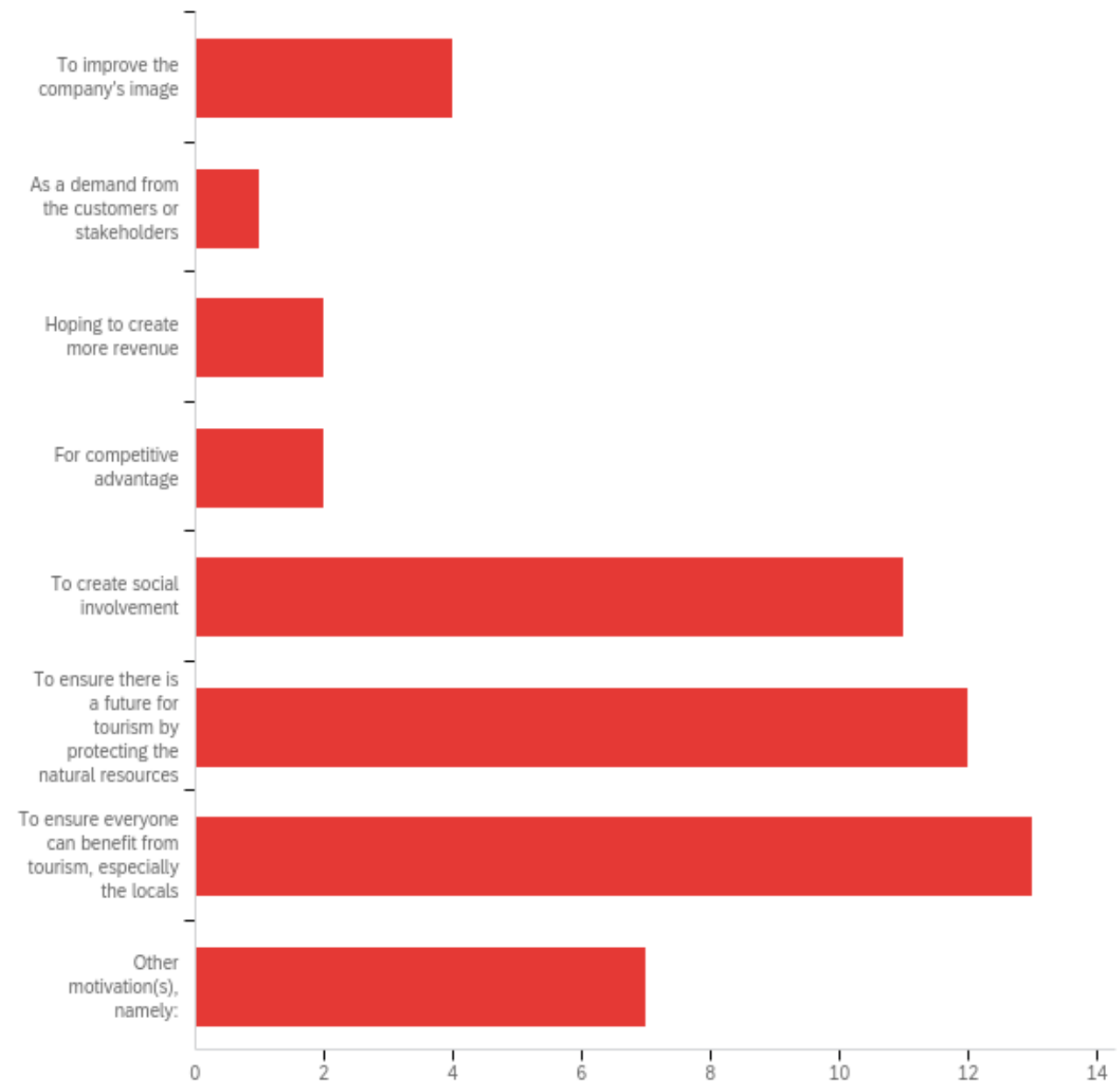
Q9 - This tour operator supports sustainable tourism by donating money to non-profit organizations, foundations, or local projects.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	This tour operator supports sustainable tourism by donating money to non-profit organizations, foundations, or local projects.	1.00	2.00	1.22	0.41	0.17	23

#	Answer	%	Count
1	True	78.26%	18
2	False	21.74%	5
	Total	100%	23

Q11 - What is/are the reason(s) to support sustainable projects by donating money to non-profit organizations, foundations, or local projects.



