

HOW CAN PHILIP’S PET COLLECTION USE MARKETING & COMMUNICATIONS TO ATTRACT FIRST-TIME AND LONG-TERM VISITORS AND DONATIONS TO PHILIP’S ANIMAL GARDEN?

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**Management Summary**

Charities on the islands of Aruba, Bonaire and Curacao operate in an environment that is considered to be a Statist Regime. They are generally small, less organized, and receive little support from the government, causing them to rely on other sources for funding. Their relatively small size means that members are often not paid and find themselves juggling many tasks. While they recognize the importance of communications, they lack the financial resources, manpower and know-how to create or execute elaborate marketing and communications plans.

On the positive side, advertising on the ABC Islands is much cheaper than in countries such as the United States. Close-knit communities are conducive to creating relationships with media representatives, who are very cooperate in publishing articles sent to them by the nonprofit organizations.

Based on these factors, as well as findings from desk research, interviews and surveys, a marketing and communications plan was created for Philip’s Pet Collection.

The charity doesn’t currently have any clearly defined marketing strategies. The bulk of the charity’s marketing efforts are focused on tourists, with the occasional Papiamento press release written and sent to local newspapers by a freelance writer. The charity’s current online presence is limited to a website that is not regularly updated and a Facebook page that was created a year ago, but hasn’t been used since. Instead, the charity’s director/sole member, Philip Merryweather, posts updates on his own personal Facebook page.

The ultimate objectives of the marketing plan are to raise brand awareness, increase the amount of visitors and donations, attract corporate sponsors, and encourage repeated donations and visits. But with Philip’s limited time, budget and know-how, it would be difficult for the charity itself to execute a marketing plan that would achieve the stated objectives.

Taking these limitations into account, the marketing and communications plan consists of strategies that require a minimal amount of funds. To achieve this, I have suggested that the charity look for a local Marketing and PR company that can sponsor the writing of all press releases as well as the (re)design of any ads, the logo and website.

This plan focuses on a niche marketing strategy, singling out the following target audiences to focus its marketing efforts on:

* Local families
* Tourist families
* Local banks, companies with expat management/employees and companies with products and/or services related to animals

To reach these target audiences, the charity must position itself as:

* A place where kids and kids at heart can learn about exotic animals in a fun and interactive way
* A place where kids can just play and have fun with their friends, while their parents sit back and relax
* A place where safety of visitors is of utmost importance
* A place that is devoted to helping abused or abandoned exotic animals and raising awareness among children.

The use of media channels – TV, radio and newspaper – will focus on press releases written and sent out by the marketing company. Changes to the website will be necessary, as will be daily posts on the charity’s Facebook page. Philip must recognize that he is also a channel and take advantage of his interaction with visitors to ask for donations. For him to be able to devote time to the execution of this plan, it is suggested that he take off from giving tours one day a week to focus on sending out letters, updating visitor/donor databases, etc.

To encourage frequent visits, thereby creating a relationship with its visitors, the charity should introduce a monthly membership card. Called “Philip’s Family Card,” this card will allow visitors to visit the sanctuary as often as they want in a month. Sending out a newsletter to opt-in readers, “thank you” letters or adoption certificates to donors and posts of news about new donors on Facebook, will also contribute to building strong relationships.

In order to build a stronger and more cohesive brand, this plan suggests that the charity eliminate the name Philip’s Pet Collection, changing it instead to Philip’s Animal Garden. This way the charity and sanctuary will share the same name, which is less confusing for visitors and donors. The logo needs a complete overhaul to present an image that is more in line with the charity’s “fun for kids” positioning.

Seeing as press releases will be covered by the marketing company, the charity will be able to use its budget for the freelance writer to write personalized letters to companies, asking for their sponsorship. What the companies receive in return for their sponsorship will depend on the monetary value of the sponsorship.

Finally, the charity should continue to organize its bi-annual “Yeehah Party” fundraising event, which is popular among visitors and generates a lot of funds for the charity. Additionally, on March 31st, the charity should host a private family day for hotel concierges, taxi drivers, employees and family members of the adoptive marketing company, and press members. On this day, the charity will also hold a press conference to announce its cooperation with the marketing company, and introduce the new membership card.

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**1. Introduction**

Philip’s Animal Garden is a sanctuary and rehabilitation center for exotic animals in Aruba that is managed and operated by Philip’s Pet Collection, a charity that was founded in 2009 by Director Philip Merryweather. The charity started with several main goals; raise awareness and educate the community about the importance of animal care and the consequences of abuse and neglect; safeguard animal rights; offer a recreational environment for locals and tourists; and promote the conservation and preservation of animals that are in danger of becoming extinct. The sanctuary is home to over 45 exotic breeds of animals that have been rescued from abusive or negligent owners in Aruba, or acquired through collaboration with the Zoological Wildlife Foundation, based out of Miami, Florida.

Up until last year, Philip’s Pet Collection was privately funded by Director Philip Merryweather himself. Private tours of the garden were given free of charge to friends and special groups such as school class trips and scouting groups. But as the amount of animals and prices for food and medicine increased, Merryweather began to look for financial support from the private and commercial sectors. In October 2011, Philip’s Animal Garden opened its doors for daily guided tours, charging international visitors USD $10, and local visitors AWG 10, for a tour of the sanctuary, with the additional option of buying bags of food to feed the animals. In keeping with his mission, Philip continued to give tours to class trips and special groups, for free.

Philip has no experience in marketing and communications and has therefore always sought outside help from friends and family, to advise him on how to promote the animal garden. He commissioned a web design company to design and launch a website, philipsanimalgarden.com, but due to minimal funds the foundation is not able to pay for a person or company to regularly maintain and update the site. With no new information posted on a regular basis, visitors are spending very little time on the site.

Aside from charging a fee for visitors to tour the grounds, Philip would like them to give donations, but he doesn’t know how to go about asking for these donations. He also wants to promote the garden more amongst locals and tourists, but is at a loss as to how to do this. At the moment, the foundation’s operational expenses are barely covered by its income. If the foundation doesn’t start receiving more donations and visitors soon, Philip will have to consider closing down the animal garden and finding new homes for the exotic inhabitants.

Philip’s Pet Collection is not alone in its struggles. Other foundations in Aruba, specifically those that work in the field of animal rights/protection, have also faced the problem of a lack of financial resources. As an article by *USA Today* (2008) said at the beginning of the economic crisis, “*It’s a hard time to be a charity*.” In Aruba, this is especially true. Government funding of charitable organizations, funneled and distributed through the non-profit CEDE Aruba, has either decreased or stayed the same every year since the economic crisis hit, while the cost of living continues to rise. (Cede Aruba, 2010, 2009 Annual Report)

While no formal tracking system is in place for the amount of donations that have been made by individuals and companies to charities in Aruba, the charities themselves have noted a decrease in donations and sponsorships. This situation is also mirrored by charities on Aruba’s sister islands of Bonaire and Curacao.

These are the issues that my research has been designed to address. In tackling Philip’s Pet Collection’s biggest problems (lack of donations and inconsistent visitors), creativity was key in coming up with the most cost-conservative and effective marketing and communications plan possible, all the while listening to the needs of the foundation’s key target audiences.

In planning my research, I came up with the following Research Question, Policy Question and Sub Questions:

**Research Question**: What are the challenges and opportunities of fundraising communications on the ABC islands?

**Policy Question**: How can Philip’s Pet Collection use marketing and communication to attract first-time and long-term visitors and donations to Philip’s Animal Garden?

**Sub Questions**:

1. What marketing theories can/should be applied to fundraising communications?
2. What are the differences between operating charities in the ABC islands and operating charities in the United States?
3. What are the opportunities of fundraising communications on the ABC islands?
4. What are the challenges of fundraising communications on the ABC islands?
5. Should Philip’s Pet Collection hire/recruit a volunteer to be responsible for communications?
6. What online communications tools should be utilized as part of a fundraising communications plan?

The Research Question is answered through Sub Questions 2, 3 and 4. They are designed to paint a general picture of the charity environment on the ABC Islands (Aruba, Bonaire and Curacao), including their challenges and opportunities, and how these compare with the United States. The answers to these questions can be found in Chapter 4, paragraphs 4.1, 4.2 and 4.3.

Chapter 5 provides the answer to the Policy Question, in the form of a Communications and Marketing plan with concrete recommendations that are designed to be implemented immediately. The strategic analysis that forms the backbone of the plan can be found in Appendix A.

Sub Question 1 has been answered by creating the Theoretical Framework (Chapter 2), while Chapter 5, paragraph 5.3 answers Sub Question 5, and paragraphs 5.4.5 and 5.4.5.1 answer Sub Question 6.

I chose a comparison between the ABC Islands and the United States for several reasons. First of all, the ABC Islands share a common bond as members of the Dutch Kingdom. Geographically, economically and demographically they are very similar. Secondly, it was important to narrow the scope of my research to the United States, as opposed to the entire world, since charitable climates differ so greatly around the world that a proper comparison of them all would have provided enough material to fill several books. Another reason for picking USA specifically is because a large target audience for charities on the ABC islands consists of international visitors, of which the majority is from the USA.

It is also important to clarify that, unless otherwise stated, when using the terms “charity,” “foundation” or “non-profit organization,” I am specifically referring to non-profit organizations that work on behalf of animal rights, protection and conservation. The decision to analyze this group of charities specifically served to narrow the scope and sharpen the focus of my research.

**2. Theoretical Framework**

In analyzing the situation that Philip’s Pet Collection is facing, and subsequently suggesting solutions for the foundation to achieve its goals, it was important to use a marketing point of view.

**2.1 The application of traditional marketing theory to the nonprofit sector**

Applying traditional marketing theory to the non-profit sector has long been suggested by scholars, theorists and experts in the field of marketing. Over 60 years ago, G.D. Wiebe posed the question: “*Why can’t you sell brotherhood and rational thinking like you sell soap?*” (Wiebe, G. 1951-1952) While suggesting that traditional marketing channels would only work under a specific set of circumstances, Wiebe laid the groundwork for other theorists to further elaborate on the application of marketing concepts to the social arena.

Philip Kotler was the first to thoroughly research the field of marketing strategies for social goals. In an article written with Sidney Levy, the authors suggested that “*marketing is a pervasive societal activity that goes considerably beyond the selling of toothpaste, soap and steel*.” (Kotler & Levy, 1969)

In 1971, Kotler, together with Gerald Zaltman, coined the term ‘*Social Marketing*,’ saying that “*the application of the logic of marketing to social goals is a natural development and on the whole a promising one*.” (Kotler & Zaltman, 1971)

Kotler also dedicated an entire book to the application of marketing theory in the nonprofit sector. That book, *Strategic Marketing for Nonprofit Organizations*, has since seen six more editions published, with the contributions of an additional writer, Alan Andreasen, attesting to the fact that marketing continues to develop and serve an important function in the charity sector.

Nowadays, entire industry publications, such as *Social Marketing Quarterly*, and organizations such as the *Social Marketing Institute*, are dedicated to the exploration and promotion of social marketing.

Naturally there have been critics who have questioned the application of traditional marketing strategies to the nonprofit sector. William Foster and Jeffrey Bradach suggest that traditional marketing methods create unrealistic expectations of financial returns and “*commercial ventures can distract nonprofits’ managers from their core social missions and, in some cases, even subvert those missions*.” (Foster & Bradach, 2005) Their concerns are echoed by Angela Eikenberry and Jodie Drapal Kluver, who worry that “*Marketization may harm democracy and citizenship because of its impact on nonprofit organizations’ ability to create and maintain a strong civil society*.” (Eikenberry & Drapal Kluver, Mar.-Apr., 2004)

Both articles make valid statements when they talk about the dangers of letting a marketing mentality overtake the core mission and goals of the nonprofit organization, which is important to take into consideration when applying marketing to the nonprofit sector. Such situations have caused experts and target audiences to criticize the tactics used in certain social marketing campaigns. In many of his works, Kotler uses case studies to show how easily a nonprofit can be consumed by its marketing plan and forget about its core mission.

Based on the existing literature, I have concluded that it is indeed important to adopt a marketing mindset, albeit one that takes into consideration the aforementioned criticism, when creating solutions for the challenges faced by Philip’s Pet Collection. It is important to state that this mindset must not limit itself to the traditional marketing strategies and instead adapt them to the social organization setting.

To successfully apply marketing to a nonprofit organization, one must narrow down the mindset even further. Kotler and Andreasen suggest that there are three distinct mindsets in marketing; the Product/Service Mindset, the Sales Mindset and the Target Audience Mindset, which “*holds that success will come to the organization that best determines the perceptions, needs and wants of target markets and continually satisfies them through the design, communication, pricing, and delivery of appropriate and competitively viable value propositions*.” (Kotler & Andreasen, 2008) This mindset has consistently proven to be most effective in social marketing campaigns, where organizations have come to the realization that they must understand the behavior of the target audience before they can influence it. And what is marketing, if not the influence of behavior?

**2.2. Marketing for Small Businesses, in Small Markets**

Operating with less than five employees, Philip’s Pet Collection can be compared to the smallest version of a small business, otherwise known as a micro enterprise. Just like small businesses, the charity’s ability to conduct research and create a marketing/communications strategy is limited by its manpower and lack of finances. But experts agree that despite their smaller size, small businesses and nonprofits can and should use traditional marketing techniques, albeit adapted to their time and financial limitations. Kotler, Wong, Saunders & Armstrong (2005) suggest that smaller organizations use a less formal approach, which can cost them little to no money. This approach would involve the observation of their own organization and the environment around them, by keeping records of their own customers, collecting ads from competitors and watching out for relevant news articles. The authors also suggest using informal surveys with small convenience samples.

Kenneth Cook (1994) agrees that, despite their limitations, research must be done so that small businesses can understand their customers, industry and competitors, in order to plan strategically. Only by planning strategically can a small business or nonprofit expect to survive. Furthermore, The U.S. Small Business Administration (Marketing for Small Business: An Overview, n.d.) suggests that it is of utmost importance for a small business to choose and clearly define its target markets, in order to avoid wasted marketing and communications expenditure. These suggestions were applied in my own research and creation of the marketing and communications plan.

It’s also important to recognize that Philip’s Pet Collection is operating on a relatively small island, which means relatively small target markets. Tom Egelhoff (2002) highlights the importance of relationship marketing in small town settings, saying that organizations in small towns must focus more on the emotions of consumers, while also informing them about the product and creating persuasive messages that highlight the product benefits. Avoiding advertising waste is crucial, given the size of small town company budgets.

**2.3 The Marketing Plan**

One aspect of traditional marketing that carries a lot of weight in the nonprofit realm is the marketing plan, although elements of the traditional marketing plan have also been altered in order to better fit a nonprofit’s goals and state of mind. While communications forms an important part of the plan, I have decided to go beyond communications and include more elements of the traditional plan and apply these to the organization.

**2.3.1 The Marketing Mix**

First off is the Marketing Mix. Neil Borden coined the term ‘Marketing Mix’, introducing twelve elements that make up the marketing mix for traditional for-profit organizations: Product Planning, Pricing, Branding, Channels of Distribution, Personal Selling, Advertising, Promotions, Packaging, Display, Servicing, Physical Handling, and Fact Finding & Analysis. (Borden, Sept. 1984) From these twelve elements it is clear that a target audience mindset was not part of Borden’s focus.

Marketer E. Jerome McCarthy (1960) narrowed down the Marketing Mix to four essential P’s; Price, Place, Promotion and Product. These four P’s once again show a tangible product-centric frame of mind. It wasn’t until Booms and Bitner (1981) added an additional three P’s - People, Process, and Physical Evidence - that the marketing mix was broadened to apply to service-minded organizations. In order to tailor the mix more to the nonprofit sector, Bruce (2005) argues that an eighth P must be added, for Philosophy, since “*a charity’s philosophy in delivering goods, services or ideas is absolutely fundamental to a good marketing approach*.” (p. 63)

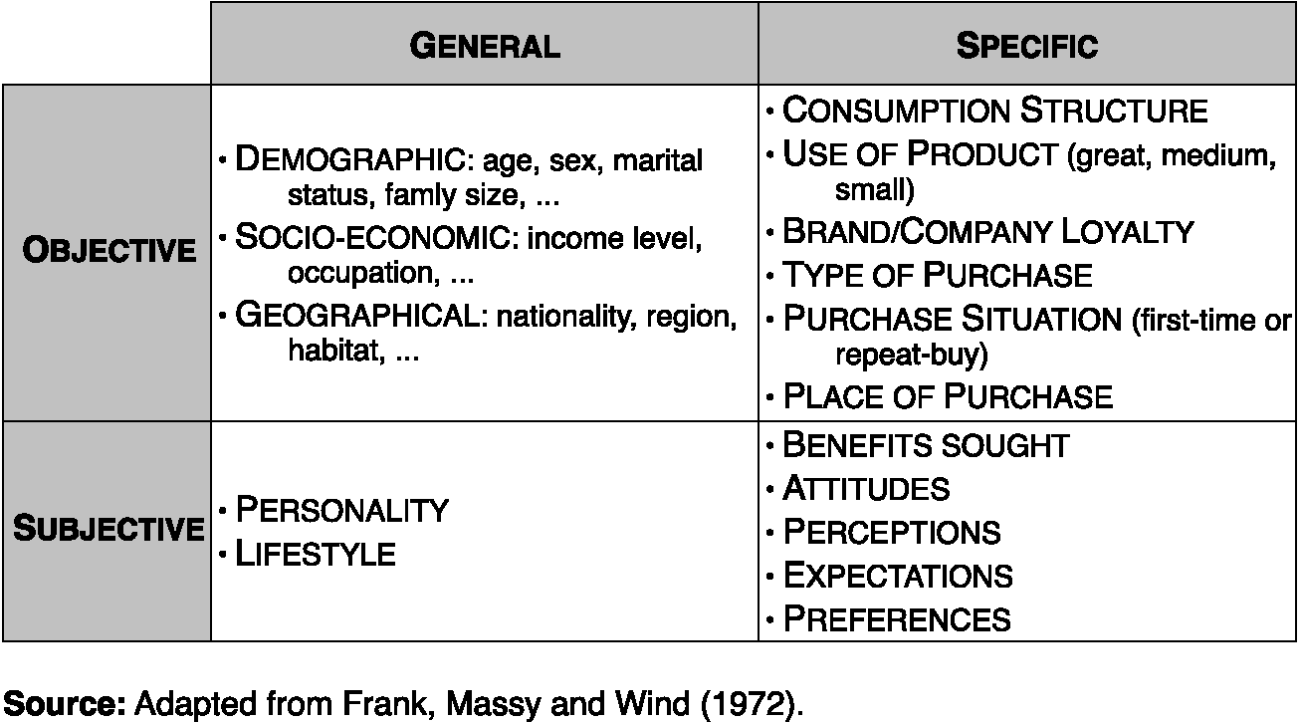
While the P’s have long been used in marketing, the target audience mindset wasn’t truly incorporated into the marketing mix elements until Robert Lauterborn (1990) proposed the target audience-focused Four C’s: Consumer (Wants & Needs), Cost (to Satisfy), Convenience (to Buy), and Communication. The first and last C’s play heavily in my marketing plan, as I have attempted to interpret the needs and wants of the target audiences and suggested communications strategies that incorporate an interactive element, as opposed to just promoting the foundation. This is not to say that I have completely ignored the eight P’s. In fact, I believe that the most successful marketing mix, especially for nonprofit organizations, is one that harmoniously combines elements from the P model, such as Philosophy and Promotion (which still play a valid role in the mix) with components of the C model, as described by Lauterborn.

**2.3.2 Market Segmentation**

Continuing with the marketing planning, I have also focused on breaking down the target audience into separate segments, based on the relevant market segmentation theories and subsequent surveys performed amongst potential target markets.

Market segmentation can trace its roots as far back as Pigou (1932), who first suggested that markets are heterogeneous based on the fact that consumers differ in how much they are willing to pay for a product. Pigou’s writings formed the foundation for later theories developed by economists Chamberlin (1938) and Robinson (1933).

**Figure 2.1 Market Segmentation Matrix**



It wasn’t until the 1970’s that market segmentation began to see widespread application by companies in the United States. One of the best known and most often used theories was presented by Frank, Massy & Wind (1972), who created a matrix by which markets could be segmented (Figure 2.1).

The lower right-hand grid, consisting of benefits sought, attitudes, perceptions, expectations and preferences, applies to the behavior of the target audience. This grid is often most important in nonprofit marketing as it is related to the beneficiary clients, for example, people who want to give up smoking or lose weight with the help of tips provided by a foundation. Philip’s Pet Collection, as with most other animal-based charities, does not have direct (human) beneficiary clients, and as such, will not focus as much on the behavior grid.

While I use the Frank, Massy & Wind matrix as the basis for my segmentation, I do have some criticism of the theories put forth by them. They suggest that once markets have been segmented, these markets become completely distinguishable, separated and isolated from each other, forming separate homogeneous groups that require different marketing strategies.

First of all, once a group has been identified according to the criteria suggested by Frank, Massy & Wind, it does not mean that the group is completely homogeneous in its beliefs and actions. Even when using the criteria given, there might still be hidden differences that will ultimately affect the way they respond to a specific marketing strategy.

Secondly, the proliferation of online communities, social media and developments in technology are beginning to blur the lines that can distinguish several groups from each other. It is important to take this into account when planning your marketing strategies, since a simple criterion like geographic segmentation can cause traditionalists to ignore opportunities of uniting what were once separate markets through the use of social media.

Despite these criticisms, there is still an argument to be made for the use of market segmentation. Lovelock and Weinberg (1989) list seven reasons why market segmentation should be used, specifically in the nonprofit sector. These reasons, still valid today, state that market segmentation helps:

* spotlight relevant segments;
* develop responsive strategies;
* efficient allocation of resources (especially important for Philip’s Pet Collection);
* effectiveness in attracting funding (also very important);
* efficiency in media selection;
* reduce competitive impact;
* focus organizational efforts.

In creating my market segments, I have used the first two stages suggested by Lovelock and Weinberg. They are:

1. Define institutional objectives and set priorities.
2. Identify which market(s) within overall population is/are key to successful achievement of objectives.

These stages are then followed by Kotler and Fox’s (1985) three progressive stages of market segmentation:

1. Identify bases for segmenting the market.
2. Develop profiles of resulting segments.
3. Develop measure of segment attractiveness.

Kotler and Fox also suggest to continue with three stages of target marketing:

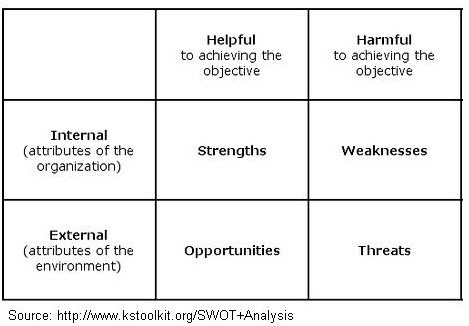
1. Select the target market(s)
2. Develop positioning for each target market.
3. Develop marketing mix for each target market.

Given the limited budget and manpower, and my criticism of completely isolating target markets from each other, I have adhered less to the last two stages and instead have attempted to create a cohesive marketing mix and positioning for the majority of the selected target markets.

**2.3.3 Competitor Analysis vs. Other-Player Analysis**

Any credible strategic management plan should include an analysis of the organization’s competitors. Instead of using the term “competitor,” which denotes a commercial environment, Bruce (1994) suggests using an “*Other-Player*” Analysis. In executing the other-player analysis, I have opted to use the elements of SWOT, consisting of *Strengths, Weaknesses, Opportunities* and *Threats* (Figure 2.2).

**Figure 2.2 Definitions of SWOTs**



The analysis of the “Other Players’” general situation, a SWOT analysis of Philip’s Animal Garden’s own situation, as well as marketing strategies and actions, will help to shape my own strategies and determine, along with an analysis of the target market audiences, how Philip’s Pet Collection will position itself, as discussed in the following sub-chapter (Positioning Strategy).

