

Proposal of a Donor Behavior Model Applied to Spanish Organizations for Development

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Abstract— NGOs need a thorough knowledge of the donor decision process in order to be successful in their strategies for raising awareness and fundraising. In this paper, we focus on particular types of nonprofit organizations: those whose aims are to contribute to the advancement of developing countries and, specifically, those trying to raise awareness of their situation and obtain funds in Spain. The model we propose is the result of the study of bibliography, the authors' experiences in the last 25 years in over 15 NGOs with different levels of responsibility, and a study conducted by Salvetti & Llombart for the Spanish Association of Fundraising, consisting of 1.437 on-line interviews with donors, high and low potential donors, as well as non-donors. The interviews took place in December 2010 to February 2011.

Keywords- Donor behavior, NPO, NGDO, social marketing.

I. INTRODUCTION

The application of marketing principles to non-governmental development organizations (NGDOs) cannot be a direct transfer of the techniques and strategies applied to the private sector. Full knowledge of the donor behavior process is necessary to establish new marketing strategies that will improve the effectiveness and efficiency of the NGDOs. Donor behavior will not be the same for all the donors, or in all circumstances. Indeed, the decision making process will be longer and more complex in certain circumstances, such as when a donor is considering giving for the first time or when a large amount is to be donated.

Having in mind that the process will not always involve the same degree of complexity, a donor behavior model is proposed.

II. MODEL OF THE DONOR DECISION MAKING PROCESS

A. Proposition of a model

Although we know that there is not only one valid model, we consider it necessary to be guided by a model of reference since a model offers the basis for the investigation and for the strategy [1]. In fact, models allow us to conclude easily what are the aspects on which the investigation should be carried out, and on the basis of its results, the strategy to undertake.

But to make sure that the strategy or strategies chosen are the correct ones, it is essential to perfectly know the decision process. Only by knowing all the factors that influence on the donor, the NGO will be able to act on them.

The model we propose gathers all the factors we have considered decisive (Fig. 1). In order to make this model, we have had three main inputs:

--Bibliography with models such as those of Bendapudi, Singh & Bendapudi [2]; Burnett & Wood [3]; Guy & Patton [4]; Kotler & Andreasen [5]; Lynch [6]; Sargeant [7], De Pelsmacker [8] and Aldamiz-echevarria & Aguirre-Garcia [9].

--The authors' experience in the last 25 years in over 15 NGO with different levels of responsibility.

--Study conducted by Salvetti & Llombart [10] for the Spanish Association of Fundraising consisting of on-line interview with semi-structured questionnaire to 1.437 people among whom there were a stratified representation of current donors, high potential and low potential donors and non donors. The interviews took place in December 2010 to February 2011.

B. Influencing factors in the donor decision process

B.1 Influences of the environment

--*Governmental policies.* They influence on the donations through the fixation of the fiscal deductions of duties on the donated amount, and through official aid (generally, the greater the official aid is, the lower the donations). These last years, public funding has been reduced in a very considerable way. Spain had hit a record in 2009 with 4,728 million Euros in net Official Aid to Development (OAD) but since then the cut, according to Intermón [11] can exceed 1,000 million Euros.

--*Economic environment.* If the home economic environment is bad, the probability to donate to the South becomes smaller. Is also affects as it influences the disposable rent and future expectations. These factors affect the probability of carrying out the donation as well as the quantity. This is why, the current global crisis that has affected negatively private and public donors has declined just one point, from about 11% of regular donors to 10% but the amount companies donate has declined strongly [12].

