CREATIVITY IN FUNDRAISING ON NON-GOVERNMENTAL ORGANISATIONS

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ABSTRACT: This research aims to understand the importance of creativity in fundraising applied to a non-governmental organization (NGO) that works together with the health system (Ronald McDonald Foundation, Portugal).

The research strategy is qualitative through an interview with the Foundation's top managers. Regarding the role and the importance of interviews, noticed that in depth interviews have already proved their worth in research.

The results of this study prove that creativity, individual and organizational was the lever in all the campaigns they have done in the past. However, the times are changing and there's the need to implement new ways to generate new ideas, namely on the digital area, on line commerce and partnerships with companies of e-commerce. Thus, (1) there are some aspects of the individual, known as the P's of creativity that determine our capacity for being creative: the person or personality; the process; the place; the product or service and the capacity of persuasion. Creative people can change the way other people think and they potential the creative process with attitudes and values), (2) foundations and NGO's always played a very important role in the society, not only because they work for a common good but also for decreasing social imbalances in the community by helping the most needed people. These organizations are also facing the challenges of a

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global virus and being aware of the economic impact in the people lives and (3) fundraising and crowdfunding are the two ways of financing the NGO's in order to allow these organizations to develop their mission. The global financial difficulties present and ahead, impose the need of being creative, because there will be more people needing help and the sponsors and donators won't have the same availability.

1.   Introduction

Creativity and fundraising are the two main concepts in this paper.

Creativity is the mental process of generation of new ideas by individuals and groups and innovation is the implementation of creative ideas with the final purpose to create value (Wolf, 2014). According to Conti (1994), in the creative process there are four elements that determine the result: three components within the individual – domain relevant skills, creativity-relevant processes, and intrinsic task motivation – and one component outside the individual – the social environment in which the individual is working.

Using different models to stimulate creativity, not only individual but also for group works, can help us to find creative solutions. Within the process of creativity, the magic and disruptive thought, the free brain storming and the structured brain storming (Thoring & Muller, 2011). For these scholars this are ways that can open the mind to find innovative and creative solutions within a group. Also the brain writing, making mental maps and free association, associating ideas that in the first moment couldn't be seen, are processes that lead us to a new vision. Bono (1969) invented the theory of the 6 thinking hats (Eskandar, Rahim, & Ghafour, 2014), in which every member of the group represents one emotion about an idea and by the discussion of the problem in different angles, it is possible to get to a final idea. These group dynamics develop the individual creative skills, allowing a better expression and communication in creativity (Pirola-Merlo & Mann, 2004).

Fundraising is the art of collecting or producing money for a particular purpose, especially for supporting social causes (Grønbjerg, 2013). Thus, the focus of this thesis

is based on a practical study of a Non-Profitable Organization, Ronald McDonald Foundation in Portugal. The story of how they managed to apply creativity in Fundraising in order to pursue with their mission. This institution provides free accommodation in a house near the two main Hospitals in Portugal, for the families that have sick children, that are hospitalized or in treatments and leave far from Porto.

The times are difficult and is urgent to find creative strategies to ensure the future of these organizations. The context we are living in this moment is like a big challenge for all of us and the population needs are now bigger than before. Creativity can help us to shape our capacity to adapt to the adversity and find new ways to do fundraising. Technology, digital marketing, social media, these are tools that have no costs associated and can be very helpful in order to Fundraising in these times of social restrictions. Turbulence and instability in the organization or in the environment can be a powerful stimulation to creativity (Lukić, Džamić, Knezevic, Alčaković, & Boskovic, 2014). A better understanding of the difficulties and the challenges ahead allow us to anticipate the solutions.

With this paper we aim to be able to show how practical creativity techniques, individual and in group make people think, be committed and work together towards the same goal and get good results. The interview, will allow us to know which are the main problems and have a deeper look to the organization: their mission, their vision, their culture and values and their goals. This qualitative method will allow us to get all the information needed to make a good diagnosis of their experience, in-depth interviews have already proved their worth in research (Stokes 2000), as regarding the role and the importance of interviews.

2. Theoretical framework

2.1. Organizational creativity

Creativity is the differentiation factor, designing new business processes in which the individual creativity is valued and promoted is an important requirement for implementing innovative products and services. Modeling the individual creativity and the competence is what influences the levels of creativity in a business process (Figl & Weber, 2012). Creativity drives entrepreneurship at all levels and increases the creative

dynamism of the individual level as part of the innovation process (Pirola-Merlo & Mann, 2004).

To promote organizational creativity among individuals it is necessary to remove barriers and obstacles that are inhibitors and stopping to promote the lone inventor as a myth.