**2.3.4 Positioning Strategy**

As part of an overall marketing plan, positioning also plays an important role in focusing and maximizing the nonprofit’s strategies. Kotler and Andreasen (2008, p. 161) suggest that in order to position itself successfully, a charity must understand its own present position and that of its biggest competition, decide how it will differentiate its offerings and make its chosen position known to others.

Porter (1980) suggests that an organization can adopt one of three Positioning Strategies:

1. *Focus / Market Segmentation* – Organization picks a specific niche of customers and focuses its offerings on that group, thereby becoming the market leader for that small group
2. *Cost Leadership* – The organization offers the lowest price, with the aiming of gaining market share by attracting customers looking for the lowest price.
3. *Differentiation* *–* The organization makes its offering completely different from its competitors, making sure that no other organizations have anything similar to its own offering.

Kotler and Andreasen (1991) offer a total of four Positioning Strategies, of which two are similar to the strategies proposed by Porter. The other two positions can also be applied to charities. The four strategies are:

1. *Market Leader* – Similar to Porter’s Cost Leadership.
2. *Market Nicher* – Similar to Porter’s Focus/Market Segmentation.
3. *Market Challenger* – “Runner up” in market share, can challenge the leader’s position.
4. *Market Follower* – The organization sits back and waits for someone else to develop expertise and know-how and then uses this for itself.

For the marketing plan for Philip’s Animal Garden, I have chosen to use Porter’s strategy of Focus/Market Segmentation or similarly, Kotler and Andreasen’s Market Nicher strategy.

**2.3.5 Branding**

Branding might not immediately be associated with the nonprofit sector, nevertheless it can also play an important role in nonprofit marketing. There is however a large difference between branding commercial organizations versus nonprofit organizations: whereas commercial organizations focus on branding their products or services, charitable organizations usually look to brand the organization itself.

Durham (2009) shows how important the use of communications is in branding a nonprofit, while still maintaining its mission and integrity. This goes beyond the simple name, logo and look to also include the organization’s Vision, Mission, Values and Objectives, all of which must not be forgotten in the branding process. As described by Durham, Philip’s Pet Collection currently uses a “short view” in its planning, meaning that decisions are made ad hoc and no formal budget or style guide for communications exists. It is the author’s suggestion that organizations should adopt a “long term” view, allowing them to be proactive instead of reactive.

Taking branding beyond communications, it is suggested that branding encompasses the entire experience that (prospective) clients have with an organization. To manage this experience, attention must be paid to relationship management, pricing, naming, corporate identity, messaging, sales literature & tools and websites. (www.marketingmo.com)

In applying branding to my marketing plan, I have attempted to analyze these elements, focusing on the communications and visual branding of Philip’s Pet Collection, including the name, logo and website. Where necessary, I have offered suggestions for tweaking these, to create a more cohesive and uniform style.

**2.3.6 Relationship Marketing**

As I have stated at the beginning of my theoretical framework, I opted to use a target audience oriented approach. A large part of maintaining this approach involves relationship marketing, where the organization works on building a relationship with its clients, of which personalized communications and interactive forums play an important part. Nowadays, there is no denying that strong relationship marketing can make the difference between a successful and unsuccessful marketing strategy, for both the commercial and nonprofit sectors. The development of relationship marketing led O’Malley and Tynan (2003) to say that “*to do relationship marketing well is simply to do traditional marketing better*.” (p. 38)

Berry & Parasuraman (1991) indicate different levels of relationship marketing:

Level 1: Financial Bonds – Offering membership schemes, such as monthly or yearly prices that people must pay in order to be a member.

Level 2: Social Bonds – Organizing social events to bring together members, encourage loyalty.

Level 3: Customization Bonds – Customizing your products according to the likes and dislikes of your members, tailoring communications to their needs.

Level 4: Structural Bonds – Members can have voting rights when it comes to policy decisions.

The first three levels, especially Customization, have been incorporated into my suggested strategies, while the fourth level does not apply to Philip’s Pet Collection.

While not explicitly referring to her strategies as relationship marketing,” Bray (2010) considers a first-time donation to be “*an opportunity, not a fait accompli*,” (p. 144) showing how ongoing communications (relationship marketing) can help turn first-time donors (as well as visitors, in the case of Philip’s Pet Collection) into long-term donors (or visitors). Bruce (1994) supports this idea by saying that “*it is more effective and profitable to encourage existing donors to give more and reduce the rate of attrition of donors than always to seek new ones.*” (p. 249)

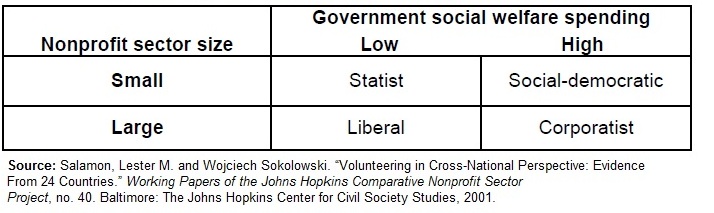
In her book, Bray offers many suggestions for maintaining open lines of communications with clients. I have applied these suggestions to my relationship marketing strategies for past and regular visitors and donors of Philip’s Animal Garden. These include the creation of a newsletter, “thank you” letter to donors and the use of social media such as Facebook, which offers an excellent interactive communications platform.

**2.4 Operating in a Statist Regime**

When writing my thesis, it was important to establish the environment that nonprofits on the ABC Islands, and specifically Philip’s Pet Collection, operate in.

Salamon and Sokolowski (2003) have done extensive research into the operating environments of nonprofits around the world. Their studies showed that between 1995 and 1998, the United States charity sector had the highest GDP, with $7.2 trillion, while the Netherlands had the highest share – 14.4% - of civil society-oriented work within the economically active workforce. (pp. 19-23) Unfortunately, the authors did not include the ABC islands in their analysis of the Netherlands. In fact, while the Netherlands had the highest percentage of paid charity workers, my interviews with charities on the ABC Islands have shown that the percentage of paid nonprofit workers is actually much lower (a proper estimate cannot be given, since I only interviewed animal-based charities).

**Figure 2.3 Social Origins Theory: Regime Type Definitions**



Based on their analysis of the different operating environments, Salamon and Sokolowski suggest four different “regimes” that nonprofits operate in (Figure 2.3). According to the authors, the regimes depend on two factors: whether the amount of activity from nonprofits is high and whether the government spends a lot on supporting charities.

With the information that I received from the interviews with the nonprofit organizations and the Director of CEDE Aruba, I was able to determine that Aruba is a Statist Regime, meaning that the size of the nonprofit sector is relatively small and receives little support from the government. Because of this, in my strategic plan, I do not incorporate communications with the government, such as requests for funding, since any request for funding would require a lot of time and effort, yet would most likely be denied.

**2.5 Reasons for Giving to Charity**

In order to solicit donations from visitors, it is important to know what the main motivators are behind charitable giving. In a study done by the Federal Reserve Bank of St. Louis (2005), three main motivation theories for charitable giving emerged: Perfect Altruism, The Warm Glow and Prestige. These last two theories play especially well into relationship marketing, as appropriate recognition of the donors will help to make them feel good about their donation, creating that warm glow, and provide public recognition, giving them prestige. Motivations for charitable giving vary by donor, and are often based on multiple factors, but focusing on the above-mentioned theories provides a solid base for fulfilling donors’ needs.

Just as there are multiple reasons for donating, there are also multiple demographic factors that predict a persons’ likeliness to donate. McClelland and Brooks (2004) found that income was the single largest deciding factor, with people in the lowest and highest income brackets being the ones most likely to donate. Seeing that the most likely donation will come from opposite ends of the income spectrum, it is important that Philip’s Pet Collection offer possibilities for both small and large donations.

**3. Methodology**

For my research, I opted to use both qualitative and quantitative research techniques, consisting of:

- Desk research

- Interviews with charities on the ABC Islands

- Interviews with well-established local companies

- An interview with the Director of CEDE Aruba (a nonprofit that receives money from the Aruban government to fund local charities and projects)

Surveys that were distributed among Arubans as well as international visitors of Philip’s Animal Garden

- An analysis of www.philipsanimalgarden.com

**3.1 Desk Research**

My desk research was aimed at finding and comparing marketing theories, so that I could find the most relevant theories to apply to nonprofit marketing, forming the theoretical framework for my marketing and communications plan.

Also important was to find information about charities in the United States to form the basis for my comparison with charities on the ABC Islands. This was mostly done through websites of *The Center for Civil Society Studies, The Chronicle of Philanthropy, Social Marketing Quarterly* and the *National Center for Non-Profit Statistics*.

I also attempted to find any kind of literature that applied to small-time charities in the Caribbean, but was unable to find any relevant works. This meant that my conclusions would have to be wholly based on interviews conducted with the nonprofits on the ABC Islands and a subsequent analysis of their communications tools.

**3.2 Interviews**

In continuing with my qualitative research, I wanted to interview local charitable organizations on the ABC islands in order to paint a better picture of the local charity sector for my comparison to the United States. Also important was to find out what communication tools and marketing strategies they use and apply this to the creation of my own marketing and communications plan.

The goal was to interview three charities on each island, for a total of nine interviews with charities. I found the charities by looking online, through the yellow pages and through recommendations from journalists on the islands. I had already done the interviews with Aruban charities when I was in Aruba, so I sent an email to each charity in Curacao and Bonaire to ask them for an interview and explain the reason for the interview. Only three of the six charities emailed me back, and the others were impossible to reach by phone or for various reasons (time constraints, privacy issues) were not willing to participate. Due to their lack of cooperation I adjusted my plan to include the charities that responded to my request. Interviews with these charities were designed to shed light on:

* What media/communications tools (including social media) are most frequently used and effective for the charities.
* What, if any, support they receive from the government.
* The demographics of their donors.
* How Relationship Marketing plays into their overall marketing strategy.
* If they receive donations from people abroad and how they receive their donations.

I also conducted an interview with Daniel Tecklenborg, Director of CEDE Aruba, who was able to give me a better idea of the charity sector in Aruba and the ABC Islands as a whole. The goals for our interview were:

* To give a general idea of how many charities operate in Aruba.
* To establish whether there are any regulatory bodies and how the charities must show accountability to these bodies.
* To gauge how much importance the government attaches to the charity sector, especially charities involved in animal rights/protection/conservation, and if this is reflected in funding.
* To establish whether the charity sector in Aruba is similar to that of Bonaire and Curacao.
* To highlight any major differences between the ABC Islands and the United States.

My last set of interviews included a third and separate target audience group; local companies that have sponsored charities or events in the past and could thereby give insight into what they require and expect from charities that wish to solicit donations or sponsorships. The most important information extracted from these interviews included:

- The type of charities and charitable projects that they sponsor.

- What type of approaches are successful in soliciting sponsorships.

- What they expect in return for their sponsorship.

**3.3 Surveys**

For the quantitative part of my research, two groups of people were asked to participate in a survey that I created: Arubans in general and tourists who had visited Philip’s Animal Garden.

To enlist the participation of the tourists, I created a sign-up sheet that Philip Merryweather distributed among international visitors after their tour of the sanctuary. Since participation was optional, I wasn’t expecting many people to cooperate, so my goal was for Phillip to collect at least 25 names. A representative sample size was difficult to calculate since Philip keeps no record of his visitors at the sanctuary. The advantage of having them volunteer for participation was that their response rate would be much higher, since they had already shown an interest in the survey by signing up. Once I received the names from the sign-up sheet I emailed each participant individually with a copy of the questionnaire, which they would then fill in and email back to me. Out of the 36 people who had signed up to participate in the survey, a total of 32 emailed me back with their completed questionnaire. There were several important goals that I wanted to accomplish with the questionnaire for the tourists:

* Paint a general demographic picture of the target audience.
* Establish what communication channels worked best in bringing them to the sanctuary.
* Gauge their interest in charitable causes and the reason for their interest.
* Find out what social media (if any) they use the most
* Gauge their interest in staying informed of the latest news from Philip’s Animal Garden and how they would prefer to receive that news
* Gauge their interest in donating to Philip’s Pet Collection/Philip’s Animal Garden

The answer to these questions helped to shape the overall marketing and communications plan.

For locals, I chose to distribute the survey among the general population as well as Arubans who had visited Philip’s Animal Garden. For the local visitors, a separate sign-up sheet was created in Papiamento for me to contact them through email, but this was less successful in that it only attracted 5 volunteers, of which only three sent back a completed survey.

In general, Facebook was my main channel for distributing the questionnaire, but because I knew that this would influence the answers for social media usage (people who received the questionnaire via Facebook were more likely to choose Facebook as a site that they visit at least once a week), I also asked close friends to email the link to the survey (on eSurveysPro.com) to their family members, colleagues and friends, and ask them to do the same, thereby using the Snowball Sampling method. On Facebook, I sent the link to a total of 300 people. Unfortunately, it is impossible to estimate how many additional people received the link through emails from their friends, family and colleagues.

The goal of the questionnaire was to:

* Paint a general demographic picture and distinguish (possible) target audience groups from each other.
* Find out how many people have heard of and/or been to Philip’s Pet Collection and Philip’s Animal Garden.
* Establish what communication channels worked best in bringing them to the sanctuary.
* Gauge their interest in charitable causes and the reason for their interest.
* Find out what social media (if any) they use the most
* Gauge their interest in staying informed of the latest news from Philip’s Animal Garden and how they would prefer to receive that news
* Gauge their interest in donating to Philip’s Pet Collection/Philip’s Animal Garden

Ideally, I would have liked a Confidence Interval of 5 points, but that would have required a sample size of 383 respondents. My aim was to gather at least 100 responses, which is not a very large number when compared to the total population, but due to my time constraints and the fact that I wasn’t on the island to physically solicit participants, I tried to keep my goal number modest yet high enough to give a reliable representation of the population. I received a total of 122 responses, which, when calculated, gave me a Confidence Interval, or Margin of Error, of 8.87.

**3.4 Analysis of www.philipsanimalgarden.com**

To support and enhance the recommendations of my marketing/communications plan, it was important to perform an analysis and audit of Philip’s Pet Collection website, www.philipsanimalgarden.com. This included a critical look at the site’s functionality and usability, as well as the site’s metrics. Unfortunately, the site was relocated to a new server in late November, so Google Analytics was only able to provide information for the months of November 2011, December 2011 and January 2012.

**4. Conclusions & Results**

**4.1 What are the differences between charities in the ABC islands and operating charities in the United States?**

There is no doubt that the size of the charity sector in the United States is vastly larger than the charity sector on the islands of Aruba, Bonaire and Curacao. At last count, a total of **959,698** public charities and 100,337 private foundations operated within the United States. In 2009, charities reported over $1.41 trillion in total income. (National Center for Charitable Statistics) Of this income, 8.9% came from government grants. (Nonprofit Almanac Brief, 2011) Unfortunately, no database exists to keep track of charities on the ABC Islands. However, the Director of *CEDE Aruba* estimates that there are currently between 400 and 500 active charities in Aruba, based on a “charity census” project that his organization is currently working on.

Charities looking to apply for grants in the United States can apply to their local, state or federal government. On a federal level, there are 26 federal agencies that are in charge of more than 1,000 annual grant programs. (http://www.grants.gov/)

In Aruba, public funding for charities is not handed out directly by the government. Instead, the money is funneled through *CEDE Aruba*, which distributes the funds to charities that have applied for a grant. *CEDE Aruba* is also supported by larger foundations, such as the *Samenwerkende Fondsen Nederlandse Antillen en Aruba*, that have been established to help fund charities on the ABC Islands. These larger fund-giving organizations receive a lot of their financial means from the Dutch government.

At the moment, about 80 charities receive some form of funding from the government in Aruba. Most of the charities work solely with volunteers. In fact, only about 10% (40-50) of all the active charities in Aruba have paid employees.

Salamon and Sokolowski’s (2003) studies of the global charity sector, albeit a bit dated, showed that U.S. charities have much higher percentages of paid workers. In 2003 they reported that 63.1% of charity workers received payment for their work. (p.24) In fact, of the total economically active population in the United States, 9.8% worked in the charity sector. (p.22)

**4.2 What are the advantages of fundraising communications on the ABC Islands?**

**Marketing and communications is cheaper on the ABC Islands.** In the United States, many charities enjoy donated or discounted ad space. But in order to launch a national campaign they still need to have a budget that can run into the millions. On the ABC Islands, costs for advertising generally run much lower.

A comparison of costs shows that the most widely circulated newspaper in the United States, (Top 100 U.S. Newspapers by Circulation, 2009) the Wall Street Journal charges $312,283.13 for a full-page color ad, (General Rate Card, 2012) while Aruba’s most circulated newspaper, the Bon Dia Aruba, only charges Afl 1,750 Florins, which is equal to $1,000, for the same full-page color ad.

One might think that the Wall Street Journal offers a bigger reach per copy, thereby justifying its much higher prices compared to the Bon Dia Aruba, but, relatively speaking, the opposite proves to be true. The Wall Street Journal has a paid circulation of 1,613,062. (Wall Street Journal Fact sheet, 2012) With a population of 313,847,465, (CIA World Fact Book, 2012) we can calculate that the Wall Street Journal prints enough copies for only 0.51% of the American population. The Bon Dia Aruba has a circulation of 15,000 for a population of 107,635. (CIA World Fact Book, 2012) This means that 13.93% of the population is covered by the Aruban newspaper. It is important to note that both calculations don’t take into account the actual amount of readers.

**Easier to have press releases published.** Countless books and articles have been published in the States providing tips on how to create a press release that is more likely to be used by professional journalists. Unless they share important news that is important to the public, press releases are disregarded or set aside to be used as one line in a larger story.

On the ABC Islands, every single charity that I interviewed said that they enjoy excellent cooperation from the local journalists. Their press releases are printed as is and journalists are cooperative in granting them interviews when they want to promote a special event or fundraiser. This means that charities can count on having all their announcements published and don’t have to worry about spending time or money on articles that will be ignored by the media.

**Stricter legislation in the United States requires more accountability and transparency from larger charities.** After corporate scandals from companies such as Enron, Tyco and Adelphia rocked the United States, causing major confidence issues for shareholders, regulators and consumers, the U.S. Congress enacted the *American Competitiveness and Corporate Accountability Act,* better known as *Sarbanes-Oxley*, in 2002. (Nonprofits, Sarbanes-Oxley, and the States, 2005) The legislation was launched to monitor the transactions and auditing of publicly traded companies, but also saw its effects on the nonprofit community.

As a result of Sarbanes-Oxley, many individual U.S. states, including California, Massachusetts, New Hampshire and Connecticut have introduced laws that require the strict supervision of financial transactions and audits for larger nonprofit organizations. This has required charities to become more transparent and provide yearly financial statements to the government, as well as make these available to the public, whether the charities receive public funding or not.

On the ABC Islands, charities are only obligated to produce financial statements if they receive any kind of public funding, or funding from organizations such as CEDE Aruba and the Samenwerkende Fondsen Antillen en Aruba. This lack of regulatory legislation saves charities the money and time that it would have taken to create the public statements and audits. On the other hand, charities should also take into consideration that on the long run, a lack of transparency can negatively affect the organizations’ trustworthiness in the eyes of the public. Charities that provide annual reports are more likely to be seen as responsible and trustworthy by the community, which consists of (potential) donors and sponsors.

**Social Media such as Facebook and Twitter can unite all target groups.** While the situation is similar in the United States, social media is so important to charities that it still deserves mentioning. Thanks to sites such as Facebook and Twitter, people who support similar causes, no matter where they are in the world, are enjoying an unprecedented ease of communicating with each other and the charities they support. Being able to communicate with each other allows for bonding and the creation of a community of charity supporters that knows no borders.

**Less “other players” on the ABC Islands.** Because of the relatively small size of the ABC Islands, there are less charities, which means less “other players” to “compete” with. The charities are so distinct in their purpose that they don’t find themselves fighting over funding for the same cause. This is different to the United States, where dozens, if not hundreds, of charities can be fighting for donations to support the same cause. For example, there is one shelter for dogs on each ABC Island. If a person in Aruba wanted to donate to a dog shelter, there would only be one to pick from. On the other hand, if a person in the States wanted to donate to a shelter, they would have hundreds to choose from. Would they choose the shelter closest to their home? The most renowned shelter? In such situations, the person might base their choice on the shelter that communicates the best image.

**Friendships and relationships can make it easier to secure corporate donations**. Because of the relatively small size of the ABC Islands, charity volunteers are more likely to be acquainted with employees or decision makers in local businesses who can fast-track their petition for a donation. These personal relationships can also help to secure a positive response. In the United States, charities’ petitions for donations to businesses must be very detailed and specific, still needing to go through lengthy vetting periods by board directors before they are approved.

Once a sponsorship agreement has been reached, island companies are less strict in requiring transparency and accountability from charities. Based on my interviews with Aruban companies, they would be satisfied with receiving a plaque, recognition in the press, and if possible, updates from the foundation.

**4.3 What are the challenges of fundraising communications on the ABC Islands?**

**Less grant-giving organizations means less possibilities for funding.** Corporate and private grant-giving organizations exist by the thousands in the United States. Charities looking to secure grants have many organizations to choose from. On the ABC Islands, less grant-giving organizations means less opportunities to receive funding. With less funding available, nonprofits don’t have enough money to spend on elaborate communications and marketing strategies.

**Media fatigue or overexposure is more likely to happen.** Local charities might enjoy the advantage of total cooperation from the press, but readers might grow tired of not only seeing articles from the same foundation on a weekly basis, but also the same articles in different news publications. Attention must be paid to making any communications with the public as varied and entertaining as possible in order to keep them interested.

**Online presence must be strong, as it is the only connection to overseas target group.** Overseas donors cannot read articles that are printed in the local papers on the ABC Islands. Information on the charities is only available to them online. Because of the importance of this target group, charities must make sure that their online presence is strong and regularly updated to keep their foreign donors informed, interested and engaged. If they see that nothing new is being posted online, they might (wrongfully) assume that the foundation is not active.

**No organizations exist to help charities create or execute marketing and communications strategies.** In the United States, the Ad Council works together with nonprofit organizations to create and develop a national media and communications program, securing donations of ad space through a strong relationship with its media and advertising agency partners. This offers U.S. charities the chance to get their message out to the public, when they would otherwise not have the finances, media connections or creative know-how to do so.

The Ad Council is a private, nonprofit organization that came into existence in 1942. While the foundation was initially devoted to communications and advertising for initiatives that supported America’s participation in World War II, the foundation has since then evolved to support many areas in the social sector, from financial literacy to unplanned pregnancy and shelter pet adoption. The foundation is responsible for such memorable characters as Rosie the Riveter, who recruited two million women into the workforce to support the war economy in the 1940’s, Smokey the Bear, who has been educating Americans on the prevention of forest fires for over sixty years, and McGruff the Crime Dog, who has provided safety tips and encouraged audiences to “*Take a Bite Out of Crime*” since 1979 (Figure 4.1) (http://www.adcouncil.org/)

**Figure 4.1 Characters created by the Ad Council to promote social awareness and action: Rosie the Riveter, Smokey the Bear and McGruff the Crime Dog.**



In 2006, the Ad Council launched a campaign called “*Generous Nation*,” urging more people to follow through with their donations or volunteer their time, using the tag line “*Don’t Almost Give. Give*.” (Andreasen & Kotler, 2008, p. 349) The campaign’s website, www.dontalmostgive.org, gives tips on donating time or money, as well as links to charities. The campaign is non-cause specific and thereby benefits all charities, large and small, even if they didn’t have a hand in the creation of the public service communications campaign.

No such organization or campaign exists on the ABC Islands. Nonprofit organizations must rely on their own internal talent to create memorable and effective communications programs, unless they can secure the contribution of a local ad agency or marketing company. They must also rely on their own connections with local media sources to ensure free or discounted ad space.

**No organizations and/or publications exist to facilitate the sharing of communications knowledge between charities.** In the United States, the American Marketing Association hosts an annual national conference for nonprofit marketing managers, giving them the opportunity to share knowledge and strategies with each other. Publications such as the *Chronicle of Philanthropy* and *Social Marketing Quarterly* report on the latest news and trends in American charities, while also conducting their own research into important charity-related issues. No such knowledge sharing exists on the islands. The charities must instead rely on their own experiences or use international sources that might not necessarily apply easily to their own unique situations.