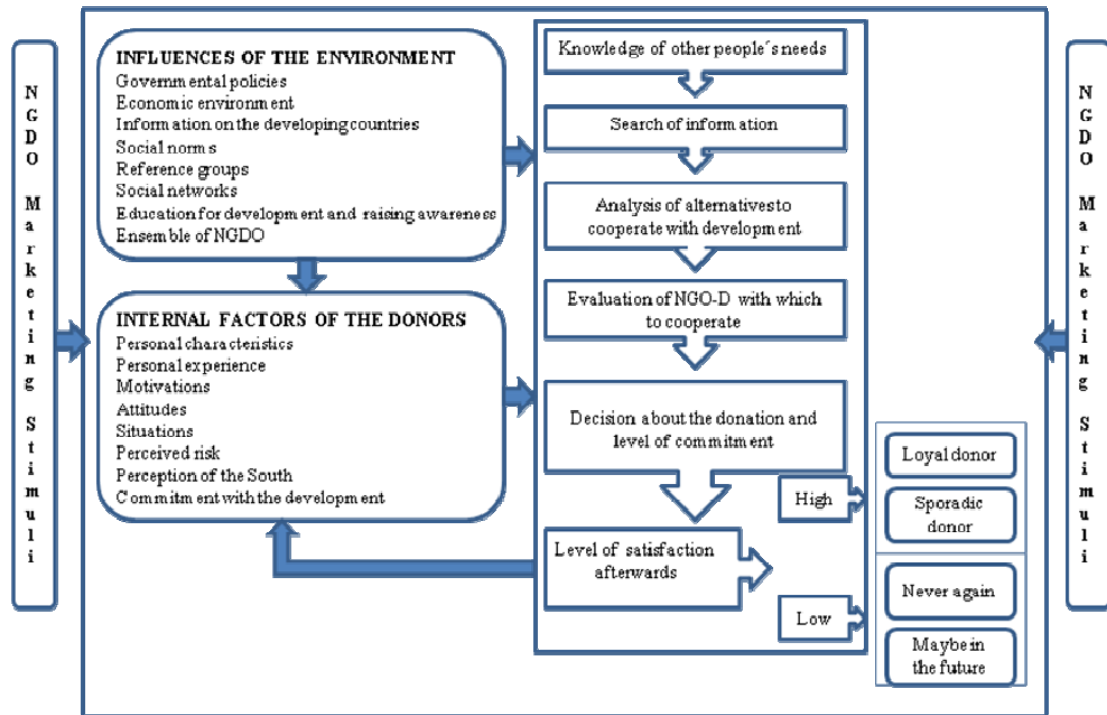
--*Information on the developing countries.* Often the mass media show the noticeable aspects of the South and this information may influence the attitudes and perceptions of the potential donors about the need to cooperate with the development, and also on how the different NGDOs are acting.

Indeed, the effect of mass media on donations is very high. Although only 10% of Spanish people make regular donations to NGOs, in disaster or emergency Spanish donations are among the first in the world as it became clear after 2010's earthquake in Haiti, where Spain was the third

country in the world by volume of aid after US and Canada [13].

--*Social norms*. They will influence because they can facilitate the decision to donate or not. Indeed, if people consider a norm to donate part of their salary to charitable

organizations or to send NGO Christmas cards, they will probably do it.



• Figure 1: Model of NGDO donor behavior

--*Reference groups*. They influence the formation of beliefs, attitudes, and in the long term, on donations. Reference groups are those in which the potential donor is already a member and those to which he or she desires to belong.

Among the first group, family and friends stand out. If ancestors and friends carry out donations, the probability of donating is greater than if they do not [14], even though the donors are not always aware of this influence.

In Spain, this is a problem because donors usually do not speak about their donations. Their contributions to NGO are considered a personal decision that is not discussed with others, even within their closer circle [3]. According to consulting firm Bain, Spanish people do not recommend the NGDO they collaborate with because they think it is presumptuous to speak about their good actions [15].

Among the reference groups are groups to whom the donor desires to belong such as the upper social classes and people like artists or sportsmen. The desire of many people to identify with those reference groups and imitate their attitudes and behaviors, makes it important for NGDOs to know them and to get their collaboration to influence in favor of them. In order to do get related to someone, the NGDO should make sure about that person's honesty in all previous aspects of their lives so that it does not damage the image of the NGDO.

--*Social networks*: Here we do not refer to the NGDOs social networks that would be part of their marketing stimuli but what it is said in those social networks such as

Facebook, Twitter, Tuenti... about the NGDOs in general or a particular one. This may be linked to the NGDOs effort (i.e.: good viral forwarded by people that has liked it) or it can be completely independent of it.

--*Education for the development and raising awareness*. These are the set of actions whose aim is to promote activities that favor the society's perception towards the problems that affect the developing countries and that stimulate active solidarity and cooperation with them, by means of campaigns, information services, education programs, support of fair trade and responsible consumption initiatives related to products coming from developing countries. This effort on education for the development may be undertaken by public institutions, formation centers and all the NGDOs.

