

KYMENLAAKSON AMMATTIKORKEAKOULU

University of Applied Sciences

Degree Programme in International Business

Ekaterina Perfilyeva

FUNDRAISING EVENT PLANNING FOR

KYMENLAAKSO EAST-ASIA GUILD OF COMMERCE

Bachelor's Thesis 2015

ABSTRACT

KYMENLAAKSON AMMATTIKORKEAKOULU

University of Applied Sciences

Degree Programme in International Business

PERFILYEVA, EKATERINA Fundraising Event Planning for
Kymenlaakso East Asia Guild of
Commerce

Bachelor's Thesis 42 pages + 5 pages of appendices

Supervisor Ulla Puustelli, Senior Lecturer

Commissioned by Kymenlaakso East-Asia Guild of Commerce
May 2015

Keywords fundraising, fundraising planning, fundraising
campaign, fundraising events

This thesis was a research assignment for Kymenlaakso East Asia Guild of Commerce with an objective to analyse existing fundraising environment of Kouvola and, based on related findings, to create detailed fundraising events plans to execute. Fundraising planning and special events were examined along with a special review of the fundraising environment of Finland.

The research data was collected with the help of semi-structured in-depth interviews where representatives of potential stakeholder organisations to KIAKK expressed their views and opinions on fundraising, their previous fundraising experience and suggested specific ideas for events to raise funds.

The research has identified several stakeholder organisations that could contribute to KIAKK's fundraising efforts. Based on theoretical review of fundraising event planning and ideas expressed by the respondents, three detailed fundraising plans were created as an outcome along with a general fundraising planning framework adjusted to the specifics of KIAKK and its operations.

ABSTRACT (IN FINNISH)

KYMENLAAKSON AMMATTIKORKEAKOULU

Liiketalouden koulutusohjelma

PERFILYEVA, EKATERINA Varainhankinnan tapahtumien suunnittelu Kymenlaakson Itä-Aasian Kaupan Killalle

Opinnäytetyö 42 sivua + 5 liitesivua

Työn ohjaaja lehtori Ulla Puustelli

Toimeksiantaja Kymenlaakson Itä-Aasian Kaupan Kilta ry
Toukokuu 2015

Avainsanat varainhankinta, varainhankinnan suunnittelu, rahankeruu kampanja, katastrofiapu, varainhankinnan tapahtumat

Tämän opinnäytetyön tavoitteena oli analysoida varainhankintaa Kouvolanseudulla Kymenlaakson Itä-Aasian Kaupan Killan (KIAKK) toimeksiannosta ja tämän analysoinnin pohjalta luoda toteuttamiskelpoisia varainhankintasuunnitelmia. Työssä tutkittiin varainkeruun suunnittelua ja järjestämistä sekä Suomessa tapahtuvaa varainkeruuta.

Työssä toteutettiin laadullinen tutkimus, jonka teemahaastatteluissa potentiaalisten KIAKK:n sidosryhmien organisaatiot jakoivat nykyiset mielipiteensä, kokemuksensa ja näkemyksensä varainkeruusta sekä antoivat to-
teutusehdotuksia varainkeruutilaisuuksien järjestämisestä.

Tutkimuksessa löydettiin useita sidosryhmiä, jotka voivat osallistua KIAKK:n varainkeruuseen. Haastatteluiden vastauksien pohjalta luotiin sekä KIAKK:lle oma runkorakenne onnistuneen varainkeruun suunnitteluksi että kolme teoreettista varainkeruumallia.

TABLE OF CONTENTS

ABSTRACT	2
ABSTRACT (IN FINNISH)	3
1 INTRODUCTION	6
1.1 Research background	6
1.2 Research problem and conceptual basis	7
1.3 Research Objectives	7
1.4 Structure and explanation	8
2. PRACTICES OF FUNDRAISING PLANNING	9
2.1 Fundraising as practice	9
2.2 Fundraising for disaster relief	11
2.3 Fundraising planning	13
2.4 Planning fundraising events	15
2.5 Finnish Fundraising Environment	18
3. RESEARCH METHODOLOGY AND FINDINGS	20
3.1 Research strategy	20
3.2 Data collection methods	20
3.3 Validity, reliability and ethics	21
3.4 Data analysis	23
3.5 Research findings	23
4. DESIGN AND PLANNING OF FUNDRAISING EVENTS FOR KIAKK	26
4.1 Mission and organizational objectives	26
4.2 Fundraising audit	27
4.3 Marketing and communication objectives	29
4.4 Tactical plans and scheduling	31
4.4.1 Event plan: benefit concert	32
4.4.2 Event plan: food bazaar	33
4.4.3 Event plan: Chinese New Year	34
4.5 Monitoring, evaluation and follow-up	35
5. CONCLUSIONS	36
5.2 Summary of Main Findings	36
5.3 Suggestions for Further Research	36
REFERENCES	38

Appendix 1	43
Appendix 2	46

LIST OF TABLES

Table 1. Fundraising activities/products undertaken in the USA and UK.	10
Table 2. Types of Special Events	16
Table 3. Anatomy of an Event	17
Table 4. PEEST Analysis for KIAKK	28
Table 5. SWOT Analysis for KIAKK.	29

LIST OF FIGURES

Figure 1. Generic Planning Framework	14
--------------------------------------	----

1 INTRODUCTION

This thesis explores the field of fundraising planning in order to develop a detailed fundraising plan for Kymenlaakso East Asia Guild of Commerce (in Finnish: Kymenlaakson Itä-Aasian kaupan kilita ry or KIAKK). The aim of the research was to study existing fundraising planning practices in order to design a fundraising event action plan for the Guild to execute with the help of partner organisations. The outcome of the research is a detailed fundraising framework and fundraising event plans that outline the action steps for organising a fundraiser.

1.1 Research background

KIAKK is an organisation established in 2014 that seeks to promote trade, commerce and cultural exchange between Finnish organisations and their counterparts in the countries of East Asia (KIAKK 2014). KIAKK sees organising local fundraising events as an opportunity to strengthen relations between local commercial and community organisations and to integrate foreigners into the local community of Kouvola. KIAKK's primary cause for fundraising would be humanitarian aid for disaster relief in Asia.

For a fundraising event to be organised, a strong network of partner organisations must be established involving a major charity that would handle the collected donations professionally. Partners are needed to contribute expertise, increase capability of managing events, providing staff and marketing channels as well as attract donations. Moreover, partnering with local for-profit companies and community organisations would have such benefits to KIAKK as lower organisation costs, increased credibility, wider reach and awareness of a cause. The research will therefore be concentrated around finding partner organisations and charities as well as appropriate fundraising strategies.

1.2 Research problem and conceptual basis

The first research problem lies in *identifying the suitable practices for organising a fundraising event* in the local community of Kouvola. The challenge lies in collecting ideas that could be executed to run a successful small scale fundraising campaign. The ideas should match the fundraising culture of Finland and its giving patterns as well as be tailored to the size of the local community and its potential donor groups. The second problem is *finding potential partners* among local organisations that would be willing to co-operate with KIAKK on its fundraising initiatives and possible ways of such co-operation.

The main theoretical frameworks behind this research are fundraising and fundraising planning. Theory is further explored in relation to fundraising events, strategic and tactical fundraising planning, fundraising audit and analysis. Another part of the research relates to the cultural differences in fundraising for which the Finnish fundraising environment is given a deeper insight.

1.3 Research Objectives

In order to achieve the desired outcome of the research, several objectives related to both research problems and theory were set:

- to explore established practices in fundraising and fundraising planning;
- to explore and identify the best models of fundraising planning;
- to identify organisations for potential co-operation;
- to design a detailed fundraising action plan on the basis of best alternatives for action chosen during the research.