#	Answer	%	Count
1	To improve the company's image	7.69%	4
2	As a demand from the customers or stakeholders	1.92%	1
3	Hoping to create more revenue	3.85%	2
4	For competitive advantage	3.85%	2
5	To create social involvement	21.15%	11

6	To ensure there is a future for tourism by protecting the natural resources	23.08%	12
7	To ensure everyone can benefit from tourism, especially the locals	25.00%	13
8	Other motivation(s), namely:	13.46%	7
	Total	100%	52

Q11_8_TEXT - Other motivation(s), namely:

Other motivation(s), namely: - Text

our business model is based on working with high end safari tourism companies through which we directly and indirectly support and promote social economic benefits for local people and consevation of wildlife and wilderness areas

to ensure nature is conserved through the best possible alternative: sustainable tourism

I think all touroperators should be obliged to do this. As there is no beautiful experience for clients without sustainability, without having local community on board etc,

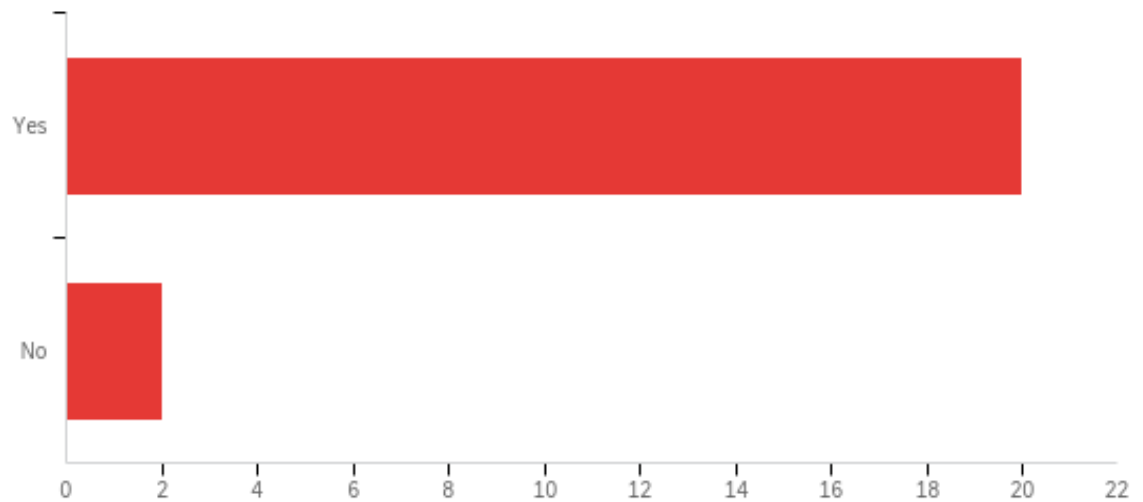
To have an impact on what matters. Climate, poverty, animal welfare, education etc

to support protecting wildlife

To protect wildlife

One of the business values

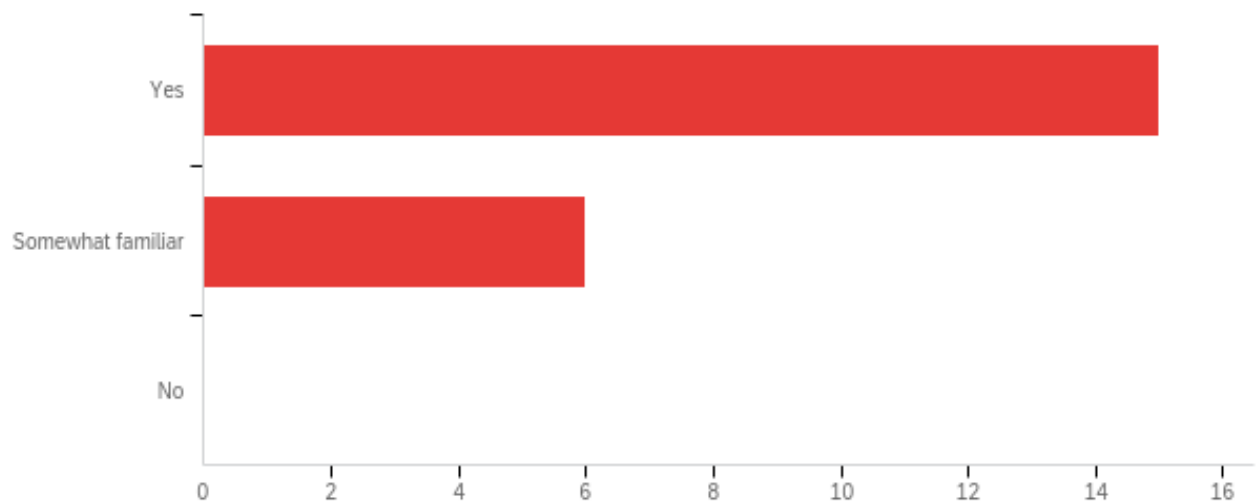
Q5 - Did you know that four out of the five members from the African Big Five are endangered?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Did you know that four out of the five members from the African Big Five are endangered?	1.00	2.00	1.09	0.29	0.08	22

