Online marketing strategy for a non-governmental organization

Bachelor thesis

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Abstract

Online marketing strategy for a non-governmental organization. Bachelor thesis. Brno: PEF Mendel University, 2017.

This bachelor thesis examines current marketing strategy used by non-governmental organization VODICÍ PES z.s. It suggests imporved marketing strategy that implements affiliate marketing, trends in marketing and merchandise to raise more funds for this organization.

Keywords

Marketing, internet marketing, affiliate marketing, non-governmental organization, social media

Abstrakt

Online strategie pro neziskovou strategii. Bakalářská práce. Bakalářská práce. Brno: PEF Mendelova univerzita v Brně, 2017.

Tato bakalářská práce se zabývá marketingovou strategií pro neziskovou organizaci VODICÍ PES z.s. Navrhuje zlpešení na základě její současné marketingové strategie a implementuje affiliate marketing, marketingové trendy a prodej reklamních předmětů pro navýšení přispívaných částek pro tuto organizaci.

Klíčová slova

Marketing, internet marketing, affiliate marketing, neziskové organizace, sociální média

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1 Introduction

VODICÍ PES z.s. is a non-governmental organization located in Brno. Its main purpose is to make the life of blind people easier and happier by enabling them to get a guide dog. They organize events for their blind clients that help them better understand how to live with their guide dog and also allows them to socialize with others. This organization does not raise the dogs from their birth. After they are born, they are placed into volunteering step families. These families take care of them until they are a certain age and ready to be adopted by a blind client. Every morning the dogs go from the step families to the training ground. Process of training is finished by the final examination.

This organization was chosen because of its helpful, kind and honest employees. Seeing the clients that received guide dogs trained by this organization and the difference it made in their life is touching. After seeing the value added to the life of these clients it was an easy decision to choose this organization. Although satisfactory number of contributions is received, there are still blind clients that are unable to get a guide dog, that could make their every day life a lot easier.

Non-governmental organizations, such as VODICÍ PES z.s. have almost 25-year tradition in Czech Republic. With rising GDP and wages, most people can afford every necessity for a good standard of living. This means that people are more likely to help others, rather than buying things they do not really need. This increases the number of contributors, which means that competition for contributors poses a bigger demand on marketing for organizations. In the last decade, the importance of internet marketing in the commercial sector has drastically increased. Marketing departments are being formed and creative agencies are cooperating with these organizations. The progress in marketing of non-governmental organization sector is not sufficient to keep up with the latest trends as workers of these organizations have other duties such as dog training and clients counceling.

This organization receives majority of funds from the government on training of the dogs, but a certain percentage is paid by the client. The first year of raising the dogs is not sponsored by government. Implementing marketing techniques used by profit driven companies allows this organization to reach its goals of raising more money to provide better service for their clients.

2 Objective

The objective of this thesis is to create a marketing strategy draft for a non-governmental organization VODICÍ PES z.s. that increases the number of contributions received. The outcome is a marketing strategy that contains analysis of each mainstream social media platform with suggestions how to utilize them.

Current situational analysis is performed to identify strengths, opportunities and competitive advantages. Based on this analysis and by examining the current tone of marketing communication, improved marketing strategy is designed.

To fulfill the main goal of raising more contributions and the subgoal of increasing the awareness about this organization, various approaches are introduced. The campaign is evaluated from the organization's point of view and financial benefits are calculated. The goal is to create a marketing campaign that is effective, simple to be created by the employees and built around the strengths of the organization.

Internet marketing allows VODICÍ PES z.s. to have a better control over their marketing costs, reach more people when compared to traditional media and differentiate themselves from other non-governmental organizations that underestimate the power of online marketing. With a better campaign, more volunteers can raise puppies until they are ready for training, more donations can be recieved and awareness of the issue can be increased.

3 Review of literature

3.1 Marketing

Marketing is a way of giving value. In the last century quality was the determining factor, but now customers want to feel and see the added value. Marketing therefore became the form of exchanging value between customer and a company. If a company sells a product or a service that customers and the broad public perceive as valuable, then the exchange is successful. (KOTLER, 2012)

It also contains setting up the distribution, pricing, targeting and promotion that the firm wants to implement when introducing a product to a customer in order to present a compelling value proposition.

Marketing is also a process that should be beneficial not only to the customer but also to employees, stakeholders, suppliers and the general public. This presents that marketing is more than billboard, television commercials or door to door selling. Its main point is to present the benefits that rise from the product or service by all available means. (KOTLER, 2012)

3.2 Marketing concept

It is a set of ideas and plan that are required in order to reach goals of the marketing campaign. It is important to know the needs and wants of the customers and be able to provide them with greater satisfaction than the company's competitors. (KOTLER, 2012)

Marketing concept should satisfy consumers needs and wants and it should also achieve the goals that the company has set. One of the pioneers of implementing the marketing concept was General Electric. In 1950s they implemented marketing into each phase of selling and conducting their business. Rather than starting marketing in the end of the product creation process they started marketing in the beginning. (KERIN, 2015)

The last part of marketing concept is so called societal marketing. The suggests that whenever is a company faced with a decision concerning marketing. It should think about and consider what their end-user finds as the most valuable. Both short-term and also long term. It should also take into consideration the society's interest. (KOTLER, 2012)

3.3 Marketing strategy

Marketing strategy is a way how to achieve company's marketing goal. It usually means creation and implementation of marketing program. It means selection of target group and the action steps that help achieve its goal. (KERIN, 2015)

3.4   Marketing metrics

This becomes the benchmark to which we can compare the success of a marketing campaign. Without clearly defined metrics and goals we cannot tell if a marketing campaign is performing well. (RIES, 2011)

In the beginning of each marketing strategy should be decision what kind of goal a company wants to achieve thanks. Most often used category of goals is awareness, consideration and conversion. This further affects if the sub goals become cost per lead, market share or cost per sale. (KERIN, 2015)

3.5   Positioning

Depicts the position or the image that the company wants to evoke. How it wants to be seen by its customers and the general public. It has its origin in marketing and it also means that a company develops a certain place in the market. It also means taking a position compared to competitors in order to come closer to their customers. (SMITH, 2014)

3.6   Customer equity

It is the total sum value of the company's customers, both potential and current. It can also be used such as future value of the customer base. (KOTLER, 2012)

3.7   Customer experience

The base of the whole relationship of the customer and the company is the customer experience. It describes how the customer experiences and responses to all the organization's services. The experience is important in the customer to company as well as inside the company i.e. How the employees see themselves and then further how they conduct themselves to their friends and customers that they come into contact with. This means that seller to customer contact is just as important as word-of-mouth, reviews tv reports. (KERIN, 2015)

3.8   Target audience

Effective marketing communication must have a clearly defined target audience. These are the current customers, potentional customers and opinion makers. Target audinece has a big impact on how the public sees the organization. The most important aspect is to build frequency of interaction and loyalty.

It is choosing the customers with similar values and interests. It differs from marketing to a broad audience by being able to start a conversation about a certain product or a topic that is close only to their target audience. This increases the chance of them noticing this message. Another part of target audience is a community that can create around a certain topic. This community cannot create itself

around nothing, there has to a certain shared interest and that is why target audience is used for. (KOTLER, 2013)

3.9   Internet Marketing

Internet gives branding and testing of different campaigns new dimension. Traditional marketing standards are just as important on the internet, but they are accessible to even smaller businesses that could not afford print or television advertising. It gives companies and organizations the ability to test a campaign in a small sample of customers, see immidiate results and then decide if they want to invest more resources into their advertising. This ability to see results immidiately and with great details should be connected with analyzing these results to see what aspects of each campaign are successful. The need for consistence and coherence to company's values still remains unchanged and is still as important as before. (KOTLER, 2013)

3.9.1   Marketing dashboard

It is the user interface that shows marketing metrics. It is usually viewed daily or weekly. Often marketers use A/B testing on weekly basis and then implement the more successful campaign.

Thanks to user-friendly marketing metrics this process makes this process easier. Depending on specific goals the dashboard shows metrics such as website hits, views or impressions, and conversion. Effective dashboard highlights those results that are significant for the chosen plan. User-friendly dashboard also warns about possible problems. (KERIN, 2015)

3.9.2   Content marketing

It is a way that companies create content a start a conversation with their customers to establish a brand and communicate their values to customers while creating a relationship with them. It is a different way of approaching selling. It decreases the role of tradition salesman and establishes more effective way of telling a customer your brand's story. It is a way of marketing that makes your customers like your brand. (WILSON, 2014)

The most important thing is to create content that the target audience finds interesting a valuable. That is the crucial condition that content must pass. Without passing this condition the interaction and the interest of customer is marginal and the whole cost of a campaign is non-effective. (BAINES, 2013)

Commonly used are Interviews with authorities in a given field. Which can give the brand a trustworthy image by linking their brand with a well-known expert. It also provides easier search ability for the brand when a customer is searching for an interview with his/her favorite expert they stumble upon your brand associated with him. This also closely connects with collaboration.

Other often used form is the news in a given field. Supplying what is new and then adding a small piece of the company's opinion. (PROCHÁZKA, 2014)

3.9.2.1 Pay-per-click

Also known as PPC, is a form of text advertisement. After user of a search engine types in keyword, paid and unpaid content appears. Advertiser only pays if a user clicks on his advert.