The main focus of the research is to develop a framework to use if a disaster strikes in Asia to help raise funds for relief operations. The outcome of the research – a detailed fundraising action plan – will outline the action steps to be taken in order to organise a fundraiser at a short notice to raise donations to help those deprived by natural disasters in the countries of East Asia. The course of actions presented in the plan should be a practical tool for the organisation to deploy and a basis for future fundraising plans.

1.4 Structure and explanation

Chapter 2 presents the literature review that gives insight into the theories behind fundraising planning, fundraising events and the background to the fundraising environment of Finland. Research methodologies are explained in Chapter 3 and a brief analysis of research findings is presented in Chapter 4. The integrated fundraising audit based on core findings is presented in Chapter 5 and is supplemented by appendices. Chapter 6 briefly outlines the conclusions and suggestions for further research.

2. PRACTICES OF FUNDRAISING PLANNING

This chapter gives an overview of practices of fundraising with brief insights into the fundraising environment in Finland. The main purpose of the literature review was to outline key theories and practices behind fundraising planning that would act as a basis for drafting a detailed action plan for KIAKK. Various types of sources were used to give both theoretical and, most importantly, practical perspectives on the subject.

2.1 Fundraising as practice

Fundraising is defined as “the raising of assets and resources from various sources for the support of an organisation or a specific project” (AFP Dictionary 2003, p.54). Usually fundraising relates to solicitation of funds in order to support voluntary causes such as disaster aid, medical support, community development, and human rights protection to mention but a few.

Organisations engaging in various kinds of fundraising activities make up the majority of the voluntary sector yet for-profit organisations can also raise funds in order to solicit its private initiatives. Kotler and Andreasen (1996, pp. 247-248) outline four major reasons for corporations to engage in philanthropy:

- providing alliances that give the corporation public support in times of crises such as ecological disaster or product problems;
- providing a means of binding employees and distributors together in projects “bigger” than money-making;
- changing the image of an organisation;
- producing increased sales.

Fundraising efforts are often part of companies’ corporate social responsibility strategies. Well-known brands may partner with well-established charities to

raise money for a range of causes: a recent example includes partnership between the clothing brand H&M and UNICEF Finland and their 'Euro UNICEFille' (English: 'Euro to UNICEF') 2013 campaign in an effort to raise money for youth education in developing countries (UNICEF Suomi, 2013).

Fundraising is a common practice among organisations of various scale and purpose, both not-for-profit and commercial from charities with worldwide presence to schools in small cities. The variety in its resources and possible cases for support gave rise to the development of a range of forms of fundraising that are known to be used nowadays. Below is a table illustrating a range of individual and corporate fundraising activities and products used in the UK and the USA (Sargeant 2004, p.74), where fundraising is very common.

Table 1. Fundraising activities/products undertaken in the USA and UK.
(Sargeant 2004, p. 74)

Individual fundraising	Corporate fundraising
Personal solicitation	Personal solicitation
Direct mail	Charity of the year
Press advertising	Payroll giving
Press/magazine inserts	Staff fundraising events
Direct response television ads	Sponsored events (e.g. walks)
Radio advertising	Special events/dinners/galas
Face-to-face (on-the-street recruitment)	Cause-related marketing
Door-to-door (soliciting gifts on the doorstep)	Challenge events
Street collections	
Telephone fundraising	
Trading (charity shops/mail order catalogues)	
Flag days	
Sales of raffle/lottery tickets	
Jumble sales	
Special events/dinners/galas	
Sponsored events (e.g. walks)	
SMS text messaging	
Internet fundraising	
Challenge events	

As shown in the table, a multitude of fundraising practices are executed internationally. A variety of marketing tools is deployed for pleading such as direct marketing, direct mail and e-mail, media advertising and door-to-door solicitation, for instance.

In recent years with the development of the Internet online donations have evolved as a common way of raising money. A fundraising campaign can be started by anyone on fundraising platforms such as Causes (www.causes.com), Crowdrise (www.crowdrise.com), Network for Good (www.networkforgood.org) and many more. One can also usually donate to a charity directly via its official website.

Closely related to fundraising are the concepts of donor and donor markets. A donor is 'a person, organisation, corporation, or foundation that makes a gift' (Association of Fundraising Professionals Dictionary 2003, p.41), that is, a donation either monetary or non-financial. The donor markets can therefore be classified into foundations, corporations, governments and individuals (Kotler and Andreasen 1996, p.241).

2.2 Fundraising for disaster relief

A lot of fundraising efforts are directed towards emergency management, the mitigation of consequences of natural disasters such as tsunamis, typhoons and floods, for example. Disaster relief is therefore a common cause used by not-for-profit organisations in many countries of the world. Disaster aid is delivered in order to help damaged communities tackle the issues of food shortage, health, poverty and accommodation. The examples of biggest humanitarian organisations covering different aspects of aid are International Red Cross and Red Crescent Movement present in 189 countries, UNICEF, Oxfam International, World Vision, Salvation Army and many others.

The biggest humanitarian aid organisation in Finland is the Finnish chapter of Red Cross (Red Cross 2015). Red Cross Finland operates in 12 districts and over 500 local committees who deliver services of domestic aid, prevent social

inclusions and gather donations. Aid for children is delivered by the Finnish chapter of UNICEF, established in Finland in 1967 (UNICEF Suomi 2015). Another significant organisation in development and humanitarian aid is FinnChurchAid; the organisation's activities in Asia include running development programmes in Cambodia, Myanmar and Nepal (FinnChurchAid, 2015).

Disaster aid requires immediate response: providing affected populations with first medical aid, food and shelter, sending assessment teams to estimate the damage and planning the resources required to suffice the basic needs of beneficiaries in the long term (World Vision, 2015). Therefore, funds are raised continuously throughout a year to ensure both immediate supply of aid and long-term support of beneficiaries. Typical fundraising mechanisms that are used by humanitarian aid charities are instant online and mobile donations and recruitment of long-term donors as seen by examples of Red Cross (Red Cross 2015, 'Ways to Donate') and UNICEF (UNICEF 2015, 'How you can help'), two biggest organisations whose major activity is disaster relief.

Cash, as opposed to in-kind goods, has proved to be the most effective type of donation for disaster causes as humanitarian organisations possess the expertise in helping the disaster effectively – buying the right type of aid supplies and using their tooled distribution channels (Harvard Business Review, 2006). To collect cash charities use effective donation mechanisms such as online and mobile fundraising.

Companies in the private sector find more ways to engage in disaster relief than merely giving monetary donations. For-profit organisations may actively deploy social media to help spread the awareness of causes internationally in short time and appeal to customers who would become potential donors. It is also a very common practice to send employees as volunteers to disaster regions. Some companies establish their own aid foundations based on their product expertise and call fundraising campaigns involving their customers. For example, The Coca-Cola Company has been actively involved in helping the victims of the earthquake in Japan in 2011 by providing bottled water (The

Coca-Cola Company, 2012). In 2013 AT&T helped with the provision of communications in Philippines following the consequences of typhoon Haiyan (Triple Pundit, 2013). The most recent disaster relief efforts in Finland can be illustrated by Red Cross Finland's effort to collect quick donations to help the victims of the earthquake in Nepal that took place in April 2015 (Red Cross Finland, 2015). The campaign involved facilitated SMS and on-street cash donations.

2.3 Fundraising planning

Fundraising revolves around the concept of donors and is linked intrinsically with donor behaviour. With the variety of fundraising forms and donor markets and the complexity of fundraising campaigns, it is natural that planning is essential to succeed in raising money in order to meet fundraising targets.