In order to identify creative skills and implement mechanisms to promote and incentive Creativity, the leadership in the organizations must have the soft skills to appreciate the individual knowledge and promote the collective growth and set creativity in the organization as part of their mission and vision. (Pirola-Merlo & Mann, 2004). Organizational creativity is the balance between complexity, compromise and choices. (Schiavone & Villasalero, 2013). Organizational requirements for innovation include creativity, experimentation, internal communications and learning. The Leaderships as developers, can contribute significantly to the identification of new ideas and the providing knowledge to increase Creativity. Effective communication must occur within the organization, throughout the innovation process, including the findings of the solution, product or service testing through to post deployment (Schiavone & Villasalero, 2013).

Many of us self-isolating to mitigate the spread of COVID-19, our collective attention is turning to online social platforms in an unprecedented way. Innovation in content creation and on the platforms, themselves are unfolding at a dizzying pace. With more content comes more competition to reach communities, ideally while prioritizing meaning and entertainment. How these skills are expressed through interactive technologies and what demands, and interests' audiences are demanded now and the inherent organizational creativity is stimulated and boosted by adding to it: other people, other things, new moments and stimulating activities.

2.2 Fundraising

In recent years, charities and nonprofit organizations have faced increased pressure from a number of sources – governments at all levels have cut back on the funding of social services, the number of nonprofit organizations has grown, and the scope of services provided by charities, nonprofits and non-governmental organizations has expanded (Chang and Lee, 2010; Hall et al., 2003; Miller, 1998; With the escalating competition for scarce donor has come increased use of sophisticated marketing

communications and fundraising techniques by charities and nonprofit organizations (Eva, 2010; Kay-Williams, 2000). A new type of donor focused more on return on investment is being courted, and a 'new philanthropy' driven by individual donors who seek to become involved with more transformative and engaged modes of giving has emerged (Eikenberry, 2008; Wagner, 2002).

Charities need to be innovative in order to appeal to existing and new donors. Governments, sponsors and the general public are demanding increased transparency and accountability at the same time as some fundraising techniques have been the subject of critical. It is required the skilled management of the fundraising function by charities of all sizes (Paas, 1995).

In Fundraising activities, the work is directly and indirectly, through internet or media campaigns: electronic mail, online publications, Web sites, television, or radio; printed information, advertisements or publications: newspapers, flyers, brochures, and magazines. Events, sports , runs, walks, auctions, dinners, galas, concerts, and travel or trekking adventures, sales of goods or services, membership or corporate sponsorship programs; and - indirect or related activities, such as: researching and developing fundraising strategies and plans or prospective donors; recruiting and training development officers, hiring fundraiser (Paas, 1995).

The implied or explicit requests for donations, the information about how to donate, including planned giving, information about existing or planned programs, services, or facilities to encourage donations, the provision of goods or services, including entertainment, to persons other than beneficiaries (Team, 2015).

The promotion of events that involve fundraising; - the management and administration of fundraising activities, such as planning and research for future fundraising, overseeing and facilitating ongoing fundraising activities, or evaluating past fundraising events, information about gift incentives, premiums, or other fundraising merchandise (Miralles, Miralles, & Osentowski, 2004).

Most of these activities will continue to be possible and improved. However, because of the social restrictions it won't be possible to make events to raise funds in the next months and this is an important source for raising funds. The need to find creative ideas is very much needed in order to keep the sustainability of these organizations (Robins, 2011).

If Fundraising with social purposes is what strengthens the infrastructure of the society, and the social needs are increasing, there is this urgent need to find Creative

Solutions in Fundraising. (Berber, Brockett, Cooper, Golden, & Parker, 2011) (Berber, Brockett, Cooper, Golden, & Parker, 2011).

3.   Research methodology

3.1.   Methodological approach

The research strategy is qualitative through an interview with the two managers of the Foundation. Regarding the role and the importance of interviews (Stokes 2000), noticed that in depth interviews have already proved their worth in research.

A qualitative analysis of the reality in this organization will allow us to present the most suitable solutions so they can apply to their reality.Given the nature of the research problem, which involves previously unexplored constructions of personal interpretation (Hassar, 1990), the complex nature and the need to be studied in its natural context and the reduced theoretical development that exists (Bonomi, 1985); 2. Due to its qualitative nature, it allows us to understand, in a particularly rich way, behavior "in a situation in which it has not been properly and previously well-articulated or generalized" (Merrilee's & Giessen, 1999); 4. And, because it is very unlikely to be necessary for an in-depth understanding of the problem studied (Gilmore & Covelo, 1999).

A qualitative paradigm is, therefore, more focused on meaning than on the measurement of phenomena based on the participants' frames of reference (Silverman, 2000).

In order to know and understand the Fundraising strategies adopted and the organizational resources considered essential for the construction of competitive advantages within this dynamic, two key interviewers were elected – The General Director and the Mobilize Support and Fundraising Manager.