--*Ensemble of NGDO*. The ensemble of NGDOs will be an influencing factor because as we have just mentioned, it contributes to the education for the development and the collection of donations. In effect, through marketing stimuli, NGDOs can try to contribute to both objectives, even though the donations can go to a different NGDO than that which is carrying out the education action. Thus, a NGDO can make the effort and another one can obtain the funds due to different factors such as the credibility of the NGDO or the kind of projects it undertakes.

One of the values that are demanded to all the NGDO is honesty when they undertake projects and when they collect funds for them. In fact, the frauds made by some NGDO

have caused a very negative image, not only for the dishonest ones, but for all [16].

B.2 Internal factors

--*Personal characteristics*: demographics (such as age, sex, civil state, position of the donor in his family, number of family members), socioeconomics (such as profession, level of rent, patrimony or level of studies reached) and psychographics, such as the personality and the lifestyle. Sargeant [7] refers to some of these characteristics and deeply explains how they affect the donor behavior in one or another way.

--*Personal experience*: whether it is related to having lived a personal difficult situation, know the reality of the South or from being a donor. So, in the first case, people that have personally lived difficult situations tend to collaborate with NGDOs that contribute to solve what they have personally lived. The same applies to the other experiences. The first time someone decides to carry out a donation is complex and it is simplified later as a result of this experience. The theory of the consumer behavior postulates that, in following donations, four types of simplifications will happen [17]: less time dedicated to look for and to think over the evaluation criteria, different importance assigned to those criteria, same election on the two or three subsequent decisions and knowledge about the influence of his behavior on him. Therefore, the second donation - if the result of the first has been successful- will be much easier, and can even become a routine action. That might be the reason why Herron [18] considers that the nonprofit organizations benefit from the "inertia of the donor" that makes that people tend not to change NPO unless these change. Nevertheless, this loyalty is not generally true when the donor makes his or her donation just on impulse.

--*Motivations* Among the motivations to donate in Spain, the vast majority of private donors (52%) continue to give despite the crisis, making an effort in their personal finances and family solidarity. They feel they must, especially in times of crisis, show solidarity with the needy. Another 27% are more idealistic and donate to improve the world, and finally, around 21% do it just for personal satisfaction (feeling good about themselves) [10]. These motivations are inherent to the person and, although they are influenced by environmental factors, it is usually difficult to stimulate them through marketing efforts. What can be done, through marketing stimuli, is to show how motivations can be satisfied.

--*Attitudes*. They are the favorable or unfavorable predispositions to act in a certain way. Two types of attitudes can be mentioned: The attitude towards the cooperation for development. According to German [19], people do not usually have an attitude towards the cooperation to development. They have a clear favorable attitude to the elimination of the poverty but they do not see the cooperation as a strategy to reduce poverty [19]. The attitude towards the different NGDO tends to be more relevant once the person has considered carrying out a donation. Up to that moment, the attitude towards the cooperation and its personal implication is more important than the attitude towards the different NGDOs.

--*Situations*. They can be the state of mind, the time the potential donor has to listen to the person who carries out the request, his or her economic situation, the time of the year (Christmas versus not), the commitment degree that the potential donor is ready to assume, the social relationship with the person who carries out the request, the place in which the donation is requested and how many people are present.

Other situation to be mentioned is when donors write their will: their personal circumstances (whether they have relatives or not; the relationship with them and so on) as well as their personal believes can make them take the determination to dispose in their will some money or properties for a particular NGDO [20].

Knowing all the possible situations and their influence on donations will be useful for marketing departments of NGDOs as they can take advantage of those situations that benefit the cause of the NGDOs and to control those that are not good for it.

--*Perceived risk*. Depending on the different degree of uncertainty on the consequences of the donation, the probabilities of making the donation will be bigger or smaller. Thus, it has been empirically showed [21] that the perceived risk has a direct relation with the donor behavior, so that, the bigger the perceived risk, the minor is the probability of being a donor and vice versa.

This perceived risk has increased in the last years due to scandals of NGO in the North such as Anesvad e Intervida in Spain in 2007 and in the South such as the events in Haiti in 2010 when some NGO's workers were arrested for child trafficking during the relief efforts.