Planning in professional fundraising may refer to a wide array of activities such as strategic choices as vision and mission, yearly fundraising campaigns, solicitation of funds from a range of donor groups, maintaining donor relationships, organising events and executing awareness campaigns. (Sargeant 2004, pp.68-72.)

Fundraising on a large scale requires a diversified effort to be made by practitioners. There are different dimensions to consider: reviewing organisation's internal and external environment, setting fundraising targets and most importantly, creating a framework of actions to be taken to achieve those targets. Sargeant (2004) offers a consequential fundraising planning framework that lists the steps of fundraising planning. According to his framework illustrated in Figure 1, fundraising planning starts with defining the mission and objectives of organisation. Fundraising audit, comprising the analysis of internal and external environment, competitors, co-operators and market is the second stage. After the audit, clear and detailed fundraising objectives are set, including fundraising targets expressed in monetary value. Based on set objectives, fundraisers then define strategies of approaching donor groups. The next part of planning involves tactics – the choice of

specific ways each donor segment is approached. The latter parts of the planning process are budget and scheduling based on strategy and tactics, followed finally by monitoring and control.

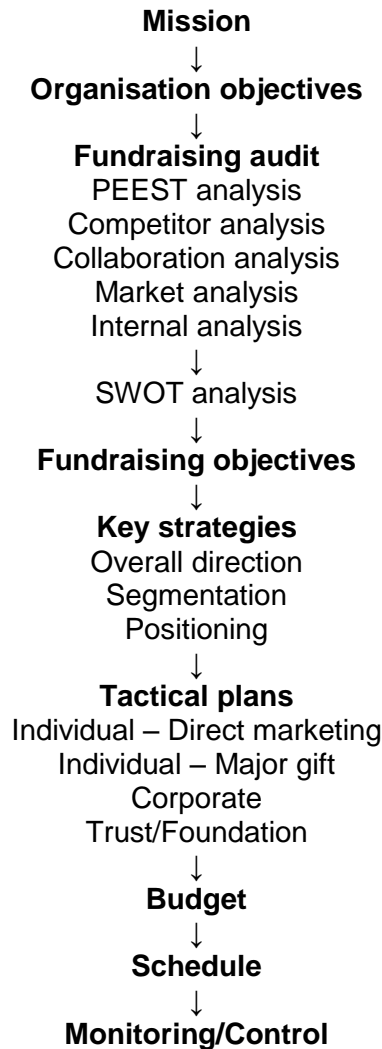


Figure 1. Generic Planning Framework (adapted from Sargeant 2004, p.20)

In more detail, organisational objectives refer to the organisation's aims in providing service to its beneficiaries whereas fundraising objectives are targets set to define the amount of donations to cover the cost of service provision. The SWOT, PEEST and other types of analytical tools are an important part of fundraising audit in environments where demand for charity services exceeds supply and not-for-profit organisations have to differentiate themselves in search for more donors and funds. Whilst there are some greater scale strategic measures to be dealt with, fundraising planning is often

broken down to tactics which seek to design individual measures to be executed in solicitation of funds. Tactical decisions depend on fundraising products (mentioned previously in this chapter); they are often the basis for action when smaller scale or community organisations take effort to raise funds. (Sargeant 2004, pp.68-89.)

2.4 Planning fundraising events

Special events are a very common way of raising money among professional and non-professional fundraisers, as well as community and business organisations. They are usually chosen as one of the easiest ways to solicit funds on a relatively short notice.

Donahue (in Seiler et al 2010, p.247) states three key aspects of a fundraiser's work: cultivation, solicitation and stewardship. Based on those, special events may be classified into three types according to their purposes. Cultivation seeks to "engage interest and involvement of a donor"; solicitation refers to financial or non-financial contributions and stewardship is defined as "a process whereby an organization seeks to be worthy of continued philanthropic support" (Association of Fundraising Professionals Dictionary 2003, pp. 35,111,113). Events may thus be organised for various reasons depending on an organisation's goals and relationship with donor groups.

The variety of purposes suggests a variety of forms of events organised to raise funds. Kachinske (2009, pp.78-89) suggests eight examples of events that are commonly organised for the purpose of supporting fundraising activities (Table 2). One of the most common types is galas or dinners that are usually targeted at high-end customers and have the tickets priced high to solicit donations. Other popular fundraising events are held in form of lotteries – raffles or bingo nights as mentioned in the table – and also use funds generated by ticket sales. Concerts, often called 'benefit concert' or 'charity concerts' attract donors by performances and are a great way to fundraise due to potentially big outreach, high ticket sales and media coverage. Other

special events may include competitions, grand openings, shows and celebrity events.

Table 2. Types of Special Events. (based on Kachinske 2009, pp. 78-89)

Event Type	Short description
Galas and other meal/entertainment events	Large dinner banquets involving speakers, awards and remarks from the leadership of the fundraising organisation
Competitions and races	Gather a large number of people who pay for participation (participants can also set their own fundraising targets)
Grand openings	Inviting existing and potential donors to new facilities thereby attracting extra attention and securing funds
Antique shows	A show/fair is organised to support exhibitors, funds are raised by selling entrance tickets
Bingo nights	People are invited to participate to a bingo play, prizes are awarded and the percentage of ticket sales goes towards fundraising
Raffles	Easy to organise raffle of cash or prizes that can be held online, at a specific event or stretched over a long period of time
Concerts	Way of attracting potential donors by organising a performance
Celebrity events	A celebrity is invited to perform at/host an event thereby attracting potential donors who would not otherwise come for an event

The table above mentions types of special events that are bigger in scale. In cultures where fundraising is widespread and non-for-profit organisations are ubiquitous, competition has forced the development of creative ideas that often take a form of small, community-based events. Examples of those may

include a car wash event, walkathons, cultural celebrations, talent shows, masked balls and many other (Robinson, 2011).

All fundraising events, be they bigger or smaller in scale, differ by its nature and require various arrangements to be made yet there is a set of things to consider about any kind of special event (Table 3). First and foremost, clear event objectives must be stated – this is especially important in fundraising as clear monetary targets need to be set. Secondly, choosing the right audience matters in order to achieve the greatest return and donor retention. Promotion is another thing that needs to be planned carefully so that the largest audience is attracted and the message, including case for support, is communicated properly. Content, that is, event agenda and ticket pricing matter a lot and influence the success of the event. In terms of logistics and supplies such things as venue, food and beverages, transportation and staffing need to be thought out. Lastly, budget may be the most important thing on this checklist since event expenses lessen the cost of funds raised.

Table 3. Anatomy of an Event (based on Kilkenny 2006, cited in Sargeant and Shang 2010, pp. 531-535)

Consideration	Commentary
Objectives	What the event aims to achieve
Participants and attendees	Selection of attendees based on the event purpose, so is the selection of performers
Site selection	Finding an appropriate venue
Promotion	Spreading invitations and awareness in media: daily and weekly newspapers, magazines, public service announcement, talk radio and etc
Agenda	Outlining the timing of activities within the event
Food and beverages	Securing catering options
Transportation	Logistical issues related to provision of the event
Staffing	Hiring staff to man the event and handle various issues

Budget	Planning event expenditures
Ticket pricing	Setting price based on expenditures and fundraising

2.5 Finnish Fundraising Environment

Though very varied, forms of fundraising, illustrated earlier in this chapter, are not applicable to all cultural environments due to various reasons. Due to contrasting developments in the UK and the USA of the twentieth century, the focus of fundraising initiative has differentiated (Sargeant 2004, p.1). The culture of donating may well depend on how common charitable organisations are in a country and how much they force donations on the population by their marketing effort. Organisations therefore should engage in fundraising forms appropriate in the environments they operate. This subchapter seeks to give a short overview to the fundraising environment in Finland.