**No database of charities makes it harder to find a cause to contribute to.** In the United States, websites like justgive.org and dontalmostgive.org provide a comprehensive database of charities in the United States. If a visitor wants to give to a certain kind of charity, they just need to type in what kind of charity they are looking for and the websites will provide a complete list. On the ABC Islands, no such sites or databases exist. Potential donors would either have to ask around, look in the yellow pages or do a search online. For this reason it is all the more important that charities on the ABC Islands use communications to ensure that they are as visible as possible to the public.

**The charity sector on the ABC Islands offers very few paying jobs.** In contrast to the United States, where a charity CEO can earn an average of more than USD $351,000 a year, (CEO Compensation Study, 2010, p. 5) on the ABC Islands, very few charities can afford to pay their members. Paid jobs are limited mostly to organizations that run shelters and elderly care centers that require full-time employees. Because they can’t offer the benefit of a salary, charities are hard-pressed to find communications professionals who are willing to work for them. Instead, communications professionals go for the jobs in the private sector that can offer them a good salary. This has resulted in a lack of communications expertise in the charity sector. The responsibility for promoting the charities and raising awareness therefore falls on the shoulders of people who have no experience in creating marketing and communications strategies.

**Smaller organizations means more shared responsibilities.** The larger charities in the United States have well-defined structures that include entire marketing and communications departments, overseen by marketing managers and staffed by experts in their field. On the ABC Islands, charities function with only a few volunteers. Because that group is so small, they find themselves carrying the burden of multiple tasks, such as administrative work, communicating with the public and doing the actual work that the charity is devoted to.

**Foreign donors don’t receive tax benefits.** In the United States, people are rewarded with tax breaks for donating to charity. In fact, this tax deduction can play an important part in influencing a person’s decision to donate. The problem is that the donors will only receive a tax break if their donation is made to a charity inside the United States. Donors cannot claim tax deductions for donations made to charities in other countries. This can render communications aimed at soliciting donations from tourists less effective.

**It’s more difficult for foreign donors to give donations.** Charities in the United States can easily use a platform such as Paypal to facilitate online donation transactions. Charities have even used mobile technology to make donating as easy as sending a text message to a specific number. Charities on the ABC Islands can’t take advantage of these methods. Paypal won’t allow payments from the United States to be made to the ABC Islands. Charities in Bonaire have found a way around this through a nonprofit in the States called Support Bonaire, which allows Americans to make donations to Bonaire charities. An added benefit is that these donations are tax deductible. For the other two islands, no such organization exists. Instead, outside donors are required to make overseas bank transactions that can cost them an additional fee. This can limit their frequency of donations to the times that they are visiting the island.

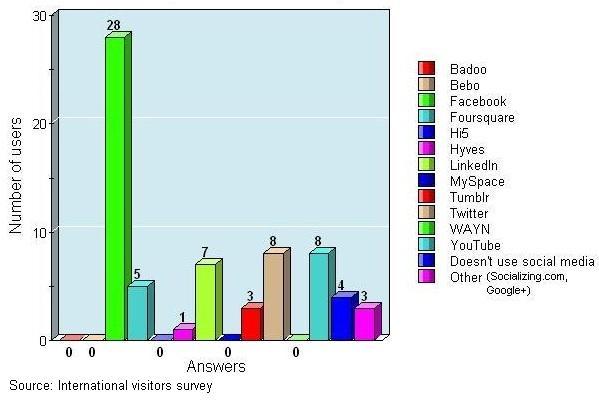
**4.4 Survey results**

**4.4.1 International visitor survey results**

A total of 32 international visitors of Philip’s Animal Garden participated in the survey. Of these respondents, 87.5% are from North America, with the rest coming from Venezuela, the Netherlands and Curacao. Of the North American visitors, more than half are from the East Coast of the United States, an area which provides the largest tourism markets for Aruba. (2012 Aruba Marketing Plan, 2011) Respondents vary in age from 19 to 67 years, and are mostly between their thirties and fifties. These Generation X’ers and Baby Boomers also form the most important source of return/repeat visitors for the island’s tourism industry. They are considered to be the ‘influencers’ who play a vital role in convincing others to visit the island or do certain activities. (2012 Aruba Marketing Plan, 2011, p. 10)

The majority of respondents are female, married with children, from the middle to upper classes, with an annual household income over USD $75,001.

**Figure 4.2 Social Media usage of international visitors**

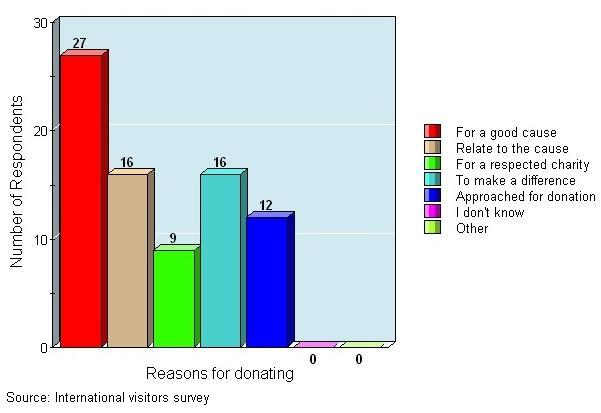


With both Generation X and Baby Boomers being known as technologically savvy, it is no surprise that all but three respondents are frequent social media users. Their most commonly visited social media sites are Facebook, LinkedIn, Twitter and YouTube (Figure 4.2)

The most common ways that the visitors have heard of Philip’s Animal Garden are from a local newspaper article or advertisement, word of mouth, and taxi drivers. This shows that the advertisement in Aruba Today as well as press releases in all English newspapers indeed do have a positive impact on raising awareness of the foundation and attracting visitors to the garden. Because word of mouth also plays a large role, it is important that the sanctuary offer the best quality experience possible to visitors, so that they will be motivated to tell others about their visit.

Almost all of the visitors (28 respondents) have been to Philip’s Animal Garden only once, while three of the respondents have visited twice and one respondent has visited three times. Most respondents (68.8%) visited the sanctuary with their family, while the second largest percentage - 18.8% - of respondents say that they visited the sanctuary with their friends. For respondents who visited the sanctuary with their family, the most likely reason for their visit was to provide an entertaining activity for their children. Based on the age of these respondents, the children most likely vary in age from toddlers all the way to teenagers. The older respondents possibly have visited the sanctuary with very young grandchildren.

**Figure 4.3 International visitors’ reasons for donating to charity**

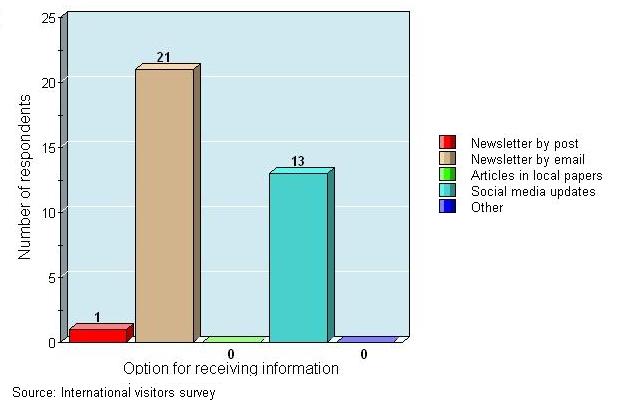


When it comes to donating to charity, all but two of the respondents say that they have given a donation to charity, with 40.6% saying that they are regular charity donors. Their most popular reasons for giving to charity are because they want to make a difference and give to a good cause, which often is one that they personally relate to (Figure 4.3). This shows that they indeed are civic minded and interested in giving back to the community. Their higher income means that they can financially afford to do so.

As for their interest in receiving news from Philip’s Animal Garden, 75% answered that they are maybe or definitely interested in being updated. This proves that there is an interest and necessity for the foundation to communicate with its visitors. Of these visitors, most would prefer to receive their updates in the form of a newsletter sent to their email, and/or read about the foundation’s latest news through posts on social media sites (Figure 4.4)

Also promising is the fact that 62.5% of international respondents show interest in donating to the foundation, proving that they are likely to donate if they are asked to do so. Their interest in keeping updated and donating to Philip’s Animal Garden opens the door for building a relationship with the visitors, ensuring possible return visits and donations in the future.

**Figure 4.4 How international visitors prefer to receive updates from PAG**



**4.4.2 Local survey results**

The age of local survey respondents ranges from 16 to 69, with an average age of 36. Respondents are mostly male and fall under the lower household income brackets of AWG75,000 or less. Their lower household income can be explained by the fact that the largest group of respondents is single and thereby the sole contributor to the household income. This is confirmed by a cross tabulation that shows that the majority of the respondents in the lower income brackets is indeed single.

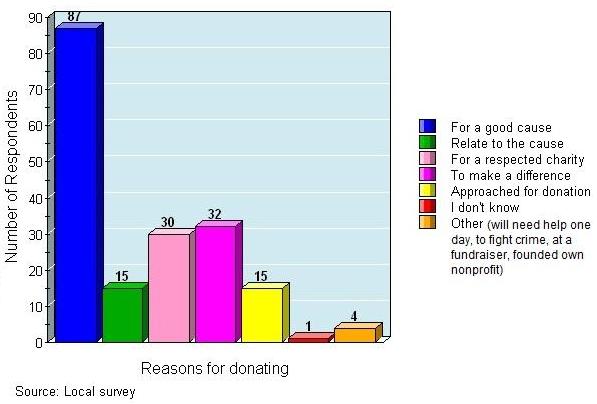
The majority of respondents, 60.7%, say that they have never been to Philip’s Animal Garden. Awareness of the foundation is not much higher, with 64.8% of respondents saying that they have heard of Philip’s Animal Garden. This indicates that attention should be paid to making the foundation more visible and thereby increase target audience awareness, as well as getting people to actually visit the sanctuary.

Of the respondents who are familiar with Philip’s Animal Garden, the largest percentage, 36.7%, first found out about the foundation through word of mouth. The occasional press releases in local newspapers also seem to have had their effect, with almost a quarter of respondents saying they first heard about the foundation by reading a newspaper article.

Respondents who have been to Philip’s Animal Garden are mostly in their mid-twenties to late thirties (66.7%). Over half of them are married and 62.5% have children. Most of them, 70.8%, say that they last visited the sanctuary with their family.

It’s also important to single out the group of respondents that has visited Philip’s Animal Garden more than once. This is actually also the largest group, since 62.5% of respondents who have been to Philip’s Animal Garden say that they have visited more than once. This is a very positive fact as it shows that they are willing to go back to the sanctuary and that they have possibly built a relationship with the foundation. Of this group that has been more than once, 76.6% have children, providing a strong indication that children were the motivating factor in returning to Philip’s Animal Garden.

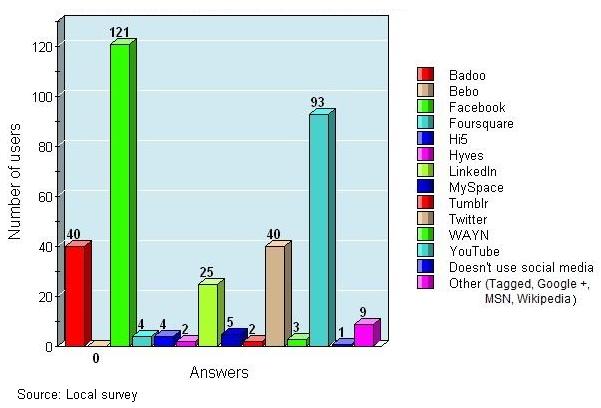
**Figure 4.5 Local respondents’ reasons for giving to charity**



Overall, respondents show that they are socially conscious, with 87.8% indicating that they have given to charity. Of this group, 21.5% donate regularly to charity. Their reasons for donating are varied, but most listed their desire to contribute to a good cause and make a difference as the most common reasons. Another popular reason is that the charity that they donated to was well-respected (Figure 4.5).

Social Media usage is quite varied among local respondents. Facebook completely dominates social media usage, with all but one respondent saying that they visit Facebook at least once a week. It is interesting to note that many respondents indicate that they visit at least three social media sites, with some visiting up to five, indicating a very strong relationship with social media. After Facebook, YouTube, LinkedIn and Twitter seem to be the most popular social media sites among the local respondents (Figure 4.6). This proves the importance of having a strong social media presence.

**Figure 4.6 Social Media usage of local respondents**

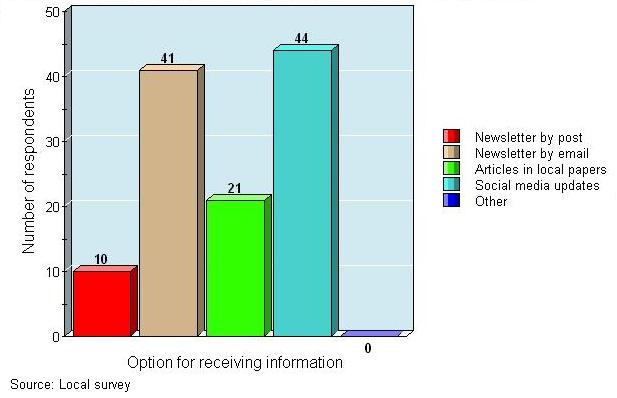


Important for Philip’s Animal Garden is the fact that 65.5% of respondents have indicated that they are either definitely interested or maybe interested in receiving news from Philip’s Animal Garden. Even among respondents who have never been to the sanctuary before, 51.4% indicate that they would definitely or maybe like to receive updates. Interesting to note is that those who have visited the sanctuary more than once are twice as likely to be interested in getting updates, once again confirming that repeat visits are conducive to creating a relationship with, and increased interest in, the foundation.

Reflecting their high social media usage, respondents who indicate that they would like updates from Philip’s Animal Garden most often choose “Social Media Updates” as their preferred channel for staying up to date. An emailed newsletter is also a popular choice. Not to be disregarded is the fact that a quarter of respondents also choose “Articles in Local Papers” as a medium for staying updated (Figure 4.7)

A total of 53.3% of local respondents say that they would like to give a donation or adopt an animal by becoming a monthly donor. In fact, compared to the international visitors, a relatively larger group of locals say that they would be interested in adopting an animal. This can perhaps be explained by the fact that they live on the island and can therefore see the animal that they adopt on a more regular basis, in comparison with the international visitors. It is interesting to note that income does not play as dramatic a role as one would expect on the respondents’ willingness to donate.

**Figure 4.7 How local respondents prefer to receive information from PAG**



In fact, of the respondents who indicate that they would like to give a donation or adopt an animal, 66.2% have an annual household income of less than AWG 75,000. Seeing as this group does show a willingness to donate, it would be prudent for Philip’s Animal Garden to request modest donations from individuals, so as to not scare away those with lower incomes.

Also supporting the hypothesis that multiple visits help build a bond with the foundation, visitors who have been to Philip’s Animal Garden are twice as likely to be willing to donate and/or adopt an animal, compared to those who have been just once. Even some of the visitors who have not been to the garden have indicated an interest in donating, with 47.3% saying that they would like to donate and/or adopt an animal.

**4.5 Analysis of www.philipsanimalgarden.com**

**4.5.1 Functionality/Usability/Content analysis**

On the home page (Figure 4.8), the site gives an introduction to the foundation and the sanctuary. The text is written in first person, but no indication is given of who the writer is (from the foundation’s name one must deduce that the writer is Philip). The text is divided into two chunks, with no pictures to break up the monotony of the text. The writing style is very formal, with many large words used, which is the opposite of what you would expect from a first person point of view. The information is concentrated in the middle of the page, flanked by a green background of palm trees and cacti, which give a nice nature/island feel. This layout is mirrored on every page of the site, meaning the only thing that changes is the text in the middle of the page.

**Figure 4.8 Home page of www.philipsanimalgarden.com**



Source: www.philipsanimalgarden.com

Instead of using actual pictures of the animals at the sanctuary, the site instead uses generic pictures of animals. These pictures could have been copied from anywhere. In fact, the only place on the site that shows pictures of the actual animals is located at the bottom of the page, in a scrolling box that says “Adopt an Animal.” When clicking on this box, the user is taken to the “Adopt an Animal” page. This page lists reasons why visitors should donate, but does not clearly or specifically say how and how much visitors can donate. Requests for support are visible on more pages, but they all lead back to the same uninformative “Adopt an Animal” page.

Also on the bottom of the page is an option for visitors to sign up for a newsletter, even though no newsletter exists. The site should not offer visitors the option to sign up for a newsletter if it doesn’t exist.

The foundation’s logo is nowhere to be seen on the home page, and upon further inspection, the logo is nowhere on the site. This is a mistake, since the logo should be included in any communications tools and channels in order to create viewer recognition.

The “News” page shows all the articles that have been posted since the website was launched in February 2011. In total, six articles have been posted, averaging out to one article every two months. The articles are all in English. Unfortunately, visitors are not able to comment on the articles.

The “Animals” tab does not actually function as a link to a page Instead it only serves to create a drop-down menu of the different categories of animals (e.g. “Hoofstock”, “Mammals”, “Reptiles”, etc.). The “Fish” menu option does not offer any pages, meaning that visitors interested in knowing about the fish species will not find any pages to go to. For each animal there is one page with a short text. Instead of using pictures from the sanctuary and telling the story of the animal that was rescued by the foundation, some “Animals” pages show generic pictures of the designated animals - others show no pictures at all - with descriptions that were copied from other sources.

The “Visitor’s Info” tab also does not take users to a different page, offering instead a drop-down menu with links to pages of useful information for visitors, such as “Opening hours and rates” and “how to get here.” The info on these pages is clear and concise and useful for people who are interested in visiting the sanctuary.

Under the “Help us” option, visitors can once again be taken to the “Adopt an Animal” page. Also there is a menu option to “Become a sponser” (Sponsor has been spelled incorrectly) This page provides information for local companies that would like to become sponsors and also talks about what companies get in return for their sponsorship. Based on the interviews that I conducted, most companies decide to sponsor a foundation after they have been approached by that foundation. They do not actively seek out foundations to sponsor. For this reason I believe that this page should not be featured on the site. If the foundation would like to keep the page on the site, it should alter the title of the menu option to “Become a corporate sponsor,” to indicate specifically that this page offers information for business sponsorships, not individual sponsorships.

Several visitors have left comments on the “Guestbook” page. It is an excellent venue for visitors to give feedback. For this reason, visitors should be encouraged as much as possible to leave their comments.

In general, the site is dry, not especially entertaining, with information presented in a way that would not interest or engage children. Typos and grammatical mistakes are made in several texts. The main banner that appears on every page has spelled the name of the sanctuary wrong. Instead of “Philip’s Animal Garden”, it says “Philips Animal Garden.” The font, while clear and easy to read, is dull. Offering only a description of the foundation, the home page never changes, which can give the impression that the site is never updated and doesn’t offer the visitor anything new to read. Not much attention is paid to the foundation’s goal of raising awareness of animal conservation and protection.

On a positive note, the site can be navigated easily. All pages offer the option of being shared by the user through social media icons that act as links. There is also a link to the foundation’s Facebook profile on every page.

**4.5.2 Metrics Analysis**

Between November 1st, 2011, and December 23rd, 2011, www.philipsanimalgarden.com received a total of 543 visits, of which 481 were unique visits. Of these unique visits, the majority consisted of referral traffic, followed by direct traffic and then search traffic. Aruba.com and Facebook were the sources for the referral traffic.

The website had a bounce rate of 51.57%. That means that over half of visitors left the site after viewing only the home page. This could be for many reasons, for example, the site was not what they thought it would be, or at a glance didn’t offer any further information that they thought was worth looking at.

Of the users that did stay on the site, they spent an average of 02:19 minutes navigating it, visiting an average of three pages. This is not a long time, nor is it a lot of page views. That means that visitors spent an average of 46 seconds a page. Given the length of the texts on each page, this would indicate that the visitors read the complete text, as opposed to glancing over it.

After the home page, the most viewed pages were the descriptions of the birds from the “Animals” menu option. A total of 274 page impressions were dedicated to the “Birds” pages. Another page that was frequently clicked on was the “News” page. Of all the pages, the “Adopt an Animal” page was the 8th most frequented page. Receiving almost no impressions were the pages that fell under the “Visitor’s Info” menu.

From this I can conclude that they visited the site to find general information, not information that would help them to perform a certain action, such as donate or visit the sanctuary. They were most interested in the birds that are cared for at the sanctuary, and looking to stay updated on the latest news. Visitors to the site were not very interested in adopting, and did not visit the site to help plan their visit to the sanctuary.

As for the origin of the site visitors, the largest group of visitors was in the United States (41.1%). The second largest group was in Aruba (32%). Users in the Netherlands accounted for 4.42% of the site’s visitors. Rounding out the top 5 countries were Canada with 3.9% of visitors and Brazil with 2.6% of visitors.

For a full breakdown of website metrics for philipsanimalgarden.com, see Appendix P.

**5. Recommendations – a Marketing & Communications plan for Philip’s Animal Garden**

**5.1 Executive Summary**

This chapter serves as an answer to my main Policy Question; “How can Philip’s Animal Collection use marketing and communications to attract new sponsors and maintain existing sponsorships?” The answer has been formulated using concrete recommendations, presented in the form of a marketing and communications plan. These recommendations are based on the desk and field research, and the resulting strategic analysis, which makes up the rest of the marketing and communications plan (Appendix A).

The overall recommendations focus on the use of TV, radio, newspaper and online media, with an emphasis on generating news stories that will provide “free press” for the charity, as opposed to paying for advertising space. Additionally, Philip must recognize that he is also a channel and take advantage of his interaction with visitors to ask for donations. For him to be able to devote time to the execution of this plan, it is suggested that he take off from giving tours one day a week to focus on sending out letters, updating visitor/donor databases, etc.

To encourage frequent visits, thereby creating a relationship with its visitors, the charity should introduce a monthly membership card. Called “Philip’s Family Card,” this card will allow visitors to visit the sanctuary as often as they want in a month.

In order to build a stronger and more cohesive brand, this plan suggests that the charity eliminate the name Philip’s Pet Collection, changing it instead to Philip’s Animal Garden. This way the charity and sanctuary will share the same name, which is less confusing for visitors and donors. The logo needs a complete overhaul to present an image that is more in line with the charity’s “fun for kids” positioning.

The charity should continue to organize its bi-annual “Yeehah Party” fundraising event, which is popular among visitors and generates a lot of funds for the charity. Additionally, on July 28th, 2012, the charity should host a private family day for a select group of people, including hotel concierges, taxi drivers and press members. On this day, the charity will hold a press conference to re-introduce Philip’s Pet Collection into the public eye.

The following Sub Questions are answered in this chapter:

**Should Philip’s Pet Collection hire/recruit a volunteer to be responsible for communications?**

As paragraph 5.3 explains, the answer is no. The charity currently uses the services of a freelance writer for sending out press releases, but budgetary restrictions make it impossible to hire a full-time communications volunteer. Seeing as the load of work is substantial, it will also be difficult to find a volunteer to dedicate so much time to the charity’s communications needs, free of charge. Instead, the suggestion is to find a local marketing and public relations company that is well-connected with the local press and has the time, manpower and know-how needed to execute the communications plan. This frees up the freelance writer, who can then focus on sending donation requests to local companies, as explained in paragraph 5.7.

**What online communications tools should be utilized as part of Philip’s Pet Collection’s fundraising communications plan?**

Paragraphs 5.4.5 and 5.4.5.1 focus on providing suggestions for online tools that should be part of the charity’s fundraising and communications efforts. Looking at the charity’s current site, www.philipsanimalgarden.com, the focus is on correcting mistakes and adding content in order to make the site more appealing and useful to its visitors. Attention is paid on how to incorporate and use social media sites Facebook and YouTube as part of the communications plan. The use of online tools – social media as well as traditional email - is instrumental in creating two-way communication as an element in relationship marketing. As explained in paragraph 5.6, this is done by sending out a newsletter to opt-in readers, “thank you” letters or adoption certificates to donors and posts/discussion threads on Facebook.