As mentioned, as a selection criterion, we tried to approach experienced people who had actively participated in the managing of the foundation and know their needs strengths and weaknesses-

In recent years, several authors have defended the legitimacy of qualitative methodology in the study of organizations and, since then, several considerably prestigious scientific journals have started to publish empirical works developed based on case studies or other types of nature research models (Caro, 2001).

3.2.   The interview structure

After investigating the theories found in the literature, with the "objective of collecting information relevant to the area of research in general and the problem" of this investigation (Sousa & Baptista, 2011, p. 33), the most relevant aspects were revised in relation to some essential theories for the development of this study. Various themes were addressed, such as Fundraising in NGO's, the importance of Creativity in Fundraising, Techniques of Organizational and individual creativity, the growing needs of the society and the importance of Fundraising for social causes, the financial management of NGO's and its sustainability in times of crises. A set of significant variables were identified for which it is intended to obtain an answer considering the objective of this study. The research questions are, in a simplistic way, the questions that are intended to be answered throughout the investigation (Ibdem, p. 27). Based on the exposed problem, the following table presents the research questions that are the object of empirical study, duly substantiated.

Table 1: Interview structure

Questions	Authors
1. The Ronald MC Donald Children's Foundation is present in Portugal and internationally. In which countries are you represented and what is your international mission?	(Vonţea, 2012); (Yi, 2010)
2. What is the connection with McDonald's? Are they the Foundation's sole sponsor?	(Čačija, 2016)
3. How many years has the Foundation been in Portugal?	(Vonţea, 2012)

Questions	Authors
4. What is the relevance of Fundraising at Ronald McDonald Foundation in Portugal?	(Best, 2013)
5. As a social institution, what percentage of the annual budget is supported by Fundraising?	(Schiavone & Villasalero, 2013)
6. How many elements does your team have?	(Schiavone & Villasalero, 2013)
7. How does the Foundation organize its Fundraising campaigns? Do you have a creative team or team moments to generate new ideas?	(Amaral, Petroni, & Hess, 2016)
8. Do you believe that creativity is important for successful Fundraising?	(Erwin & Landry, 2015)
9. How can Creativity be decisive in Fundraising at your organization?	(Calic & Mosakowski, 2016)
10. What creative ideas did you have in the past to fundraise?	(Foroudastan & Saxby, 2004)
11. What are the initiatives you usually take to Fundraise?	(Calic & Mosakowski, 2016)
12. What were the fundraising plans for the year 2020?	(Carnie, 2017)
13. How are you dealing with the challenges of the current context to ensure the sustainability of the project?	(Durcikova, 2003)
14. Is the whole team committed and involved in Fundraising? Do you usually talk about this subject?	(Perez-Esparrells & Torre, 2012)

Questions	Authors
15. Do you usually do brainstorm or team work sessions to find solutions or new ideas?	Sargeant (2008)
16. Does the team usually give new ideas or suggestions for new ways to do fundraising, or find new patrons or sponsors?	(Durcikova, 2003)
17. Do you believe in the viability and sustainability of Social Solidarity institutions in Portugal?	Sargeant (2005)
18. In terms of Fundraising what are your strategies for the future?	Sargeant (2009)
19. As a World organization, in the face of the current crisis, how are you doing Fundraising at an international level? As a World organization, in the face of the current crisis, how are you doing Fundraising at an international level? What actions are you taking in other countries?	Sargeant (2005)
20. Do you believe that fundraising and crowdfunding are important for the sustainability of projects of this nature?	Sargeant (2009)
21. How do you see Fundraising in Portugal and in Europe?	Sargeant (2005)

Source: Own elaboration.

4. Discussion

The results of this practical study prove that creativity can be used to make products, processes, and services better and it can be used to create them in the first place. It is expected that increasing your creativity will help you, your organization and your customers become happier through improvements in your quality and quantity of output. The Ronald Mc Donald Foundation is a very good example of Creativity in Fundraising. The creation of a solidary collection with the storytelling involved, using the fabrics that would go to waste, this makes the emotional connection with the society and tells the story of their mission. (Best, 2013) Best (2013) refer about the theme Injecting Creativity into you Fundraising Work: "Creativity is central to any school fundraising strategy".

The campaigns with Portuguese fashion designers, the participation in events like Portugal Fashion, the partnerships with companies like Eugenio de Campos Jewelry Collection. The partnership with Glovo and Make Notes, the Mc Smile campaigns with the Mc Donald Restaurants, the Meal Programs and so many other activities they promote with their group of volunteers. The best way to revive fundraising is to make friends in the corporate world. Forming long-term, corporate-charity partnerships is a great way to establish a fundraising channel with clear long-term outputs. Now more than ever, charities and corporates are working together to build public awareness through creative advertising and executions.

Fundraising is a very challenge mission in the times we are leaving in but with creativity it is possible to do it with success. Pressured by the financial dependence on official support, many institutions have deployed initiatives to increase and diversify their sources of income (Calic & Mosakowski, 2016).

