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**THE ROLE OF EMAIL MARKETING IN
FUNDRAISING FOR ENVIRONMENTAL
NON-GOVERNMENTAL ORGANISATIONS**

Bachelor's thesis

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I hereby declare that I have compiled the thesis independently and all works, important standpoints and data by other authors have been properly referenced and the same paper has not been previously presented for grading.

The document length is 9150 words from the introduction to the end of the conclusion.

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ABSTRACT

This research aims to explore the role of email marketing in fundraising for ENGOs with a focus on elements that contribute to and hinder successful email marketing strategies and identify ways to maximize the effectiveness of email marketing under the scope of fundraising in ENGOs.

The research questions focus on identifying elements contributing to the effectiveness of email marketing in ENGOs' fundraising efforts as well as on the elements that can decrease its effectiveness and exploring ways to maximize the advantages that email marketing can provide. The theoretical frameworks used in this research are the advertising value model and the technology acceptance model. Employing a qualitative approach, in-depth online interviews were conducted with representatives and board members from six diverse ENGOs.

The findings offer a list of components necessary for email marketing effectiveness, including the effect of visual elements, the impact of personalized narratives, and the significance of influential calls to action. Additionally, the results provide information on what could negatively affect the success of email marketing such as not working attachments and complicated donation process. To maximize the effect, audience segmentation and simplifying the donation process are the key strategies for enhancing the impact of email marketing in ENGO fundraising initiatives.

Keywords: email marketing, fundraising, environmental non-governmental organisations.

INTRODUCTION

Nowadays, environmental issues such as climate change, the loss of biodiversity, land degradation and water scarcity are of great importance to the population due to their drastic effect on humanity, the effect that has been rising in recent years (Robinson, 2023). These matters are being addressed by various institutions worldwide including a high number of environmental non-governmental organisations (ENGOS) (Willetts, 2009).

From a global perspective, ENGOS represent specific types of non-governmental organisations that target critical environmental challenges through a large number of actions and operations (Partelow et. al. 2020; Princen & Finger, 1994). Since such organisations fall within a non-profit category, they exist mainly with the support of society in terms of funding and human resources recruitment and do not have a distinguishable sole revenue stream like most for-profit business entities do (Cutlip, 1965; Jacinto Convit World Organization, 2022). Therefore, marketing plays a crucial role in the success and impact of non-governmental organisations by helping them effectively communicate their mission and values, attract human resources, and carry out the activities necessary for the completion of the main goal (Kumar & Kumar, 2014).

Over the last several years, the importance of email marketing has noticeably and comprehensively increased in the marketing field, predominantly caused by the swift transition towards digitalization and the overall growth in the global population of internet users (Hudak et al. 2017). The significance of email marketing can be attributed to its distinctive ability to engage with a diverse online audience, as well as its ability to establish the brand identity, increase brand awareness and generate revenue (Hudak et al. 2017; Thomas et al. 2022).

The knowledge gap in studies investigating the role of email marketing in fundraising for ENGOS represents a critical area of research deficiency within these fields. This gap leaves board members of ENGOS without the necessary and sufficient information to make well-informed decisions regarding whether to allocate resources to email marketing initiatives or

not. Multiple studies have been conducted regarding the usefulness of email marketing for various business entities in various commercial contexts (Hartemo, 2016; Smart & Cappel, 2003; Hudak et al. 2017), nevertheless, there exists a breach in studies connecting email marketing and the unique domain of ENGOs with their distinguishing features. This thesis research problem arises from the challenge faced by representatives of ENGOs in making thoughtful decisions concerning resource allocation and the effective utilization of email marketing in the scarcity of previous studies. Consequently, the research problem identified is the scarcity of information regarding the role of email marketing within the context of fundraising for ENGOs.

The aim of this research is to explore the role of email marketing in fundraising for ENGOs with a focus on elements that can contribute towards successful email marketing strategies as well as on the elements that have a negative impact on the success of email marketing. Further, the research conducted for this thesis analyses the most optimal ways of maximising the impact of email marketing.

Summarising and condensing the paragraphs above, the following research questions are formulated to fulfil the thesis aim:

RQ1: What are the elements that contribute to or hinder the effectiveness of email marketing in the fundraising efforts of ENGOs?

RQ2: What are the ways for ENGOs to maximise the advantages of email marketing for fundraising?

The research method chosen for this thesis is qualitative. Online interviews are conducted with the representatives and board members of a total number of six ENGOs to evaluate the role of email marketing and identify the key elements of a successful email marketing campaign. The selection of participating organisations employs a strategic sampling method, including organisations where the author has previously volunteered or worked, while also ensuring that the involved ENGOs have a prior record of utilising email marketing with the purpose of gathering financial contributions for their environmental initiatives.