Most search engines sort what to show to the public on two criterias. The first one is relevance of the content and the second one is a maximum bid. As search engines want to keep their users satisfied they always try to display the most relevant content. This concept is sometimes also called cost-per-click. (ROBERTS, 2013)

3.9.2.2 Keywords

Keywords are the queries phrases or terms that the user of a search engine is searching for. Keyword can also mean:

- Phrase or a word that a maximum bid is set by its creator when submitting to a PPC campaign (for example Google or Yahoo)
- A part of HTML code that is implemented in the head of a website in order to be easily found and classified by the search engine so that it can decide whether it is relevant and valuable to the end-user.
- A set of words or a colocation related to the subject (ROBERTS, 2013)

3.9.2.3 Reach

The term reach is the number of users or households that were shown or have seen the advertisement. This term varies in offline and online word. Because in newspapers it always describes the total amount of people that bought the newspaper. The ability to target precisely our target audience is thanks to social media easier and more effective. It also allows for better tracking of engagement of fans. (KERIN, 2015)

3.9.3   Search engine optimization

Whereas Search engine marketing is for the most part paid search engine optimization is free. It is a process when the owner or a designer of a website creates its content and its HTML code in a manner that improves the visibility and search engine sees this website as a more valuable resource therefore it moves this result up in order to satisfy and better serve the person searching for a given topic. (ROBERTS, 2013)

It uses Google, Seznam, Bing or other search engines and the aim is to bring more visitors to the website. It is a set of tools that include monitoring, optimizing and testing different versions. (NIEDERST ROBBINS, 2007)

At websites that are selling items it is possible to measure the cost needed to convert a visitor to a customer. There are on page factors such as utilizing the keywords, the code must be at high standard and it affects the quality rating that is important for position in the search results. Off page factors include links from other websites that give the website higher importance. (ARLITSCH, 2013)

3.10 Social media marketing

Nowadays the most potent and powerful way of creating a relationship with a customer. Thanks to platforms like Snapchat marketing teams can start a conversation with their fans by replying to their messages. This form of engagement was impossible to create with tradition media such as print or television. It is less money consuming than for example TV commercial, but more time consuming. The goal is to create relationship with a customer in order to make him feel familiar with a brand therefore winning his long-term loyalty. The costs are lower when compared to traditional marketing. These media are available 24 hours in a day and the possibilities to expand to foreign markets. It also gives a possibility to retain customers by engaging with them. (ROBERTS, 2013)

3.11 Marketing trends

3.11.1 Social responsibility marketing

It a part of holistic marketing which is taking the point of view of a customer as well as the values and history of a company. Before adopting this tactic, it is important to get employees onboard with this idea. This marketing strategy has several shapes such as:

- Ethical – the way the company interacts and behaves to its employees. It can be written or just within the boundaries of good manners.
- Legal – company is respecting the laws and it is not trying to get into monopolistic position
- Socially responsible – the company tries to raise awareness to social problems in its surroundings such as drug abuse. It can also take form of a campaign or collaboration with a nonprofit to raise money for a good cause. This strategy helps the firm to be perceived by the public as more caring and trustworthy. Good example is American Express which gave a cent from every transaction to the repair of Statue of Liberty and therefore gained medial exposure while providing beneficial service. (HALLIGAN, 2014)

3.11.2 Word of mouth marketing

It is secondary sharing of content either online by sharing on social media, by private message or a conversation face to face. Typical example is a piece of content so valuable to a user that it is shared with their friends. Although this type of mar-

keting where customers share their experience with a friend has been around for ages there are modern implementations. With the possibilities that internet brings it is easier than ever to create interest around a product. If done correctly it can be very cost effective. Very difficult to prepare buzz marketing has step out of the ordinary. (HESKOVÁ, 2009)

It should have one these aspects:

- Break social norms
- Be unusual or a breakthrough
- Be humorous
- Sharing of the message must be easy
- The overall message is funny or entertaining
  (HALLIGAN, 2014)

3.11.3   Guerilla marketing

It is a tactic how to reach as many potential customers on a low budget. Often it is usage of tradition objects such bus stations and creating unexpected usage from them. For example, Mr. Proper took crossing and painted one part whiter then the others thus promoting its product. (LEVINSON, 2010)

3.11.4   Product placement

Often used in television series or movies. Companies pay for the actors using their products. This creates connection in customer's mind. If their favorite actor is using a certain product next time they will remember and may sway their decision when choosing. (LEVINSON, 2010)

3.11.5   Branding

Company has to set its values and visual identity so when customers sees anything connected with a brand they know who it is. This shifts the focus from short term performance campaigns and forces marketing experts to incorporate these elements into everything they do. This contributes to long term brand building when customers feel like they know the brand and it values and can predict it future behavior. (WILSON, 2014)

3.11.6   Affiliate marketing

This type of marketing is usually utilized by websites that have a lot of traffic and want to recommend a product to their target readers. It is a performance-based model meaning that website owner gets percentage of every item sold to the customers that came from their website. This is recognized by cookies that are in the browser. It is often called revenue sharing program because by taking part in this program the seller can focus on creating better products and faster shipping while he gains a fleet of marketers each of the motivated to sell as many products.

One big disadvantage is that this type of marketing is very difficult to predict. For example, in USA the government put additional taxes on sales and that meant major company shut down its affiliate program. Big advantage is its automation and relatively low-costs to introduce it. Affiliate being performance based means that if marketers don't sell the company does not have to pay them. Best suited for smaller businesses affiliate marketing follows Pareto's rule whereby the majority of marketers earns a small amount and the minority earns huge amount. Often described as 80/20 rule. (ROBERTS, 2013)

3.12 Social media

Advertising on social media has many benefits. The biggest one is the shift that is happening from television and newspapers online. This means easier access from couple of dollars compared to huge fees that agencies would charge for advertisements elsewhere. Another advantage is that most people in the age 13 – 40 are using this platform. Thanks to sophisticated algorithms marketers can target their preferred audience with very high accuracy. (BAINES, 2013)

3.12.1   Facebook

Leader in social media in Czech Republic. Thanks to legal terms it can analyse private chat messages for keywords and then establish a profile for each user. It also uses likes to create psychometrics. Last piece of this is Facebook pixel. Tool implemented by many websites that saves cookies into memory and then shows users that visited promoted website but didn't make a purchase advertisement for this website or a product again to try and remarket it to them. It can also see the location of a potential customer with GPS and then show them relevant and nearby places to visit. They can even measure if a customer went into a shop with their GPS. (HALLIGAN, 2014)

More than 1.5 billion people use it worldwide and almost half of Czech population use it at least once a month. Thanks to this huge amount of attention it is the most effective tool to invest time into to be seen by a broad audience.

Thanks to groups that function that function as modern forums where people gather around the same interest. This allows people to exchange opinions and share content that they find valuable.

This makes getting content to people easier than before because if the post is valuable thanks to Facebook algorithm it will reach a high number of people. Usually it is content that is funny, educational or surprising. This might be a good strategy for seeing which content might be good for a paid advertisement. If a post is performing well without paid promotion its reach and engagement will be exponentially increased. (VAYNERCHUK, 2016)

3.12.2   Instagram

It is dynamic and responds to competitors such as Snapchat very quickly. Adopting new advertising elements like carousel offers a better value compared to Facebook. With many big companies converting solely to social media the prices of advertising are rising. The entire process is set on a bidding basis. (BAINES, 2013)

The most active age group is 18 -29 which is on the younger side of our target audience. People spend on Instagram similar amount of time as on Facebook. Now with the new features such as Instagram stories that allow users to experience what the users experienced in the last 24 hours. This creates more personal contact with the followers.

Followers on Instagram enjoy:

- Appropriate use of hashtags – people often search post by hashtags of other users. It is easier to find other-minded people and connect with them.
- It is not mandatory to post often, followers enjoy quality photos more than the sheer quantity
- It is a place that people go to find motivation – this can be done through inspirational quotes or photos accompanied by personal and touching stories. (BARKER, 2017)

3.12.3   Twitter

Social platform that lets users write short 140 character messages is unique by the algorithm that does not filter any posts like Facebook or Instagram but allows all the content to display on user's homepage. This makes for a stream of posts and it means that users are more active. Although Twitter became very popular in USA in Europe and especially in Czech Republic did not find interesting or useful enough to start using it as primal platform. Most retweeted content is reacting to world news in a satiric way. The importance is given to quick reaction time and frequent posts. (VAYNERCHUK, 2016)

3.12.4   Snapchat

Exclusively available on mobile devices as an app. It is a social platform that it is very popular among younger users especially under 25 years of age is Snapchat. It is only mobile application that allows its users to use custom filters that change their image. This function is only available in selfie mode.