Nevertheless, this perceived risk will not be the same in all situations. In fact, in the case of donations that require a great effort for the donor, it will be much more important to reduce the perceived risk, than if the donation does not require almost any effort, because then it is almost easier to donate than not to (as it would be the case when volunteers from the Red Cross ask for a coin in the street and give you a sticker as a sign of your contribution to the cause).

If the NGDO wishes to develop a successful relationship with its donors, it must obtain their confidence and assure them of its integrity. To do it, the NGOs should increase their transparency showing their main goals and activities, countries they are active in, number of employees, annual turnover of funds (updated regularly), principal financing sources and nature of links with donors [22, 23]. This integrity supported by its capacity to supply the services to the beneficiaries, increases the confidence of the donor and reduces the perceived risk of the donation.

--*Perception of the South*. The perception forms through environmental factors such as the information about the developing countries and through the marketing stimuli. Depending upon the image that the potential donor has of the problems of the South, the predisposition to donate will be one or another. In this sense, donors that say and think sentences such as the following will very unlikely to make a donation [24]: "a very important part remains in the way, it does not arrive to the destination"; "Although the aid arrives, there are people in the South that take advantage of the aid and it does not arrive at the truly needed"; "It is a problem of the governments from the North and from the

South"; "They are the ones to be blamed for working little, having many children and using what little water they have hastily... Giving them today to eat, we do not solve anything: the day after tomorrow they would be in the same situation". To face this way of thinking, the ensemble of NGDOs should try to overcome some of those reasons.

--*Commitment with the development.* This commitment implies much more than a donation. The NGDOs should clearly show that the donations are not enough, and a change of attitude towards the development is necessary to obtain a commitment. In the long term, the commitment will not only stop the consequences but also the causes of underdevelopment.

But not all people donate to NGDOs for the same reasons. In fact, in Spain, according to Salvetti & Llombart [10], there are four distinct types of donors according to the cause that moves them to donate to an NGO:

- i. Development of poor countries (37%)
- ii. Children welfare (33%)
- iii. Emergencies or disasters (19%)
- iv. Human rights and marginalized sectors (11%).

NGDOs try to get loyal donors and not people that give only in emergencies and disasters; so they should try to encourage those donors that just donate in emergencies to get a bigger commitment. This does not necessarily means giving money but actions such as modification of consumption habits to others more sustainable, developing an active and informed solidarity, collaborating with the NGDOs to do everything necessary to obtain the development or assuming political responsibilities as citizens of the North.

The commitment to development is also related to the level of involvement of the individual, so that higher involvement means higher commitment to the development. But this commitment with the development or high implication level is not enough, nor necessary, to carry out a donation. Indeed, it is not enough because there are people who, being very involved with the development cannot or do not want to cooperate economically. They are people that donate part of their time or that, even wishing to cooperate economically, have small economic capacity. On the other hand, high level of implication is not necessary either. There are multiple motivations that induce people to carry out a donation and some of them are far from being a true commitment to development. So, some people can donate without being compromised and vice versa.

But the fact that the high level of implication is not enough, nor necessary, does not mean that it should not be tried. It must be done and, in fact, it is easier to acquire a level of commitment from a person related to the world of cooperation, than from a person completely outside that world. Indeed, it has been shown empirically [25] that when a person makes a small collaboration to a nonprofit organization, the probabilities to collaborate with it again - even with something that requires more effort- are much bigger than if he or she has not had any contact at all.

NGDOs have two main objectives: to educate for development and to finance projects so it is very important to commit people to development. This commitment can be obtained through education for development and through different marketing stimuli.

Therefore, the commitment to development will be an objective of the NGDO, before and after the donations. In fact, although the motivations to donate the first time can be different to those derived from a commitment feeling, with a relationship marketing strategy the NGDO will try to fortify those motivations with a major commitment. In that way, although some of the motivations can be satisfied through acts different than donations, when reinforcing the positive aspects of these, the donor will continue being so. That is to say, although initially a person may carry out a donation for example, to show a high rent, if the NGDO manages to convince that person that her or his cooperation is necessary to obtain higher quotas of education, vaccinations and major contribution to the development, she or he might continue cooperating, even if the original motivation has changed or can be satisfied in a different way.