**5.2 Marketing Mix**

**5.2.1 Consumer (Wants & Needs)**

Philip’s Animal Garden offers families a unique experience that they will not find anywhere else on the island. Not only can they see, touch and learn about animals that perhaps they’ve never seen before, but their children can spend time with other kids playing in the on-site playground. The sanctuary offers parents exactly what they are looking for – an alternative to the usual sun, sand and sea - where both they and their kids can learn about cool animals in a fun and hands-on way.

Concerns that they might have about a zoo – the animals are cooped up in small cages, they are thin or sickly, their cages are poorly maintained – are not an issue at Philip’s Animal Garden. The animals have plenty of room to move around in their large enclosures, they are well cared for by the foundation, and maintenance of the facilities is a daily activity. It is these unique value propositions that attract families to the sanctuary and cause them to return again and again.

**5.2.2 Product/Service Offering**

The foundation should continue to offer the service of interactive tours, which are the best way for visitors to learn about the animals. Director Philip is passionate, knowledgeable and truly engaging, making the tours all the more enjoyable for the visitors of the sanctuary.

The products form a minor yet valuable part of the product/service offering and should therefore continue to be offered. They include souvenir feed bags with food for the animals, refreshments and snacks for thirsty/hungry guests and souvenir t-shirts. It is my suggestion that an additional product be added, in the form of a monthly membership card that can be sold to locals or tourists who regularly visit the island.

**Philip’s Family Card.** To encourage multiple visits, thereby building a relationship with visitors, the foundation should introduce a monthly membership card, called Philip’s Family Card. This laminated membership card will allow visitors to visit the sanctuary as much as they like in a month, with the exception of days on which special events are being held. Visitors can then choose whether they want to participate in a tour, explore the habitats by themselves or just sit back and watch while their children play on the playground. The card would also make a wonderful gift to others. Prices for the membership card are discussed in the following section.

**5.2.3 Cost (to satisfy)**

The sanctuary has been asking for the same entrance fee since it opened last year. International visitors are charged $10 for adults and $5 for children. Locals are charged AWG 10 for adults and AWG 5 for children. Seeing as visitors have not had an issue with paying the entrance fee, this price should stay the same.

The membership card will be paid on a monthly basis. Prices for the card will vary according to the size of the family. The two price categories will be:

**Big Herd.** This card will cover two adults and two children for AWG 50 a month. Adding additional children to the card will cost AWG 10 per child.

**Little Herd.** This card will cover one adult and one child for AWG 25 a month. Adding additional children to the card will cost AWG 10 per child.

**5.2.4 Philosophy**

It is important that the foundation not lose sight of its ultimate goals, which include the education of children and the raising of awareness of animal protection and conservation. To achieve these goals, the foundation should regularly host class trips, scouting groups and special needs groups, free of charge. Press releases that are sent to the local media should not only serve to raise awareness of the organization, but also focus on the importance of animal conservation.

**5.2.5 Communication/Promotion**

For the communications strategies, attention has been paid to the promotion of the foundation through traditional media channels, as well as the interaction between the foundation and visitors after they have left the sanctuary. This latter element of communication will be made possible mostly through the use of social media.

The following sections give further elaboration on the communication/promotion strategies.

**5.3 Getting Outside Help**

In order to achieve this plan’s goals, it is important that the marketing & communications strategies are executed properly. Seeing the charity’s budget limitations, hiring a person to be in charge of communications is out of the question. Instead of looking for a single volunteer to be in charge of communications, which can be a lot of work for one person, I suggest that the foundation approach one of the larger marketing and public relations companies on the island and ask them to become a year-long sponsor. In this case the company would not be a financial sponsor, but a sponsor of weekly press releases, texts for the website and any necessary ad designs. This is similar to the journalist that “adopted” the Cas Animal foundation by writing weekly articles that are published in The Morning News newspaper.

The reason I have suggested that Philip’s Pet Collection approach a marketing company as opposed to an individual journalist is that a Marketing and PR company will not be tied to one media outlet, and instead will be able to capitalize on its connections with all media to provide more extensive press coverage of the articles. I suggest that the foundation approach one of the following three local marketing and public relations companies:

**ECA NV**. ECA NV is the oldest and largest marketing and public relations companies on the island. It is owned by Aldrich Croes, a former journalist, and staffed with people who are experts in their field. Not only do they offer marketing, communications and video services, as well as event planning, but they also have a research department that regularly conducts market studies for clients. A disadvantage might be that ECA does not frequently sponsor charitable causes and events.

**Tera Group NV.** Tera Group was founded by journalist Patrick Paskel, who has strong ties with the media community. Patrick presides over a team of local marketing and public relations experts, whose clients consist of some of the largest companies on the island. The disadvantage to working with Tera Group is that the company focuses mostly on Papiamento press releases, meaning that its writers might not feel comfortable in providing regular English press releases.

**Marketing Plus NV.** The smallest of the three companies, Marketing Plus is specialized in ad design and English/Papiamento press releases, written by company owner Rona Coster. Coster is known for her philanthropic nature and often helps sponsor local charities and fundraising events with her press releases. The disadvantage is that, because the company is smaller, Coster might not have the time to create frequent press releases for the foundation.

Once a marketing company has agreed to sponsor press releases, the foundation will be able to use the freelance writer’s services to focus on writing letters to potential corporate sponsors.

**5.4 Media and Channels**

When picking out the media outlets and channels that would be used to achieve the established goals, the foundation’s extremely limited budget played a huge hand. Instead of focusing on buying advertising space, a lot of attention was paid to ways of approaching news organizations and creating newsworthy stories and angles that would appeal to them, thereby increasing the chances of their publication.

**5.4.1 Philip as a channel**

Philip is the face and namesake of the charity and animal sanctuary. When he is not giving the daily tours, he is caring for the animals and maintaining the facilities. He has no time left to dedicate to raising the visibility of the charity. With no one to take charge of executing the marketing and communications plan, there is no way for it to succeed. For this reason, my suggestion is for Philip to scale back the days that tours are offered at the sanctuary to six days a week. Seeing as Tuesday is his least busy day, I suggest that he dedicate his time on this day to executing the parts of the marketing plan that he is capable of handling, such as the making of membership cards, the sending of “thank you” emails to donors, the ordering of plaques and signs for corporate sponsors, meetings with companies to close sponsorship agreements and the updating of visitor and donor records. If he feels uncomfortable with having the sanctuary closed to visitors for a day, he can instead opt to keep it open, but without the option of an official tour on Tuesdays.

As the person who comes in daily contact with the visitors, he needs to make it very clear during his tours that the sanctuary is run by a nonprofit organization and that it relies on their donations to do its work. Once a tour is over, he should thank the visitors and then verbally solicit donations by saying that the foundation would be grateful for any donations made and that even a dollar would help. A dollar might not seem like a lot, but a study done by Joel Bruckner found that the phrase “even a dollar would help” actually resulted in twenty times as much money being raised as when the phrase was not used. (Andreasen & Kotler, 2008, p. 376) It would also be wise for him to mention that visitors are able to adopt their favorite animals at the sanctuary, and that adopting an animal can cost as little as USD $15 a month.

**5.4.2 Television**

While it would be possible to ask the local television stations to donate free air time, I don’t recommend that the foundation take this route during the first year of this marketing plan. The reason is that the air time might be free, but production costs for making a public service announcement or commercial would still be high.

Instead, the foundation should capitalize on the Marketing & PR Company’s media connections to set up interviews with local on-air reporters and thereby introduce Philip’s Animal Garden to TV viewers.

Local TV station ATV Channel 15 has a nightly newscast that features a segment called “*Noticia di Bestia*” (Animal News) that airs every Thursday. The segment is presented by reporter Shohaira da Silva. It would be prudent for the foundation to reach out to da Silva and explore the possibilities of having these segments regularly include a story about the foundation. To give the stories their news angle and merit being aired during the newscasts, the stories could focus on such angles as the foundation’s conservation efforts and animal births.

**5.4.3 Radio**

To continue to raise awareness and educate children about animals, Philip’s Animal Garden should approach the producers of “*Mundo Infantil*.” (Children’s World) The radio show is presented every Saturday Morning from 8am to 10am and is very popular among young children. One of the segments featured on the radio show is “*Mundo di Bestia*” (Animal World). By asking to be featured in this segment, the foundation will be able to accomplish its goal of educating a younger audience and raising their awareness of the foundation’s existence.

**5.4.4 Print**

Since the foundation has already secured a free daily ad that appears in the Aruba Today, my suggestion is that a similar agreement is proposed to the Aruba Today’s sister publication, the Bon Dia Aruba, which is in Papiamento. The Bon Dia Aruba is one of the top newspapers in Aruba, so having an ad in this newspaper would serve well to promote the foundation to the local community.

\*Press releases and articles or local newspapers are discussed under Public Relations.

**5.4.5 Online Media**

Several changes should be made to the charity’s website, philipsanimalgarden.com.

* Typos and grammatical errors must be corrected.
* The font should be changed to Comic Sans MS, which is considered to be more friendly, youthful, fun and informal. (Nielsen & Loranger, 2006, p. 233)
* The charity’s new logo should be on the home page, as well as every other page on the site.
* The home page text should be edited to be shorter, sound more friendly and welcoming, with simpler wording that is attractive for younger readers as well. A more detailed text can be kept under the menu option “*About us*.”
* Since it gives a more intimate and personal impression, the first-person perspective of the home page text should be maintained, but Philip’s name and picture should be added so visitors know who the message is coming from.
* Pictures of animals at the sanctuary should be added into the text to break up the monotony of the long text.
* The generic animal pictures that serve as a background for every page should be replaced by already existing pictures of the actual animals at the sanctuary.
* The “Help Us” menu option should offer four pages: “*Adopt an Animal,” “Donate,” “Become a Corporate Sponsor*” and “*Our Donors and Sponsors*”.
* The “*Adopt an Animal*” page should keep its explanation of what animal adoption fees cover (food, medicine, etc.). But it should also add concrete information on *how* to adopt an animal, i.e. by sending an email (include email address) or calling (include telephone number) the sanctuary to ask about a specific animal for adoption. The text should also offer the service of having an animal suggested by the charity, based on the amount the donor is willing to spend per month. This page should have a line in big, bold letters that says: “*Adopt an animal for as little as $15 a month!*” The line should also be featured on the home page so as to attract as much attention as possible.
* An additional “*Donate*” page should be added as a menu option. This page will explain how donations are put to good use, by helping the charity to rescue new animals, educate children on the importance of animal conservation, etc. As with the “*Adopt an Animal*” page, the “*Donate*” page should also clearly say *how* people can donate. This can be done by explaining that donors can send a donation to the charity’s bank account in Aruba, listing the bank account information, and should include their contact information with the donation. On this same page, photos should be added of the animals in their different stages of rehabilitation. These photos already exist, so it would not be a problem to add them.
* The “*Become a Corporate Sponsor*” page should offer more generic information about local companies working together with the charity to save exotic animals and educate the community. The specific information about banners being placed at the sanctuary, the promise of coverage in the press, etc., should be removed.
* “*Our Donors and Sponsors*” is a page that should list the names of all individuals who have donated or adopted an animal, as well as the logos of the corporate sponsors.
* The newsletter signup box on the website should be removed until two weeks before the first newsletter is ready to be sent out. At this point an announcement on the home page should also tease the upcoming arrival of the newsletter and encourage visitors to sign up.
* The “*News*” page should be altered to allow visitors to comment on the articles that are posted. Any articles written for the sanctuary, both in English and Papiamento, should also be posted under “*News*”.
* The “*Animals*” tab should lead to an actual page, with general information about the types of animals that call the sanctuary home. This page will also provide links to pages with the different animal categories, e.g. “*Hoofstock”, “Mammals”, “Reptiles*”, etc.
* Each individual animal description page should offer information about the actual animal at the sanctuary. Instead of just generic information, the page will give the name(s) of the animal(s), how they were rescued, what they eat, etc. In other words, a bio of the animal(s). This should also include pictures of the animals themselves.
* Since the sanctuary has no fish, this option should be taken off the menu.

**5.4.5.1 Social Media**

Both local and international survey respondents indicated that their two most frequently visited social media sites are Facebook and YouTube. The foundation can easily take advantage of the popularity of both these sites without it costing any money or much effort.

**Facebook.** Philip already uses his own personal page to post daily updates about the foundation. These include status updates, photos and videos of the animals that he takes and uploads with his phone. Instead of using his own page, Philip should work on developing the charity’s page on Facebook. The page already exists. Now he just needs to start adding content to the page. This can easily be done by copying the already existing information from the charity’s website. Philip can then post his daily updates on the charity’s page, instead of his own personal page. The Philip’s Animal Garden Facebook page should be promoted on the foundation’s ads, flyers, website, press releases, and at the sanctuary itself. Philip should also promote the charity page on his own personal page, thereby sending as much traffic as possible to the charity’s Facebook page.

The Facebook page should not only be used to inform visitors of the latest charity news. It should also incorporate an interactive element. Posts by the page’s fans should be replied to within 24 hours. Also, Philip can post questions such as “What’s your favorite animal at Philip’s Animal Garden?” or “What does a kangaroo eat?” Special “contest questions” should also be posted regularly. Updates like “Help us name our new baby monkey and win a free visit to Philip’s Animal Garden,” will drive more people to the sanctuary and help the foundation build an interactive relationship with its visitors.

**YouTube.** As Philip already has experience in uploading videos and has his own personal account on YouTube, it should be easy enough for him to create an official YouTube channel for Philip’s Animal Garden. Through this channel the foundation will be able to share clips recorded at the sanctuary, such as animal births, news stories about the foundation that have aired on TV, and general information clips about animal conservation (keeping in line with the foundation’s goal to educate the public). These videos should also be posted on the Philip’s Animal Garden Facebook page.

**5.5 Public Relations**

Philip’s Pet Collection is at an advantage in that the Aruban media is very cooperative in publishing press releases. By signing a sponsorship agreement with a local Marketing & PR company, the foundation will be able to have an English and Papiamento press release sent out to all media outlets once a week. These press releases will cover anything from the birth of a new animal at the garden to the announcement of an upcoming fundraising event. Once a month the articles will feature a Donor or Visitor of the Month, thereby recognizing those who give back to the foundation. No matter what the topic, the press releases will serve to raise awareness of the foundation and attract more visitors to the sanctuary.

For the weeks when nothing new has happened at the garden, the articles could focus on telling the story of one of the animals that live at Philip’s Animal Garden. By talking about where the animal came from (whether it was abandoned or rescued from an abusive home), the articles will serve to raise awareness of the foundation’s work in the area of animal rescue and rehabilitation.

As some stories can happen quickly, it would be my suggestion that the charity buy a simple camera and video recorder to capture these moments. The sponsoring Marketing & PR company might not have enough time or people to send as photographers for the pictures that will accompany the press releases. By taking the pictures or video himself, Philip would only have to send this along with the information to the sponsor company, which would then turn the material into a press release and send the release to its press mailing list. The capturing of video, especially of something exciting like the birth of an animal, would be a great way to attract the local news shows to air a news story about the event.

**5.6 Relationship Marketing**

As has been mentioned before, it is important to build a relationship with the visitors and donors of Philip’s Animal Garden. This can be achieved by staying in contact with them by requesting their contact information when they first visit the sanctuary or donate to the foundation. Several tools have been chosen to facilitate this communication.

**Newsletter.** Visitors and donors will have the choice to opt in for the quarterly newsletter that will see its first edition (for the months of April, May and June) sent out by email in the end of June. The articles and photos that will appear in the newsletter are the same articles and photos that will have gone out to the newspapers. Each newsletter should encourage readers to send any questions or comments that they might have to the foundation. The design of the newsletter will be in the hands of the Marketing and PR company.

**Thank you letter.** Donors, no matter how small their donation, will receive a letter from the foundation by email, thanking them for their contribution to the cause, and inviting them to sign up for the newsletter or “like” the charity’s Facebook page. A template for the letter will be created so that only the name will have to be inserted before it can be sent out to the various donors.

**Certificate of Adoption.** Donors who decide to adopt an animal will receive a certificate of adoption. Overseas donors will receive an emailed copy of the Certificate of Adoption, while on-island donors will receive a hard copy version of the certificate by mail. A template for the certificate will be created, which will only need the name of the donor and the animal adopted before it can be printed or sent by email.

**Posts on Facebook.** Facebook will offer the interactive format necessary for the charity to receive feedback from visitors and donors. Regular updates and pictures will be posted, including pictures of visitors and donors at the sanctuary.

**5.7 Securing Corporate Sponsorships**

With a marketing company taking charge of press releases, Philip’s Pet Collection will be able to hire the freelance writer who usually writes the press releases, to write letters to local companies instead. As the funds are limited, the charity should begin by sending out two letters a month (one letter written by the freelance writer would cost AWG 50). These letters should be personalized according to the products or services offered by the companies. For example, the charity could send a letter to Compra NV to request that the company sponsor bird feed for the charity, or a letter to Antraco NV to sponsor the printing of certificates of adoption for individuals.

Depending on the value of the donation, companies will receive:

- A press release about their sponsorship, sent to local media outlets. This article will also appear on the website and in the newsletter.

- The company’s logo with a link to its site on the “*Our Donors and Sponsors*” page of philipsanimalgarden.com.

- An emailed copy of the quarterly newsletter

- A certificate of recognition for sponsorships under AWG 1,500 a year.

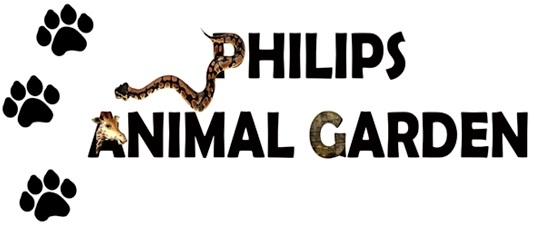
- A plaque of recognition for sponsorships over AWG1,500 a year.

- A banner with the company’s logo hung prominently on the sanctuary’s grounds for sponsorships of more than AWG 1,500 a year.

**5.8 Branding**

For this section, I have focused on two areas that are easy and cost-effective to adapt and will contribute to the overall brand strength. They are the Name and Logo.

**Name.** Right now there are two names that are associated with the charity: Philip’s Pet Collection and Philip’s Animal Garden. Philip’s Pet Collection is the name of the charity that operates the sanctuary and rehabilitation center for exotic animals, which is called Philip’s Animal Garden. This can be confusing to visitors and people who would like to donate, as they would be donating to Philip’s Pet **Figure 5.1 The foundation’s current logo** Collection.



For this reason it is my suggestion that the more well-known of the two names – Philip’s Animal Garden – be maintained, and have the name of the foundation be changed to Philip’s Animal Garden as well.

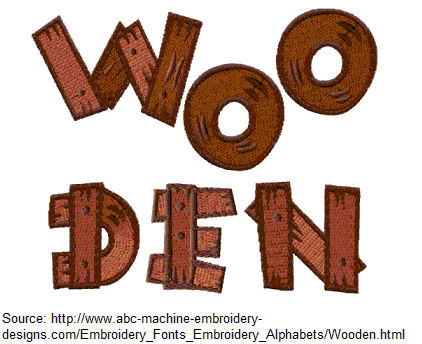
Unfortunately, the name of the sanctuary does not imply that it is a nonprofit organization. At this point it is too late to change the name. Therefore, any communications and promotional materials should be underscored by the fact that it is indeed a charitable organization.

**Logo**. The logo that was created for Philip’s Animal Garden (Figure 5.1) is not used in any of the charity’s communications, advertisements, promotional materials, or on its website and Facebook page. At the moment, this is a good thing. The current logo is dry, with a stiff font and black letters with animal figures worked into some of the letters. It’s impossible to even tell what the last animal on the letter “G” is supposed to represent.

In order to reinforce the sanctuary’s image as a family place, where kids can come to play and learn, I suggest a complete re-working of the logo. The font should be more casual and fun, almost a little cartoonish. Figure 5.2 is an example of a fun font that could be used for the logo.

**Figure 5.2 Example of a font that can be**

**used for Philip’s Animal Garden logo**  The letters are designed to look like wood, give the impression of a farm or garden gate.



Also, contributing to the look of a garden, the bottom two words should be laying on cartoon grass, with larger patches of grass growing up between the letters.

Finally, little cartoon animals can be incorporated into the logo, such as a monkey hanging from one letter, a macaw sitting on top of a letter, and a snake wound around another letter.

Once the logo is completed, it should be used in any and all communications and promotional materials. This includes but is not limited to the website, any press releases, any newspaper advertisements, the picture for the Facebook page, the membership cards and the header for the newsletter.

**5.9 Action Programs**

Since the bi-annual Yeehah fundraisers are a big source of funds for the foundation, I suggest that Philip continue to organize these events, timing them around local vacation periods and World Animal Day, October 4th. In the past Philip has hired a freelance writer to send out English and Papiamento press releases to promote the event. With the adoption by the local Marketing & PR company, the company can now take over responsibility for those press releases. In order to increase press coverage even further, attention should be made to promoting the event after the fact, by inviting press members to attend the Yeehah fundraisers.

**5.9.1 Private Family Day & Press Conference**

In order to announce the marketing company as its sponsor and introduce its new membership card, I suggest that Philip invite the following groups of people and their families to a Private Family Day and Press Conference:

**Hotel Concierges** – The hotel concierges provide a direct link to the tourists. They are the ones who advise hotel guests on what activities are worth doing on the island. By inviting them and their family to a day at the sanctuary, they will be that much more likely to recommend Philip’s Animal Garden to their guests.

**Taxi drivers** – Taxi drivers in Aruba are known for giving recommendations to tourists on places to go and things to do. By sending an invitation to Aruba’s Transfer Tour/Taxi Company, Philip can invite taxi drivers to bring their families and experience the sanctuary. Another advantage to inviting both concierges and taxi drivers is that they are local and connected to a larger network of locals. Having had positive experiences at Philip’s Animal Garden, they are also likely to tell other locals and thereby increase awareness of the sanctuary.

**Employees of the marketing company** – As a “thank you” to the company for adopting Philip’s Animal Garden, Philip should also invite the employees of the company to experience the sanctuary, along with their families. This will also give them inspiration for future articles and inspire them to work hard on promoting the charity. At the same time, the company owners will host a press conference with Philip at the sanctuary, to introduce the charity’s membership card and announce that the company will be sponsoring the charity’s promotional efforts.

**Press Members** – Press members will be invited to cover the press conference and enjoy a day at the sanctuary with their families. The added advantage of having the previously mentioned groups of people at the sanctuary on the same day is that their interaction with the animals will provide excellent footage for the television cameras and great photo opportunities for the photographers.

My suggestion is for the Family Day and Press Conference to take place on Saturday, July 28th, 2012. This allows the foundation enough time to find and come to an agreement with a marketing and PR company, while also promoting the sanctuary as a place to visit for parents and kids during the summer school vacation.

**5.10 Budget**

A complete breakdown of the budget for this marketing plan is beyond the scope of my thesis report, but I have noted several marketing expenses that the sanctuary can expect to incur related to the execution of this plan during the first and following months.

First month of marketing plan:

- Photo/video camera (between AWG 350 – AWG 700)

- A home laminating machine (AWG 100)

- Letters to companies to request sponsorships (AWG 50 a piece)

- Plaques for Sponsorship Recognition (AWG 100 a piece)

- Corporate sponsor banners (AWG 270 a piece)

- Printing costs for recognition/adoption certificates (under AWG 25)

The following months:

- Letters to companies to request sponsorships (AWG 50 a piece)

- Plaques for Sponsorship Recognition (AWG 100 a piece)

- Corporate sponsor banners (AWG 270 a piece)

- Printing costs for recognition/adoption certificates (under AWG 25)

**5.11 Controls**

In order to measure the influence of the proposed marketing & communications plan, it is of utmost importance that the foundation start keeping records - records of the amount of visitors to the garden, the amount of donations made and clippings of articles published in the local newspapers/copies of news stories aired on TV. This will allow for a month-to-month comparison, which will show whether the strategies are showing positive effects or not.

At the half-year mark, a broader analysis should take place of the developments of the past six months and the foundation’s current situation. Seeing as Philip will not yet have a support team that could execute a broader market survey, the analysis should be limited to the empirical data (amount of visitors and donations received, frequency of articles in the media) that has been recorded during the past 6 months. This will determine whether the charity is on its way to achieving its strategic and financial goals.