Its future might be similar to Facebook that first started with young audience and then spread into older and wider user base. But there is a threat of Instagram that is owned by Facebook that introduced Instagram stories which are a direct competitor with privately owned Snapchat. (VAYNERCHUK, 2016)

3.12.5   Pinterest

Pinterest is a social platform for people to find inspiration about their projects. Pinterest allows users to pin their favorite pictures. Users enjoy educational con-

tent in flat design or do it yourself objects that were done by the users with detail step by step guide how to achieve the same result. It can be artwork, flat design infographics or high quality photos. (BARKER, 2017)

3.12.6   YouTube

YouTube is a social platform allowing users to upload their videos and share them with others. As most of internet attention is on YouTube to be exact 1.1 billion users per month and the target group for this organization is considered to be the most active on this platform (namely 25 – 34-year-old). 1 in 4 searches performed by Google are done on YouTube. So clearly the attention is there. (BARKER, 2017)

When compared to website, creating a YouTube account is simple and free of charge. Another advantage is that when people search on Google they are also shown relevant YouTube videos. Things that viewers find valuable are:

- Professionally shot video – this can be achieved by using good camera but also a phone can be enough when connected with a tripod and natural light
- Regular posting schedule – YouTube is more likely to put the video on a recommended list if the users are posting at least once a week.
- Starting a conversation in the comment section in other people's videos
- Setting a theme and sticking to it – viewers subscribe to channels that is consistent in what they are posting and when they know what they can expect
- Having fun and making ordinary tasks look more interesting – for example using different camera angles, using sound effects and slow motion. (PROCHÁZKA, 2014)

3.13 Public relations

Public relations is an endeavor that is planned, maintainable and conscious. It is trying to sustain a good relationship between the company and its customers. It is essential in order to maintain effective communication in every business, not-for-profit but also government. (SMITH, 2014)

3.14 Social marketing

It brings awareness to the problems in the society. The goal is not to make a profit as in traditional marketing used by companies but to cause a social good by starting a conversation in a society. Examples may include human rights in underdeveloped countries and protection of endangered species in rainforests. (DONOVAN, 2010)

3.15 Market Analysis

The main point of marketing analysis is to define primary sources of income and find the factors influencing stability and well-being of an organization. (BAINES, 2013)

3.15.1 Company analysis

It analyses the links within the company and their overall connection and cooperation. Good combination of all the links contributes to a rise in fundraising, more public awareness and smoother growth. (PROCHÁZKA, 2014)

Company analysis main points of interest are:
- **Managers and leaders** – their ability to react to changing conditions, setting a culture between employees and communication skills
- **Informational resources** – market analysis and trend recognition. The information systems to keep track of finances, client databases and storing of information.
- **Financial resources** – productivity of work, number of sources of income.
- **Innovation resources** – know-how, innovative thinking, experts from other companies.
- **Human resources** – number of employees, interhuman relationships, expertise in different departments.
- **Capacity of resources** – if the employees have all the tools needed to perform their work. (KOZEL, 2011)

Often used with company analysis is Marketing mix. It is the set of all available marketing channels at a given time. If connected properly they create a synergistic effect. Most often used concept is the 4P which takes Price, Product, Promotion and Place into consideration. (PROCHÁZKA, 2014)

3.15.2 PEST analysis

Organization has little or no way of controlling Macroeconomic factors. But it is still essential to analyse them as they can affect the conditions in which organization operates. PEST analysis considers:
- **Technological factors –** the level to which a given organization is limited in performing its work by technological advancements.
- **Political environment –** considering law, regulations and political parties. Organization must be prepared to react to and respect political decision which can affect the way of funding from the government and municipalities or which restrict certain activities.
- **Social factors –** preferences and living standard of contributors. If they cannot afford to pay for necessities than it is increasingly difficult to persuade them to give money to nonprofits.

- **Economic factors -** the policy of a government is vital to insure a long-term prosperity and predictability for the subjects inside given country. (KOZEL, 2011)

3.15.3 SWOT analysis

It is a tool used to view organizations position from a holistic and microeconomic combined with macroeconomic point of view. It marks the importance of connecting and realizing the possibility of gains and growth from opportunities as well as not being careful enough and being affected by threats.

And the point of focusing on the strengths while keeping an eye on the weaknesses. SWOT analysis can point to several items in each sector. The goal of a strategist is to define and highlight three to five most important points in each area.

Strengths can be used as a competitive advantage and should be further improved on. This can be done by opportunities. Weaknesses need to addressed as they are a weak point for the organization which can be used by a competitor or it can mean low profitability. (KOZEL, 2011)

3.16 Non-governmental organizations

In 2014, the new law changed the legal status of most non-governmental organizations. Non-governmental means not created by government nor created by local municipality. Their goal can be to express an opinion, to realise shared goal or to be beneficial to others. (VÍT, 2015)

The types of non-governmental organizations are:
- **Consortium (Spolek in Czech language)**

At least three people are needed to establish a consortium. No one can be forced to leave this establishment. At the end of this legal formation must be a z.s. written. The main activity cannot be for profit but for the fulfillment of the interest for which it has been established. The members meeting happens at least once a year. And there is also a possibility of establishing a control commission that checks the doing of the members. They can also be merged together by a merge contract. Or it can also be divided on a basis of division contract.
(Czechia, 2012)

- **Fundace in Czech language**

It is a legal entity that is established only with the mission in mind that it was established for.
(Czechia, 2012)

- **Foundation**

The main goal of foundation can be for benefaction or socio economic purpose. There must be "nadace" in its name. It is established by establishing charter that can be signed by one or more people. The limit that is needed in to establish a

foundation is 500 000 Czech crowns. It can also be founded by giving a object but it has to have a specified anticipated rate of return. This minimal deposit can never go below this minimal amount. The foundation also has to create an annual report. A control council or a supervision is making sure that the behavior is responsible and legal.
(Czechia, 2012)

- **Endowment fund**

It is established in order to be socially useful. There has to be "nadační fond" in the name. The property of endowment fund consists of the contributions that it received. These things are not obliged to have estimated rate of return.
(Czechia, 2012)

- **Registered institute (Ústav in Czech language)**

It is a legal entity and it main goal is the socially beneficial activity that is accessible to everyone with given conditions. The name must contain either "zapsaný ústav" or just "z.ú.". The director is cannot be a part of board of directors.
(Czechia, 2012)

3.17 Financing of nonprofit organizations

Every organization either profit or nonprofit has to cover its expenses. For nonprofit, it combines financial, social and marketing elements. (PELIKÁNOVÁ, 2016)

Multiple sources of income
It is too risky to be dependent only on one sources of income. Therefore, it is essential to establish multiple streams. It can be further divided by the form of income or benefit that it brings. We can further divide them:

- Financial resource or non-financial – this can mean a gift or a time and expertise spent by an expert trying to help this organization
- Public or private origin – if it was provided by municipality or an individual
- Form of tax relief
- Local or foreign resources
- Internal resources (inside of the organization) or external (such as a machine with permission to use but at a different place) (PELIKÁNOVÁ, 2016)

3.17.1   Fundraising

It is an activity with a goal of getting more resources from others. It can take form of a gift or financial form as well as know-how and services. Fundraising is best if done on long-term basis. It not only brings in more money, but also establishes trust and help PR. For companies, it can provide a way of teambuilding or a sense of belonging and doing something good for less fortunate others. Forms of fundraising can be:

- **Individual**

Individual helps financially or with a gift, with DMS a form of SMS from which the money go to organization, membership fee or inheritance

- **Company**

Company provides the organization with its experts, services, space or it helps raise money by supporting and sharing the campaign. Most common form is sponsorship which helps the employees feel good about the firm and create better work place.

- **EU funds, municipality, government**

Most commonly in a form of financial help from the budget. (PELIKÁNOVÁ, 2016)

3.17.2 Self-financing

The level of financial freedom and independence of decision making is affected by the organizations ability to generate income. If it is more independent by selling products, services or by investing it resources it is less prone to be manipulated by interests of companies that consider donating or European funds that sometimes can take away flexibility.

This route is legally possible as long as it stays as a secondary source. The most important aspect for it not to interfere with the mission of the organization. If done correctly it can improve the trust of donors and provide extra motivation for employees. (PELIKÁNOVÁ, 2016)

3.17.3 Tax relief

This form can work for donors and for nonprofits. Donors can deduct to an extent the amount of a gift from their tax base. Nonprofits can either deduct tax benefits or free their cash flow from taxes. (PELIKÁNOVÁ, 2016)

3.17.4 Nonprofitability

All the profits realized by self-financing must be used to cover the expenses. There cannot arise a situation in which the profits are distributed between owners or other members. Transparency is assured by releases by annual report. For the public, this document is vital as it communicates if the organization is trustworthy or not. (PELIKÁNOVÁ, 2016)

4 Methodology

In the beginning, descriptive analysis of the organization VODICÍ PES z.s. is introduced. The main goal, mission and vision are presented.

Situational analysis is performed. This contains both outer and inner environment that can affect this organization. PEST analysis explains how political, economical, social and technological influences affect this organization in macroeconomic environment. These factors are out of the organizations control and the only thing they can do is to adjust to them. Micro environment is analyzed by SWOT analysis. This reveals threats and opportunities as well as strengths and weaknesses. These are the factors that can be affected by the organization.

Next part is focused on analyzing the current market position of the organization. This is done by detailed analysis of three organizations similar to VODICÍ PES z.s. Both strengths and weaknesses are examined. The rest of materials that are the contact points with the potential contributors are described such as paper pamphlets that are given at each event. Website is analyzed from user's point of view as well as from a search engine optimization perspective. This analysis is done by an online tool for evaluating SEO, website analytics and code review. Keywords are suggested by using Google Keyword Planner and website's code is reviewed from both front-end and back-end. Facebook fan page and the content posted is described and patterns are analyzed. Facebook analytics are used to describe the most active fans on this social media. YouTube analytics are used to evaluate current state of subscribers. Events are described as they are the core of the organization's activities.