The specifics of these approaches do vary, but there are principles that must be observed in all of them in order for the result to be more effective. It is essential to have someone responsible for fundraising, someone with training, also essential to involve the entire institution, from employees to users. The difficulties that this implies, are known to have a team specifically dedicated to fundraising. It is a permanent and professional job, which requires training and knowledge, but many institutions are already awaken to this reality, they have advanced and the gains are in sight (Bowman, 2010). Sargeant (2005) sustains that organizations must recruit enthusiastic and committed fund-raisers and form dedicated teams, as team efficiency is more important than that of great lonely people.

Promoting Creativity meetings has a positive contagious factor that enhances the results and reinforces the teambuilding (Schiavone & Villasalero, 2013). In the case of

Ronald Mc Donald Foundation in Portugal there is a superior manager with fundraiser functions. However, the evolvement of all the team around the same project with the same goal enhances the results and reinforces the teambuilding.

Fundraising is nothing more than marketing at the service of causes, the art of asking for money is not enough, to individuals or to legal persons (companies or foundations) (Sargeant, 2009).

The director and founder of the marketing agency «Tangible Response» and also a professor of fundraising in the United States, Stephen Pidgeon, considers that "the biggest mistake of non-profit organizations is taking for granted that they deserve the support of people. For Pidgeon, "people do not want to give to institutions, they want to give to people and those who work in the institutions have to realize that they are in the middle of the bridge between the donor and the needy person" (Pidgeon & Keye, 2014).

Commitment is achieved by the emotion that can be provoked in the donor, that is, being able to make him see with his heart the benefits of the action for which the donation is being requested. The objective is to reach donors, attract them and make them loyal to the cause / project. It is essential to build empathy with the cause by sending a clear message to donors, but it is just as important to give something in return, that is, to make the act of giving into a partnership. And in this regard, it is necessary to know donors well, because fundraising is to help people discover the joy of giving. Eva Eggvisk, responsible for fundraising at NABP, a Norwegian association of blind and partially sighted people, and explains: "A story must be told that leads the person to donate, but this must be a story about people and never about organization itself". It is also important to attribute the laurels to the donor. Any benefit obtained from the donor's contribution must be attributed to the donor".

For Sargeant (2005) "focus all success on the donor's contribution and this must be shown to him". Feedback is essential to gaining donor loyalty, because the donor likes to know how the story ends. And this story can be that of the institution's current action or a specific project. Facing Fundraising with professionalism, with knowledge of the market, in a sustainable way and as being a vital pillar in the life of these institutions, through training of creativity, sharing experiences and creating a network allows us to face this theme in a real way and foster Social Entrepreneurship.

In a context in which social, environmental and sustainability concerns are known to the community and are part of the legislation and in which company managers have this issue on their agenda, there is a greater predisposition and greater sensitivity to these

issues. The fiscal framework also benefits and encourages companies that practice fundraising and conditions are created for this to be an area that allows Credible and prestigious Institutions, better to develop its action with the populations and to defend and protect those who need it most, in a context socialism of individualism and loneliness. (Carnie, 2017).

5.   Conclusions

In this research paper we wanted to study Creativity in Fundraising, applied to a non-profitable organization that works together with health system: Ronald McDonald Foundation in Portugal. The goal of this work was to prove that by using techniques of Creativity, fundraising can be improved. The example of this organization reinforces the initial purpose of this paper. Creativity is the skill that enhances their abilities and consequently, that improves the fundraising achievements allowing these organizations to follow their work and mission within the community (Wilkens, 2014).

This march 2020 a World Pandemical due to Coved 19 has been declared and literally, the world stopped. Social restrictions have been imposed and in all the countries, all the cities, all the streets became empty. The main activities like Charity Dinners or events planned for 2020, had to be cancelled and there's the need to think of new ways of doing Fundraising.

Fundraising and Crowdfunding are tools that will be decisive, not only because of the scarcity of wealth caused by this event, but also because we are living a new paradigm of human life on this planet and there will be a strong need for altruistic actions, because the banks and governmental systems won´t be enough to take care of their populations. (Counts & Jones, 2019).

In this study, we can conclude that nevertheless all the difficulties in doing Fundraising in times of general crisis is a noble mission and creativity plays a very important role in the development of new ideas and involving all the team is the best way to do Fundraising, not only because of all the great ideas that can come, but also because when people gather together with the same goal, the power and the energy generated is contagious and that is perceived by the outside world.

If there's one thing that this sector is known for, it is resilience. Despite the challenges in fundraising that charities and non-profits may be facing, there are

opportunities to come out stronger. They overcome challenges by embracing digital technologies. Bringing them up to speed with the modern world, so they can concentrate on doing good.

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