The findings and results of this thesis will be beneficial for the marketing departments of ENGOs since understanding how email marketing campaigns can be optimised to maximise financial support for environmental causes is essential for the sustainability and prosperity of ENGOs. Hence, investigating and gaining knowledge on this issue is not only academically applicable but

is also vital for enhancing the impact and influence of ENGOS' actions and, therefore, facilitating a sustainable and environmentally safe future. Furthermore, the findings have the potential for application in various other NGOs, offering valuable insights into how email marketing can be utilized across different sectors.

My personal interest in this topic lies within my broad volunteering experience and personal solicitude for the sustainability and preservation of natural resources. Throughout the past three years, I have been employed by several NGOs to work in marketing departments and, therefore, have been personally involved in raising funds for diverse causes (for example, decreasing the damage after environmental disasters). Email marketing has been consistently chosen as a tool across multiple campaigns, employed to generate much-needed donations and establish meaningful connections with supporters and donors. Throughout my journey in NGOs, I have maintained a persistent curiosity, contemplating the reasonableness and long-term viability of such an approach, and this curiosity greatly contributed to and influenced the choice of the topic of this thesis.

The thesis consists of several chapters, each devotedly designed to deliver a comprehensive explanation of the designated subject. The structure of the thesis is summarised as follows. First, a theoretical framework is introduced. This chapter acts as the base upon which the entire research is going to be built. Key areas of focus include an in-depth description of two theoretical models - the advertising value model and the technology acceptance model, a detailed explanation of the email marketing concept with a breakdown of email marketing metrics, as well as an overview of non-governmental organizations along with their characteristic features, ENGOS and the complexity of their funding instruments. The next chapter, called “Research and Data Analysis”, is devoted to explaining the methodological approach to the research. It presents a systematic explanation of the research design, the rationale behind the chosen methodology, and the process of the data collection. Following it, the results and findings part addresses the research questions presented at the beginning of the thesis. A presentation and interpretation of the results, along with any other meaningful discoveries and practical recommendations are provided. Summarising it all up, the conclusion and recommendations for future research are presented, briefly enclosing the core insights from the study.

1. THEORETICAL FRAMEWORK

The concept of email marketing, along with its metrics, tools, and strategies, is expounded upon in this theoretical framework chapter. The theory of the advertising value model and the technology acceptance model and their connection to the aforementioned topics are also thoroughly examined. Furthermore, an overview of ENGOs is provided, with a comprehensive explanation of their promotional and funding concepts and how they interrelate with the realm of email marketing.

1.1. Theoretical models for studying email marketing

This thesis employs two theoretical frameworks, the advertising value model and the technology acceptance model, to gain an understanding of the role that email marketing plays in fundraising for ENGOs from the perspective of service providers.

1.1.1. Advertising value model in the context of email marketing

To comprehensively evaluate the role of email marketing in fundraising for ENGOs, it is crucial to explore the factors that ENGO representatives could focus on capturing recipients' attention, subsequently inspiring them to contribute to donations. For this reason, an advertising value model can provide a better understanding of the principles lying behind this process (Ducoffe, 1995; Gangadharbatla & Daugherty, 2013; Murillo et al., 2016).

The advertising value model is used for a process of evaluation of the worth or utility of advertising for consumers and includes three initial components of perceived value: informativeness, entertainment, and irritation (Ducoffe, 1995). In subsequent research studies, an additional factor was presented, the concept of credibility was introduced and examined by Brackett and Carr (2001) and Gaber and Wright (2014).

Firstly, each advertisement, and in the case of this thesis - each sent email, is supposed to have an informative aspect that is correspondingly relevant to the current period of time and

circumstances (Murillo et al., 2016). Furthermore, it was emphasised that perceived informativeness is connected to the overall value of the advertising, indicating that the greater the amount of valuable to the recipient information contained in the advertisement, the more likely it is that the recipient will retain and value it (Ducoffe, 1995; Gangadharbatla & Daugherty, 2013).

Secondly, entertainment plays a crucial role in the model since it is an attribute that brings forward positive feelings and allows the building of a meaningful and favourable association with the sender or initiator of the advertisement (Gangadharbatla & Daugherty, 2013; Murillo et al., 2016; Shimp, 1981). This value is frequently employed to provide recipients with a sense of aesthetic enjoyment, a means of escapism, a source of diversion, or even help with emotional release (Hussain et al., 2022; Martins et al., 2019).