The most suitable social platforms are chosen for majority of campaign to keep it simple for employees and for potential contributors. The focus is on bringing more funds from the contributors. Graphical drafts for various platforms are designed in Adobe Photoshop. Merchandise campaign is introduced and website is designed, Facebook carousel advertisement is designed as well as minimalist Pinterest infographics. Economic benefits are calculated based on how much resources are being spend compared to the raise in contributions. With a goal of not spending more than 30% on marketing to contributions ratio.

5 Organization analysis

5.1 Introduction of organization

VODICÍ PES z.s. is registered social service. It is connected with Škola pro výcvik vodicích psů (ŠpVVP). The support of this organization starts when a dog is given to the blind client and after this the cooperation ongoing for the whole time of the dog serving its client. The organization specifies in training the dog for better understanding of its owner.

VODICÍ PES also offers a program for self-development this means that the clients can ask questions to the trainers and discuss their problems. They can also spend their free time in a company of their friends in the lounge area. The main purpose of these activities is the improve communication between the dog and its owner but also between the owners and create a sense of community.

Dogs are staying with their step families that are taking care of them. These people are usually students from Brno, young couples and families with young children. Puppies are chosen by the walkers based on manual description. Puppies play educational games in order to gain the skills needed. But during the entire length of their training the emphasis is put on keeping the training fun.

Their training begins as they get one year old. Until then the dogs stay with their step families learning about commands apartment and city life. Regular heath checks and blood checks are performed to track their condition.

There are also activities year-round to help and build the community around this worthwhile cause. This includes weekend trips and week-long practice that are meant to connect step families with clients. VODICÍ PES z.s. uses mainly Labrador & golden retrievers as well as flat coated retrievers, German shepherds, white Swiss shepherds, crosses of Labrador and golden retrievers and labradoodles. (Vycvikvodicichpsu.cz, 2016)

5.2 Mission

The mission is to create a life for their clients that they would enjoy. This includes self-development, being able to maneuver around their flat without any assistance, and consultation of their personal problems. All accompanied by a guide dog that is there to help and as friend in service to them. (Vycvikvodicichpsu.cz, 2016)

5.3 Goals

Core of the services is training dogs to serve client with eyesight disabilities. The main objective is to provide well trained and reliable guide dogs. These dogs provide support when moving around the city and public environment. The emphasis is on creating safety and ease of movement in every environment. Thanks to improved ability to travel from one place to another the client can spend his or her

free time in a way that they enjoy. The dog also acts as a tool to better social connection and lets strangers know that this is a blind person immediately. (Vycvikvodicichpsu.cz, 2016)

5.4   Market analysis

The non-governmental sector is quite large in Czech Republic. There is roughly 1 non-governmental organization per 81 people and this number has been growing (as of 2014). In the year 2014, there has also been a change in the law form that changed the legal position labor unions. The production of all the sector combined was 1.74 % which is also due to a contribution from schools which are also non-governmental organizations.

People are not only giving contributions but they also give their free time and know-how in order to help. 54 % of work given to these organizations was performed for free and this percentage is growing. The sector also employed 2,12 % of the Czech workforce. (Czso.cz, 2017)

The most common form of contributing is a financial donation. Other forms include material donation and volunteering. There is a difference in what people say they are going to do and what they actualy do during Christmas time. Majority of people are thinking about volunteering, but only a fraction 6 % ever stand up to their promise.

Most Czech citizens are contributing to charitable organizations but before they do, they examine and take a closer look at many organizations as there is a sense of suspicion among non-governmental organizations and contributors are rightly interested in how much money will actually get to the people in need.

People seem to be contributing to those, who are not able to solve the situation on their own. For example, the most popular is helping children because there is no way they can help themselves. Both men and women feel the parental responsibity. Also popular is helping people with disabilities and mental retardation, which confirms the case that there is no way that a blind person. It is possible to train his or her own dog therefore people feel compelled to help.

People need to be invited to donate as only 7% of all the contributors are regularly contributing. Most popular way to help non-governmental organizations is by direct contributions when asked on the street by people that are willing to chat with them and explain where the money will go to and how much of it will it be used in a certain kind of manner. For contributors, it also provides a proof that this organization and people working in it are real and after a quick chat they are able to decide if it seems like trustworthy.

Generally, the most likely to contribute are people with higher education. Difference between people that graduated university and people that finished their education with elementary school is 15% in favor of university graduates. (Stemmark.cz, 2015)

5.5 PEST analysis

5.5.1 Political:

Being a non-governmental organization means that it has its own rules and regulations from the government. But as this kind of service is essential to so many citizens, it is unlikely that it would be restricted by government. The limiting factor is the fact that government only gives limited amount of money to specified clients.

5.5.2 Economic

The donations from partners are affected by economic fluctuation and b cycles in the economy. Because if the firm cannot pay its employees then it does not make sense to donate to others. This service is so vital for many people that have no other way of living their day-to-day life in the time of crisis, it will be at least partially substituted by government.

5.5.3 Social

In the last ten years, the social trend was that people cared more and more about the less fortunate in our society. Since a lot of fraudulent organizations appeared, the initial trust is limited and people are suspicious. The overall trend is slowly becoming just as in many other western countries that take helping others as an important duty of a good citizen. Because of the regime that changed after revolution the non-governmental sector is still relatively new and young. This means that there is still space for the role of these organizations to create a respectable place in our society.

5.5.4 Technological

Many technological advancement are taking in the recent years but the technology is not there yet to help people with eyesight problems that would be widely applicable. Interesting projects such as point and tell systems that tell the person what is the object in front of him or her called are being developed but are not as effective as a help of a well-trained guide dog.

5.6 SWOT analysis

To understand the current position and to create a plan is important to analyse what the strengths and weaknesses are. By understanding these aspects, we can build more on the strengths and opportunities while trying to minimize the potential threats. In the NGO sector runs a saying: "It does not matter who gets the most funds, in the end we are all helping the world to be a better place". On the other hand, these organizations provide the income for many people which families are dependent on it.

The goal is to improve the services provided to best suit their clients and to secure steady number of projects that will lead to steady income for its employees.

5.6.1   Strengths

- Since it is a small organization it is quick to respond to new projects and clients
- Founded in 2004 this organization has built a good reputation and a portfolio of trusted partners and clients
- Since many people have 2 functions such as social media marketing and administrative work keeps the overhead low
- Organizing events such as competitions and friends weekend meeting creates a special bond
- Location with center in second largest city while operating in the whole country
- Well designed and representative websites
- Big audience on social media – when compared to other similar organizations VODICÍ PES z.s. has a medium size following with a high percentage of engagement. Thanks to appropriate tone of voice during its communication the public enjoys the content and the overall message which is training dogs to help people while keeping it fun for everyone.

5.6.2   Weaknesses

- Large dependency on staff being healthy and present and leaving their job
- Financial burden connected with every dog trained
- Need to find step families and provide them with training and resources needed

5.6.3   Opportunities

- Internet as a marketing tool – on whole this sector is underutilized from the marketing point of view. The main reason are finances, because the core is to raise as much money for dog training. This leaves little room for professional agencies or full-time employees that could only focus on marketing.
- Loyalty of customers and partners – most key partners have been with this organization for years and have built a personal relationship. This means that both sides know what to expect from each other. This also means that these partners have enough trust to be opened to new and creative campaigns.
- Support from local government to encourage this cause.
- Other organizations are not as fast in adopting online technologies – connect with the lack of money available for marketing expertise and also the fact that people in the age between 25–65 are working in this organization means that the market of young children utilizing modern platforms such as Snapchat,

Musically and others is lacking. This might not be the core target group but this space presents a huge opportunity for brave moves.

5.6.4   Threats

- Competition from bigger organizations
- Strong advertising campaign done by competitors
- Possibility of increasing cost of training dogs
- Danger of training a dog that will not pass a test later on

Result of this analysis, the consultancy may decide to specialize in rapid response, good value services to local businesses and local government.

5.7   Competitors analysis

Helppes – Centrum výcviku psů pro postižené o.p.s.
This organization is located in Prague and in Hvozdnice. It is operating nation-wide but as with this kind of organizations it is easier to help clients in the near area. (Helppes.cz, 2017)

Key advantages are:
- They were the first organization in Czech Republic to pass the prestigious certification and it became a part of Assistance Dogs Europe and Assistance Dogs International.
- They are holders of certifications like Značky spolehlivosti. (the mark of trustworthiness) and Delta Society. These certificates are displayed as the first thing visible on their "about us" page on their website in order to build trust and perceived competence in their field.
- Their connection and promotion from Czech celebrities such as Dagmar Havlová, Diana Kobzanová, Karel Gott and many others. This helps them to spread the message and potential contributors may perceive them as a more familiar organization by this psychological link with people they already know from television and newspapers.
- Their overall social platform presence. They are using Facebook to its fullest, adding multiple post almost every day, collaborating with companies such as ŠKODA auto and posting in video format. This results in a community that is engaged and commenting on many of their posts.
- Utilizing Instagram as another social media platform. They realize that Instagram is becoming more mainstream just as Facebook did around 2011 and taking action now, ahead of all te other organizations in this sector means having an advantage. (Helppes.cz, 2017)