Once the internal and external factors that influence the donor decision process have been explained, the *main reasons* that influence this process for Spanish donors according to the study of Salvetti & Llombart [10] are shown in table 1. Good information offered by the NGDO, being known and trusted as well as being considered a guarantee aid arrives to the correct place are the main factors influencing donors to select one NGDO. We can see these main reasons can be impelled by a good marketing strategy maintaining intact the foundational objective of the NGDO. Other reasons such as its geographical scope, values shared, whether they are religious or secular, type of recipients and so on, are more related to the NGDO foundational objective and therefore, are more difficult to change but even among these motives, there is one: the advertising campaign that belongs to the marketing scope.

In addition to the internal and external factors already referenced, the marketing stimuli also influence the decision making process directly during the decision process as shown in fig. 1 but also influencing the environment and the internal factors of donors as will be discussed afterwards.

C. The donor decision process

Once the different factors that influence the decision making process have been explained, the same will be done with the different phases of this process.

--The process begins with the *awareness of other people's needs*. This can take place in a casual way (due to the vision of an image in a magazine, for example) or in a searched way (such as a direct request).

TABLE I. REASONS GIVEN BY SPANISH DONORS AS INFLUENCING THE NGDO TO COOPERATE WITH

Reasons	%
Its information convinced me	41
It is a known and trusted NGO	40
I know the help arrives, it works with responsibility	34
It is placed worldwide	20
I share the values / I identify with this NGO	20
The type of recipient	19
It solves the origin of the problems	14
They are always placed where they are needed	13
For the cause	12
They are not limited to a single field	12
Friends, relatives or acquaintances who collaborate with that NGO	11
I felt able to participate and not be a mere donor	10
It is secular	8

It is a local NGO	7
It is religious	7
It sponsors children	7
Its geographical scope	7
It does something different to what other NGO do	6
Acted in an emergency with which I collaborated	4
They have a good advertising campaign	4
Others	2

Source: Salvetti & Llombart [10]

Therefore, for this phase to take place, it will not always be necessary that the NGDOs carry out any special action, since the mass media and social networks, especially in cases of emergencies, will show the crisis. In these cases, the mass media, social networks and the communication of the NGDOs are the principal sources of information that the public has about the emergencies but when the emergency is no longer interesting to the mass media or if it is never so, the NGDO will have to make a bigger effort to make people know about it.

--The second phase is the *search of information*. This can be internal and external. The internal one makes reference to the information retained in the memory and if the donor considers this enough, he we will not spend much time looking for external sources. When his knowledge is small, the attitudes towards the NGDOs are weak or when the degree of involvement is very high, the search for external information will become very important.

--In the phase of *evaluation or analysis of alternatives to cooperate to the development*, the person with enough information decides whether to cooperate with money, time or with both simultaneously. Once he or she has decided how to cooperate, he analyzes different NGDOs with which to cooperate. To do it, he will take advantage of the data already obtained and he will try to choose that NGDO that better satisfies the motivations that impel him to donate. The name of the NGDO will facilitate the donation process [28]. In this sense, the potential donor, before starting to evaluate the NGDO with which he wishes to collaborate, creates his own "short list", that is to say, the list of the NGDOs capable of getting his donations. For that reason, NGDOs consider very important to be on that list and to get that aim, marketing stimuli will help.

Once the potential donor has analyzed the different NGDO, he will consider if, on the basis of what he knows, he is finally going to carry out a donation and, if it is the case, how much to donate.

Of course, previously who agrees that somebody should help, must recognize that himself must assume personally the commitment since, in the opposite case, donations will not take place. In addition, that person must perceive that he has enough economic capability to give.

For Gallagher and Weinberg [26] the first donation is fundamental because, if the NGDO acts correctly, new donations will take place. Although it is clear that the first donation is very important, the fact that the person carries out successive donations does not depend only on the acts of the NGDO. Indeed, it also depends on other factors such as variations in the socioeconomic characteristics of the donor, others needs that can be perceived as more urgent or the "fatigue of the aid".

However, it is unquestionable that the behavior of the NGDO influences on the following donations. Indeed, the donors frequently complain about the amount of direct

mailings or e-mails they receive requesting funds after they have donated, about the ignorance of their donations reflected in the NGDO mailings and about the duplications or even triplications of requests that they receive, as a result of typographic errors in the address or even in the name [27]. If the NGDO acts in this way, the donor can decide not to give them funds in following years.