There are many not-for profit organisations in Finland; they are supervised by VaLa ry, the umbrella structure that provides training and support (VaLa, 2014). There is a number of international charitable organisations present in Finland the biggest being UNICEF, Red Cross, Amnesty International, World Vision, UN Women, WWF, Plan International, Rotary International and the others (Lahjoitus and Hyväntekeväisyys, 2014). Apart from professional fundraising organisations, there are a lot of civic groups supporting global development issues worldwide. These are governed by the umbrella organisation Kepa that comprises over 300 member organisations of different size (Kepa, 2014). The biggest and oldest organisation in Finland involved in humanitarian aid is Red Cross Finland active since 1877. The Finnish Red Cross provides aid in forms of financial support, aid material and personnel (Red Cross Finland, 2014); the organisation's disaster relief fund receives around 10 million euros income yearly (Red Cross Finland, 2013). The biggest tradition in collecting donations for children support worldwide is hosted yearly by Red Nose Finland and is called Nenäpäivä ("nose day" in English) (Nenäpäivä, 2015).

Finland's fundraising habits are not much different from the rest of Europe's. According to the research undertaken by Charities Aid Foundation (UK) in 2010, Finland ranks 45th in the list of 163 countries in the study with 42 % of population ready to donate money regularly and 28 % ready to sacrifice their time for charitable causes (Yle, 2010).

While the overall trend of philanthropy can be characterised as positive, there are critiques in the sector. Major fundraising organisations are sometimes criticized for low levels of transparency (Talous Sanomat, 2013). Much of critique concerns the legal basis for the activities of nonprofit organisations, including fundraisers. The Finnish law regulating not-for-profit sector is hindering its development (European Fundraising Association, 2012). The law requires any organisation that intends to collect money (including fundraising purposes) to obtain a permission issued by Finnish National Police Board under the Finnish Money Collection Act (Rahankeräyslaki, 2006); currently there are a lot of applications in process and generally it takes about four months for permission to be issued (Rahankeräysluvat, Suomen Poliisi, 2014). Industry professionals look forward to the legalities attached to nonprofit organisations' activities to be made easier (European Fundraising Organisation, 2014). The strict law makes it difficult for new organisations to engage in professional fundraising practices yet a support event that can also help raise money for a cause only requires forwarding a written notice to the local police department.

3. RESEARCH METHODOLOGY AND FINDINGS

3.1 Research strategy

The study had two main objectives: to research possible ways for KIAKK's co-operation with other organisations and based on that, to design a fundraising plan for implementation. It is, therefore, a combination of inductive and deductive approaches.

Inductive reasoning is "the systematic process of establishing a general proposition on the basis of observation of particular facts" (Ghauri and Grønhaug 2010, p. 16). Attitudes, opinions and facts were collected from interviewees to create a big picture of the fundraising and co-operation situation in the area that would act as a basis for devising a fundraising plan.

Deductive reasoning is defined as "the logical process of deriving a conclusion from a known premise or something known as true" (Ghauri and Grønhaug 2010, p. 16). This approach was used in analysing and applying appropriate theoretical elements of fundraising to the final planning model.

This research was designed as exploratory. An exploratory study is a "research that aims to seek new insights into phenomena, to ask questions, and to assess the phenomena in a new light" (Saunders et al 2012, p.670). The study required ~~the~~ exploration of fundraising techniques and practices by means of literature research, the identification of opportunities for co-operation with organisations and identification of attitudes and opinions of industry professionals through in-depth interviews.

3.2 Data collection methods

This study required the collection of qualitative data. Valuable insight information was needed for situation analysis of KIAKK and its environment. The purpose of collecting data was to explore the variety of fundraising

endeavours undertaken by various organisations and community groups, their experience and attitudes to possible co-operation with KIAKK.

The one-to-one in-depth interview was chosen as the primary method of collecting the data. An in-depth interview or unstructured interview is a “loosely structured and informally conducted interview that may commence with one or more themes to explore with participants but without a predetermined list of questions to work through” (Saunders et al 2012, p.684).

Interview respondents were selected based on the commissioner’s suggestions, likely relevance to the topic and contribution to the research. The respondents were divided into various types: professional fundraising organisations (such as, for example, charities with worldwide presence), smaller size community organisations engaging in fundraising activities, non-profit organisations without fundraising experience and for profit organisations in the local area of Kouvola and Kymenlaakso that might be interested in KIAKK’s professional activities. Among each group snowball sampling was also used – respondents recommended other organisations to be included in the research.

In this study, semi-structured interviews were conducted. Different questions were developed for interviewing professional fundraising organisations and nonprofit organisations not usually engaging in any kind of philanthropic activities. The questions for charities were aimed at exploring organisation’s fundraising expertise, its knowledge about Finnish fundraising environment and history of co-operation with commercial organisations. Topics such as attitudes towards fundraising, history of networking with organisations and perspectives of co-operation with KIAKK were discussed with the other group of respondents.

3.3 Validity, reliability and ethics

As Quinlan (2011, p.75) puts it, ‘in order to be valid, a research project must make a contribution to knowledge. The evidence gathered for research project

must be valid'. The validity of this research will be ensured by taking a wider scope of organisations to participate, collecting a range of opinions and attitudes that will later be linked to create a realistic event plan to be executed by the commissioner. All data shared by participants will be taken in account in order to make the research outcome reasonable and logical. The research will contribute to the commissioner's knowledge by designing ways of consolidated effort made by companies otherwise not feasible without the help of respondent organisations.

Sekaran and Bougie (2013, p.228) define reliability as 'the extent to which a measure is without bias and hence insures consistent measurement across time and across the various items in the instrument'. The reliability of the research study is established by the choice of appropriate data collection and data analysis methods. However, the opinions and attitudes expressed via data collection depend heavily on the individuals representing the organisations – therefore it must be stated that the outcome of the research will be subject to attitudinal bias.

This research is a study evolved around the commissioner in which participants may change across time along with their perceptions and actions. Moreover, the unpredictable and unexpected nature of fundraising events based on disaster relief may change the course of actions of the commissioner and its possible partners. Therefore, only parts of this research (containing models of fundraising events, for example) may be replicated across time and considered reliable across time.

Ethics in business research refers to 'the application of ethical principles and standards' (Quinlan 2011, p.70). It must be ensured that the researcher acts on behalf of the commissioner and tackles contact of research participants, in this case, local organisations and their representatives, in a professional manner. There is ethical responsibility to the commissioner in conducting a professional research that would be meaningful for the organisation. An open and frank approach was taken to conducting the interview and the research – the interviewees have agreed to share their opinions publicly and no internal company information was violated within this research.

3.4 Data analysis

A step-by-step qualitative analytical process was chosen to interpret the data collected by the interviews. Interview transcripts were prepared initially to serve as raw data for analysis. The transcripts were reviewed several times for better understanding and identification of information relevant to the research. Then, the ideas expressed by the respondents were labelled and categorized. The final step of data analysis included grouping the ideas in order to produce specific answers to research questions such as what types of fundraising events can be organised by KIAKK and what organisations could be approached for cooperation.

The data analysis combined inductive and deductive methods interpreting various aspects of both generalizations and specific notions expressed by the interviewees so a bigger picture of the potential fundraising environment for KIAKK could be produced and serve as a canvas to research outcomes.

3.5 Research findings

A total of three in-depth interviews were conducted within this research. Jiri Jyrkiäinen, the chairman of KIAKK, has provided his visions on many aspects of fundraising, including desired planning frameworks and ideas for cooperation. Other interviewees were Leena Heikkilä, representative of Pohjois-Kymen musiikkiopisto (PKMO) and Jaakko Salovaara, current president of Kymenlaakson Nuorkauppakamari (Kymenlaakso Junior Chamber of Commerce, JCI).