Weakpoints:
- Website that is very informative but difficult to navigate. Their dropdown menu in unintuitive and there is not a page that would say all the valuable in-

formation in one page. The user is forced to read page by page to find all the information. Also, their footer does not include links to any social media platforms. Their Facebook page link is hidden in the contacts part of a dropdown menu and their Instagram page link is not present anywhere on their site. When viewing their site from a mobile device the width is optimized but the menu remains unchanged which means disproportionate size difference resulting in user having zoom in out all the time. (Helppes.cz, 2017)

Pomocné tlapky o.p.s
Key advantages
- Using Facebook to draw attention to their events such as promotional concert with Čechomor band.
- Cooperation with corporations and public figures.
- Sharing and updating stories of dogs that are serving their clients. Quite often picking funny stories that happened or just general quarterly updates on how the dog and the client is doing.
- Organizing events but trying to monetize them by having yoga classes and marathons. These funds will be used for dog training.
- On their website, they are keeping the readers up-to-date with the news that are updated almost daily. (Pomocnetlapky.cz, 2017)

Weakpoints
- Although they are using other social platforms, Instagram. It is underutilized by not posting enough content.
- Their website design look not up-to-date and it is not responsive at all. There are no links to social media anywhere. And there are essentially three menus one on the top and two on sides which makes for a frantic looking website. (Pomocnetlapky.cz, 2017)

Středisko výcviku vodicích psů
Key advantages
- Posting videos on their Facebook of guide dogs in action. Thanks to Facebook algorithm of allowing videos to share more virally it is great strategy and it also creates a sense of being there with the dog.
- It has been established in 1997 which means it is a proven organization with a lot of heritage. On Instagram, their location is tagged as place and their clients have been posting pictures with this location.
- Their e-shop is clearly saying what items are being sold for what price. The product shots are appealing and the order form is easy.
- Partnership with Brit food for dogs brings them material benefits as well as medial support from their side. (Vodicipsi.cz, 2014)

Weakpoints
- Website design looks dated. They were created in 2014 but the design corresponds with websites from 2010. The letter spacing a larger than expected.

The news section which is one the first things user sees when brought to the website has been last updated almost a year ago. (Vodicipsi.cz, 2014)

5.8 Competitive advantage

VODICÍ PES z.s. has years of experience as the founder was working with guide dogs since 1994. Employees can therefore ask him about training procedures and exceptional cases. Knowhow like this is important for dog training. Together with the certification and through examinations of the dogs they are able to train them to fit exactly with their client.

Another advantage is their website is better than the competition. Organizing regular events where the owners and trainers can meet, provides added benefit of networking and creating friendship between the step families, clients and trainers. (Vycvikvodicichpsu.cz, 2016)

5.9 Elements of the branding

5.9.1 Name

VODICÍ PES z.s. is self-explanatory. The GUIDE DOG in translation communicates the goal and the purpose of this organization clearly. It is easy to remember but it is quite similar to other organizations with the same purpose. (Vycvikvodicich-psu.cz, 2016)
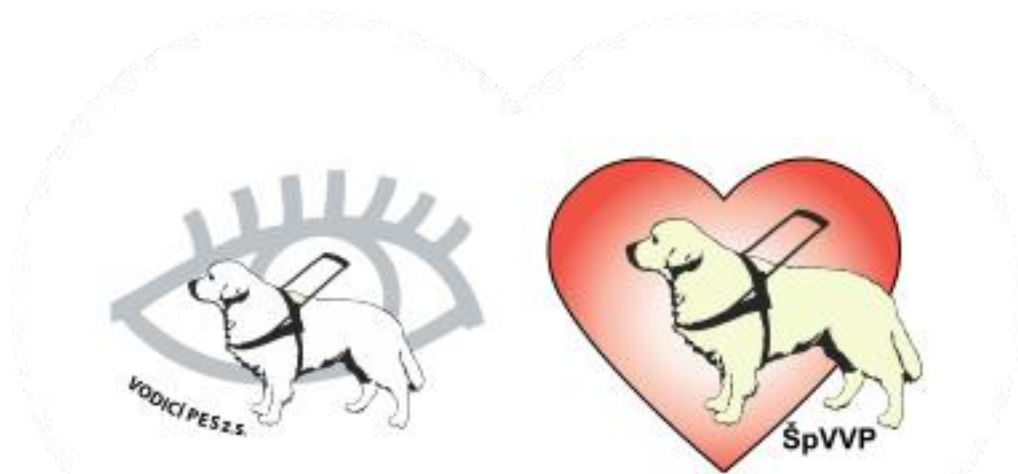
5.9.2 Logo

Fig. 1   Logo of VODICÍ PES z.s.

Source: http://vycvikvodicichpsu.cz

Close relationship with Škola pro výcvik vodicích psů (ŠpVVP) is apparent from the logo on the left. VODICÍ PES z.s. has decided to use similar graphic for their presen-

tation. Guide dog with the straps around him is shown in the foreground. In the background, there is an outline of an eye in grey color which represent the disabilities that the clients have. The relationship is further pointed out by the dog on the right being raised and trained with love and after that it moves to its new owner and it is helping its client to live a better life. (Vycvikvodicichpsu.cz, 2016)

5.9.3   Motto

Their motto appears on their website as one the first elements visible and it is mentioned in most of their printed materials. It is "Správně vidíme jen srdcem. Co je důležité, je očím neviditelné -Antoine de Saint-Exupéry" which in translation means "It is only with the heart that one can see rightly; what is essential is invisible to the eye". This quote is from Antoine de Saint-Exupery. (Vycvikvodicichpsu.cz, 2016)

5.9.4   Ambassadors

Their happy clients are spreading the word and giving interviews to local but also to national magazines and news. They believe that showing their work in action is the best tactic for spreading the word.

5.10 Current marketing strategy

At its current state, no clear marketing campaigns are set. Money is invested into workers that actively promote the organization online and offline. Website has been re-designed in December of last year.

Activities of this organization are based on personal communication with friends of this organization. That includes companies that provide financial support such as GEFCO that is supporting dogs financialy thoughtout the training, but also private contributors that saw the guide dogs at one of the events and now send money via DMS or money transfer.

Their core activities are spreading the awareness through events that are organized in various towns of Czech Republic. Offline marketing is used more than online propagation. Workers are attending events such as veterinary ball or concerts of famous artists to present the activities of VODICÍ PES z.s.

The focus is on providing valuable activities for their clients rather than providing the general public with activities and talks that explain and educate people unaware of the troubles of blind people, although these talks are available the client-oriented prevail.

Values communicated by this current representation of this organization are openness demonstrated by the way employees and workers are willing to talk about everything that might seem taboo, cheerful even when talking about very personal topic and playful with the tone of communication.

The most important value conveyed by the current marketing is connecting fans with the clients on occasion like collective dog walking or events organized by VODICÍ PES z.s.

To better understand the organization's tone of communication and the graphical language each type of propagation is described.

5.10.1 Paper pamphlets

Paper pamhplets are designed with dark blue which is their signature color. The pamphlet is visually pleasing with white elements that put high contrast on the blue color. Pictures of dogs are put to catch people's attention and to illustrate what this organization is about. These pamphlets clearly state what the organization is doing and how can people help with raising the dogs and also with financial help. These pamphlets are presented at events in which this organization is taking part.

Fig. 2   Example of Paper pamphlets

Source: http://vycvikvodicichpsu.cz/spolek/prezentace-a-osveta-verejnosti/

5.10.2 Website

The website with the URL of vycvikvodicichpsu.cz is both easy to remember and also good for SEO because it has elements that people are searching for in its name.

It retains the same URL for English and German version. It is important to have the website in other languages but it would not be efficient to keep 2 more websites active and actively manage them.

When the user sees the website for the first time their eye is caught on a blue square with a conduced mission of this company. This makes a visitor instantly aware of why they are visiting this website and eliminate any doubts.

Under the blue square lies a paragraph containing all the essential information that might be useful to everyone from a target group. It clearly states that if you are disabled what steps to take to get in touch with workers of this organization.

Below this is a set of articles that further explain all the details such as breeds of dogs used, how the people from public can help and how dogs are being raised and trained. On the right, there is a calendar with all the events marked. Events are essential part of this organizations marketing.

The footer includes links to Facebook and YouTube as well as RSS feed. There is also an adress and phone number that helps the visitors to get in touch after they scrolled thought the whole website.

From website analytics, we seen that average number of unique visitors that come th website is between 6 to 9 thousand. This year new website was developed and that improved the overall user experience. Most backlinks are from the same server and the leading website other than the server hosted one is guidedogs.cz with 38 backlinks. Over 84% of visitors spend under 30 seconds on this website which points out a problem with engagement. This organization does not have Google analytics and planned sets of keywords.

Website suffers from the dynamic URLs on that are not SEO friendly and currently are not used for tracking which would explain their existence. It does not have tags (metadata) which are essential for optimization. This is a big problem as even if users write „výcvik vodích psů Brno "which should be main key phrase the Google search engine still does not display this website on the first page.

There is iframe content on the website site. From coding stand point, this is easier and more convenient but from the SEO stand point it used to considered as cloaking. But as the progression of YouTube and others using iframe in cooperation with Google advances iframes became a standard and are considered duplicate content anymore.

Upon the site structure analysis, no problems aside from 404 error on the site http://vycvikvodicichpsu.cz/sluzby-spolek/. The action step would either be deleting this site or providing content for it.

There are not a lot of backlinks linking to this website. The general approach is first to optimize the current state of a website. This means making the website mobile friendly. This test can be performed by Google Mobile-friendly test and our website is mobile friendly.