#	Answer	%	Count
1	Yes	90.91%	20
2	No	9.09%	2
	Total	100%	22

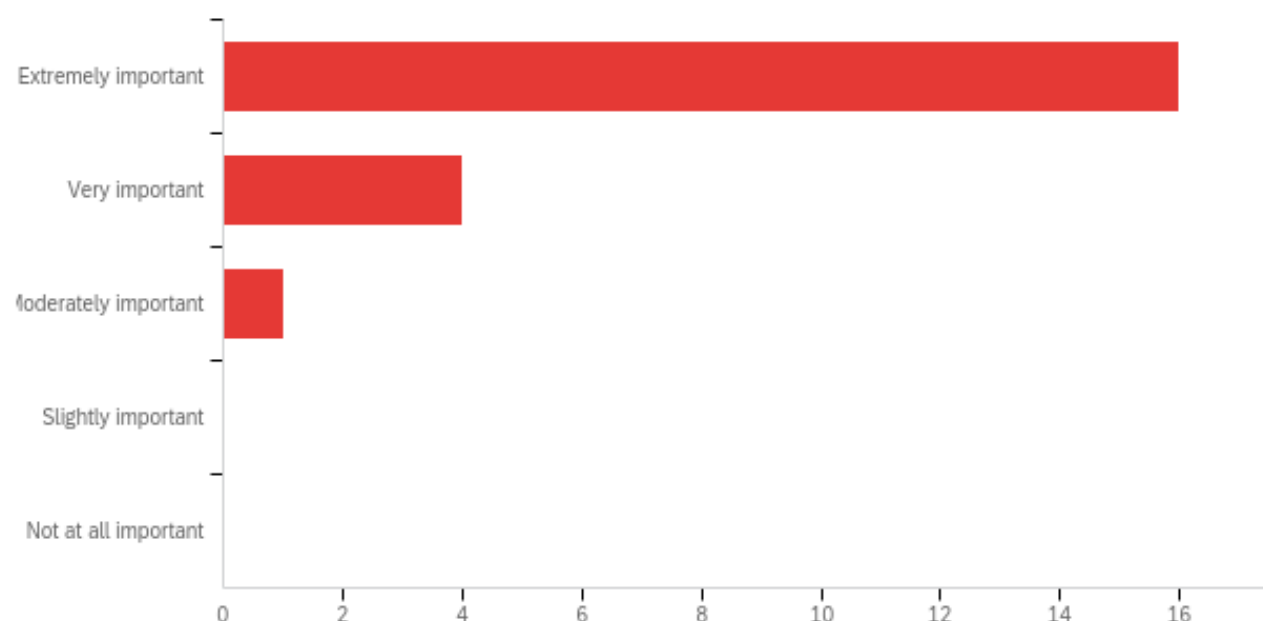
Q19 - Please, if possible, read the text underneath and answer the final 5 questions. Unfortunately, in Africa, the Big Five includes animals that are now some of the most endangered animals on the planet. Illegal poaching, increasing conflicts with the human population and damage to their environment has all led to pressures on wild populations of these animals. Elephants are being killed for their ivory, and rhinos for their horns as these are valuable on the black markets. The demand for ivory is incredibly high, therefore, if poaching of these animals continues it is estimated that they will cease to exist by 2034. The leopard, the allrounder of the big cats, is able to adapt well and has, therefore, a wide and varied natural habitat over more than 75 countries. Because the leopard is able to adapt so easily no one paid attention to them. However, over the last years it has become clear that the numbers of leopards are declining rapidly And finally, the lion, viewed by many as the king of all animals, so powerful and with no natural predators by being on the highest top of the food chain. However, there is one group more powerful than the lions, we humans. Over the last decades, the lion population in Africa decreased by 40% due to human doing. There is an estimate of 20,00 African lions left which makes them highly vulnerable. Are you familiar with this information?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Are you familiar with this information?	1.00	2.00	1.29	0.45	0.20	21