The process, therefore, does not end with the first decision of the donation. Indeed, whether a person donates or not, there is a subsequent behavior. If he or she has donated, this subsequent behavior can be the decision to do it again, for which it will be key to be satisfied by the NGDO, or not to do it again (because he cannot or does not want to). If the donation has not been carried out yet, that decision will not necessarily be definitive; in some cases it could be definitive and in others, it could just be temporary.

In any case, the entire decision making processes will influence in the person who has gone through the process in all its modifiable aspects. That is to say, on all the internal factors but his or her personal characteristics.

Indeed, the internal factors influence the decision making process but, at the same time, the process influences those same factors. In this way, the experience influences on the process but, once the person has given, that experience becomes bigger and so, the donation influences it. Exactly the same happens with the perception, the motivations, the situations, the attitudes, the perceived risk and the commitment with the development.

Not only will all those internal factors influence the donor behavior but also all the factors that help donation behavior to take place such as the education for development and the marketing stimuli. The shortage of money for day to day means giving up certain expenses, including, often, donations. However, this is not the only reason for not donating money to a NGDO; sometimes the donation process and the lack of citizen engagement are the main reasons for a lower generosity [12] and marketing stimuli can help to ease the process of donation and to increase citizen commitment towards development.

D. Marketing stimuli

We have mentioned previously the importance of marketing stimuli during the process but to deepen on this point, we want to highlight a very interesting article written by Blery et al [28] that makes an analysis of the bibliography regarding the need of marketing for NGOs and mentioning that even though there are aspects such as customer profiling and market segmentation that NGOs consider helpful, they don't actually do [29]. In the same sense, the research of Dolnicar and Lazarevski [30] showed that many NPOs don't have people in their marketing departments trained in marketing and all their efforts are focused on sales and promotional activities. The reasons for this could be that some marketing mix elements are not under the full control of the NGDOs (product cannot be changed; price or amount given by donors is generally voluntary) and that NGOs tend to be reluctant to the use of marketing strategies because they perceive marketing is a bad thing which aims at manipulating people and therefore it is not compatible with the honorable work they are doing.

But as Maynard [31] says, NPOs should develop a strong well-known identity over time. Thus, the marketing concept should be seen as a philosophy of action for them that goes further than obtaining a donation, but a way to satisfying the consumer and donor needs. To do it they must start identifying people who will more probably support their mission (market segmentation), ensuring an image attractive to those people (product positioning), developing communication messages attractive to them and communicating with them through channels they use (place in the traditional marketing mix).

Regarding the donation process, NGDOs have to bear in mind that donating money is a difficult process and the more they simplify it, the more likely people become donors. For example, if NGDOs ease the process by allowing direct debit donations, donors do not have to make a conscious action every period, as the NGO is responsible for the deduction of the appropriate amount when applicable. For this reason, debit payment is comfortable for donors and increases the chances of maintaining aid [12].

Another option lately used to ease the donation process is SMS donations. This action is used, especially after disasters like the earthquake in Haiti in 2010 or the emergency in the Horn of Africa since 2011. The mobile donating has been successfully used by NGDOs such as UNICEF and Red Cross in those emergencies. The person sending the message pays a maximum price of 1.42 Euros but the result of many SMS generates a big amount for the NGDOs.

Other aspects related to marketing stimuli that can be approached are those related to improving loyalty. According to Salvetti & Llombart [10], in Spain, on average, the loyalty of current donors to NGDOs is 10 years and 19% of donors stay with the same NGDO for over 15 years. In table II, several actions are proposed to increase loyalty [12].

TABLE II. ACTIONS PROPOSED TO INCREASE LOYALTY

Listen to donors to prevent loss if interest, maintain or increase their participation
Arrange personal meetings (local meals of solidarity, anniversary celebrations, photographic exhibitions and so on)
Organize focus groups to collect and analyze the experience of the partners and, from there, promote activities adequate for donors
Use ICTs as social networks
Phone donors to thank for their collaboration and sometimes but not always, propose increases in their donations linking it with concrete actions the NGOs can do with the new proposed amount
Try to get sporadic donors into loyal donors
Ease donations by direct debit
Meet donors' information needs without tiring them with lots of data
Do not send by postal mail excessive documentation; if possible; send documents via email to avoid making them think that donor's money is being wasted
Use specific stories among the information better than generic situations as this way of acting causes better results
Involve donors as prescribers in their immediate surroundings
Include in the website a proposal of collaboration beyond ordinary contributions