After a year, the sponsorship agreement with the local marketing and P.R. company will come to an end. Before this happens, the charity should once again evaluate its current situation and see if its goals have been met, and whether or not both parties would like to continue with the sponsorship agreement for another year. If after a year the foundation has met its goals and raised enough money, my suggestion is to hire an outside consultant to conduct a new market survey that will focus on measuring the satisfaction of donors and visitors. This will provide ideas on what areas of improvement the foundation should focus on in order to keep its donors and visitors happy.

**Appendix A. Strategic Analysis of Philip’s Pet Collection, as part of a larger marketing and communications plan**

**A.1 Marketing & Communications Audit**

Philip’s Pet Collection’s current marketing and communications efforts are focused almost exclusively on tourists. They consist of:

* English flyers that are placed at several hotels and restaurants on the island (Figure A.1)
* An ad that appears daily in the Aruba Today English newspaper, donated by the newspaper (Figure A.1).
* An article that appears in the I Love Aruba Magazine, which is a tourist guide to Aruba and is available at all hotels, as well as the airport, supermarkets and some restaurants.
* A billboard that is placed next to the road leading to the sanctuary.
* Occasional English and Papiamento press releases written and sent by a freelance writer to the local and tourist newspapers, to promote upcoming events or special news, such as the birth of an animal. This person has also helped to write letters to companies to request donations and contributions. At the moment the foundation can’t afford anything more than one or two articles and/or letters to businesses a month.

Online, the foundation’s marketing is limited to its website, www.philipsanimalgarden.com (all in English). Most of the traffic to the site (40.7%) is referral traffic from a link offered on aruba.com. The website offers visitors a chance to register for the foundation’s newsletter, but no newsletter has ever been made.

When he first started the foundation, Philip created a Facebook page for Philip’s Animal Garden. This page has no information and lists the foundation as a company, being an NV, which it is not. Instead of using this page to promote the sanctuary, Philip uses his own personal Facebook page to occasionally post status updates, pictures or videos related to Philip’s Pet Collection. These posts are always in Papiamento, which along with the Papiamento press releases forms the only communication geared specifically towards locals.

As a bi-annual fundraiser, Philip hosts a “Yeehah” party at the sanctuary over the course of a weekend. This party helps to attract visitors, donations and raise awareness of the charity’s cause.

**Figure A.1 Front & Back of Philip’s Animal Garden flyer. Front is also used as the ad in Aruba Today**



With donations and entrance fees offering just enough income to cover the foundation’s operating costs, Philip has no funds to hire a full-time or even part-time person to be in charge of marketing and communications.

**A.2 SWOT Analysis**

In my analysis of Philip’s Pet Collection’s strengths and weaknesses, I have looked at the internal factors that are helping or hurting the foundation. The opportunities and threats offer an analysis of the external factors, which can have either a positive or a negative influence on the charity’s functioning.

**A.2.1 Strengths**

**Philip’s Pet Collection offers a high-quality, educational and fun experience, with well-maintained, state of the art facilities.** The grounds and enclosures are clean and well maintained, with all the amenities of a professional enterprise, making for a higher quality experience. The tours are educational yet fun, entertaining for both young and old. Visitors are more likely to donate and return again if they have had a very positive experience.

**The only facility to offer interaction with exotic animals.** Philip’s Animal Garden is the only place on the island where people can see and touch different types of exotic animals. The chance to feed or interact with them makes the visitor experience even more special. The animals are all well cared for and live in large enclosures, not small cages that can sometimes be negatively associated with “zoos”. Once they’ve had a chance to interact with the animals and see how well cared for they are, visitors will be more likely to donate and return again.

**Philip has a very broad knowledge of the animals and loves to share this with visitors.** Visits to Philip’s Animal Garden are not only fun, but educational, offering a hands-on approach, which is a great way for kids to learn about different animals. Philip is also very passionate about the work he does in rescuing exotic animals and raising awareness, which motivates others to support the foundation.

**A playground offers additional recreation for children.** Philip’s Animal Garden offers an alternative to the regular recreation activities (sun, sand and sea) that are available on the island. Parents can bring their children and watch them play together in the covered playground while they socialize under the gazebo.

**A.2.2 Weaknesses**

**Not enough manpower.** Philip is basically the only member of the foundation and is therefore exclusively in charge of giving tours, maintaining the enclosures, caring for the animals and doing the foundation’s administration. He is stretched so thin that he has no time to create or execute any new plans for expansion, attracting additional visitors or organizing fundraising drives.

**Philip has no marketing knowledge.** While he might possess an encyclopedic knowledge of the animals that he cares for, Philip has no idea how he should go about to raise awareness of the sanctuary or attract more visitors and donations.

**Income barely covers expenses.** At the moment, visitor fees and donations are just enough to cover the expenses of running Philip’s Animal Garden. This means that there are no additional funds to hire extra personnel or expand the sanctuary to include new animals. This also makes the foundation less equipped to handle unforeseen difficulties, such as several animals getting sick at once, or long periods of few visitors and/or donations.

**No marketing budget.** As mentioned in the previous point, the income is barely enough to cover the expenses. This means that there are no funds available to buy advertising space in the media and thereby raise the visibility of Philip’s Animal Garden. This also means that the foundation cannot afford to hire someone with marketing and communications experience to work on promoting the sanctuary.

**Philip’s Pet Collection has the appearance of a business.** On none of the promotional materials – flyers and ad in Aruba Today – does it say that Philip’s Animal Garden is run by a charity. Even the name itself doesn’t immediately imply that it’s a charity. Combine that with an obligatory entrance fee and it might give the impression of a company that is trying to make a profit, not a foundation that is working towards the conservation and protection of animals. People who think that Philip’s Pet Collection is a business will be much less likely to give a donation.

**A.2.3 Opportunities**

**Network of larger international animal related charities.** There is an entire network of larger, well-established and more experienced animal related charities, such as the World Society for the Protection of Animals, the Animal Welfare Trust and the World Wildlife Fund that Philip can approach for advice or possibly financial grants. Philip has already worked with the Zoological Wildlife Foundation in the past to adopt abandoned exotic animals, so he should take advantage of his relationship with them to gain more know-how on how to promote his foundation or solicit donations.

**Companies are willing to give donations.** As other charities on the ABC Islands and businesses themselves have shown, companies are willing to sponsor or give donations if they are approached correctly. The Curacao Foundation for the Protection of Animals holds a yearly Kennel Drive that last attracted over 55 businesses to become sponsors. The Donkey Sanctuary in Aruba has several corporate sponsors that have supported the foundation over the years. This shows that they are willing to help. There are companies that have sponsored Philip before, as well as many new companies, that Philip could approach for sponsorship.

**Visitors are willing to donate.** The surveys that I conducted showed that 65.6% of international visitors and 53.3% of the local community would be willing to give a donation or even adopt an animal and become a monthly sponsor. Should Philip become more vocal and active in soliciting donations, chances are great that the amount of donations will increase.

**Very good cooperation from the media.** The charities that were interviewed all said that they benefit from excellent cooperation with the media when it comes to covering fundraising events and publishing/airing their press releases. Having worked as a journalist in Aruba for seven years, I can confirm that media outlets are always willing to cooperate with foundations for a good cause. Newspapers especially will print press releases as is. Any communications strategy would be that much more effective when the broadcast of messages to the public is guaranteed.

**Small-sized island setting requires less resources to fund promotion of the garden.** Because the media operates on a smaller scale, media-related prices, from the design and placement of an ad in the newspapers, to the fee that a freelance writer would charge for creating a press release, are much cheaper. This means that less money needs to be spent to attain your marketing and communications goals.

**Aruba offers very few recreational options.** Aside from the beaches, Aruba does not have a very large offering of recreational activities, especially for locals. Tours and sailing trips that are geared towards tourists are relatively expensive. Local playgrounds are not well maintained and can be more dangerous than fun. As for activities that provide recreation and an element of education, these are practically non-existent. Philip’s Animal Garden can easily position itself to fill that void.

**A.2.4 Threats**

**Economic Crisis.** Aruba has been lucky in that it hasn’t been hit as hard by the economic crisis as some other countries. But this could still change, and the economic crisis could mean that less people will vacation on the island, potentially meaning less international visitors to Philip’s Animal Garden, while both local and tourist visitors might be less inclined to pay the entrance fee or give a donation if they are worried about saving money.

**Another foundation and company offer a similar animal interaction experience.** The Donkey Sanctuary Aruba offers visitors the chance to touch and feed the donkeys that it cares for, while the Ostrich Farm, which is a private company, invites visitors to interact with and feed its ostriches. These organizations both provide a similar experience as Philip’s Animal Garden. The Donkey Sanctuary, however, does not charge an entrance fee, asking instead for a voluntary donation, which might be more attractive to potential visitors. On the other hand, the Ostrich Farm charges visitors $12 a tour, which is more expensive than Philip’s Animal Garden.

**Possible price increases of food, utilities and medicine.** Aruba is completely dependent on its import of food, oil, medicine and raw building materials from abroad. If prices go up or taxes are increased on these imports, the foundation would suffer, since it is already struggling to cover its current expenses.

**A.3 Objectives and Issues**

In creating the main objectives of this marketing and communications plan, I have attempted to use the S.M.A.R.T. mnemonic to make sure that they are Specific, Measurable, Attainable, Realistic and Timely. (Learn Marketing, Smart Objectives, n.d.) The time-frame for the attainment of the goals is twelve months, from the moment that the marketing & communications plan is put into effect.

**Raise brand awareness among locals and visitors.** At the time of the local survey, 64.8% of respondents had heard of Philip’s Animal Garden (A percentage of tourists cannot be given since only tourists that had visited the sanctuary were surveyed). On such a small island, with so few options for affordable recreation, that number should easily be a lot higher. In order to increase the amount of visitors and donations it is important to raise awareness of the foundation. This can be done by increasing its public visibility through a larger presence in the media. Over the course of one year, having implemented this marketing and communications plan, the foundation should be able to achieve awareness among at least 80% of locals. It is difficult to calculate a goal-percentage for awareness among tourists, since it is an ever-changing group of people and no current benchmark exists. The advantage of this group of people is that they are likely to actively seek out activities for while they are on the island. This characteristic, combined with an increase in visibility, would make it realistic to strive for awareness among 60% of tourists over the period of one year. This rise in awareness can be measured by an increase in visitors to the sanctuary, as well as - if funds permit - another survey to be held a year after the marketing & communications plan has been implemented.

**Increase the amount of local and international visitors to Philip’s Animal Garden.** At the moment, the amount of visitors and donations is just enough to cover regular expenses. When considering that the foundation’s monthly expenses run around 3,600 Florins ($2,057) a month, this would indicate that the garden needs at least 205 adult tourists (at $10 a person) or 360 adult locals (at 10 Florins a person), or a combination of these two, to visit Philip’s Animal Garden in one month (not counting donations or corporate sponsors). This breaks down to roughly 51 international or 90 local visitors a week. An increase in visitors would enable the foundation to always cover its unexpected expenses (special medicine, veterinarian care and repairs), afford more promotion, and in the long run, expand the facilities and hire extra personnel as tour guides. This would free Philip up to spend more time on visiting schools and educating the public on animal conservation and awareness.

In order to calculate a number of monthly visitors to strive for, I’ll extrapolate from the amount of additional monthly income needed to support unforeseen expenses, promotional expenses and the eventual expansion of the facilities and hiring of tour guides. Based on Philip’s suggestion, the goal would be to earn an additional AWG 2,000 (USD $1,142) a month. To achieve this sum, the foundation would need an additional 114 international adult visitors in one month, or 29 in one week, and 200 additional adult local visits in one month, or 50 additional per week, or, more likely, a combination hereof. This is realistically attainable, if my suggested marketing and communications strategies are implemented. To measure the development of this goal over the period of a year, it is of utmost importance that Philip start to keep records of his visitors.

**Increase the amount of donations made by locals and visitors.** Attaining the previous goal will make it easier to achieve this goal, as more visitors will mean more opportunities to ask for donations. More donations will also help to cover the unexpected and promotional expenses, allowing for more long-term planning. At the moment there is no benchmark for donations, as Philip does not keep proper records of them. Just as it is important to keep records of the daily visitors, which is as easy as noting down how many local and how many tourist adults and children visit the garden in a day, it is also important that Philip start to keep records of how many donations are given. This way, over the period of a year, he can keep track of the number of donations and see if these are increasing.

**Attract more corporate sponsors.** Like the previous two goals, this goal is aimed at creating a financial cushion that will cover any unforeseen expenses and allow for long-term planning. Since corporate sponsorships range in the thousands of florins, even one additional corporate sponsor a month would contribute greatly to the foundation’s bottom line. As my research has shown, there are many companies on the ABC islands that are willing to become sponsors if they are approached in the right way. If more letters are sent to local companies, I am confident that this goal will easily be reached within the period of a year.

**Encourage past donors to donate regularly.** It is important for Philip to start keeping track of not only how many donations are given in a day, but also who they came from. This way he can start to build a relationship with donors through thank-you gestures and mailing lists, laying the groundwork for the solicitation of more donations in the future (more elaboration on this under the section of Relationship Marketing). Building a relationship with donors can be more important than always looking for new donor relationships. Marketing theorists such as Reichheld & Sasser (1990), Berry & Parasuraman (1991) and Ziethaml & Bitner agree that “*it is more effective and profitable to encourage existing donors to give more and reduce the rate of attrition of donors than always to seek new ones*.” (Bruce, 2005, p. 249)

**Encourage past visitors to visit more often.** Just as it is more effective to encourage donors to donate again, it is also more effective to attract past visitors back to the sanctuary. Getting past visitors to visit more regularly will have the added benefit of creating an emotional relationship between the visitors and the sanctuary, increasing the likelihood of them telling others about the foundation and making a donation to support the cause.

**A.4 Marketing Strategy**

The marketing strategy of this plan is to position the foundation as a market nicher, focusing the bulk of its efforts on the niche markets of two target audiences: local and international families with children. While the content and message will remain the same for these two target audiences, the channels through which they will be presented can differ slightly according to their media consumption habits and language barriers. For a third target audience – local companies - the focus is on direct and personalized communication.

**A.4.1 Segmentation**

In segmenting the various groups into viable market segment profiles, I have chosen three groups of market segments that this marketing plan will focus on in order to achieve its objectives. The first two groups are distinguished by geographic location, while the third group is set apart by its different communication needs and the type of donation that it could provide. The three market segments that will provide the most positive responses to marketing and communications are: international visitors, locals and local companies. On creating the profile for international visitors, I have relied on the statistical information provided by the Aruba Tourism Authority’s Marketing Plan for 2012. Information for the local segment group and local company segment group was taken from the Central Bureau of Statistics Aruba’s publications.

**A.4.1.1 Market segment profiles**

**International market segment profile.** Visitors to the island are mostly from North America (United States and Canada), followed by Latin America (Colombia, Venezuela and Brazil) and Europe (the Netherlands, Belgium, and the United Kingdom). (2012 Aruba Marketing Plan, 2011) They are distinguished into three groups: first-time visitors; visitors who have been to the island before; and frequent visitors. First-time visitors are often honeymooners and young adults. Visitors who have been to the island before are young families and couples. Frequent visitors include large families of three generations and baby boomers. They have disposable income and can afford to pay for activities, dine out at restaurants and shop at high-end stores on the island. They mostly come to relax and enjoy the sun, sand and sea in a safe, tropical environment.

**Local market segment profile.** Aruba is truly a melting pot of nationalities. Many expats from countries including the United States, the Netherlands, Colombia, Venezuela and China have made their home on the island. This has also led to many local children having European, Latin, American and Caribbean roots. Males are slightly outnumbered by females and 68.5% of the population is between the age of 25 and 64. They have an average monthly income of AWG 4,536. (Quarterly Demographic Bulletin, 1st Quarter, 2011) The economic crisis has not hit them as hard as it has other countries, but they remain wary and critical of the rising cost of living.

**Local company profile.** Local companies operate on a smaller scale, compared to international corporations. Decisions are made in-house and do not need to be approved by an international parent company. Through their employees, managers and owners, they have close ties with the Aruban community. Therefore, in general, they show an interest in sponsoring charitable organizations and activities that benefit the island. However, they usually wait to be approached with petitions for sponsorship, as opposed to actively looking for causes to sponsor. When agreeing to sponsor a charity or activity, they appreciate recognition in the press and a token of appreciation from the sponsored organization, although they don’t go so far as to demand accountability with an annual report or financial statement. They are often approached by charities with requests for sponsorship of events or projects. The general trend is that local companies sponsor human-oriented charities, thus they might need some convincing of how their support for animal-related charities is also important for the community as a whole.

**A.4.2 Targeting**

**International target audience**. This group consists of married couples with children, mostly from the United States and specifically the East Coast of America (New York, New Jersey, Massachusetts, Philadelphia). They are in their late 30’s and early 40’s, with a household income of USD $75,000 or higher, meaning they have disposable income to spend on eating out, activities and entertainment. The economic crisis has not prevented them from taking a vacation, but they are looking to get the most value for their money. They have been visiting Aruba regularly since they first visited the island for their honeymoon, and have since bought a timeshare unit at one of the Marriott properties. Now they return every year with their children. While on the island they read the local Aruba Today newspaper, spend time with other American friends who also have timeshare units, and exchange advice on new things to do to entertain the kids.

They are the oldest generation to be “tech-savvy” and regularly use social media, namely Facebook and Twitter. They have donated to charities in the past, because they wanted to make a difference and contribute to a good cause, possibly one that has affected themselves or someone in their lives.

When they visit Philip’s Animal Garden, they buy a bag of feed so that their kids can feed the animals. Impressed with the work of the foundation, they are willing to give a donation and interested in keeping updated on the foundation’s latest news through an online newsletter or updates posted on social media sites.

**Local target audience.** This group consists of both expat and local parents with children who have never visited or heard of Philip’s Animal Garden and those who have been to the sanctuary in the past. The focus is on expats and locals between the ages of 25 and 40. They are married, in a domestic partnership, or are single parents. They earn an annual household income of AWG 75,000 or less. They are always on the lookout for new and different things to entertain their children in the weekends and during school vacations, but are conscious of not spending a lot of money on these activities. Those who have been to the sanctuary before have gone with their children. Those who have been more than once have done so because they see the sanctuary as a place where their children can have fun and learn something at the same time.

Because of their close ties with the community, this local group is socially conscious and has given to charity in the past. They recognize a good cause when they see one and would like to make a difference on the island by giving to respected charities. They spend a lot of time online and are extremely involved in social media, frequently logging on to Facebook and at least one, if not more, additional social media sites, such as YouTube, where they regularly watch videos.

In general, this group is curious about Philip’s Animal Garden and would like to know more about the charity. Because of their attachment to online media, they would prefer to get their news through updates on social media sites and/or an emailed newsletter. Since they also regularly read the newspaper, they would be interested in seeing articles about the sanctuary in the paper.

**Local company target audience.** This group has been narrowed down to local banks, companies with expat management or employees, and companies that have ties to animals, such as trade companies that import pet food and products. These types of companies can offer sponsorships that will not cost them a lot of money. The reason for choosing companies with expat employees and management is that, according to local charities, expats on the ABC Islands are more supportive of animals and the charities that support them than the local community.

**A.4.3 Other – Player Analysis**

**Cas Animal.** This charity is very clearly positioned as a nonprofit devoted to taking care of unwanted and abandoned dogs and cats. The results of this charity’s work are directly visible in the fact that there are less stray dogs and cats to be seen on the streets. By having been adopted by a journalist, the charity is ensured regular press coverage in a local English-language newspaper. Through public activities the charity has been able to build a reputation and awareness among the community as the organization to turn to when faced with dog or cat issues. Working with a local veterinarian has allowed the charity to benefit from reduced prices for medical procedures and medicine for its animals.

Its weakness lies in its size. The charity consists of one sole member, who does not have the time or know-how to create elaborate marketing strategies. Limited funding and donations prevent the charity from spending money on its promotion. Also, many of the animals being cared for by the charity are aggressive, so visitors are not able to visit the charity to see the animals.

People are more likely to donate to this charity, as it addresses a problem that is visible to them and affects many of them directly. An increasing problem in stray dogs and cats on the island is causing more people to turn to Cas Animal.

Being a charity, Cas Animal is also dependent on corporate sponsorships and individual donations, making it sensitive to the effects of the economic crisis and increases in prices. It must “compete” with other charities to attract donations by people who are looking to give to animal oriented charities.

**Ostrich Farm.** The Ostrich Farm is the only for-profit organization on the island that provides interaction with animals. Visitors can see, learn and interact with ostriches, which they consider to be exotic and unusual. A full-service gourmet restaurant and art shop offers visitors a well-rounded experience. Because the company makes a profit, it must focus on customer service and the quality of its product. It has more money available to create and execute elaborate marketing plans. The Ostrich Farm has a strong presence online and in local English newspapers. The company’s website is geared towards both children and adults.

The Ostrich Farm offers the most expensive experience in animal interaction. It does not regularly market itself to the local market, focusing instead on international visitors. Its out-of-the-way location means that the Ostrich Farm is not as easily accessible for visitors.

**Donkey Sanctuary Aruba.** The donkey sanctuary offers an educational activity with an actual place where visitors can see and touch the donkeys, which will make them more likely to donate to the cause. The sanctuary does not charge visitors, thereby reinforcing its image as a nonprofit organization. The animals that the sanctuary cares for can be found all over the island and therefore create a more personal bond with the local community. An established adoption program and creative projects help the charity attract donations and sponsors. A strong focus on relationship marketing and long-standing relationships with certain companies and individuals has ensured regular donations and funding. A strong presence in traditional and online media, as well as a relationship with journalists, has created strong recognition and awareness of the charity among locals and tourists.

A small group of volunteers means that people have to share the responsibility for marketing and communications and don’t have time to create an elaborate marketing and communication plan.

With few options for recreation on the island, the Donkey Sanctuary can be attractive for locals and tourists who want to do something different with their children. Children enjoy the interaction with the donkeys and are therefore more likely to want to visit the sanctuary. Larger international animal preservation organizations such as Donkeys Worldwide can provide the Donkey Sanctuary with know-how and additional options for resources.

Similar to Cas Animal and Philip’s Animal Garden, the Donkey Sanctuary is also dependent on corporate sponsorships and individual donations, making it sensitive to the effects of the economic crisis and increases in prices. It must “compete” with other charities to attract donations by people who are looking to give to animal oriented charities.

**A.4.4 Positioning**

The foundation will position itself as a market nicher, focusing on the niche market of families with children who are looking for recreational and educational activities to entertain their children. In order to achieve a position as leader in its niche market, the charity must position itself as:

* A place where kids and kids at heart can learn about exotic animals in a fun and interactive way
* A place where kids can just play and have fun with their friends, while their parents sit back and relax
* A place where safety of visitors is of utmost importance
* A place that is devoted to helping abused or abandoned exotic animals and raising awareness among children.

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**Appendix C: Transcript of interview with Philip Merryweather, Founder and Director of Philip’s Pet Collection**

**Q: How large is your foundation? How many members and volunteers do you have?**

A: Actually, it’s really just myself. The sanctuary is located on a property owned by my parents, they have gardeners who maintain the grounds and help me out as part of their job. When it comes to administrative things, like going to the bank, or buying supplies or something during the day, my mom will help me out so I can stay and give tours. But I build all the enclosures myself, feed the animals, take care of the sick ones and give the tours myself.

**Q: So you’re actually the only person who has contact with the visitors?**

A: Yes. I give the tours.

**Q: Do you keep track of the visitors to the sanctuary? Do you keep notes on how many visitors come and where they’re from, or ask for their contact information?**

A: I don’t really have time for that. When people show up we start the tour right away, and when that’s over I usually have to begin with the next tour right away. This can continue until the afternoon hours.

**Q: You don’t keep exact track, but can you give me an estimate of how many visitors you receive on a typical day?**

A: It really depends. This week for example was totally dead. I think, but I’m not sure, it was because of the Super Bowl for the tourists, and the local kids were at school. I had maybe twenty visitors.