Next step is to analyse the speed at which the site loads. This test is performed by PageSpeed Tools by Google. During this test, several problems appeared. One of the is the JavaScript and CSS that is slowing the rendering of our website.

Měsíční přehled
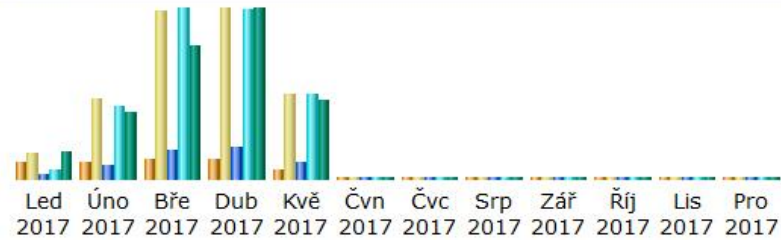
Měsíc	Unikátní návštěvníci	Návštěvy	Stránky	Hity	Přenesená data
Led 2017	7,192	10,770	31,448	67,039	970.07 MB
Úno 2017	6,603	34,234	94,751	524,230	2.35 GB
Bře 2017	8,774	71,449	206,032	1,211,166	4.70 GB
Dub 2017	8,442	72,921	217,570	1,209,454	6.01 GB
Kvě 2017	3,825	35,915	118,122	602,629	2.75 GB
Čvn 2017	0	0	0	0	0
Čvc 2017	0	0	0	0	0
Srp 2017	0	0	0	0	0
Zář 2017	0	0	0	0	0
Říj 2017	0	0	0	0	0
Lis 2017	0	0	0	0	0
Pro 2017	0	0	0	0	0
Celkem	34,836	225,289	667,923	3,614,518	16.75 GB

Fig. 3   Statistics showing website traffic

Source: https://statistiky.cesky-hosting.cz/

5.10.3   Facebook

The Facebook fan page has over 1 400 likes and its average weekly reach is around 3 000 users. The most active users are women between 25-34 years of age.

Fig. 4   Graph showing Facebook engagement in time

Source: https://facebook.com/Vodicí-pes-z-s-147400295295686/insights/

Users are most active around 9:00 in the morning and just before 22:00. Most posts are added around noon allowing them to be seen and shared that day. Their posting schedule is generally twice a week with few exceptions. There are two main types of content. One is photos and articles from events organized by them. These posts are popular as participant and visitors can meet their heroes from the internet. Often businesses and municipalities also share these posts which further helps them in reach.

Second type are updates about how each dog is doing. This is especially important for contributors that gave funds to a certain dog. In this way, they can stay updated and see what their dog and it owner are doing. The most successful post in this category was dog named Klus after a Czech singer. After this photo reached the singer he came and spend some time with his dog friend. This helped with reach and got 133 reactions to this post. Average engagement per post is around 60 reactions and 5 to 10 shares.

Overall VODICÍ PES z.s. has built a community on Facebook that is happy to meet them in person during their events and for the rest of the time they enjoy seeing updates on Facebook.

5.10.4 YouTube

Their YouTube account [1]contains 4 video. It has 6 followers and last video was uploaded 7 years ago. It contains 30-second spots with useful information about how dogs and their owners go about their everyday life. Other videos have been uploaded under the workers account. Each video has around 1 300 views and all

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[1] Data available from: https://www.youtube.com/user/vycvikvodicichpsu/

comments and like have been disabled which is understandable from a point that negative comments can hurt people appearing in the video but it does not communicate the openness shown in other social media platforms.

5.10.5   Events

Events are the most used for fans and potential contributors but it is the core of their taking care of their clients where they can meet and enjoy group activities. (Vycvikvodicichpsu.cz, 2016)

Competition of guide dogs CESTA VE TMĚ, Location: Blansko
This event has been going on for the last 14 years. Twenty blind people are competing in going around the circuit prepared right in the middle of the city. The fastest pair that gets around the course while getting through the obstacles wins. The competition serves to see who trained the most but it also allows others to meet each other and to get motivation to further improve their communication with their dog. This event is covered by local magazines and by local television. (Vycvikvodicichpsu.cz, 2016)

Spring meetup wit clients and their dogs, Brno
This meetup serves as a holiday and also allows trainers to help with training and coping with the obstacles in everyday life. There was also training for traveling on an airplane. The whole trip was finished by clients riding horses. This was both amazing for clients but also for content on Facebook. People enjoyed as well that this organization is allowing them to experience unordinary things. (Vycvikvodicichpsu.cz, 2016)

Tmavomodrý festival, Brno
This festival shows how the disabled people move around their environment. Children come to this event and are shown toys and ways how they can help people in their everyday life. This is great for both reaching young audience and for content. People on social media seem to enjoy dogs and children. (Vycvikvodicichpsu.cz, 2016)

Summer stay in Hodin and Kroměříž
This training was focused on dogs reacting in a crowd of people. These trips last about 5 days which means that they have a lot of time to invest into their clients and to create a lot of content for social media. There were 30 clients which means that there were many stories and photos to capture. (Vycvikvodicichpsu.cz, 2016)

Beneficial concert NEVÍDÁNO
Clients wrote personal stories about their life with a guide dog. These articles were published on Facebook. The concert was done with help with a Czech singer

named Lenka Filipová. During this concert, some of these stories were read by clients and some were presented through photographs. This connection with the signer brought a lot of people which then saw and felt the perspective of disabled people. (Vycvikvodicichpsu.cz, 2016)

5.10.6   Avocado people affiliate program

This organization is also working with a store selling apparel that is 100% made from renewal material. Customers can choose if they want to contribute to Farma naděje which helps the cattle to be treated with more respect and the second choice is VODICÍ PES z.s. Most people currently choose the other organization. This affiliation with this organization is a two-edged sword. On one side, it provides extra exposure and funds but on the other it motivates the organization to share and promote a commercial product. This can have a negative impact how people perceive them. (Avocadopeople.cz, 2017)

In the example of affiliate program the need for their effort is needed to drive people to the website and then shop. This option is also dangerous for brand image. Affiliate sales also mean unstable income that the organization cannot count on. The cost of a t-shirt is 490 CZK and 10% profit margin means that the company has 49 CZK after one sale. Overall the possible additional funds that are possible to be obtained by affiliate marketing in this case are outweight by the danger of damaging the overall image built by the organization for many years.

5.10.7   Cooperation with website givt.cz

People that visit givt.cz before their purchase on an ecommerce automatically contribute certain percentage of the amount they spent on this ecommerce. This means that fans of this organization can contribute every time that make a purchase online without spending any extra money. This also motivates the organization to promote this possibility.

The biggest problem that there are 2 674 organizations involved in this program. And over two years of their existence they raised just under 1 000 000 Czech crowns. This leaves each organization on average with 374 Czech crowns. Givt also keeps 50 % of the amount and the rest is then given to charities. Participating in this program is time consuming and at this time is ineffective. But it has a potential for the future. (Givt.cz, 2017)

6 Proposal part

6.1 Proposed strategy

Organization VODICÍ PES z.s. has honest, hard working workers that are making life of blind clients happier and easier. It also has a loyal fanbase of contributors. These aspects are great building blocks for a great long-term marketing. Problem is that not enough people know about VODICÍ PES z.s. and their activities. Thanks to more public awareness the company can be perceived as more trustworthy and contributors can feel safer that their funds will be meaningfully used. This strategy should be simple for employees to execute, values communicated until now must be kept as consistent image is important. It should be engaging for current fans but also attrative for new potential contributors.

6.2 Goal

The primary goal of this proposed strategy is raising more funds for the services provided and secondary goal is raising awareness about this organization. The goal is to raise 75 000 CZK in the next 6 moths. Effectiveness of this campaign is set at 30 %. This is the higher than the standard in non-governmental organization sector due to the cost of production of merchandise. That means that for 22 500 CZK invested intomakreting the organization should raise 75 000 CZK. If at the end of campaign is this rule fulfilled then it will be considered successful. Secondary goal is set to be raising awareness and it is measured by the number of unique visits on their website.

6.3 Target group

Nadace cesirius has performed a questionnaire with 1 200 respondents. Respondents were 18 – 74 years old and the distribution was thouughout the 14 regions of Czech Republic. People from villages under 999 residents were asked as well as residents of big cities. People from with all educational levels were included. Most of the respondents were married.

Majority of respondents thought that the existence of non-governmental organization is neccesarry. Majority of contributors does not check back on the activities of the organization they contributed to. Women between the age of 25-40 years of age with college degree are the biggest advocates of the existance of non-governmental organizations. They consider references and presented results of the organization as the main factor influencing their decision. College graduets are by a margin the most active contributors while women between the age of 25-40 contribute at least once a year and then according to the situation. (Nadacesirius.cz, 2010)

Data from Facebook fan page cannot be used separately mainly because the 65+ age group is not using Facebook at all. But by this statistic we see that most of the fans are women between 25-34 years. They are also the most active and likely to share content.
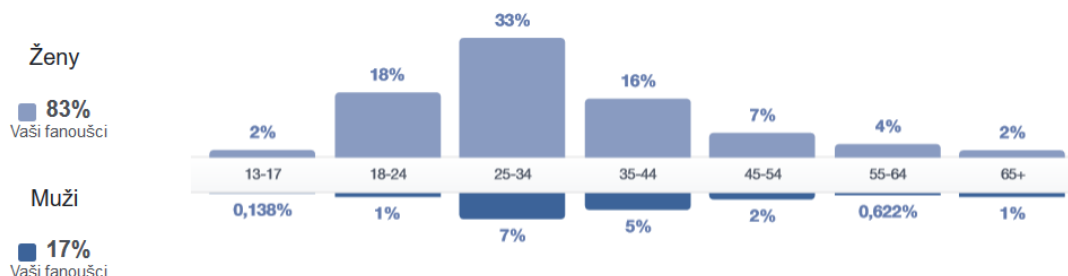

Fig. 5   Facebook insight of target group distribution

Source: https://facebook.com/Vodicí-pes-z-s-147400295295686/insights/

When combined, target audience chosen for organization VODICÍ PES z.s. are women between 25-35 years old that have graduated from high school or university and live in a city bigger than 20 000 inhabitants.