Both JCI and PKMO are involved in fundraising; JCI mainly fundraises to support its internal operations and projects. Their recent fundraising efforts included educational events for enterprises and production of trade magazine about opportunities with Kymenlaakso region. They also cooperate with Kouvola's division of Mannerheimin Lastensuojeluliitto (MLL) and local supermarkets on Christmas event projects. PKMO's major fundraising effort so far has been hosting the local edition of Nenäpäivä (Red Nose Day).

The respondents have commented on different aspects of their experience in fundraising – the time of the year influences fundraising efforts due to the activity flow of organisations who are directly involved. JCI has mentioned that the best initiatives they had were educational events and gatherings for enterprises and industry professionals as well as producing content such as magazines, for example. A good point that relates to the fundraising ecosystem of Finland was raised by Heikkilä – she stated that Finland has a great pool of potential donors who are willing to help, making it positive for fundraising efforts to exist and plead for money.

One of the goals of in-depth interviews was to find out whether the interviewees' organisations are willing to co-operate with KIAKK on fundraising and lead the interviewees in generating more ideas for potential stakeholders. JCI and PKMO were found to be very much willing to organise fundraising events. Both respondents have named the following organisations as useful in cooperative efforts: Kymenlaakso Chamber of Commerce, City of Kouvola, Red Cross (the Eastern Finland division) and MLL. The Chamber of Commerce and City of Kouvola were mentioned as good marketing sponsors and Red Cross was referred to as a great source of fundraising expertise and obviously, a major collector and distributor of funds.

All respondents have mentioned fundraising event ideas that they think would be relevant for KIAKK and their involvement. Three main ideas have emerged: an international foods bazaar, a benefit concert and an educational event. JCI has expressed interest in using such resources as their members and volunteers, marketing channels and leads to possible speakers, performers and venue options. PKMO would be willing to provide KIAKK with their staff as organisers and performers, their space and marketing channels as well.

The interviews have shed light on challenges in organising fundraising endeavours from a practical point of view: JCI has specifically mentioned that the most difficult task is to get people sell causes to donors. In relation to fundraising atmosphere, JCI stated that it does not seem to be positive in either commercial or communal circles. Another practical challenge is time framing for organisations – it takes months for community level NGOs to

proceed with project effort since that involvement is not primary for any of its members. For PKMO, regarding such endeavour as a benefit concert, a great challenge could be event logistics and how the concert would fit into PKMO's busy general activities and scheduling.

4. DESIGN AND PLANNING OF FUNDRAISING EVENTS FOR KIAKK

This chapter introduces the fundraising framework developed for KIAKK based on the research findings expressed above. The theoretical models such as generic fundraising planning framework from Chapter 2 were used to outline fundraising audit aspects and event plans.

4.1 Mission and organizational objectives

One of the organisation's missions is to promote cultural exchange between Finnish companies and the companies of East Asia. Organising events to raise money for a cause connected to the countries of East Asia, namely for disaster aid, would add exposure to the cultural exchange and help raise awareness of East Asia, its culture and its business culture among the Finnish companies of the region.

It is important for KIAKK to state its objectives for a fundraising event regardless of the scale of it since the amount money raised should surpass the costs of organising the event.

KIAKK's fundraising initiatives will seek the following direct and indirect objectives:

- raise money to support ~~of~~ disaster relief initiatives in the countries of East Asia;
- consolidate efforts of the organisations of local community to organise events;
- integrate foreigners into the local business community, facilitate the development of cultural dialogue between the representatives of local business and foreigners under employment pressure;

- raise awareness of the cause;
- gain media exposure within the local community of Kouvola and Kymenlaakso.

To achieve the above stated objectives, a network of organisations should be organised to manage different issues such as staffing, performing, catering and the like. It is important to state here that KIAKK sees integrating foreigners into the local business community as a primary aim of its efforts whereby raising money would be a side objective well attributable to events that fit fundraising framework. KIAKK has also expressed its wish to get the students of Kymenlaakso University of Applied Sciences involved in its fundraising efforts, especially the students of foreign origin (Jyrkiäinen, 2014).

4.2 Fundraising audit

This part of the chapter gives an overview of the situation analysis – a brief fundraising audit of KIAKK that states the organisation's current position and outlines different factors that can contribute to the success of fundraising efforts or, on the contrary, act as constraints.

PEEST (Political, Economic, Environmental, Socio/cultural, Technological) analysis examines the organisation's macro environmental influences (Sargeant and Shang 2010, p .120). The data for the analysis was gathered through secondary sources. For example, legal environment in Finland does create a constraint since money collection is governed by an act that obliges obtaining permission from Police that may queue for months. In terms of economics, trends in disposable income influence people's ability to give. One of the environmental factors having indirect impact on the existence of causes for support is the increase in natural disasters worldwide. A strong cultural factor is an increasing number of immigrants in Finland that is followed by a change in attitudes to foreigners in local communities. As for technical factors, advancements such as mobile banking make it easier to facilitate donations.

Table 4. PEEST Analysis for KIAKK

Political factors	Legal constraints attached to the registration of fundraising activities with the police
Economic factors	Trends in wealth, employment, tax, consumption, negative economic environment
Environmental factors	Rise in probability of natural disaster in East Asia as a consequence of global warming processes
Socio/cultural factors	Rise in the number of immigrants in the local community, shift in attitude to foreigners, globalisation of culture, employment pressure on foreigners in Finland, established co-operation between businesses of Finland and Asia
Technological factors	Advances in behavioural marketing and targeting (marketing direct donations), development of social media campaigns, development of fundraising techniques (including online donations) in Finland

SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis structures the factors that can drive KIAKK's fundraising efforts. On the strength side, KIAKK with its professional networks is able to reach quite a range of commercial and non-commercial organisations in Kouvola and Kymenlaakso and thereby find more sponsors. What might be weaknesses though, is that KIAKK, established only recently, is still lacking connections with key organisations and has not achieved high awareness among the local business and general public. Yet there are many opportunities that KIAKK can act upon: partnering with local NGOs, including KyAMK and establishing a yearly fundraising tradition in Kouvola and its region. Threats, in this case, is unwillingness of partners to co-operate as well as inability to organise events on a very short basis due to logistical constraints and lack of experience.

Table 5. SWOT Analysis for KIAKK.

Strengths	Weaknesses
Ability to reach many companies and organisations in the relatively small community of Kouvola	Lack of connections with potential community partners
Presence of organisations with partner networks (for example, the City of Kouvola, Kinno Oy, Cursor Oy)	Lack of experience in fundraising
	Low organisation awareness in the local community
Opportunities	Threats
Establishing partnerships with organisations in Kouvola (for example, Kymenlaakso Chamber of Commerce, Kymenlaakso Youth Chamber of Commerce)	Unwillingness of organisations to co-operate
Co-operating with KyUAS to involve foreign students into the fundraising events	Unpreparedness to deliver an event on a short notice
Establish an annual fundraising tradition in Kouvola	Overlapping with other major fundraising happenings (seen as competition in terms of potential donors)

4.3 Marketing and communication objectives

A fundraising event will naturally attract a lot of donors whose participation to the event will depend on the communication message, the way the cause and the event are presented to the public. Communication and marketing of the event will in many respects ensure the success of fundraising events.

There are various aspects related to communication to be considered: how KIAKK will position itself and its role in the event, what kind of cause will be chosen and how to better communicate the cause to donors, what kind of channels to use for marketing the event.

KIAKK should position itself as the event's main organiser and promoter of East Asian culture exchange in the local community. Moreover, KIAKK stands among business networking organisations and should put emphasis on its relation to commercial organisations in the region.