In contrast to the previous two positive indicators, the next one - irritation, on the other hand, provokes feelings of annoyance and negatively influences the perceived value of advertisement (Gangadharbatla & Daugherty, 2013). In particular, the feeling of irritation could be caused by the extensive amount of ads (in the case of this thesis - by a large number of emails) (Murillo et al., 2016) or by the perceived deceptiveness and dishonesty (Ducoffe, 1995; Gangadharbatla & Daugherty, 2013).

Credibility has also been added to the initial Ducoffe (1995) model and is considered to be the other key factor attributing to the advertising value (Aydoğan et al., 2016; Brackett and Carr, 2001). It holds influential significance in shaping the recipients' perception and the information included in the advertisement must always be considered and carefully checked by the originator of the advertising or email campaign (Aydoğan et al., 2016).

Summing everything up, Aydoğan et al. (2016) conducted research that highlights the essential considerations in planning a successful web advertisement campaign. According to their findings, credibility and informativeness emerge as the main aspects to be prioritised, given their significant impact on the recipient. It is crucial to recognise that alongside these factors, the element of irritation should not be underestimated in the planning process as well. On the contrary, it has been found that the impact of entertainment on perception is not as significant as that of other factors (credibility and informativeness).

In the context of this thesis, the advertising value model serves as a foundational concept shaping the structure of the interview questions. Implicitly incorporated into the questions, the objective of the interviews contained an investigation of the marketing representatives' awareness and recognition of any observable impact originating from the aforementioned factors such as informativeness, credibility, entertainment, or irritability on the overall performance of emails.

1.1.2. Technology acceptance model in the context of email marketing

Continuing with the theoretical framework for this thesis research, another key concept comes forward - the technology acceptance model (TAM) (Davis, 1986). This model, just like the previous one, supports the formulation of the interview questions, indirectly trying to expand an understanding of the influential factors on the role of email marketing utilisation in ENGOs as this framework traditionally acts as a base for understanding user behaviour toward technology.

In 1985, Fred Davis introduced the inception of the technology acceptance model, marking a significant milestone in the understanding of how individuals embrace and feel about technology. Afterwards, a series of modifications and additions were proposed and implemented, however, it is worth noting that all those modifications revolved around and were grounded on an initially defined set of attributes and elements (Davis, 1986; Marangunić & Granić, 2015).

The conceptual framework of TAM relies on a series of attributes that eventually have an impact on the practical utilisation of the system (Davis, 1986; Marangunić & Granić, 2015). It is crucial to also highlight the fact that each of these attributes (which will be explained in the following paragraphs) plays a key role in shaping the user's initial motivation and attitude towards using the technology (Davis, 1989; Marangunić & Granić, 2015), which on its end ultimately exercises a significant impact on the overall utilisation of the system.

The aforementioned attributes are the following:

- Perceived ease of use is defined as the extent to which the person considers that using the particular system would be effortless (Marangunić & Granić, 2015; Sharp, 2007).
- Perceived usefulness is defined as the degree to which the person assumes that using the particular system would enhance their job performance which impacts the overall intention of utilisation of the system (Davis, 1989; Marangunić & Granić, 2015; Sharp, 2007).

Summarising the technology acceptance model, it is crucial to underscore its importance as a key tool for comprehending the recipients' tendency towards acceptance or rejection of the technology (Marangunić & Granić, 2015). Considering the direct impact of TAM on the user's motivation, taking into account the aspects of this model could potentially shape and influence the willingness of audiences to actively contribute to the fundraising of ENGOS, which is why when conducting a marketing campaign this theoretical model should not be overlooked (Marangunić & Granić, 2015). There exist several research papers that have used TAM to evaluate the success of email marketing under different circumstances, such as gender differences in perception of emails (Gefen & Straub, 1997), the influence of culture on email recipients (Huang et. al., 2003), the effect of user-friendly email notification interface (Serenko, 2008) and so on. By employing the concept of TAM, valuable insights are gained into the likelihood, or lack of it, of recipients opening and engaging with the email. (Gefen & Straub, 1997).

This excess of research works highlights the relevance and utility of the TAM within the field of email marketing, setting it as a powerful theoretical framework for understanding user behaviour. Nevertheless, an exploration of existing literature reveals a notable absence of prior research incorporating the TAM within the field of ENGOS. Within the context of this thesis, this user-centric model plays a vital role in understanding the willingness of ENGO email receivers to actively engage and contribute to the fundraising activities of ENGOS.

1.2. Email marketing

In the past years, there has been a significant increase in the number of digital users all around the globe, more than doubling the amount of users between the years of 2013 and 2023 (Statista, 2023a). According to the prediction made by the Radicati Group (2022), it is anticipated that the global community of email users will continue its expansion, with an estimated growth rate of 12% by the year 2026.