6.4   Separation of campaign

Campaign is separated into two branches. First is active social media advertisement campaign in combination with selling merchandise. These two fators compliment each other as they are both based on social media platforms, use the same design language and tone of voice. They need to actively actively managed and require investment of capital.

Second branch is passive and it is SEO optimization including website restructuring and aplication for Google funds. This part of campaign makes it easier for potential contributors to find this organization when looking for it through search engines. It does not require big financial investment only the time to analyse and implement improvements.

6.5   Search Engine Optimization

Optimizing the website and the meta tags is maybe the most critical and the most effective step this organization can take. It cooperates with a web agency and it will not cost them anything. As a result, it will be easier for people to find them, get in touch with them and contribute money to them.

Recommended meta tags are: "výcvik vodicích psů", "výcvik vodicích psů Brno", "Milan Dvořák výcvik psů", "vodicí psi Brno", "výcvik štěněte", "pečovatelské rodiny vodicí psi", "Pečování psi Brno", "pečovatel pes". These suggenstion were created with the help of Google Keyword planner.

Slow loading times can be solved by asynchronous loading and compressing in other words minifying the CSS and JavaScript files. Recommended tool for this process is Gzip.

Another tool is to use caching in order to load the website faster when a visitor returns to the website. And although the images are small they are still bigger than needed for the CSS that is currently running. Therefore, optimizing images even further is recommended.

After utilizing the current state the next important thing is to create a valuable content that is at least 400 characters long. This content can be shared and quoted by others that are interested in topic of non-governmental organizations but also by people that are curious about what is it like to live without the ability to see the world around you. This content will also provide long tail keywords. These articles can act as blog content that can be shared on Facebook, therefore it can unite social media strategy with search engine optimization. These blog posts will create further backlinks and bring more traffic from other social platforms.

More backlinks can be built by sharing them with the sites of contributors. Each time someone contributes they place a link on their site. This will help them with content creation and SEO and at the same time it will improve backlins of this organization. An option that might be used is to devote money and buy Udemy course for employees about search engine optimization. These courses when bought during sales can cost around $20 USD.

When it comes to Google AdWords it might not be the best solution to invest money there. Because people act impulsively and many of them need to be asked to donate money. But thanks to Googles program Google for Nonprofits [2]there is a possibility to obtain $10 000 USD budget per month. This budget can be further increased up to $40 000 USD per month. This is an interesting opportunity and I would advise the organization to apply to this program.

Recommendation is to bring their search engine optimization up to date as this is the weakest point of this organization. Second recommendation is to apply for Google grant as this would provide a considerable amount of marketing funds to promote themselves.

6.6   Social media campaign

This branch includes paid social media advertisement that are supposed to bring more funds therefore fulfilling the first set goal and propose the usage of non-paid form of other social platforms such as Instagram, Pinterest and YouTube.

6.6.1   Facebook

For VODICÍ PES z.s. the possibility of organizing events is also important and effective way how to engage with their fans and friends. Another way to increase at-

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[2] Data available from: https://google.com/nonprofits/

tendance on an event is regular posting on a discussion panel. If people clicked interested or going they will see the post in their notification.

Very popular are posts that encourage users to choose different reactions to choose between two things. Users express their opinion and in the comment section can further discuss their decision.

For this organization, it also makes sense to cooperate with other pages and write articles about their activities and stories. This helps both pages as it brings new audiences to both pages.

Fundraising campaign on Facebook
This option should be deployed in synergy with organic posts. Targeting to people that are in pixel web audience will be one tested target group and the other contains fans of the page. Last one are people that fit in our target group. That means women between 25 – 40. This segmentation narrows the target audience and gives us the ability to test different posts on different audience and to track our results. It also helps us increase the cost-effectiveness of this campaign.

Proposed long-term budget is 6 000 CZK. This will allow us to reach 25 000 people on Facebook. Anticipated cost per click (CPC) is 10 CZK and expected conversion of our website is 5%. This leaves us with the cost per contributor of 200 CZK. When compared with the average amount received by a money transfer when an individual subject which in 2015 was 7 065 CZK.

Two graphical version of advertisement were designed and are shown bellow. They should be tested with the reach of the first 2 000 users and the continue with the more effective one. This means spending approximately 500 CZK on each one of them and then making a decision to which one to keep active.

Minimalist design advertisement
This type of advertisement is designed in minimal design with black background. This background is used to represent the darkness as this organization is helping blind clients. The younger spectrum of our target group is selected as seen by the illustrated dog. Solid background and illustration is chosen because it communicates the message without showing too many details. The dog has a speech bubble to intrigue the user and bring new perspective. If a photo with a guide dog was shown then potential contributors can be influenced by a small detail in the photo and maybe not click on Donate Now button. This button is used to eliminate the number of clicks user has to perform to donate. By using this feature, it is possible to donate through Facebook payment gateway.

Fig. 6   Facebook advertisement design for raising funds

Carousel type of advertisement
This type consists of 4 images and is often used to present products of an ecom-
merce. This unordinary solution intrigues visitor's attention. By scrolling all the
way to the right, he will be on a small journey. The black and white has been cho-
sen to relate to the blind people. The question mark in the middle is in light grey
instead of white to evoke the feeling of uncertainty. This carousel is finished in
white link to the website which symbolizes the difference that this organization
makes in people's lives after they help them. Call to action is expressed in the title

and the benefit is described in the subtitle. All links are redecting to a contribution page of the website vycvikvodicichpsu.cz
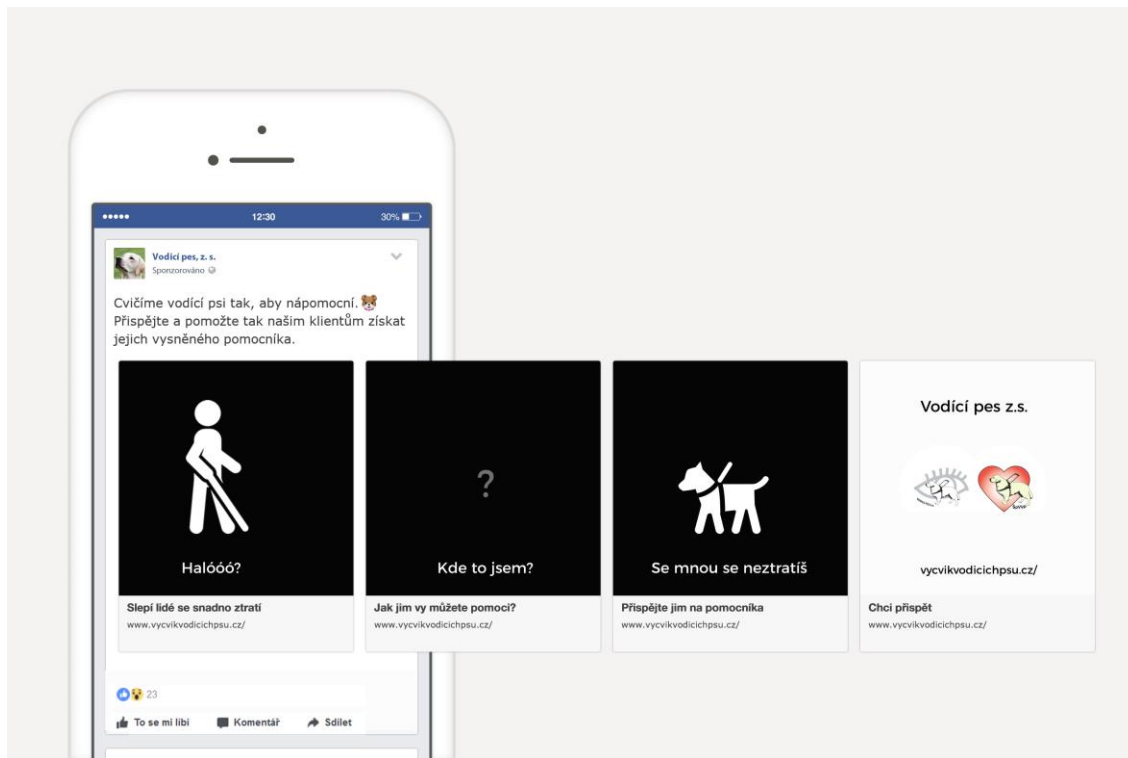
Fig. 7   Facebook carusel advertisement design

6.6.2   Selling merchandise campaign

Selling t-shirts, mugs and other items is a technique often used by other organizations in this sector. The price of a t-shirt is often around 400 CZK and there is often no mention of any percentage going for the causes of the charity. It only spreads the awareness about the organization.