Donors will naturally expect the event and its organiser to be highly trustable. The best way of raising trust of the whole fundraising initiative is involving a charity with high levels of brand awareness to achieve a higher donor appeal - such is in this case Red Cross Finland with its regional office in Kouvola. Thereby, donors will attribute the event to both KIAKK and Red Cross along with other partners whose support should be mentioned in all communication materials.

To ensure the success of the event, a case for support must be developed together with Red Cross Finland who will be the beneficiary of funds raised by the event. As defined by Sargeant (2004, p.86), "case for support is the expression of the cause and why it warrants support". The manner of portraying beneficiaries influences attitudes towards the cause and therefore its fundraising success (Sargeant 2004, p.105). It is vital to develop a case for support in the very beginning of the communication campaign attached to the event as donors will become attracted to a detailed case for help (a chosen community in East Asia affected by disaster) rather than vague appeals for general help; they will also want to know where their donations will go. It would also be effective if donors are communicated how much their donations would help the community: for example, how many aid kits could be bought with the sum of their donation. The case for support should be the basis of all communications attached for the event.

Throughout the communication, an appropriate mode of asking should be chosen. The mode should be viable. It would be wisest to base the communication materials on Red Cross's Finland existing types of disaster relief appeals.

Taking into account the aspects mentioned above, the communication objectives may be listed as follows:

- developing an appropriate case of support;
- identifying partners to be included in the message (key partner being Red Cross Finland);
- choosing the channels of communication;
- delivering communication message to the public.

There is a variety of communication channels KIAKK should use to raise awareness about its fundraising initiatives. First of all, detailed event information should be listed on the official websites of all organisations affiliated to the event, mainly on KIAKK's and Red Cross Finland websites. Secondly, local media should be attracted to advertise and promote the event before and after it takes place. The delivery of communication message will be challenging since the event will have to be organised fast while general media coverage of a disaster is still high.

It is worth mentioning that social media could be a great tool for KIAKK to attract donors and raise awareness of causes. Pushed posts and community groups can be used to appeal to a wider and younger audience, especially the international segment of it.

Finally, the anatomy of communication materials related to the event should include the following: stating the organiser and its partners, describing the case for support, and stating organisation's external objectives for the fundraising event and inviting public to participate.

4.4 Tactical plans and scheduling

Tactical Plans are the key part of the fundraising framework developed in this chapter. They are detailed guidelines KIAKK should follow to organise its fundraising events. The plans are based on the event anatomy framework illustrated in Chapter 2.

Two event plans were developed based on the ideas of a food bazaar (suggested by KIAKK) and a benefit concert (suggested by Pohjois-Kymen musiikkiopisto). Since the events are aimed at raising funds for a cause of disaster, the times and dates cannot be planned. A food bazaar is a universal idea that can be organised any time of the year. The benefit concert, as said by Pohjois-Kymen musiikkiopisto, is better to take place in autumn. There is also an idea to host a yearly Chinese New Year festival in winter.

4.4.1 Event plan: benefit concert

This event, along with the next two event ideas will be based on the anatomy of an event framework described by Sargeant in *Fundraising Principles and Practice* (2010, pp.531-535). The events ideas are described freely in the following subchapters. A detailed time-based event planning framework can be found in Appendix 2.

A "benefit concert" or "benefit performance" may be defined as a performance that is "given to benefit a charitable organization, which may sell tickets and keep the proceeds" (Encyclopedia Britannica, 2015). Based on the research findings, a benefit concert could be among the most feasible ideas to execute as there is a major organisation that could produce and support the event (PKMO). Organisations such as City of Kouvola and Kymenlaakso University of Applied Sciences could be valuable partners in producing a concert as well. Contributing to the feasibility of this event is general public's preparedness for fundraising concert since there are regular events such as Nenäpäivä taking place. The special ideas for producing the concert relate to the creation of unique content for performances: showcasing the musical and theatrical traditions of Asian cultures. PKMO has a very wide instrumental base and together with international students of KyUAS, a variety of true performances can be produced.

The objectives of the concert would be naturally to collect donations and raise awareness of causes such as catastrophic relief in Asia. As mentioned by Heikkilä, logistically, the best time of the year for such concert is autumn.

Despite PKMO's interest in producing the concert, there will be logistical difficulties to create content – draft a performance programme and organise staff and students to rehearse. Those constraints would influence the time frame of event planning that would comprise around two months.

Two venues have been found to satisfy a benefit concert idea – the hall of Kouvola Talo belonging to PKMO and the Kouvola City Hall. Both venues could be used for free on agreement with the City of Kouvola. Based on the venue size, the target number of attendees can be set at 500 people and with a price of 30€ would raise a solid amount of 15000€ that is equivalent of nearly 150 yearly donor contributions (based on a minimum amount of 8€ per month that Red Cross Finland and Greenpeace Finland use to recruit donors).

In terms of target audience, the event would be aimed at general public who is interested in art, representation of various cultures and giving. One of the main groups that the concert would be addressed to is PKMO's permanent audience. The promotion of the event can be done using PKMO's own channels and distribution network along with advertising in local newspapers and radio.

4.4.2 Event plan: food bazaar

The idea behind a food bazaar, as expressed by Jyrkiäinen (2014) is to familiarize the local residents of Kouvola with Asian cultures and cuisines, thereby increasing cohesion between foreigners and local dwellers and potentially raising the commercial interest of Finnish companies in the Asian region.

Main producers and participants of the bazaar would be foreign students of KyUAS as well as local foreigner communities. The bazaar would work as an open food market with the same concept as international Restaurant Day – individuals would be invited to cook and sell their food. The funds can be raised by taking a share in profits from sales and charging money by providing stalls. An ideal venue for the event could be Hansa shopping mall in the centre of Kouvola or nearby Manski street. Alternatively, the bazaar could also

be organised on KyUAS campus. Hosting the event in spring or summer would help achieve a maximum number of attendees.

As in case with the benefit concert, advertisements in local media outlets would be a useful marketing channel. Yet in this specific case due to involvement of students and a target audience (that includes all ages), social media channels should be explored.

The food bazaar is likely to work well on its purpose of raising cultural awareness yet the fundraising targets would be much lower than those of a benefit concert. With 50 participants (selling outlets) and the price of 10€ per stall and a wild guess of sales profit, the event would collect around 1000€.

The convenience of organising such food bazaar lies in a much shorter timeline of around 1 month. With people generally very eager to participate to food markets and taste various cuisines, it can be said that the audience engagement in his event will be quite high. Since the event is very much feasible, it can be repeated and organised twice throughout a year.

4.4.3 Event plan: Chinese New Year

The Chinese New Year celebrations, a strong tradition that has found its place in Finland as well (an example could be recent celebrations in Helsinki in 2015) could be a great exposure for fundraising endeavours. The Chinese community of Kouvola and foreign students of KyUAS could help produce and manage the event. Due to high awareness of this Chinese tradition, it can be said that the New Year celebrations will attract an audience that is much bigger than that of a benefit concert, for example. The celebrations could be held in form of a two-day festival in the centre of Kouvola. The event would be an interesting addition to the communal winter activities in Kouvola.

The donations could be collected by charging money on tickets that would give general access to the festival – celebrations, fireworks, street food and possible workshops, exhibitions and other services. The target number of

attendees may be set at 5000 people. With an average ticket price of 10€, the revenue may reach 50000€. Despite a big organisational budget, the festival would still raise quite a lot of funds that would account for a very generous contribution in terms of fundraising.

As for marketing, the event would appeal to an audience beyond the city of Kouvola but the nearby cities and the whole of Kymenlaakso region as well. Having that in mind, a larger variety of media and social media channels could be used to market the event.