**Q: This week was very quiet, you only had 20 visitors, but how many people will come to the garden in an average week?**

A: It’s hard to say, a good day is where I have 30 visitors in a day, but sometimes I have days with only 2 visitors.

**Q: Is it usually busier on specific days or in the weekends?**

A: It can be. In the weekend we get the same tourists, but then we also get some local families.

**Q: Is there a day that you could say is the slowest?**

A: Yes, probably Tuesday. I don’t know why but we hardly get anybody on Tuesdays.

**Q: Of all the people that visit Philip’s Animal Garden, can you estimate how many are tourists, and how many are locals?**

A: It’s difficult to say. But during the week I get about 90% tourists, and the other 10% is this same group of Dutch people living on the island that regularly comes to the sanctuary. In the weekend I get a bunch of locals as well, next to all the tourists. It’s not very constant. But I can tell you that EVERY person that visits says that they love what I’m doing and tourists are always telling me that they’ll be back again.

**Q: Are your visitors mostly parents with their children? What kinds of visitors are they?**

A: There’s all kinds. When I first started I thought that I would only be getting kids and families, but I also get a lot of elderly people, or just women who simply love animals. I do get a lot of single parents who bring their kids regularly to see the animals, and then the kids play in a playground that I have set up on the grounds, while the parents talk to each other.

**Q: How much is the entrance fee that you charge?**

A: For locals we charge a 10 Florin fee for adults, 5 Florins for children. For tourists it’s 10 dollars for adults and 5 dollars for kids.

**Q: At any point before, during or after the tour do you ask for donations from the visitors, aside from the entrance fee?**

A: I don’t directly ask for a donation, but each tour ends under a gazebo, where I’ve placed a donation box for people who want to give donations.

**Q: And do people contribute to the donation box?**

A: Thank goodness I do get some donations, because without them I would have to close my doors. Today I actually got a $50 donation from a tourist family. The most I’ve ever gotten is $300 from a couple from New York. But then there’s also some days where you hardly get anything, maybe $20.

**Q: You’re speaking of dollar amounts, does this mean that most donations come from tourists?**

A: Yes, the substantial ones especially. And it’s the American tourists that give the most donations. Sometimes you’ll get Arubans who say “oh, I’ll give you a donation,” and they put a few Florins, but that doesn’t really help with much.

**Q: What if international visitors go home and want to continue to donate to Philip’s Animal Garden, can they do this?**

A: Sure, our bank information is on our website and they can go to their own bank and make an international transfer. Unfortunately they do get charged a fee, but we tried using Paypal, but the website doesn’t allow payments to Aruban accounts.

**Q: Aside from the entrance fee and donations, are there any other forms of income for the foundation?**

A: We also sell feed for the visitors to feed the animals. The feed comes in souvenir bags that they can keep. Plus we have a bar with refreshments and chips and we sometimes sell t-shirts that say Philip’s Animal Garden on them.

**Q: Are there different types of feed prices for the different animals? Do these sell well?**

A: The feed sells pretty well. It depends on the animal, for example we’ll sell lettuce to feed the turtles, or hay or carrots to feed the ponies.

**Q: Do the t-shirts and souvenir feed bags bring in a lot of money?**

A: Well they were sponsored to us by Marietje Souvenir & Print Shop, so any money we get from them is good. We sell the feed bags on a daily basis and a few t-shirts a month, for $15 each.

**Q: How often do your regular visitors visit the garden?**

A: A lot of them come almost every weekend, and also sometimes during the week, after the kids have gotten out of school. They all tell me that there is nothing else to do on the island, so they come and let their kids hang out here and play with each other.

**Q: What kind of communications are you currently using to attract visitors?**

A: Well for the tourists I have flyers that are placed at some of the hotels and some restaurants. We recently came to an agreement with the English newspaper Aruba Today. They “adopted” one of our snakes, and in return they print a daily ad in the paper. That helps A LOT with getting tourists. Then I have a small promo article for the sanctuary in the I Love Aruba magazine, which is for tourists. I have also occasionally asked a freelance writer to take pictures and write an article when something new happens, like an animal is born or when we’re organizing our bi-annual Yeehah party. She sends those articles in English and Papiamento to her media list for Aruba, Bonaire and Curacao. For the locals, I don’t really have any marketing plan or anything. A lot of it is me talking to my friends and asking them to promote the garden among their friends and family.

**Q: What do you do online?**

A: Well we have our website, and there is a link on Aruba.com that leads visitors to our site. I also use my own personal Facebook page sometimes to post pictures of animals or talk about stuff that’s going on.

**Q: What is the Yeehah party and does it bring a lot of extra income in?**

A: I do the the Yeehah party twice a year and it helps bring in the money that finances new projects, such as new or bigger habitats for the animals that I have. I charge a lower entrance fee and there is live music, we sell barbeque and drinks, there are bouncy jump castles and games for kids. It’s really popular among the locals.

**Q: Do you have any corporate sponsors at the moment?**

A: Right now it’s just Aruba Today. And they’re not a financial sponsor, I don’t get money from them, they just sponsor the ads. I used to have Aruba Bank, they sponsored a pony, and Marietje Printing sponsored the shirts and bags for food.

**Q: What did the sponsors receive in return for their sponsorship?**

A: The old ones got a plaque, and then Aruba Bank had a banner next to the pony enclosure.

**Q: What do the plaques and the banners cost?**

A: The plaque costs 100 Florins to have made, the banner is about 270 Florins.

**Q: Are you looking to have more corporate sponsors?**

A: Yes, to have more corporate sponsors would take off a lot of financial pressure from me. But the thing is, I kind of need somebody to write letters to them, because I don’t have the time. The problem is that I can’t afford to hire someone to do that.

**Q: Have you ever had individuals adopt an animal? What does it cost to adopt an animal?**

A: No, only companies have adopted animals. I’m actually not really sure how to go about the whole thing. Should I charge them according to what the care of the animals cost? Or should I charge them according to the popularity of the animal? For example, the kangaroo is very popular, so a lot of people might prefer to adopt the kangaroo and not the cow or one of the pot-bellied pigs. So the kangaroo costs more. And then, do I let different people adopt the same animal? So yeah, the price depends on what the animal eats. The cheapest is 25 Florins a month for some of the birds, and the most expensive is 375 Florins a month for the Cow or Bull.

**Q: You’ve worked with the Zoological Wildlife Foundation before. What kind of agreement do you have with them?**

A: Yes, they also rescue exotic animals and in the past they have sent animals to me, to take care of at my facilities. The two kangaroos and the skunks that I have came from the Zoological Foundation. They recently asked me if I would like to take care of two alpacas that they don’t have enough room for, and I would love to take them, but at the moment I can’t afford to have them shipped to Aruba.

**Q: Can you give me an idea of what your expenses are in a single month for the garden?**

A: Well there are the regular expenses and then there are the unexpected expenses that happen a lot. For food and running the facilities, I spend about 3600 Florins a month. That’s for utilities and the specialty food, hay, vegetables and meat. Hay is very expensive, I need like a bale of hay a day and one bale costs 40 Florins.

**Q: What are your unexpected expenses?**

A: Unexpected expenses are for any kind of medicine that I need to buy, or for trips to the veterinarian when animals get sick. The veterinarian consultations are very expensive. Also for any repairs that need to be done to the facility, but I do the repairs myself, so then I only need to pay for the raw materials.

**Q: How much do you spend on communications and marketing, so the website, the flyers and the article in I Love Aruba magazine?**

A: I paid 2700 Florins to make the website, and that included the first two years of hosting. The website actually helps a bit, since people can click on it from Aruba.com and then find out a bit more about what it is we do. For the flyers I paid 1750 Florins for 20,000 flyers. I’m going to have to print them again in about a month. For the I Love Aruba article I paid 2500 Florins for a year-long contract that expires in November 2012.

**Q: Has the article in I Love Aruba helped at all?**

A: I don’t really know, it’s hard to say, cause people don’t mention it. What helps the most, because people bring them in for a discount, is the ad in Aruba Today and the flyers.

**Q: Is what you get in donations and entrance fees enough to cover your expenses?**

A: In general it does cover the costs, but then along the way you get these small things that are unexpected and cost a lot of money. All these little things add up to become big expenses. Plus I would like to do more to promote the sanctuary, but I can’t afford it.

**Q: If your regular expenses are just covered, how do you pay for unexpected or promotional expenses?**

A: Some months will be better than others and so the foundation will have extra income to spend, other months I pay for the expenses out of my own pocket.

**Q: Ideally, how much extra income would you like to have a month, not only to cover your unexpected and promotional expenses, but also to allow for long-term planning and expansion.**

A: Wow, it’s hard to say. I think around 1500 Florins, more if I want to hire more tour guides.

**Q: A part of your mission is educating the public. How do you do this?**

A: When I can I give presentations at schools, by bringing one of the animals, like the boa, that the kids can touch and ask questions about. But that means that I have to be away from the sanctuary, and that there is then nobody to give tours. I prefer it when they organize class trips, or I get requests from social clubs, scout clubs, elderly organizations, and I offer them free tours of the garden.

**Q: At the moment are there any regulatory organizations or groups that you must show accountability to? Does anyone require an annual report from you?**

A: No, nothing like that.

**Q: What are your marketing goals at the moment? Would you like to see more visitors? More donations?**

A: Yes, I definitely want to attract more visitors, because that would mean more income. And it would be great to get more donations too, from corporate sponsors as well. If I can attract more income then I could hire a second person to give tours, or somebody to do marketing.

**Appendix D: Transcript of interview with Daniel Tecklenborg, Director of CEDE Aruba**

**Q: What role does CEDE Aruba play in the nonprofit sector in Aruba?**

A: We receive funds from the Aruban and Dutch Governments and work together with other organizations, like the Samenwerkende Fondsen Antillen en Aruba, and Stichting Kinder Postzegels, to finance Aruban foundations and charitable projects in the realm of Public Education, Public Recreation and Social Wellbeing.

**Q: Do you or anyone else keep track of how many foundations exist in Aruba? If not, can you give an estimation of how many charities exist?**

A: There is no formal tracking of charities, although if you look at what is registered at the Chamber of Commerce, there are over 3000 charities registered. But a large majority of the 3000 are non-active. As for those that deal with us and whom we have had direct contact with in the last ten years, I can tell you it’s about 180 organizations. These have requested funds from us. They work in the social, recreational and educational field.

**Q: This is quite a small number compared to the 3000 registered charities.**

A: Well these 180 charities are specifically in our field. There are more active charities that dedicate themselves to causes that do not fall under our jurisdiction. I would estimate that there are a total of 400 to 500 charities that are active in the different fields.

**Q: When do you consider a foundation in-active?**

A: We are currently working on a project that we hope to expand upon even further: we are making a social map in cooperation with the different funds such as UNESCO and UNOCA that will cover the different charity sectors. In essence we are taking inventory of the charities in Aruba so that we can register and continually update their information. Those that don’t reply to our requests for their cooperation in this project we consider to be in-active.

**Q: Aside from CEDE Aruba, are there any regulatory or government organizations that Aruban charities must show accountability to?**

A: In general, no. But if you receive any kind of subsidy from the government, for example foundations that are subsidized by the Department of Social Affairs, at the moment that they receive money from the government they must also answer to them and present their financial statements.

**Q: Can you estimate how many foundations are subsidized by the government?**

A: In our sector (social affairs, education & recreation) there are about 40 to 50 organizations that receive large subsidies, including things like operational expenses. Additionally, there are about 30 organizations that are subsidized by other departments like Public Health. So in total, about 80 foundations receive subsidies from the government.

**Q: What kind of subsidies can they receive?**

A: They can apply for subsidies for personnel costs, also operational costs, or subsidies to support specific projects. But I feel that subsidies for projects are often limited. It is mostly the routine costs that receive subsidies.

**Q: In your estimation, how many of the active organizations have personnel that receive salaries?**

A: You have perhaps 40 to 50 foundations that have paid employees. These are large foundations that are labor intensive and operate nursing homes, substance abuse clinics and shelters for the homeless, so their operational and personnel costs are very high. But the majority of foundations are based on voluntary participation.

**Q: Do the funds that CEDE Aruba receives from the government increase every year?**

A: For the most part they stay the same, although there have been some years where we have received less than the previous year. Between 2004 and 2010 we were financed via the Fondo di Desaroyo di Aruba (FDA). It was one pot that was created by the government of Aruba and the government of the Netherlands. This provided 1.5 million florins a year, from which we deducted our operational costs before distributing it. In total we had about 1.25 million to distribute every year between 2004 and 2010. Last year the government financed us directly, because the agreement between FDA and the Netherlands came to an end. So in 2011 we received the 1.5 million directly from the government. Now we are working on an agreement with the government for the next five years, for the same amount. We of course will try to increase it, since our own expenses and the cost of living have increased. We have presented a very realistic budget in which the amount of funds increases a little every year, but the government is fighting with us to reduce the budget.

**Q: In the last Annual Report to be published on your website, for 2009, your foundation laments that the government is dragging its feet in approving a budget and that not enough funds are dedicated to charities on the island. Is this still the case today?**

A: Yes. In 2011 we did not receive our subsidy until the end of December. So until then we had to use our own accrued funds to subsidize foundations on the island. Thank goodness we had some liquidity from other charitable funds like the Oranje Fonds that we were able to continue to finance foundations and projects. We try to work as much with the Samenwerkende Fondsen as possible. If a petition comes in for over 6000 Florins, we try to work together with them to co-finance the project. We seriously lament that the government pays so late.

**Q: Do you think this is typical of the government as a whole? Do you think they dedicate enough attention to the existing foundations?**

A: The social sector is a sector that always receives less attention. I feel that under the current government this sector is beginning to receive a little more attention. I’m still not convinced of it though. It’s a general trend that has big consequences for our sector. The government is always late with its budget. For example, their budget for 2012 should have been approved last year, but we’re one month into the new year and it still hasn’t been approved. The trend is that the budget isn’t approved until around May, June or July, and then they still need to execute it, which puts them even more behind. When it comes to execution we are definitely not a priority for them, they have other priorities.

**Q: Has the economic crisis affected the functioning of the government in regards to the social sector and the funds that you receive from the government?**

A: The economic crisis is a threat, and has had some influence, but it’s not the cause of the problem. The cause of the problem is simply management, which is not adequate, and a history of not executing procedures the way they should be executed. Where the crisis has seen the most influence is on preventative measures. In our view you must invest a lot in prevention, but because of the crisis we find that many times we can only focus on curative care and curative measures.

**Q: What do you exactly require from foundations, before and after they apply and/or have been approved for funding?**

A: On our site we have a list of criteria for co-financing, but the first thing is that they must be a formal foundation, with statutes, registered at the Chamber of Commerce. Although lately we have also been funding groups of volunteers that present projects for the betterment of their neighborhoods. There must also be a sense of continuity. It can’t be a foundation that was launched for a single project and will then disappear when the project is over. It must have a project plan that clearly states what its goals are and what it wants to achieve, with a clearly defined and transparent budget. It must be a project or foundation in the realm of social wellbeing, public recreation or public education. We prefer projects that have long-term results. We don’t usually finance incidentals. Finally, the NGO must also contribute at least 25% of the costs itself. At the moment that the petition is approved, we guide the NGO in the financial execution of the project. At the end of the project the foundation must show a financial breakdown of the funds used, and if it is a large project we will require an accountant’s statement. All original receipts must be presented to us and we will then declare the project as closed. We are also monitored by an accountant.

**Q: Having looked at the projects that you have financed, I see only one or two very small projects funded by CEDE Aruba that had to do with animal rights and conservation foundations. Why is this category so limited? Is it that you do not receive many applications?**

A: Funding for animal related foundations is very limited. We will only consider them if it is a case where we can help the foundation develop educational materials for those that are interested. There must be an educational angle. Or perhaps we will fund an event that could bring animals and children together, as this could fall under recreation. Then it would fall under our focus. When it comes to the health of animals, this does not fall under our focus, although I will admit that it is an area that needs attention.

**Q: Do you find that foundations that work for the protection and conservation of animals don’t get enough attention?**

A: On a personal level, no. If you look at the amount of stray dogs walking around and the cases of animal cruelty that you see in the news, I don’t think enough attention is being paid to the foundations that work on the animals’ behalf. It’s a sector that needs attention, but at the same time there are other sectors that also need attention, so you have to see where your priorities lie. And that’s an issue for the government.

**Q: Would you say that the charity sector in Aruba is similar to that of Curacao and Bonaire?**

A: It’s more similar to Curacao. Charity funding from the government could also be better. The cooperative organizations that help us fund Aruban charities provide funding for nonprofits in Curacao too. For Bonaire, the situation has changed. Charities can now go directly to the Dutch government for funding. The problem is there are much more requirements and guidelines that they have to comply with to apply for funding. The Bonaire charities are not used to this. They have to compete with much larger and experienced Dutch charities for funding.

**Q: How do the ABC island charity sectors compare to the United States?**

A: I haven’t studied the situation in the USA, but from what I have seen there is a lot more funding available, from the Government and also from private nonprofits that exist to give grants and donations to other nonprofits. The large nonprofits have a long history, a lot of experience. They are better structured and have a lot of paid employees. They look more like private companies. Accountability is very important in the States. Everybody has a critical eye on the nonprofits and how they manage their income. There have been some scandals presented by journalists that showed how some charities mismanaged their funds.

**Appendix E: Transcript of interview with Desiree Eldering, Managing Director of the Aruba Donkey Sanctuary**

**Q: What do you do here at the Donkey Sanctuary?**

A: We are a foundation that takes care of mistreated, neglected, sick and roaming donkeys. Donkeys are not indigenous to the island, but they have been here for over 500 years. There is still a group of wild roaming donkeys and we try to help them when they need it. We also have 180 donkeys divided between our two sanctuaries that we take care of until they are ready to be in the wild.

**Q: When were you founded?**

A: in 1997

**Q: How do you encourage people to contribute to the foundation?**

A: We have several different programs. We have an adoption program, a program to become a friend of the donkeys, for instance we have a T-shirt that says “I donated a bale of hay,” so you pay $10 for the T-shirt plus an extra $30 for the bale of hay. Otherwise we have a Fun Walk that people can participate in. And I recently made a big painting of one of the donkeys, for which I sold 180 raffle tickets at $10 each, so that made a lot of money for the foundation.

**Q: Do you have any corporate sponsorship programs?**

A: We have a calendar that we make every year, and each month is sponsored by a company. We are able to raise money by selling the calendar for 25 Florins and the sponsors pay for the production of the calendar. We also have a sponsor club. But I need somebody who could help more with that, because I don’t have time to go to companies and ask them to become sponsors.

**Q: What do the corporate sponsors get in return for their sponsorship?**

A: They get a plaque on the wall at our sanctuaries. We give them a plaque that they can display in their office or on their building. We thought about trying to organize a cocktail hour for our sponsors, but if you only have five sponsors, it’s not really worth it.

**Q: Do most of your donations come from tourists or locals?**

A: I’m not sure how much it is percentage wise, but most of the donations come from tourists. There are also locals sponsors, people who adopt a donkey.

**Q: How do you raise awareness of the sanctuary amongst tourists?**

A: We have flyers in most of the hotels. We are on Facebook, we have a Facebook page. And we have a chat room on Aruba.com. Also there are many reviews of our sanctuary on Tripadvisor.com. In the newspapers they give us filler ads, which are ads that are used to fill up empty spaces. Those have been donated to us by the newspapers.

**Q: How do you raise awareness of the sanctuary amongst locals?**

A: Once a week we send an article about a donkey that people can adopt, to the local and the tourist newspapers. All the papers always print our articles. We try to do TV interviews once in a while. We also have some locals that look at our Facebook page. And the events like the Fun Walk always attract many locals.

**Q: If somebody wants to adopt a donkey, what would they get for their donation?**

A: They get a T-shirt and they receive a certificate of adoption, with a letter that says “thank you very much for helping us, we will spend the money on food, medicine, water, healthcare. The next year we will send them a magnet.

**Q: Do they get regular updates with how their adopted donkey is doing?**

A: No, that’s too much work. We have 180 donkeys. Some of them are adopted by several different people. So, it’s too much work. We try to write a newsletter, but I have to admit, our last newsletter was in November 2010. Because our newsletter writer thought that everybody was reading it on Facebook anyway, so it wasn’t necessary to compose and send out a newsletter.

**Q: Have you heard from people about whether they miss the newsletter or not?**

A: Actually, yes. Especially from the tourists. When they leave the island they like to keep up to date and many of them used to read the newsletter on the website. They ask when we will post another newsletter.

**Q: Is that something you would like to start up again?**

A: Yes we would like to do it again, people ask for it. It does help with getting donations.

**Q: How do you use Facebook, and has it helped to attract donations?**

A: It has helped a lot. In the beginning I tried to post every day, but that was too much, so now we try to post twice a week. People react quite often and we always respond to their comments or questions. When they want to know how they can help we direct them to our website. I ask people that if they ever make nice pictures at the sanctuary, to post them on our wall.

**Q: Is there anything that you’ve done in the past to raise funds that hasn’t really been successful, that you would not do again?**

A: Actually, we just had our Family Day two weeks ago, for Animal Day. It used to be more successful, but not many people showed up, and it was a lot of work for a lot of volunteers, but it didn’t raise a lot of money. So we will be thinking about whether we will do another Family Day again in the future.

**Q: Do you have anyone in the foundation that is dedicated to the public relations and communications activities?**

A: You know, it’s very, very hard to get volunteers. Very hard. Due to personal circumstances many people have had to leave the foundation, and we are not getting people to replace them. It’s very hard to get new volunteers to work with the donkeys. I don’t know what is going on, but nobody wants to volunteer anymore. So no, nobody specific works on those things, whoever can do it at the moment will do it.

**Q: Have you ever had anyone in the past who was in charge of PR and communications? Would you like to have someone dedicated to this.**

A: We did have someone, but she only stayed with us for a month, because of her work. I would love to have someone who could help with that. Yes please.

**Q: Do you receive any financial support from the government?**

A: Unfortunately, no. If only…

**Appendix F: Transcript of interview with Kiki Arndt, Founder & Director of Cas Animal Aruba**

**Q: Can you tell me about the foundation and why you founded it?**

A: The foundation started so I could have more of an official and public support, since I was already doing the job, ever since I came to the island. It got too much, I had too many dogs, too much work. I needed help with donations, I needed help to finance it, and you don’t get help anywhere if you show up as a private person, nobody believes you that you don’t want the money for yourself, so, together with a friend who has a marketing business, and a friend who works at the justice department, we thought we had enough to build a foundation.

**Q: How long ago did you start the foundation?**

A: Four years ago

**Q: How many dogs do you give shelter to at the moment?**

A: Now I have between 70 to 80 dogs.

**Q:What are your current activities?**

A: Surviving. There are many activities. I’m providing shelter, fixing sick ones. I have three puppies with Parvo. When people call me for the Animal Ambulance, I transport the animals to the clinic and back. If they have a dead animal and they don’t want to bury it in the trash then I will bury it for them. Sometimes if it’s a dog that I know and there’s a real emergency, then I will take a dog in. I also take vacation cases, but at the moment I can’t really do it, cause we don’t have the space. In the new place we will definitely do this, big time.

**Q: You have plans to build a new place for the dogs?**

A: Yes. I want to build a place for 200 to 300 dogs. It’s going to be one big house. It will have an art gallery, coffee shop, souvenirs for tourists, since we will be right next to the highway. We’re going to have one side with kennels for dogs that are ready to be adopted and on the other side we will have the sick dogs and the dogs that no one wants to adopt and that will stay with us. Then we’re going to have a kitchen combined for both people and animals. Cats – we’ll have a separate cat house and a separate house for everything that sits in a cage, such as goats, reptiles, whatever. We’ll have two one-bedroom apartments because we’ll be open 24 hours a day, so that either me or a second person that lives on the property will always be there at all times. Once we can provide 24 hour service my next step will be to go to court and have them shut down the “afmaakhok.” This is a death chamber that they have in Wayaca. It has a door that you can open 24 hours a day and throw in any animal that you have. Cats, dogs, sick, healthy, puppies, aggressive animals, not aggressive, it doesn’t matter. Everything is thrown in one room, and in the early morning somebody comes to kill everything in there. That has to go. Not only for the fact that it exists but also for the way that the animals are killed. It can take up to two hours, and he just throws them one on top of the other, like trash, in the back of a truck, and the truck can spend up to four or five hours in the sun and the animals aren’t even dead. That has to stop.