The actions just mentioned do not pretend to be an exhaustive list of marketing actions but an example of some of them. We think that the list with what have been said before is quite clear in all possible actions but maybe in the last one. When we mention as a possible action to include in

the website a proposal of collaboration beyond ordinary contributions, it is to avoid missing the opportunity for potential big donors to give high contributions. Most donors give according to what they are asked for. If there are only suggested modest amounts, they will comply with the request. The same applies to the option of a legacy. If that possibility appears in the web, even though it might be necessary to have a personal contact, it is easier to include the organization in a will than if nobody suggests that possibility [32]. Large donations are easier to obtain with the personal contact with prospective major donors, but not all major donors are well identified and that is why it is a good idea to let donors know about that possibility.

As we have tried to show in this paper, the elements of the donor behavior model are interrelated and that is why they appear linked. In the same way, on all the phases of the donation process influence the internal and external factors, as well as the marketing stimuli. When we say on "all" the phases, we also mean the behaviors following the first donation. In fact, in all of the four future behaviors that can take place: become a loyal donor, a sporadic donor, never give again or maybe in the future, marketing stimuli should continue to be used. That is true because for NGDOs, the education and raising of awareness among the population is at least as important as the funds they get as, even if a person is never going to donate money, he can contribute to the development of the South with other personal behaviors as it has been showed.

III. LIMITATIONS OF THE STUDY AND FUTURE LINES OF RESEARCH

This theoretical model of the donor behavior should be tested through empirical research to know the exact nature of the relationships between the factors analyzed. The funding objective of NGOs for development will only be completely fulfilled if their responsables understand the way donors behave so any deeper knowledge on this aspect is relevant.

Even though this paper has mainly analyzed the economic donations that might be given, there are many other ways to engage with NGDOs such as donation of time, donations in kind and engagement of other types and other works should also analyze those processes.

Other aspects to be analyzed are the factors that determine the amount given and the moment of the donation (specific period of the year such as Christmas, writing the will, etc.) as well as the loyalty to the NGO.

Finally, it could be also interesting to analyze the donation process for private companies and the main factors that influence this process.

IV. CONCLUSIONS

This paper has analyzed and proposed a model to explain the decision making process of Spanish donors to NGDOs in order to help those responsible devise strategies for fundraising and raising awareness. In order to obtain funds and to achieve the change social marketing refers to, it is fundamental to have an exhaustive knowledge of the donor behavior process, because a donor, even with a strong motivation to help others, may fail to donate if any phase of

the process is interrupted. All the phases proposed in the model are necessary, but they are not always enough to achieve collaboration from the public. For example, in the severe economic crisis in which Spain has been living since 2008, the number of donors has decreased while the number of volunteers has increased, making a change in the way people help. This is not due to a change in attitudes, motivations or other internal aspects, but to external ones.

The proposed model has different external and internal inputs, as well as a description of the donation process itself and the marketing stimuli that influence the whole process (while at the same time being affected by it). For that reason, all the inputs are interrelated in the model. The factors of the environment that affect the donation process are governmental policies, economic environment, information on developing countries, social norms, groups of reference, social networks and education for development. Among the internal factors that influence the donor decision process are personal experiences, perceptions, motivations, personal characteristics, situations, attitudes, commitment to the development and perceived risks.

Knowledge of the donor behavior process is necessary in establishing new marketing strategies and actions, while also abandoning others that might upset donors, such as spending an amount they consider excessive on fundraising activities. But to fulfill their objectives, it is not the marketing stimuli of one NGDO that will make a difference, but the stimuli of all NGDOs combined.

In order to know what the message should be, it is necessary to know how the donor decides to donate: to whom, when, where, why and how. To do this, different information is required, such as the main motivations for choosing a reliable NGDO—which in Spain are the information offered by the NGDO; being a known and trusted organization; and being considered an NGDO that delivers aid to the right places. But, because the NGDOs' main reason for being is to serve the public, those responsible have to make sure the message they send to potential donors fully respects their main objectives.

The knowledge of the different phases and influencing factors on the donation process will facilitate the best possible use of marketing strategies to obtain funds and to achieve the social change desired.

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