Challenges involved in organising the festival may involve natural weather constraints and difficulties in optimizing venue prices. Nonetheless, such festival could become a yearly tradition in Kouvola and a brand in itself.

4.5 Monitoring, evaluation and follow-up

The progress towards the specific goals of the event should be monitored. This includes analyzing how much money was raised, how much was spent on organisation costs against the planned amount, what marketing channel proved to be the most effective and whether the overall tactics were appropriate.

After a fundraising event takes place, it is very important to maintain the communication message on how much funds were raised and whether they reached the designated cause as donors should be made satisfied with their donations to ensure the future success of fundraising efforts. Moreover, each donor should be thanked for their contribution. Maintained responsibility in front of donors will influence their possible future involvement.

The success of fundraising efforts will bring positive outcomes for KIAKK. The awareness of the guild will be raised, it will gain exposure and much needed publicity; the trust between the guild and its partner organisations will be established. The fundraising events involving the local community may also pave the way to international philanthropy tradition in the area.

5. CONCLUSIONS

This chapter provides a summary of the research findings and suggestions for further research that can be undertaken to strengthen the potential fundraising activities of KIAKK.

5.2 Summary of Main Findings

The main findings have shown that fundraising events at first, cannot easily be organised by KIAKK alone and require a network of partners or stakeholders to which every organisation will contribute its resources such as, for instance, staff or volunteers, use of marketing channels and planning expertise.

Secondly, based on the ideas expressed by potential cooperators, the research has found that the most feasible events are logistically quite difficult to be organised on an ad-hoc basis thus making it difficult for KIAKK to engage in a rapid disaster relief campaigns. The following conclusion may be drawn from that: KIAKK's fundraising efforts should be established independent of the development and state of causes in Asia (such as disasters) due to their unpredictability and logistical constraints in event organisations. Instead, KIAKK could organise its fundraising efforts on a regular basis and become a permanent corporate donor to a major disaster relief organisation such as Red Cross Finland, for example.

The research has identified three event ideas as feasible within the current fundraising environment and organisational framework of Kouvola – a benefit concert, a food bazaar and a Chinese New Year festival. Based on those, general event plans were created.

5.3 Suggestions for Further Research

To increase effectiveness of future fundraising campaigns, further research could discover donor audience and relationships and devise new ways of

appealing to donors under the local context of fundraising in Kouvola and Kymenlaakso. That could include exploring donation-based crowdfunding as an alternative since crowdfunding has only recently been allowed in Finland and is now in the stage of development.

REFERENCES

American Red Cross, 2015. Ways to Donate. In: American Red Cross Official Website. Accessed on 10 March 2015. Available from:

<http://www.redcross.org/support/donating-fundraising/donations>

Association of Fundraising Professionals Dictionary, 2003. Accessed on 13 August 2014. Available from:

http://www.afpnet.org/files/ContentDocuments/AFP_Dictionary_A-Z_final_6-9-03.pdf

Caffrey, A., 2013. 5 Examples of Corporate Disaster Relief. In: Triple Pundit. Accessed on 16 March 2015. Available from:

<http://www.triplepundit.com/2013/12/5-companies-giving-disaster/>

Causes, 2015. Accessed on 25 April 2015. Available from: www.causes.com

Coca-Cola Company, 2012. Disaster Relief Recovery. In: Coca-Cola Company Official Website. Accessed on 5 March 2015. Available from:

<http://www.coca-colacompany.com/stories/disaster-relief-recovery>

Crowdrise, 2015. Accessed on 17 April 2015. Available from:

www.crowdrise.com

Donahue, A. in Seiler, T.L., Aldrich, E. and Tempel, E.R., 2010. Achieving Excellence in Fundraising: Principles, Strategies and Methods, 3rd edition. Jossey-Bass: San Francisco

Encyclopedia Britannica, 2015. Accessed on 13 February 2015. Available from:

<http://global.britannica.com/EBchecked/topic/60652/benefit-performance.>)

European Fundraising Association, 2012. Finnish associations battle stringent fundraising laws. 31 January 2012. Accessed on 15 August 2014. Available

from: <http://www.efa-net.eu/member-news/news-from-finland/90-finnish-associations-battle-stringent-fundraising-laws>

European Fundraising Association, 2014. Finland's European politicians think legislation should be harmonised. In: National News [online]. 20 March 2014. Accessed on 15 August 2014. Available from: <http://www.efa-net.eu/member-news/news-from-finland/312-finland-s-european-politicians-think-legislation-should-be-harmonised>

Finn Church Aid, 2015. Asia. In: Finn Church Aid Official Website. Accessed on 15 March 2015. Available from: <http://www.kirkonulkomaanapu.fi/en/work/asia/>

Finn Church Aid, 2014. Our Work. In: Finn Church Aid Official Website. Accessed on 14 March 2015. Available from: <http://www.kirkonulkomaanapu.fi/en/work/>

Finnish Red Cross, 2014. Finnish Red Cross 2013 Annual Report. 16 May 2014. Accessed on 15 August 2014. Available from: http://www.redcross.fi/sites/frc2011.mearra.com/files/tiedostolataukset/annual_report_2013_16052014.pdf

Finnish Red Cross, 2014. Our work around the world. In: Finnish Red Cross Official Website. Accessed on 15 August 2014. Available from: <http://www.redcross.fi/about-red-cross/our-work-around-world>

Flick, U., 2009. An Introduction to Qualitative Research, 4th edition, SAGE Publications: international

Kachinske, T., 2009. 90 Days to Success in Fundraising. Course Technology Cengage Learning: international

Kotler, P., and Andreasen, A., 1996. Strategic Marketing for Non Profit Organisations, 5th edition. Prentice Hall

Mård, A., 2013. Hyväntekeväisyys luupin alle! (Translation: Charity under a magnifier!). 13 December 2013. In: Talous Sanomat [online]. Accessed on 15 August 2014. Available from:

<http://www.taloussanomat.fi/kolumnit/2013/12/13/hyvantekevaisyys-luupin-alle/201317242/145>

Interview with Jarkko Salovaara, Kouvola Junior Chamber of Commerce. 15 August 2014.

Interview with Jiri Jyrkiäinen, KIAKK. 8 June 2014

Interview with Leena Heikkilä, PKMO. 6 July 2014

Kepa, 2009. Accessed on 15 August 2014. Available from:

<http://www.kepa.fi/international/english>

Kymenlaakso East Asia Guild of Commerce, 2014. Accessed on 5 May 2015. Available from: <http://kiakk.fi/in-english/>

Lahjoitus, 2014. Accessed on 15 August 2014. Available from:

<http://www.lahjoitus.org/>

N/a, 2013. Euro UNICEFille? –kampanja käynnistyi H&M:n myymälöissä

(Translation: Euro to UNICEF? Campaign launched in H&M Stores). In:

Suomen UNICEF [online]. 14 October 2013. Accessed on 15 August 2014,

Available from: <https://www.unicef.fi/tiedotus/uutisarkisto/2013/euro-unicefille-kampanja-kaynnistyi-hm-n-myymaloissa/>

N/a, 2014. Hyväntekeväisyys Directory. Accessed on 15 August 2014.