That’s one thing we want to do. We will also do everything we can to stop creating new street dogs, which means that we will start working with the Government and Animal Rights Aruba (ARA) on the program that was already created by ARA, to make sterilization and castration cheaper for cats and dogs. For the street dogs, which I have to pick up and catch, they are usually anemic and need three weeks of treatment before they can be operated and fixed. For them we’ll have several solutions: we’ll catch them, fix their blood, have them sterilized or terminate their pregnancies, and then they will either stay with us if they are too sick, or we will make them nice again and put them up for adoption. Lastly, we will try for most of them, to talk to people who live where they were found and were feeding them for the last few months and say that we took care of all their medical problems, so if they are willing to continue feeding them, we will bring them back. If they are sick they can call us again and we will come back for them.

**Q: How many volunteers are part of the foundation right now?**

A: It’s just me. I have a couple of ladies who are waiting to help, but now, nobody can enter my house. The dogs have become so protective that they would attack anybody who tries to come in. And I don’t have enough space to lock them away if somebody wants to come in. The only way to volunteer or help me is with computer stuff. I have one lady who wants to do computer research for me, to look up connections to celebrities like Betty White and Ellen DeGeneres, who could help attract attention to the foundation. There is also a lady who wants to help me with the next two events.

**Q: What are the events?**

A: One is going to be in February, that will depend on the real Carnaval dates. We’ll have our next Doggy Carnaval Parade. For that one we need to start working. We need to get sponsors, we have to organize and solve a couple of legal problems, so that they don’t kick us to the side like they did last time.

**Q: Did they not let you hold the Doggy Carnaval Parade last time?**

A: Not exactly. We were already walking and collecting people and people were on their way to participate in the parade. They had dressed up their dogs and everything. But the radio stations blasted out that the event was cancelled, which was not true. By the time we got on the radio to tell people it wasn’t true, it was too late and not enough people came.

**Q: How did you promote the Doggy Carnaval Parade?**

A: Mostly through TV and newspaper interviews

**Q: What are your main fundraising activities?**

A: We just had our yearly golf tournament that is hosted by Tierra del Sol. The next fundraiser will be the Doggy Carnaval, for which we also get sponsors and people can give donations during the parade. Also, a group of ladies recently approached me and said that they want to organize a long-running, six-month raffle for a car, which will be able to raise a total of 100,000 Florins for us. This is on the back-burner for the moment while we prepared and ready for our other events. On a private note, I also sold my parents’ house and rent out apartments, of which every cent goes into the construction of the new building. Every cent of my personal property goes into this building.

**Q: How do you communicate to the public and let them know what is going on with the foundation?**

A: We have printed up flyers that we give out at our events. We do a lot of television interviews. I have a contract with each TV station that states that they will interview me every time I have an event coming up, to promote the event. The Morning News (a local newspaper) has sort of adopted us and they have a designated writer who does an article about one of the dogs or cats once a week. This same writer also manages our Facebook page, where people can see pictures of the animals that are up for adoption and the articles that appear in The Morning News. They can also see pictures of our past events. AHATA (Aruba Hotel and Tourism Association) also has a description of us on their website. A lot of it is word of mouth. People might see something and start asking around about who can help, and my phone number is known at almost every hotel, so then they can call me. The newspaper articles and the hotel concierges are the best way to reach the tourists.

**Q: So the TV stations are very open to interviewing you whenever there’s an event?**

A: Yes. I have a person at each TV station that I contact when I want to set up an interview to promote something that I am doing with the foundation.

**Q: Do the TV and newspaper interviews help a lot in attracting donations?**

A: Yes. My single biggest donation came from an article that was published in The Morning News about the kitties that I had taken care of. A couple from the United States saw the article and donated $2000 to the foundation. And for a couple of months it was as if I was exporting dogs and cats to Canada. A Canadian group had seen the articles and wanted to adopt the animals.

**Q: Does your presence on Facebook have a positive influence on raising awareness?**

A: Absolutely. Especially for the tourists. Most of the people who “like” our Facebook page do not live on the island, but they want to help, maybe because they saw the situation for themselves when they were on vacation. These are people that are interested in adopting or in arranging adoptions of animals with people they know, so they can look at our Facebook page and see what animals are ready to be adopted and what they must do to adopt them. The locals use the page to tell us where they have seen street dogs and ask if we can pick them up.

**Q: Do you use any other social media, like Twitter?**

A: No, I don’t have time for it.

**Q: Is there any event or activity that you have organized in the past that hasn’t been successful and that you wouldn’t do again?**

A: Not really. Everything that I’ve done so far has been for the first time. The only thing that I’ve repeated is the golf tournament.

**Q: Does the tournament help a lot in raising funds and awareness?**

A: Yes, originally it was supposed to be a one-time event, but I was approached by the Head Golf Professional at Tierra del Sol and he said “let’s do this every year.” Players must pay to participate and I go from company to company and ask them to sponsor greens on the golf course. We also have companies that sponsor prizes, food and drinks for the event. This year’s event was even bigger than last year. We raised more than 9000 Florins. That’s just the starting number. After the tournament was held, companies and tourists who had heard about the event also wanted to give donations, so we got 2000 Florins more. It was promoted before and after it took place, on TV, in the newspapers and on the radio. So even if people didn’t participate in the tournament, they learned more about what it is we do at the foundation and some later gave donations. Tierra del Sol is already talking about the event for next year.

**Q: Are companies on the island very responsive to being approached to sponsor the tournament?**

A: I sent out 42 letters, and I had 11 sponsors. And it’s always the same sponsors. So you have to approach a lot of places so that at least a few will sponsor the event.

**Q: Are there certain types of companies that are more willing to sponsor your events?**

A: I have some banks, RBTT and Banco di Caribe, that are willing to sponsor events, and many of the hotels like to cooperate. The Westin Resort was the first hotel to sponsor one of my activities and really gave me the chance to organize a fundraiser. It was a ballroom dinner & dance. Not many people showed up, but it really put me on the map. Suddenly companies would know who I am when I approached them for donations or to sponsor something. It is the same company (Tropical Bottling Company) that always sponsors the drinks for the events.

**Q: Aside from the companies that sponsor your events, do you also have regular sponsors for the foundation?**

A: Compra. They offer me food for the animals at discounted prices and they will donate any broken bags of food or bags that they can’t sell. One of my biggest sponsors from the beginning has been the Ramdan family in Aruba. Whenever I need money for emergencies I can borrow it from them and pay it back slowly. If I can’t pay, then I don’t. They have paid for certain things from each event that I have organized. They also like to rescue dogs and that’s how we met and bonded. They have also adopted more than 10 dogs from me. And they pay for the treatment of some of the animals at my clinic.

The Morning News has the weekly article and also their writer manages our Facebook page, which helps me a lot.

**Q: Do they get anything in return for their donations, such as articles in the newspaper?**

A: We will write a “thank you” article that is published in The Morning News. When I give interviews, I mention them every time.

**Q: In general, do you think that Aruban companies are hesitant to sponsor an activity or foundation?**

A: A lot of them sponsor something if a church is behind it. Others do it to show off, they pick the ones that give them the most exposure. A lot of people say “we only give to charity.” Well, what do you think I am? “Yes, but that’s only animals, that’s nothing.” So it’s not the charity thing, it’s the fact that it’s animals.

**Appendix G: Transcript of interview with Karolien Versteeg, Secretary Curacao Foundation for the Protection of Animals**

**Q: What media outlets and communication tools do you use to attract donations and raise awareness of your organization?**

We have an agreement with several newspapers that will use our ads as fillers. We have a standard mailing list of journalists that we send out press releases to. At least once a month we will do an interview for the radio or TV. More when we want to promote an upcoming event.

**Q: Do you use social media? If so, what sites, and to what extent is social media part of your communications strategy?**

A: We created a Facebook page, but we do not have the time to update it. But we would like to use it more in the future to raise awareness and promote fundraising events. Other than that we created a YouTube channel two years ago, where we posted some videos that we made to raise awareness. Unfortunately we haven’t had time to post anything new.

**Q: Do you have an online and/or paper newsletter that you send out? If so, how often is it sent out?**

A: We have a quarterly newsletter called Pets Talk that we print. It is available at the shelter and at different locations like supermarkets, animal clinics and boticas (pharmacies) on the island. We also make it available on line. We sell advertising space in the newsletter to pay for production.

**Q: Do you have a website? Is it regularly updated?**

A: Yes, our website is www.dierenbeschermingcuracao.com. We try to keep it updated as much as we can. When we have new articles we will post them on the site. We also post pictures of new animals that come in that can be adopted.

**Q: What media outlets and communication tools do you find are most effective in attracting donations and raising awareness?**

Our advertisements and articles in newspapers are very helpful in bringing in donations. We also see a big response when we are featured on television news programs. The newsletter brings in funding and our kennel drive is important to update and add to our sponsors. The website helps a lot in raising awareness and explains how people can donate. Our books are very popular among children, they help to educate them about animals on the island

**Q: How do you keep in touch with your donors/sponsors**

A: We keep a working mailing list of our sponsors and we send them our newsletter as well as invitations to any fundraising events. Depending on whether they have sponsored six months or a year, we will contact them when their sponsorship is coming to an end to see if they would like to continue to sponsor us.

**Q: Do you have a corporate sponsorship program? If so, do companies get anything in return for their sponsorship?**

A: At the beginning of every year we hold a Kennel Drive to attract new kennel sponsors and renew our old sponsors. We have had some corporate sponsors for almost 20 years now. In total we have 56 corporate kennel sponsors. In return for their sponsorship we attach a nameplate to the kennel that they sponsor. We also put their name under our list of sponsors that is on the website and in the newsletter. If it is a very large donation, we will write a press release and send this to the media. It will also appear in our newsletter.

**Q: How can people donate and do they get anything in return for their donations?**

A: There are many ways to donate. People can donate their time and help us as volunteers at the shelter. We can always use some extra hands to take care of the animals. People can donate money by visiting our shelter and putting cash in the donation boxes, or transfer money to our bank accounts. We also get donations from members of the Fun Miles organization, who can give us their Fun Miles instead of using them. We have also received many non-monetary donations, such as our Animal Ambulance. That was a donation from the Foundation Animal Ambulance Hilversum, in Holland. When we receive a donation we will publish it in our newsletter. If individuals sponsor a kennel then they will also receive a nameplate next to that kennel. We try as much as possible to send letters of appreciation to donors and sponsors.

**Q: Do most of your donations come from tourists or locals? Please give a rough percentage for each.**

A: A lot of the donations come from the companies that sponsor our kennels. Individual sponsors come mostly from the Dutch community on the island, but we also get some international donations. I would calculate that 60% comes from locals and 40% from people in other countries.

**Q: Are local press members cooperative in publishing your press releases/covering your events?**

Yes, very cooperative. They always help us by publishing our articles, in the newspapers, on the radio. And the TV stations are always willing to do interviews for news stories.

**Q: What site/method do you use if people in foreign countries would like to donate money to your organization?**

A: We have a Dutch bank account for people who would like to donate in the Netherlands. We actually get a lot of donations from people and organizations in the Netherlands and Belgium. We display our bank account information on our website, or we send it to people who request it, so that they can make overseas transfers.

**Q: Do you have a person in your team that is dedicated to communications and public relations?**

A: Yes, I am the person who provides the texts and updates for the site. I’m responsible for our publications and act as the contact person for the local press. I create and send out the press releases in Dutch. My colleague translates them to Papiamento. For the newsletter it is a collaborative effort from the board members and some volunteers.

**Q: Do you receive any funds from the government?**

A: Yes, we receive a total of NAfl 45,000 a year from the Government. This covers just under a fifth of our yearly expenses, which mostly go to operating the animal shelter. The rest is covered by donations, sponsors and the money we collect during special activities. We also offer services that the public can pay for, such as temporary kennels for their pets and the transport of unwanted animals to the shelter.

**Q: Where do most of your donations come from?**

A: Most of the donations come from companies in Curacao. Service Clubs regularly give us donations, and we are very grateful for the help of other foundations, especially the Foundation for Foreign Animal Shelters Holland, which gives us a very big annual donation. We also have received inheritances from our deceased supporters, or the family will ask friends to donate to us instead of buying flowers.

**Appendix H: Transcript of interview with Marlies Tiepel, Manager Dierenasiel Bonaire**

**Q: What media outlets and communication tools do you use to attract donations and raise awareness of your organization?**

A: Press releases, posters, interviews on local radio and TV stations, our website, Facebook, Twitter, and once in a while a newsletter.

**Q: Do you use social media? If so, what sites, and to what extent is social media part of your communications strategy?**

A: Facebook and twitter. We don’t really have a communications strategy.

**Q: Do you have an online and/or paper newsletter that you send out? If so, how often is it sent out?**

A: Yes, on a very irregular basis we send out an online newsletter.

**Q: Do you have a website? Is it regularly updated?**

A: Yes, the website is updated regularly.

**Q: What media outlets and communication tools do you find are most effective in attracting donations and raising awareness?**

A: All of the media that we use is important to us.

**Q: How do you keep in touch with your donors/sponsors?**

A: Via e-mail, they pass by the shelter, via Facebook.

**Q: Do you have a corporate sponsorship program? If so, do companies get anything in return for their sponsorship?**

A: Corporate sponsorship program, that’s a big word. We don’t have a program, or a communications strategy. We’re only a small shelter with three part-time employees. Sometimes companies will give us a donation of money or their services. Our website is sponsored by a company.

**Q: How can people donate and do they get anything in return for their donations?**

A: They can always donate and sponsor. Cash, via the bank. They actually don’t get anything back. Sometimes we will put a sign and put a small story on Facebook.

**Q: Do most of your donations come from tourists or locals? Please give a rough percentage for each.**

A: I wouldn’t really know. We don’t ask.

**Q: Are local press members cooperative in publishing your press releases/covering your events?**

A: Yes, very helpful.

**Q: What site/method do you use if people in foreign countries would like to donate money to your organization?**

A: Via cheques, via a bank in the Netherlands, via Support Bonaire (an organization that makes it possible for Americans to make tax-deductible donations to charities in Bonaire)

**Q: Do you have a person in your team that is dedicated to communications and public relations?**

A: No, we do it next to our regular responsibilities.

**Q: Do you receive any funds from the government?**

A: No.

**Appendix I: Transcript of interview with Dr. Sam Williams, PhD, Founder Echo Bonaire**

**Q: Please tell me a little about your foundation.**

A:Well, we come from a research background. Myself and my colleague have completed our PhD’s here on parrots, so we’re looking at the threats that parrot face and their impact, basically. That guides our action. It’s research. Then we do ecological management, which is repairing parrot nesting sites, growing native plants and trees that are important to parrots, doing habitat restoration. We’re looking to do more, we’re not really doing it a lot at the moment, but we’re going to do outreach. So basically sharing our passion for parrots and try to convince people that parrots are good things. We’re now doing quite a bit of rehabilitation. Since last year when we took on a big rescue of baby birds and now we’re doing a bit of that. So it’s rehabilitation and release. We’re probably going to deal with 5 to 10 percent of the population this year.

**Q: How old is the foundation?**

A: We started in the summer of 2010, so we’ve been around for a year-and-a-half.

**Q: Do you receive any funds from the government?**

A: We received a one-off financial support when we took on the rescue of over 100 baby parrots. So for that we received some financial support. But we do not currently receive any ongoing financial support from the government.

**Q: If you’re not receiving any funds from the government, how are you being funded?**

A: We’ve secured donations from individuals, which expands to donations from other organizations, like the World Parrot Trust. We’ve received rescue funding from Disney and from the Worldwide Fund for Nature.

**Q: When it comes to individual donations, do those come more from tourists or locals?**

A: I don’t think it’s particularly from locals, as the word refers to Antillean locals. I’d say that it’s more from the community of expat residents that are donating. Nor is it really from tourists. It’s from my expanded international parrot enthusiast network. It’s kind of like parrot enthusiasts from around the world.

**Q: If people in foreign countries want to donate to your organization, how do you make it available for them to make donations?**

A: What we do is, another organization that I work with, the World Parrot Trust, which is an international organization, we encourage people to donate to them. And then the World Parrot Trust supports our work. It’s made clear that people are donating to the World Parrot Trust. Legally speaking the World Parrot Trust doesn’t have to support our work with that donation. But of course they want to and they like what we’re doing. By working with them it helps to secure that support as well as additional support from World Parrot Trust and other funding initiatives that the World Parrot Trust is doing. That’s our main way of doing it, by working with a bigger organization.

**Q: Do you have a corporate sponsorship program? Do you ever approach companies and ask them to be sponsors?**

A: Yes, but not in a significant way at the moment. It’s sort of just little bits here and there. For example, I have a storage room that is sponsored. The financial value might be very small, but it’s important to us. We don’t have any major corporate sponsors but I hope we can get there, we just haven’t had a chance to do that yet.

**Q: When companies do sponsor things like the storage space, do they get anything in return?**

A: They get recognition on our recognition page that’s on our website. In this particular case as well as other previous cases they get recognition in the local English language newspaper, next to the articles that I have been writing for the paper.

**Q: Do individual donors get anything in return for their donations?**

A: Not at this time, other than recognition on the website. Actually, on Echo’s main website we have sponsorship recognition more for organizations. We have a microsite, which is associated with the rescue, and that’s where we recognize individual donors. We haven’t yet put that on the main website, because I haven’t had a chance to do it.

**Q: Is the website regularly updated? Does it get a lot of traffic?**

A: It’s not regularly updated. No idea how much traffic it gets. I made the website myself and I’m a biologist so I just put Google Analytics on it. But Facebook is regularly updated and gets a lot of traffic.

**Q: How important is social media for you when communicating with the public and raising funds?**

A: It has yet to be proven how important it is. We do believe it’s important though and we put everything into it. In terms of actual return, I don’t know how important it is. It’s not clear to what extent that’s involved. If we’re going to be scientific, we don’t know exactly how important it is.

**Q: Other than Facebook, are there any other social networking sites that you use, like Twitter or YouTube?**

A: We’re on YouTube. That’s it. We’re not doing Twitter.

**Q: From what I’ve understood you personally do a lot of the communications. You made the website, you do the research, you write the articles for the newspaper. Does this mean that you don’t have someone in the organization that is responsible for communications?**

A: I’m actually working with a lady in the States, she’s a volunteer. She’s helping me with this, though she isn’t doing Facebook fully yet. But she is helping with the newsletter that I put out for donors every few months. I write the content and she builds it and makes it look nice.

**Q: So you do have a newsletter. Is it online, or paper? How often is that sent out?**

A: Every two months. It’s an email update for donors.

**Q: Once you’ve gotten a donation from someone, do you get their contact info so you can send them updates?**

A: Yes.

**Q: Is there any other way that you keep in touch with your donors and sponsors?**

A: I have a couple of people, some are just friends, that I keep in personal contact. But it’s mainly through email. And then they’re followers on Facebook as well.

**Q: On your website it looks like you have a webcam link that people can click on to look at the birds you care for, is that so?**

A: That’s right, but it’s not actually a webcam. We’ve had cameras in parrot nests and at one time we were doing regular weekly updates of the parrots in their nests and people could follow the breeding season. It was really, really popular at the time, but we haven’t managed to do a live webcam. We might be able to do it next year, we’re not sure.

**Q: Aside from your online presence, what kind of traditional media outlets channels do you use to send out information?**

A: At the moment we only do English language articles. I blog on a fortnightly basis at the moment and that’s actually driven by the local English language newspaper. It’s called the Bonaire Reporter. It’s a free English newspaper for expats and tourists. I write for them. I use the same article in my blog, which is on the World Parrot Trust website and I link it back to Facebook.

**Q: What about the Papiamento newspaper in Bonaire?**

A: The local paper, Ekstra, it’s also in Curacao. Very rarely do I send anything to them. And it’s because of what I’m doing. I’m not sure of what the local perception is of it. I haven’t gotten down to it. Basically I haven’t been in the office for the last two months. I’ve been building and getting our new site organized and things like that at our new location. I’ve never really gotten to it. That outreach to the local community hasn’t been a priority at this point. The only reason I’m doing social media is because I believe it can help to secure funding and donations. I’m not doing it to raise awareness, the bottom line is it’s not there to raise awareness for the parrot enthusiast audience. We just want them to know about it to secure donations.

**Q: With Bonaire now being considered a municipality of the Netherlands, is that going to change the way charities are funded? Will it be easier or harder for them to receive funding?**

A: Well they’re basically going to be able to get funding from the Dutch government. I believe it’s going to make it better. I don’t think it will be easier, but there is probably more funding available. I think that it’s an opportunity, but I don’t know how easy or straightforward it’s going to be. I think there will be more hoops to jump through.

**Appendix J: Transcript of Interview with Hubert Dirks, Managing Director, Compra NV**

**Q: How active is Compra NV in sponsoring local activities, events and foundations? Are your sponsorships usually in the form of money or products?**

A: We try to give back to the community as much as we can by sponsoring sports events and contributing to activities organized by service clubs such as Kiwanis and the Women’s Club. There are a few foundations that we regularly donate food items to. We prefer to donate products instead of giving cash donations.

**Q: What are some of the charities that receive product donations? Are any of them animal-related?**

A: We support Ban Uni Man pa Cria nos Muchanan (a charity that provides boxed school lunches for underprivileged children) by providing them with Kraft Singles Cheese products and Mott’s Juice Boxes. The animal-related charity that we give to is Cas Animal, which gives shelter to stray dogs. We give them bags of Alpo dog food that get damaged during transport or can’t be sold to the supermarkets.

**Q: What does Compra NV look for from a foundation before deciding to act as a sponsor?**

A: First of all we require a formal, well-written request from the foundation, which is then handled internally. We look at the reputation of the foundation within the community and the cause that it represents, if this fits in with our own charitable goals. The foundation should be well established and transparent in the use of its income. Then we look at what it is specifically requesting, whether it is short-term or long-term, and if it is something that we can easily provide.

**Q: If you were to sponsor a foundation like Philip's Pet Collection, which of the following things would you want to receive in turn? 1. A certificate of recognition 2. A banner at the animal garden to recognize your sponsorship 3. Articles in the newspapers announcing your sponsorship 4. A newsletter with updates about the foundation 5. A mention of your sponsorship during tours of the Animal Garden.**

A: If we were to sponsor Philip’s Pet Collection it would most likely be in the form of bird feed. We carry Lyric Premium Wild Bird Feed, which is a high-quality feed for exotic birds. Given the relatively expensive price of this brand, we would like to see a banner with our logo placed next to the bird habitat. Naturally we would appreciate a certificate of recognition as well. Our goal in sponsoring is to give back to the community, not for the “public relations” potential, but of course we would be happy with any mention of our sponsorship in the news. On a personal level, I would like to receive the newsletter to stay informed of what is happening at Philip’s Pet Collection.

**Appendix K: Transcript of Interview with Nelleke Cardenas, Marketing/P.R., Aruba Bank NV**

**Q: How active is Aruba Bank in sponsoring local activities, events and foundations?**

A: Aruba Bank is very active in sponsoring all kinds of activities in the field of sports, education, the youth, culture, art, and projects that are created for the community, such as Good4TheNeighborhood.

**Q: What is Good4TheNeighborhood?**

A: Good4TheNeighborhood is a project that we launched with the intention to involve the island’s youth and have them show off their talents in a public arena, with the goal of keeping them busy and educating them on the importance of ending violence.

**Q: Was this your own initiative? Did you work together with any other foundations?**

A: No the idea was actually brought to us by local students of the Colegio Arubano high school. We loved it and decided to sponsor it financially.