#	Answer	%	Count
1	Yes	71.43%	15
2	Somewhat familiar	28.57%	6
3	No	0.00%	0
	Total	100%	21

Q15 - How important is it for your company (tour operator) that the members of the Big Five in Africa are protected and preserved?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How important is it for your company (tour operator) that the members of the Big Five in Africa are protected and preserved?	1.00	3.00	1.29	0.55	0.30	21

#	Answer	%	Count
1	Extremely important	76.19%	16
2	Very important	19.05%	4
3	Moderately important	4.76%	1
4	Slightly important	0.00%	0
5	Not at all important	0.00%	0
	Total	100%	21

Q16 - Why is it important as a tour operator that the members of the Big Five are protected and preserved?

Why is it important as a tour operator that the members of the Big Five are protected and preserved?

To encourage the growth population of animals and to allow tourists to view them

Wildlife is always more important than business

As it is part of our business model to bring guests a life changing experience in the wildernesses of Africa. A crucial part of that wilderness is the presence of the Big 5

Its our nature, it would be such a loss!

because we are visiting them and we should respect their way of living

Besides the biodiversity on other continents it is the only reason why we exist.

Because of bio diversity. If it turns out to give more harm than good to visit the big five and other animals in parks, then we will stop visiting them.

Without the big 5, there might be less people going on holiday to Africa.

First of all because we as humans should have the decency to keep beautiful animals safe. And for tour operators commercially because you want to sell the most beautiful nature experience.

Keystone species, selling point, they epitomize the mega-fauna of Africa

That's what's in our mission and core

First and foremost to protect the animals and their habitat, secondly to be able to enjoy and admire in them in the wild in a sustainable way

nature in general

It is our mission as humans to take care of our animals and natural environment. Tour operators in the safari industry can create awareness but also make sure money is given to conservation.

part of the African regular wildlife, future of wildlife game driving

Otherwise we can't see them anymore in their natural habitat. We are guests in nature.

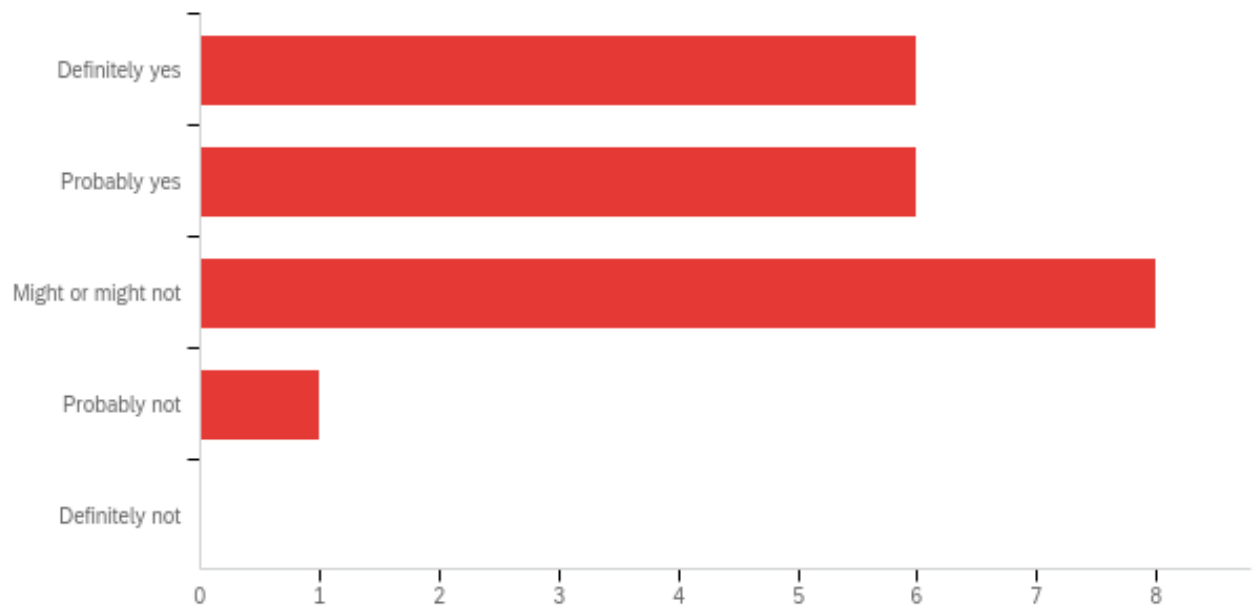
So that everyone is able to see the big five and all the other animals in the future as well. And not in a zoo.