Available from: [http://xn--hyvntekevisyys-](http://xn--hyvntekevisyys-7hbg.fi/index.php/hyvantekevaisyysjarjestoja)

[7hbg.fi/index.php/hyvantekevaisyysjarjestoja](http://xn--hyvntekevisyys-7hbg.fi/index.php/hyvantekevaisyysjarjestoja)

Nenäpäivä, 2015. Tietoa. Accessed on 15 April 2015. Available from:

<http://www.nenapaiva.fi/tietoa>

Network for Good, 2015. Accessed on 18 January 2015. Available from: www.networkforgood.org

Quinlan, C., 2011. Business Research Methods. Southwestern Cengage Learning: international

Rahankeräyslaki, 2006. In: Finlex. Accessed on 15 March 2015. Available from: <https://www.finlex.fi/fi/laki/ajantasa/2006/20060255>

Robinson, P., 2011. 250+ Fundraising Ideas for your charity, society, school and PTA, Nell James Publishers, UK

Ross, B., and Cagney, P., 2013. Global Fundraising: How the World is Changing the Rules of Philanthropy. John Wiley & Sons: USA.

Sargeant, A., and Jay, E., 2004. Fundraising Management: Analysis, Planning and Practice, Routledge: London and New York

Sargeant, A. and Shang, J., 2010. Fundraising Principles and Practice. Jossey-Bass: San Francisco

Saunders, M., Lewis, P., and Thornhill, A., 2012. Research Methods for Business Students, 6th edition. Pearson: international

Schimmelpfennig, S., 2011. The Dirty Truth About Disaster Fund Raising. In: World View [online], The Chronicle of Philanthropy. 29 March 2011. Accessed on 13 June 2014. Available from: <http://philanthropy.com/blogs/world-view/the-dirty-truth-about-disaster-fund-raising/219>

Sekaran, U., and Bougie, R., 2013. Research Methods for Business. A Skill-Building Approach, 6th edition, John Wiley & Sons: UK

Suomen Poliisi, 2014. Rahankeräysluvat. In: Finnish Police Official website. Accessed on 13 August 2014. Available from:

<https://www.poliisi.fi/poliisi/home.nsf/pages/0A14F93E322B026BC22571DA002EBE85?opendocument>

Suomen UNICEF, 2015. Accessed on 7 April 2015. Available from:
<https://www.unicef.fi/unicef/suomen-unicef/>

Thomas A., Fritz L., 2006. Disaster Relief Inc. In: Harvard Business Review. Accessed on 16 March 2015. Available from: <https://hbr.org/2006/11/disaster-relief-inc>

UNICEF International, 2015. How you can help. Accessed on 10 March 2015. Available from:
http://www.supportunicef.org/site/c.dvKUI9OWInJ6H/b.7640399/k.3E5C/Support_UNICEF__How_you_can_help.htm

Vastuullinen Lahjoittaminen ry (VaLa ry), 2014. Accessed on 15 August 2014. Available from: <http://www.vala.fi/>

World Vision, 2015. Our impact on disaster relief. In: World Vision Official Website. Accessed on 4 March 2015. Available from:
<http://www.worldvision.org/our-impact/disaster-relief>

Yle Uutiset, 2010. Kansojen halukkuus hyväntekeväisyyteen tutkittu –Suomi keskitasoa (Translation.: People’s willingness to donate to charities researched – Finland is in the middle). 8 September 2010. Accessed on 15 August 2013. Available from:
http://yle.fi/uutiset/kansojen_halukkuus_hyvantekevaisyyteen_tutkittu_-_suomi_keskitasoa/5628504

Interview Transcript

Transcript of the interview with Leena Heikkilä, Pohjois Kymen musiikkiopisto (PKMO)

Researcher: Does your organisation engage in any kind of fundraising activities?

Leena: Not really. I am only aware of one event that happens every year called Nenäpäivä which is a countrywide fundraising event. In the whole country people collect money for, I think, poor children in Africa. It is usually held in October.

Researcher: Do you know what kind of charity is supported with donations collected at Nenäpäivä? Is it a big charity like Red Cross or other kind of charity?

Leena: Yes, somehow. There are some organisations involved and many schools and music schools, youth organisations are involved..

Researcher: If the Guild offers to organise a smaller scale benefit concert, would your organisation be interested in co-operating?

Leena: I think this kind of co-operation would be possible because we have been discussing this in our Guild meetings but only generally, no specific ideas were suggested yet.

Researcher: If such kind of a benefit concert would have to be organised, does your organisation have performers, people who would like to play music or sing, for example?

Leena: I think so, yes, because we organise quite many concerts anyway and one of them could be a benefit concert or we can hold it as a separate event.

Researcher: Would it be possible to invite performers from outside? For example, KyUAS students from Asia who can play music or sing or dance? Possibly it can be a joint performance where local people perform along with foreign students?

Leena: It may be possible. We have quite a big music school and we teach almost every musical instrument and many music classes, so we have many different kinds of music that are studied here. But we have never done any co-operation with outside musicians so that would be an interesting thing to do. I think our music school could receive some positive attention if we do this. But of course staff's schedules are quite difficult and full so we have to know about things like these in advance. Then we should prepare it very carefully because

if some catastrophe in Asia strikes, we don't have that much time to organise this event.

Researcher: So, ideally, how much time would you need to prepare for an event like this?

Leena: Well, I think with students it takes a little bit more time but if it happens, for example, in Autumn (from August to December), the students have already studied something (because we begin in August) and then, for example, in September there is not so much prepared by students but as the time goes on, students get more ready for performing. Another alternative is that the teachers can play something. And usually we can do it a little bit faster.

Researcher: Do you think one week's time would be enough to rehearse for a benefit concert?

Leena: That could be difficult but might be possible in a very critical situation. I think we would need at least two-three weeks since somebody needs to organise it all and be the contact person for all the teachers and all the performers since the event programme needs to be built so it is somehow reasonable or interesting. One cannot just put any kind of performance into this kind of event's programme.

Researcher: If this concert is to be organised, who would be the contact person?

Leena: I could be the contact person since I have been organising some concerts within our organisation before. But for an event like this, I would need permission from the headmaster of our school. And I would need to ask the performers to participate so I will have to discuss this all with our staff at our general meeting.

Researcher: If a benefit concert is being organised, what kind of resources do you need? You have performers, you have people who can organise a concert within the school but for marketing the event, for example, do you need external resources?

Leena: I don't think so, we have quite good connections and the most of the resources can be found within our organisation if the Guild can convince PKMO that this is important then we can organise the event and use our own marketing channels. We will also have the venue; our concert hall is at our possession usually so we can use it. For marketing we have a member of staff who does it. In case we co-operate with KyUAS in organising this concert, we would need contact people from the university too.

Researcher: What do you think might be the most difficult thing in organising this concert?

Leena: The aim of the concert is to get as much money as possible so maybe our hall is too small. Then, of course, the programme is important, so that it is interesting for people but I think that if we get some Asian students, for

example, to perform, we will get people more interested in this concert. A performance by Asian students will need some putting it together, rehearsing, so you [KyUAS] have to have some contact people that have to listen to the performers and listen to us [PKMO] so we can put it all together well. I think that will be the most difficult part. Another alternative is the City Hall which is bigger because they organise Nenäpäivä every year and I think last year the hall was quite full. Marketing in this case would be very important.

Researcher: But that hall cannot be used for free.

Leena: No. But if this is a benefit concert, we could probably ask the city [City of Kouvola] whether they can give it for free. I can easily ask about this from our music school.

Researcher: Does your music school co-operate with any kind of community organisations, some charities or other kind of organisations in Kouvola and the local area?

Leena: I don't think so. Only sometimes when some organisations have their festivals, they ask us to perform. Some small groups or soloists participate but it doesn't happen all the time.

Researcher: What kind of fundraising activities work better in Finland, in your opinion?

Leena: I think these kinds of concerts are good, children concerts also. Anyway, I think people want to help and when you organise some kind of "happening", it is the best way because it brings people together and gives them this feeling of doing a good thing especially if they can somehow participate in the event. I think the better way is when the funds are collected by selling tickets for fundraising events since you attend a concert and at the same time you give money.