With the abovementioned increase in the global digital domain and the expansion of the amount of email users, the popularity of electronic marketing, commonly referred to as e-marketing, has correspondingly been increasing (Dsouza & Panakaje, 2023). E-marketing comprises a scope of marketing activities and strategies that use the online realm to effectively connect with and

engage their target audiences (Jasper, 2022). This involves the utilisation of various digital channels and platforms to promote products, services, or brands, harnessing the potential of the internet to establish a noteworthy presence in the digital world and adjust to the evolving preferences and needs of consumers in the online space (Jasper, 2022).

Given that e-marketing operates within the digital field, it can be divided into various subtypes, each taking a distinguishable role in online promotion. These subtypes include social media marketing, email marketing, video advertising, affiliate marketing, content marketing, search engine optimization, and so on (Gustavsen, 2023). This thesis focuses on and gives a detailed overview of one of the abovementioned subtypes - email marketing.

According to the definition provided by Hudak et al. (2017), email marketing is a strategic and focused process implicating the intentional dissemination of commercial and non-commercial messages. When delving into the realm of email marketing, there are three components that are actively involved and can be recognized (Thomas et. al., 2022):

- First, there is the originator of the communication, typically represented by entities such as business corporations or non-profit organisations. The sender plays a crucial role in shaping the style, tone, credibility, and overall impact of the message transmitted.
- Secondly, the message itself is of great importance to any email marketing campaign. It displays carefully composed content, typically containing persuasive language, influential visual materials, and strategic calls to action.
- Last but not least, is the recipient—the intentional audience that receives the email. This can potentially encompass a diverse list of individuals or groups, ranging from existing customers and subscribed followers to investors and other stakeholders.

In accordance with data from Statista (2023b), it has been observed that companies worldwide employing email marketing strategies have generated a revenue of 9.62 billion US dollars throughout the year 2022. By the year 2027, it is anticipated that this number will escalate and reach its projection of 17.9 billion. These significant numerical values only once again highlight the significance of leveraging email marketing as a strategic approach to advertising and delivering messages, while also demonstrating its expansive potential.

Numerous research endeavours have focused on the efficacy of email marketing for various entities (Hudak et al., 2017; Thomas et al., 2022; Paramo et al., 2021). While the majority of such research has established email marketing to be a highly effective way of conveying a message, it has also been found that not all emails sent achieve the desired outcome and there is a possibility of such emails ending up in the spam or junk folder (Thomas et al., 2022; Statista, 2023).

According to the research undertaken by Hudak et al. (2017), a pivotal factor contributing to the success of an email marketing campaign lies in the accurate indication of the desired outcomes. Before starting any email campaign, it is necessary to identify its main goals which would depend heavily on the type of sender's business entity and could range from informing customers about new products/services and offering discounts to raising awareness on certain issues and/or calling for help and support (Thomas et al., 2022).

Expanding on the aforementioned findings, Bolos et al. (2016) underlined the nature of email marketing strategies, highlighting that a strategy demonstrated effective in one campaign might not necessarily produce the same results in another. Furthermore, the research emphasises the lack of universally applicable benchmark metrics for evaluating the effectiveness of email marketing across various strategies, however, the study identifies specific indicators that can be considered relevant and effectively employed to measure success to a certain extent.

Email marketing metrics

Email marketing uses several metrics that allow its users to establish its success and measure to which level the goals set have been accomplished. At the front line of the email performance metrics stands the open rate metric. The calculation of this metric is a simple division: the number of emails sent is divided by the number of emails that recipients have opened. It offers a quantitative overview of the engagement levels with the audience and showcases how the audience acts at the glimpse of seeing the title of the email and the name of the entity of the sender (Paramo et al., 2021).

Moving forward in the breakdown of the metrics, the email performance can be evaluated by examining the click-through rate (CTR). The CTR is a numerical representation of the frequency with which receivers click on various links inserted in the email. This metric provides valuable

insights by highlighting the specific parts of the email that capture recipients' attention and encourage them to take action (Paramo et al., 2021).

Finally, there exists another crucial metric, one that holds particular importance for senders—the conversion rate. It indicates the proportion of recipients who took a specific desired action in response to the email to the total number of the audience (Paramo et al., 2021). The desired action needs to be determined at the planning stage of the email marketing campaign and can involve buying the offered product/service, filling in the survey form, purchasing a subscription (Scott, 2022) or in case that is overviewed in this thesis - making a donation.