**Q:** **What are some foundations and other regular activities that Aruba Bank has sponsored?**

A: We act as one of the sponsors for Service Club events, all the service clubs on the island, Art Rules Aruba, Good4TheNeighborhood, Fundacion Pa Nos Muchanan, Fundacion Pa Nos Comunidad, Eagle Tennis National Youth Tournament, just to name a few.

**Q: What does Aruba Bank look for from a foundation before deciding to act as a sponsor?**

A: We have a policy with different criteria’s that we will need to follow. The project or foundation must be well organized and applicants have to show us a well thought out plan of action. Also, the project must fit in with our own goals and values.

**Q: If you were to sponsor a foundation like Philip's Pet Collection, which of the following things would you want to receive in turn? 1. A certificate of recognition 2. A plaque at the animal garden to recognize your sponsorship 3. Articles in the newspapers announcing your sponsorship 4. A newsletter with updates about the foundation 5. A mention of your sponsorship during tours of the Animal Garden.**

A: It all depends on the amount we have sponsored. For smaller sums we would be happy with a certificate, with larger donations we would expect to see a plaque on site. Of course we would appreciate and value any news coverage of our donation or sponsorship. We would also like to see a newsletter so that we can keep informed of what is going on with the foundation.

**Q: How would you describe your experience as a sponsor of Philip's Pet Collection? Were you satisfied with your sponsorship? Was anything lacking?**

A: We were satisfied; a plaque was placed as per our request.

**Q: Your sponsorship lasted for a year. Is there a reason you didn’t continue on as a sponsor?**

A: We had originally signed an agreement for a one-year sponsorship. When it expired we were not approached again to continue to be sponsors. If we had been approached, we would have had to evaluate our situation, but I think that we would have continued to support the foundation, if Philip could provide documentation to show that our financial support was put to good use.

**Appendix L: Local Survey Questionnaire**

**Estudio tocante comunicacion pa recauda fondo riba e islanan ABC**

E encuesta aki ta parti di un investigacion academico tocante comunicacion pa recauda fondo pa instancianan caritativo riba e islanan di Aruba, Boneiro y Corsow. E informacion colecta den e encuesta aki lo duna nos un miho bista di bo necesidadnan y interesnan como un contribuidor potencial y/of bishitante di Philip’s Animal Garden. Bo participacion den e encuesta ta completamente riba un base boluntario y tur informacion colecta for di e participantenan lo keda anonimo y confidencial. .

**1. Cuanto aña bo tin? \_\_\_\_\_\_\_\_\_\_\_**

**2. Por fabor indica bo sexo:**

□ Masculino

□ Femenino

**3. Kico ta bo entrada total anual di cas?**

□ Menos cu $25,000

□ $25,000 - $50,000

□ $50,001 - $75,000

□ $75,001 - $100,000

□ Mas di $100,000

□ Mi ta prefera pa no contesta e pregunta aki

**4. Kico ta bo situacion domestico actual?**

□ Casa

□ Union Domestico

□ Soltero/Soltera

□ Separa

□ Divorcia

□ Viudo/Viuda

**5. Bo tin yiu?**

□ Si

□ No

**6. Bo a yega di bishita Philip’s Animal Garden?**

□ Si, un biaha

□ Si, mas cu un biaha

□ No ( por fabor sigui cu pregunta 8)

**7. Cu kende bo a bishita Philip’s Animal Garden e ultimo biaha?**

□ Cu mi partner

□ Cu mi famia

□ Cu amigonan

□ Mi a bai mi so

□ Otro: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**8. Con bo a tende di Philip’s Animal Garden pa prome biaha?**

□ Di otro hende

□ Di un flyer

□ Di un articulo/aviso publica den corant

□ Di television

□ Di e borchinan bandi caminda

□ Mi no a yega di tende di Philip’s Animal Garden

□ Otro: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**9. Bo a yega di duna placa directamente na un instancia caritativo cu ta traha na bienestar di derecho, proteccion y conservacion di bestia?**

□ Si, mi a yega di haci un donacion

□ Si, mi ta duna donacionnan regularmente

□ No, mi no a yega di haci un donacion (por fabor sigui cu pregunta 11)

**10. Kico tabata bo motibo pa haci e donacion? (mas cu un contesta ta posibel)**

□ E tabata pa un bon causa

□ E tabata pa un causa cu a yega di afecta mi bida

□ E tabata pa un instancia caritativo hopi respeta

□ Pa haci un diferencia

□ Nan a pidi mi personalmente pa haci un donacion

□ Mi no sa

□ Otro: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**11. Cual di e siguiente websites di social networking bo ta bishita por lo menos un biaha pa siman (mas cu un contesta ta posibel):**

□ Badoo

□ Bebo

□ Facebook

□ Foursquare

□ Hi5

□ Hyves

□ LinkedIn

□ Myspace

□ Tumblr

□ Twitter

□ WAYN

□ YouTube

□ Mi no ta bishita cualkier site di social networking

□ Otro: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**12. Bo ta interesa pa keda informa tocante e ultimo noticia di Philip’s Animal Garden? (E pregunta aki ta solamente pa haya informacion. Philip’s Animal Garden no lo manda bo cualkier email of carta)**

□ Si

□ No (por fabor sigui cu pregunta 14)

□ Porta

**13. Den ki forma bo lo kier keda informa tocante e ultimo noticia di Philip’s Animal Garden? (Mas cu un contesta ta posibel)**

□ Un newsletter manda via post

□ Un newsletter manda via email

□ Articulonan den corant

□ Updates riba websitenan di social networking

□ Otro: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**14. Bo lo ta interesa pa haci un donacion na Philip’s Animal Garden? (E pregunta aki ta solamente pa haya informacion. Philip’s Animal Garden no lo aserca bo pa cualkier donacion of contribucion)**

□ Si, mi lo ta interesa pa haci un donacion

□ Si, mi lo ta interesa pa Adopta un Bestia y asina bira un donor mensual

□ No, mi no ta interesa den haci un donacion na Philip’s Animal Garden

***Danki pa bo participacion!***

**Appendix M: International Visitor Survey Questionnaire**

**Study on fundraising communications on the ABC Islands**

This survey is part of a larger study being conducted on fundraising communications among charitable organizations on the islands of Aruba, Bonaire and Curacao. The information collected from this survey will give us a better understanding of your needs and interests as past visitors of Philip’s Animal Garden. Your participation in the survey is completely voluntary and all data collected from survey participants will remain anonymous and confidential.

**1. Where do you live? (Please indicate country and/or state) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**2. How old are you? \_\_\_\_\_\_\_\_\_\_\_**

**3. Please indicate your gender:**

□ Male

□ Female

**4. What is your total annual household income?**

□ Under $25,000

□ $25,000 - $50,000

□ $50,001 - $75,000

□ $75,001 - $100,000

□ More than $100,000

□ I prefer not to answer

**5. What is your current domestic situation?**

□ Married

□ Domestic Partnership

□ Single

□ Separated

□ Divorced

□ Widowed

**6. Do you have children?**

□ Yes

□ No

**7. How did you first hear about Philip’s Animal Garden?**

□ From the hotel concierge

□ From a taxi driver

□ From a flyer

□ From a local newspaper article/advertisement

□ Word of mouth

□ Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**8. Have you been to Philip’s Animal Garden more than once?**

□ Yes, I have been to Philip’s Animal Garden \_\_\_ times

□ No, I’ve only been to Philip’s Animal Garden one time

**9. With whom did you last visit Philip’s Animal Garden?**

□ With my partner

□ With my family

□ With friends

□ I went alone

□ Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**10. Have you ever donated money directly to a charitable organization?**

□ Yes, I have donated before

□ Yes, I am a regular charity donor

□ No, I have never donated to charity (please continue with question 12)

**11. What was your reason for donating to charity? (more than one answer is possible)**

□ It was for a good cause

□ It was for a cause that I can personally relate to

□ It was for a well-respected charity

□ To make a difference

□ I was approached directly for a donation

□ I don’t know

□ Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**12. Which of the following social networking websites do you visit at least once a week (more than one answer is possible):**

□ Badoo

□ Bebo

□ Facebook

□ Foursquare

□ Hi5

□ Hyves

□ LinkedIn

□ Myspace

□ Tumblr

□ Twitter

□ WAYN

□ YouTube

□ I don’t belong to any social networking sites

□ Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**13. Are you interested in staying updated on the latest news from Philip’s Animal Garden? (This question is purely for research purposes. Philip’s Animal Garden will not send you any emails or letters)**

□ Yes

□ No (please continue with question 15)

□ Maybe

**14. How would you like to stay updated on the latest news from Philip’s Animal Garden? (More than one answer is possible)**

□ A newsletter sent by regular post

□ A newsletter sent by email

□ Articles in Aruban newspapers

□ Postings on social media sites

□ Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**15. Would you be interested in donating to Philip’s Animal Garden? (This question is purely for research purposes. Philip’s Animal Garden will not ask you for any donations or contributions)**

□ Yes, I would be interested in giving a one-time donation

□ Yes, I would be interested in Adopting an Animal by becoming a monthly donor

□ No, I am not interested in donating to Philip’s Animal Garden

***Thanks for your participation!***

**Appendix N: Local Survey Results Tables**

| **Table N.1 Minimum, Maximum & Average Age of local respondents.** | | | | | |
| --- | --- | --- | --- | --- | --- |
|  | N | Minimum | Maximum | Mean | |
| Statistic | Statistic | Statistic | Statistic | Std. Error |
| AGE | 122 | 16 | 69 | 36,19 | ,969 |
| Valid N (listwise) | 122 |  |  |  |  |

**Table N.2 Gender of local respondents.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | female | 56 | 45,9 |
| male | 66 | 54,1 |
| Total | 122 | 100,0 |

**Table N.3 Income of local respondents.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Less than AWG25,000 | 15 | 12,3 |
| AWG25,000 - AWG50,000 | 35 | 28,7 |
| AWG50,001 - AWG75,000 | 24 | 19,7 |
| AWG75,001 - AWG100,000 | 21 | 17,2 |
| More than AWG100,000 | 12 | 9,8 |
| Prefer not to answer | 15 | 12,3 |
| Total | 122 | 100,0 |

**Table N.4 Relationship Status of local respondents.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Married | 44 | 36,1 |
| Domestic Partnership | 18 | 14,8 |
| Single | 49 | 40,2 |
| Divorced | 11 | 9,0 |
| Total | 122 | 100,0 |

**Table N.5 Number of local respondents with children.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Yes | 73 | 59,8 |
| No | 49 | 40,2 |
| Total | 122 | 100,0 |

**Table N.6 Number of local respondents who have visited PAG.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Yes, once | 18 | 14,8 |
| Yes, more than once | 30 | 24,6 |
| No | 74 | 60,7 |
| Total | 122 | 100,0 |

**Table N.7 Who local respondents visited PAG with.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Partner | 3 | 2,5 |
| Family | 34 | 27,9 |
| Friends | 5 | 4,1 |
| By myself | 3 | 2,5 |
| Other | 3 | 2,5 |
| Total | 48 | 39,3 |
| Missing | System | 74 | 60,7 |
| Total | | 122 | 100,0 |

**Table N.8 Who local respondents visited PAG with (own answers).**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid |  | 119 | 95,1 |
| School visit | 1 | ,8 |
| With family and child's class | 1 | ,8 |
| With scouting group  Total | 1  122 | ,8  100,0 |
|  |  |  |

**Table N.9 How local respondents heard about PAG.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | From others | 29 | 23,8 |
| Flyer | 10 | 8,2 |
| Newspaper article | 19 | 15,6 |
| Billboards | 3 | 2,5 |
| Haven't heard of PAG | 43 | 35,2 |
| Other | 18 | 14,8 |
| Total | 122 | 100,0 |

**Table N.10 Local respondents that have given money to charity.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Yes, donated once | 84 | 68,9 |
| Yes, regular donor | 23 | 18,9 |
| Never given to charity | 15 | 12,3 |
| Total | 122 | 100,0 |

**Table N.11 Local respondents’ reasons for giving to charity (multiple response question).**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | For a good cause | 87 | 81,3 |
| Personally related to the cause  Well-respected charity  To make a difference  Approached directly  I don’t know  Other  Total  Missing System | 15  30  32  15  1  4  107  15 | 14  28  29,9  14  0,9  3,7  100 |
|  |  |  |

**Table N.12 Social Media sites visited by local respondents (multiple response question).**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Badoo | 4 | 3,3 |
| Bebo  Facebook  Foursquare  Hi5  Hyves  LinkedIn  MySpace  Tumblr  Twitter  WAYN  YouTube  I don’t visit any social media sites  Other | 0  121  4  4  2  25  5  2  40  3  93  1  9 | 0,0  99,2  3,3  3,3  1,6  20,5  4,1  1,6  32,8  2,5  76,2  0,8  7,4 |
| Total Respondents | 122 | 100,0 |

**Table N.13 Local respondents interested in PAG updates.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | yes | 63 | 51,6 |
| No | 42 | 34,4 |
| maybe | 17 | 13,9 |
| Total | 122 | 100,0 |

**Table N.14 How local respondents would like to receive info (multiple response question).**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Newsletter sent by post | 10 | 12,5 |
| Newsletter sent by email | 41 | 51,3 |
| Articles in newspapers  Updates on social media sites  Other  Total  Missing System | 21  44  0  80  42 | 26,3  55,0  0,00  100,0 |
| Total Respondents |  |  |

**Table N.15 Number of local respondents interested in donating to PAG**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Yes, I'd like to donate | 50 | 41,0 |
| Yes, I'd like to adopt an animal and become a monthly donor | 15 | 12,3 |
| No, not interested | 57 | 46,7 |
| Total | 122 | 100,0 |

| **Table N.16 Crosstabulation of relationship status and amount of visits to PAG among local respondents.** | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| Count | | | | | | |
|  | | Relationship | | | | Total |
| Married | Domestic Partnership | Single | Divorced |
| Visited PAG before | Yes, once | 6 | 1 | 10 | 1 | 18 |
| Yes, more than once | 11 | 7 | 10 | 2 | 30 |
| No | 27 | 10 | 29 | 8 | 74 |
| Total | | 44 | 18 | 49 | 11 | 122 |

| **Table N.17 Crosstabulation of local respondents with children in relation to previous visits to PAG.** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Count | | | | | | | | | |
|  | | | | Kids | | | | Total | |
| Yes | | No | |
| Visited PAG before | | Yes, once | | 7 | | 11 | | 18 | |
| Yes, more than once | | 23 | | 7 | | 30 | |
| No | | 43 | | 31 | | 74 | |
| Total | | | | 73 | | 49 | | 122 | |
| **Table N.18 Crosstabulation of relationship status and household income of local respondents.** | | | | | | | | | | | |
| Count | | | | | | | | | | | |
|  | | | Relationship | | | | | | | | Total |
| Married | | Domestic Partnership | | Single | | Divorced | |
| Income | Less than AWG25,000 | | 4 | | 3 | | 7 | | 1 | | 15 |
| AWG25,000 - AWG50,000 | | 11 | | 7 | | 12 | | 5 | | 35 |
| AWG50,001 - AWG75,000 | | 8 | | 2 | | 12 | | 2 | | 24 |
| AWG75,001 - AWG100,000 | | 8 | | 3 | | 8 | | 2 | | 21 |
| More than AWG100,000 | | 6 | | 2 | | 3 | | 1 | | 12 |
| Prefer not to answer | | 7 | | 1 | | 7 | | 0 | | 15 |
| Total | | | 44 | | 18 | | 49 | | 11 | | 122 |

| **Table N.19 Crosstabulation of local respondents’ previous visits to PAG and interest in receiving updates.** | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Count | | | | | | | |
|  | | Interested in PAG info | | | | | Total |
| yes | no | | maybe | |
| Visited PAG before | Yes, once | 13 | 4 | | 1 | | 18 |
| Yes, more than once | 25 | 2 | | 3 | | 30 |
| No | 25 | 36 | | 13 | | 74 |
| Total | | 63 | 42 | | 17 | | 122 |
| **Table N.20 Crosstabulation of previous visits to PAG and number of local respondents with children.**   |  | | Kids | | Total | | --- | --- | --- | --- | --- | | Yes | No | | Visited PAG before | Yes, once | 7 | 11 | 18 | | Yes, more than once | 23 | 7 | 30 | | No | 43 | 31 | 74 | | Total | | 73 | 49 | 122 |   **Table N.21 Crosstabulation of previous visits to PAG and local respondents’ interested in donating to PAG.** | | | | | | | | | |
| Count | | | | | | | | | |
|  | | Interested in donating to PAG | | | | | | | Total |
| Yes, I'd like to donate | | Yes, I'd like to adopt an animal and become a monthly donor | | No, not interested | | |
| Visited PAG before | Yes, once | 6 | | 3 | | 9 | | | 18 |
| Yes, more than once | 16 | | 5 | | 9 | | | 30 |
| No | 28 | | 7 | | 39 | | | 74 |
| Total | | 50 | | 15 | | 57 | | | 122 |

| **Table N.22 Crosstabulation of local respondents’ income and interest in donating to PAG.** | | | | | |
| --- | --- | --- | --- | --- | --- |
| Count | | | | | |
|  | | Interested in donating to PAG | | | Total |
| Yes, I'd like to donate | Yes, I'd like to adopt an animal and become a monthly donor | No, not interested |
| Income | Less than AWG25,000 | 7 | 2 | 6 | 15 |
| AWG25,000 - AWG50,000 | 15 | 5 | 15 | 35 |
| AWG50,001 - AWG75,000 | 10 | 4 | 10 | 24 |
| AWG75,001 - AWG100,000 | 7 | 2 | 12 | 21 |
| More than AWG100,000 | 6 | 1 | 5 | 12 |
| Prefer not to answer | 5 | 1 | 9 | 15 |
| Total | | 50 | 15 | 57 | 122 |

**Appendix O: International Visitors Survey Results Tables**

**Table O.1 Country/State of origin of international respondents**

|  | | | Frequency | | Percent |
| --- | --- | --- | --- | --- | --- |
| Valid | Amsterdam, Netherlands | | 1 | | 3,1 |
| Atlanta, GA | | 1 | | 3,1 |
| Boston, MA | | 1 | | 3,1 |
| Chicago, IL | | 2 | | 6,3 |
| Curacao | | 1 | | 3,1 |
| Georgia | | 1 | | 3,1 |
| Illinois | | 1 | | 3,1 |
| Indianapolis, IN | | 1 | | 3,1 |
| Maracaibo, Venezuela | | 1 | | 3,1 |
| Massachusetts | | 2 | | 6,3 |
| Miami, FL | | 1 | | 3,1 |
| Minneapolis, MN | | 1 | | 3,1 |
| New Jersey | | 3 | | 9,4 |
| New York | | 5 | | 15,6 |
| North Carolina | | 1 | | 3,1 |
| Philadelphia | | 3 | | 9,4 |
| Rhode Island | | 1 | | 3,1 |
| San Antonio, Texas | | 1 | | 3,1 |
| Toronto, Canada | | 1 | | 3,1 |
| Valencia, Venezuela | | 1 | | 3,1 |
| Warren, OH | | 1 | | 3,1 |
| West Orange, NJ | | 1 | | 3,1 |
| Total | | 32 | | 100,0 |
|  | | | |
| **Table O.2 Minimum, Maximum and Average Age of international respondents.** | | | |
| N | Valid | 32 | |
| Missing | 0 | |
| Mean | | 41,06 | |
| Std. Error of Mean | | 1,984 | |
| Minimum | | 19 | |
| Maximum | | 67 | |

**Table O.3 Gender of international respondents.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Male | 14 | 43,8 |
| Female | 18 | 56,3 |
| Total | 32 | 100,0 |

**Table O.4 Income of international respondents.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Under $25,000 | 1 | 3,1 |
| $25,000 - $50,000 | 3 | 9,4 |
| $50,001 - $75,000 | 3 | 9,4 |
| $75,001 - $100,000 | 10 | 31,3 |
| More than $100,000 | 10 | 31,3 |
| I prefer not to answer | 5 | 15,6 |
| Total | 32 | 100,0 |

**Table O.5 Relationship status of international respondents.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Married | 19 | 59,4 |
| Domestic Partnership | 4 | 12,5 |
| Single | 4 | 12,5 |
| Separated | 1 | 3,1 |
| Divorced | 3 | 9,4 |
| Widowed | 1 | 3,1 |
| Total | 32 | 100,0 |

**Table O.6 Number of international respondents with children.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Yes | 23 | 71,9 |
| No | 9 | 28,1 |
| Total | 32 | 100,0 |

**Table O.7 How international respondents first heard of PAG.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | From the hotel concierge | 1 | 3,1 |
| From a taxi driver | 7 | 21,9 |
| From a flyer | 2 | 6,3 |
| From a local newspaper ad/article | 11 | 34,4 |
| Word of mouth | 11 | 34,4 |
| Total | 32 | 100,0 |

**Table O.8 How often international respondents have visited PAG.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Has been 2 times | 3 | 9,4 |
| Has been 3 times | 1 | 3,1 |
| Has been once | 28 | 87,5 |
| Total | 32 | 100,0 |

**Table O.9 Who international respondents visited PAG with.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | With my partner | 3 | 9,4 |
| With my family | 22 | 68,8 |
| With friends | 6 | 18,8 |
| Other | 1 | 3,1 |
| Total | 32 | 100,0 |

**Table O.10 Number of international respondents that have given money to charity.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Yes, I have donated before | 17 | 53,1 |
| Yes, I am a regular charity donor | 13 | 40,6 |
| No, I have never donated to charity | 2 | 6,3 |
| Total | 32 | 100,0 |

**Table O.11 International respondents’ reasons for donating to charity (multiple response question).**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | For a good cause | 27 | 90,0 |
| Personally related to the cause  Well-respected charity  To make a difference  Approached directly  I don’t know  Other  Total  Missing System | 16  9  16  12  0  0  30  2 | 53,3  30,0  53,3  40,0  0,0  0,0  100,0 |
|  |  |  |

**Table O.12 Social media sites visited by international respondents (multiple response question).**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Badoo | 0 | 0,0 |
| Bebo  Facebook  Foursquare  Hi5  Hyves  LinkedIn  MySpace  Tumblr  Twitter  WAYN  YouTube  I don’t visit any social media sites  Other | 0  28  5  0  1  7  0  3  8  0  8  4  3 | 0,0  87,5  15,6  0,0  3,1  21,9  0,0  9,4  25,0  0,0  25,0  12,5  9,4 |
| Total Respondents | 32 | 100,0 |

**Table O.13 Number of international respondents interested in PAG updates.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Yes | 19 | 59,4 |
| No | 8 | 25,0 |
| Maybe | 5 | 15,6 |
| Total | 32 | 100,0 |

**Table O.14 How international respondents would like to receive information (multiple response question).**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Newsletter sent by post | 1 | 4,2 |
| Newsletter sent by email | 21 | 87,5 |
| Articles in newspapers  Updates on social media sites  Other  Total  Missing System | 0  13  0  24  8 | 0,0  54,2  0,0  100,0 |
|  |  |  |

**Table O.15 Number of international respondents that want to donate to PAG.**

|  | | Frequency | Percent |
| --- | --- | --- | --- |
| Valid | Yes, I would be interested in giving a one-time donation | 20 | 62,5 |
| Yes, I would be interested in Adopting an Animal by becoming a monthly donor | 1 | 3,1 |
| No, I am not interested in donating to Philip’s Animal Garden | 11 | 34,4 |
| Total | 32 | 100,0 |

| **Table O.16 Crosstabulation of international respondents interested in updates and desire to donate to PAG** | | | | | |
| --- | --- | --- | --- | --- | --- |
| Count | | | | | |
|  | | Want to donate to PAG | | | Total |
| Yes, I would be interested in giving a one-time donation | Yes, I would be interested in Adopting an Animal by becoming a monthly donor | No, I am not interested in donating to Philip’s Animal Garden |
| Interested in updates | Yes | 16 | 1 | 2 | 19 |
| No | 1 | 0 | 7 | 8 |
| Maybe | 3 | 0 | 2 | 5 |
| Total | | 20 | 1 | 11 | 32 |

**Appendix P: Site metrics for www.philipsanimalgarden.com**