not only Big Five but all animals should be protected and preserved

People come back and have a look at them in their natural environment

to enable tourism but foremost to keep the animals alive and well

Q20 - Do you believe that this tour operator would be willing to participate in raising money and donate that money to a Big Five protection fund in order to save and protect the Big Five?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you believe that this tour operator would be willing to participate in raising money and donate that money to a Big Five protection fund in order to save and protect the Big Five?	1.00	4.00	2.19	0.91	0.82	21

#	Answer	%	Count
1	Definitely yes	28.57%	6
2	Probably yes	28.57%	6
3	Might or might not	38.10%	8
4	Probably not	4.76%	1
5	Definitely not	0.00%	0
	Total	100%	21

Q18 - What is your job position within this tour operator.

What is your job position within this tour operator.

owner

I am the Managing Director / Owner

Owner

co founder

Sales

owner

General Manager

Managing-Director

Sales / Sustainability

Owner

Owner

Owner

Owner

Owner

eigenaar

founder

owner

Director

owner

Owner

Owner

owner

Owner

Manager



Q19 - In what way do you think this company would approach participating in raising money in order to save and protect the Big Five?

In what way do you think this company would approach participating in raising money in order to save and protect the Big Five?

By involving NPO'S in conservation

Not raising money but protect the big 5 by not going there

Initiatives to raise money will be supported, yet the succes is largely determined by the aims and effectiveness of that fund. So we'd only cooperate if it concerns funds with proven records.

i dont like to rais money i like to book accomdations that have special projects togther with local communities that really care about their living area and the nature around them. Raising money for projects that are just perjects doenst feel right. i want to book accomdations that care and that set up projects.

We already support a lot of nature conservation projects that are directly related with our product/trips.

Our focus is more on the people side of sustainability, so most money goes there. But we could ask our customers, we could try to raise money in any way and we could decide to provide part of our revenues in projects for this.

x

We already participate in different projects

I think the question is not really perfect, through every client we send over we contribute to protection in one way or the other

?

promotion with clients and on website

Ask clients for a small donation

funding local initiatives (not only wildlife protection, also education)

At the moment I chose some projects to donate. It's an option to mention different projects and people can make their own choice.

I don't understand this question

By making a small donation of each booked client and the possibility during traveling to be involved in the project (see with their own eyes)

TBD



Appendix XI: Implementation Plan

When	Activity	Who
June 2020	Read through plan and make final adjustments where needed.	Simone Eckardt
June - August 2020	Develop the website	Volunteers or Simone
July 2020	Create new social media channels devoted to the Big Five compensation fund	Volunteers
July 2020	Develop content for the websites	Volunteers
September 1 st 2020	Launch the website, share news of new website on website Stichting SPOTS	Simone Eckhardt and volunteers
September 2020	Develop presentation material + print coloring page	Volunteers or Simone
October 2020	Make appointments to go to schools	Volunteers or Simone
Continuously after October 2020	Visit schools	Volunteers
November 2020	Read through plan for phase two; the collaboration with tour operators again and make final adjustments if needed	Simone Eckhardt
November 2020	Collect information with regards to projects suitable for the Big Five Fund	Simone Eckardt
December 2020	Talk to different projects that are open to joining the Big Five compensation fund	Simone Eckardt
January 2021	Select and pick first projects to support with Big Five compensation fund	Simone Eckardt
February 2021	Talk with partnered tour operators about the tier system for input	Simone Eckardt
March - July 2021	Design compensation	Simone Eckardt and volunteers
July 2021	Write pitch for pitch meeting with tour operators	Simone Eckhardt
July 2021	Contact tour operators to plan meeting	Simone Eckhardt
August - October 2021	Pitch Big Five compensation fund to tour operators	Simone Eckardt and volunteers
December 2021	Announce fund on social media and website	Simone Eckardt and volunteers
January 1 st 2022	Launch Big Five compensation fund	Simone Eckhardt
Bi-monthly after January 2020	Send newsletters to the tour operators	Volunteers
Continuously	Measure impacts based on the set KPIs	Simone Eckhardt
Continuously	Post content on social media	Volunteers
Continuously	Post updates on the website	Volunteers