This is where this campaign is different and where unique value proposition lies. Instead of trying to keep the price as low as possible the goal is to set the quality of the product high and then give the on the causes of training the dogs.

Friends might be intrigued by the logo or the message on the object and ask: "what does VODICÍ PES z.s. do?" This can start a conversation and promote the organization in the best way possible, by word of mouth marketing.

Fig. 8   Merchandise t-shirt design

The image shown on a t-shirt is a dog wearing sunglasses often wore by blind people. This reverses the situation where the t-shirt owner is the guide for his or her dog. It was designed to appeal to people as funny and intriguing.

Breakdown of the cost of t-shirt

Clean high quality T-shirt 96,74 CZK with tax (Online-textil.cz, 2017). This price is for a batch of 40 t-shirts.

The cost of printing is 117 CZK (Inetprint.cz, 2017) for one t-shirt. This price applies for orders with more than 40 t-shirts printing.

Estimated 120 CZK for part-time worker that can manage estimated 10 t-shirts an hour. That means 12 CZK per t-shirt, 10 CZK per package 74,00 CZK (Ceskaposta.cz, 2017) for shipping. Marketing estimate is 35 CZK for sold t-shirt, but as a safety net it is calculated with 50CZK.

The total cost for one t-shirt are 360 CZK. Our goal is to contribute 50% per t-shirt to training of guide dogs. This leaves us with the retail price of 720 CZK. Which is higher than the industry standard, but with the offer of providing added value by supporting beneficent cause.

Facebook advertisement of merchandise

This example of advertisement is the link relates to the proposal of the organization offering its own merchandise. The description contains a clear call to action that is tailor made for the target group and focuses on the problems that they are experiencing. That is that they are looking for a gift for a friend or a relative, but they want something fresh and at the same time something that they can feel good about because they are helping others.

Two calls to action are complemented by the title assuring the visitor that if they visit the site that are going to be redirected to the correct website and the subtitle is concretely showing how many percent of the price will be used for purposes of training the guide dogs.

Fig. 9   Facebook merchandise advertisement design

6.6.3   Custom webpage page

This process of selling merchandise can be done both personally, but for greater efficiency and more measurable results is better to create a custom landing page also known as micro page. One version will be purely dedicated to selling T-shirt with a logo and a slogan of this non-profit.

Throughout the page the identity of the organization must be kept intact and the color scheme as well as fonts must be kept. If customers feel trust toward the page only them will they consider buying anything.

The first part of a website is dedicated to grabbing the attention of a reader. We only have around half a second for the initial impression. This part of the site is the most important as if the user leaves they will never see the rest. However, it should not be misleading.

Next section should be interest provoking that describes the whole process. In this case, that if a person buys a t-shirt all the profits will go towards the training of guide dogs. Our goal is also to create desire in the customer. That means listing the benefits of our product.

This landing page has also integrated Facebook pixel with action tracking for further re-marketing purposes that are more effective than talking to a new audience. It also has integrated Smartlook and Hotjar for tracking the behavior of the visitor and gives us clues to what part of the site to redesign or change the text to be more compelling. To make sure that Facebook's analytics are correct and that we are not being misled the Google analytics are also employed.

The demand can be tested by running Facebook advertisement campaign with the website in pre-order mode. Users can pre-order the item and if the orders exceed 10 for the marketing price lower than 500 CZK than, we can go ahead and start printing t-shirts. This method is called lean testing and it allows us to see if this product makes financial sense by only investing 500 CZK since we already have servers, domain and programmers.

Fig. 10   Custom landing page design
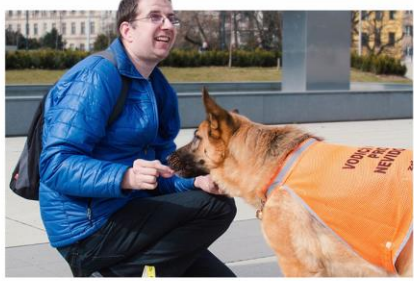
6.6.4   Usage of other social media platforms

While Facebook is the leader there are other widely used platforms in corporate social media campaigns, but not in non-governmental campaigns therefore allowing big opportunities of reaching target group outside Facebook that became a norm in non-governmental marketing. The same target group can be reached, but with a lot less competition. Following describes each platform and recommended content for it:

- **YouTube**

Reccommended steps would be taking every video that employees and client make and then put it on YouTube. Because YouTube is a place where the target group spends their time it is important to have at least some presence there. If the link in the description is given under each video uploaded this leads visitor to the platform they are the most active on. And the main conversation and engagement happens on Facebook. Students from video schools can also practice as part of their school projects shooting commercial spots for this organization.

- **Instagram**

Instagram is a way of attracting new audience that might be interested in the activities of this organization. Potential step families for raising the puppies and contributors spend valuable time on this platform every day. And because of the low competition in this sector on this platform the potential gain in number of step families is big. Instagram is a place where good photography matter and therefore shots with a professional camera were taken and stored in a database to be used as a subtle background. Touching quotes such a shown in the picture present a way to go. They are not call to actions just a clear statement of this organization's values. It is important not to force users into action with every post but rather start a conversation about a topic of blindness connected with human character. Topic that most people can connect with.

- **Pinterest**

Pinterest can be used to educate broad public namely women in our target group that use Pinterest for inspiration their do it yourself projects. The importance is put on the content being visual. The organization already has an article about how to behave towards a blind person with a guide. This article contains ten suggestions and each one of them can be converted into an info graphic. Content can also be created by asking blind clients to draw pictures and the posting them on Pinterest.

Fig. 11   Pinterest infographic design

7 Discussion

This marketing thesis was focused on non-governmental organization and the way they conclude their marketing activities both online and offline.

Recommended steps to fulfill the goal of raising more money for this organization and reaching more people were presented. Facebook advertisements were designed, these designes should be further tested and interviews with current fans should be conducted in order to confirm that they find this type of advertisement valuable and appropriate. After seeing how the first 2 000 users react to each advertisement it should be further analyzed and re-designed. Another form advertisement should a short video explaining what the organization does and how can people help them. Different versions of title and heading of the advertisement should be tested and combined with test of targeting different target audience. Further narrowing of target audience is recommended, this can be achieved by using Facebook pixel and better targeting of user's interest when designing a campaign.

Current fans and friends of this organization should be asked to give a rating on their Facebook page as this helps the organization look more trustworthy and professional but also helps them with reaching more people. These fans should be given polls and questionnaires to see what content they enjoy the most and what do they want to see in the future.

T-shirt merchandise was designed and a strategy was presented. These designs and calculation were done for women medium size t-shirt. Further market analysis of various sizes and male gender demand is required to be assured that the maximum amount of merchandise is sold therefore funds are raised. T-shirt pricing should be also tested as there is not many similar products existing in the current market.

Usage of other social media platforms were introduced, but real world data are needed to see if the time invested is worth the result. Other cooperations with social media influencers can be arranged as it is a non-governmental organization they might not require financial compensation.

Strenghts and weaknesses were uncovered allowing the organization to get a different point of view on their marketing strategy. New marketing opportunities were discovered which can help the organization to raise more contributions and provide better services. Concrete designes of material for various social media platforms were presented a are ready to be used.

The proposed campaign should increase the number of contributions received. By implementing strategies mentioned in this thesis the potential reach would increase as well as brand awareness. It would require roughly 22 500 CZK of investment but the potential gain is around 75 000 CZK. Although these numbers are not exact as the campaign was not tested. Further testing and improving is recommended to provide more compelling offer for the target group of this organization.

8 Conclusion

To conduct this thesis, the appropriate resources were studied. Terms from internet marketing, social media, market analysis and non-governmental organizations were defined in the review from literature. In the beginning of practical part the organization VODICÍ PES z.s. was introduced and analyzed. Internal analysis was done by SWOT analysis which revealed strengths and weaknesses of this organization and showed potential treats and opportunities. PEST analysis was performed to identify the factors that affect the organization externally. The competition was also thoroughly analyzed and target group was identified. The elements of branding such as logo design, name of the organization, Ambassadors and slogan were described in detail.

Next part was devoted to internet marketing and a proposal for social media platforms was introduced. Reccommended tests were outlined for YouTube, Instagram, Snapchat and Pinterest accompanied by a suggested graphical drafts of post designs. The main focus was on Facebook as this is the platform most commonly used both by the organization and their target group. It offers the most effective usage of time and money. Various types of paid advertisement were presented with graphical examples including trends such as carousel type advertisement and minimalist flat design advertisement.

Merchandise campaign contained the graphical design of the apparel, design of custom landing page and a graphical design of Facebook advertisement. Custom landing page was created according to current trends with customizable images. This assured coherent branding projected by this organization. Apparel was created with the organizations values in mind to be appealing to contributors with a goal of bringing in more money for better services and a secondary goal of raising awareness about this organization. Cost of t-shirt creation and sale price were calculated and a comparison between affiliate program for recommending apparel was made. The result was that for the organization it is both from an image building perspective and financially beneficial to sell its own merchandise.

The current search engine optimization problem with missing meta data and errors in the html code was addressed and suggestions in the usage of keywords were given based on the current queries that were used to find this page and its competitors. Reccomendation to apply for Google fund for non-profits was given with the goal of raising more money from contributors by Google text ads. At the end, the overall financial costs and benefits were calculated.

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