1.3. Non-governmental organisations

Non-governmental organisations (NGOs) operate as independent entities, separate from governmental or for-profit entities, quite often taking on the function of an intermediary party between individuals, various communities, and governments (Betsill & Corell, 2008). As identified and summarised by Abiddin (2022), there are several distinct characteristics that distinguish such establishments from others:

- It must have a formal and official registration as an NGO under a chosen and applied jurisdiction.
- It should function as an independent entity, separate from government control.
- Its primary mission should not be profit generation.
- It should be self-governing and privately managed.
- It should refrain from engaging in political or religious activities, such as taking part in elections or promoting explicit religious beliefs.
- It should operate voluntarily and rely on the support and involvement of volunteers.

The operations of a non-governmental organisation consist of a broad spectrum of activities, varying from executing research studies and raising awareness of certain issues to providing services directly to those in need and implementing advocacy campaigns (Boris & Steuerle, 2006). Since one of the main characteristics is being non-profit, NGOs generally rely on multiple funding sources such as grants, donations, subscriptions and sales of merchandise (Mount, 2022).

While there is an ongoing dispute within the academic and professional domains regarding the categorization of non-governmental organisations (NGOs), the Indeed Editorial Team (2022) identified two major factors to cluster non-governmental organisations: based on level of operations and based on orientation. The level of operations represents the geographical extent of the operations of a specific NGO, which can range from local and city-wide to national and international in scale. The orientation encompasses the objectives of the activities and operations performed by an NGO, which may include empowerment, charity, service provision, and various other types.

Nevertheless, this thesis concentrates on a distinct category of non-governmental organisations, which, due to their vast diversity and administrative complexity, do not fall easily within the classification of any of the previously mentioned types. These organisations are called Environmental NGOs.

1.3.1. Environmental non-governmental organisations

Nowadays, the world is facing a lot of environmental issues and various establishments are trying to come up with solutions to battle the environmental challenges (Robinson, 2023). ENGOS comprise a distinctive category of non-profit organisations dedicated to addressing complex environmental issues, mitigating the consequences of natural catastrophes, cultivating public awareness regarding diverse sustainability concerns, reducing the harmful impacts of human activities on the biosphere, and safeguarding Earth's natural resources (Berny & Rootes, 2018, Willetts, 2009).

The first establishment of ENGOS traces back to the 19th century, marking the early attempts to address environmental concerns (Partelow et al., 2020). However, a global significant spike in such establishments occurred notably around the late years of 1980 (Ibid, 2020). This wave can be attributed to the growing awareness and acknowledgement of pressing global environmental issues. Nowadays, the amount of ENGOS continues to grow with a significant concentration of ENGOS situated within the geographical expanse of Europe, constituting approximately 33% of the total global count of such organizations (Ibid, 2020). It becomes evident that Europe acts as a hub for these environmental entities, contributing greatly to the collaborative efforts aimed at addressing local and global environmental challenges.

Besides the unique characteristics of all NGOs mentioned in the previous part, ENGOs can also be differentiated by their discourses that highlight their fundamental role in addressing diverse environmental issues. Based on the findings provided by Partelow et al. (2020), it's essential to note that these discourses don't exclusively prevail as an individual aspect in isolation. More frequently, they intertwine and contain a scope of discourses, consisting of the following:

- Environmental management (dealing with past and present biosphere).
- Climate politics (advocating for sustainability).
- Environmental justice (ensuring equality of rights).
- Ecological modernization (innovation for a future change).

Within the concept of ENGOs, the human resources component is undeniably essential, with a median of 17 employees forming the median within each organisation globally (Partelow et al., 2020). However, in certain instances, the established organizations may even find themselves constrained by a membership enrollment that consists of no more than only two individuals (Partelow et al., 2020).

The members of ENGOs make a significant contribution to the organisational work, collectively navigating the initiatives aimed at environmental causes. Depending on the size of the ENGO, individuals may find themselves taking various positions that could even entail several roles across various fields. These roles vary from executive management to positions within functional departments, containing areas like marketing, finance, administration, project management, capacity building, and more (JR compliance, 2023).

1.3.2. Funding of non-governmental organisations

Given that one of the primary characteristics of ENGOs is their non-commercial nature (Cutlip, 1965; Jacinto Convit World Organization, 2022), securing a sufficient budget appears to be a noteworthy challenge within this sector (Amagoh, 2015). Generally, all NGOs maintain their financial assets through a diverse array of sources (Guillory, 2023). These contain grants obtained from corporations and governments, typically involving having to compete with other NGOs during the application round. Fundraising initiatives correspondingly play a key role in mobilising society engagement and gathering monetary donations. The private sector can contribute greatly through individual donations, while memberships also offer another way of gathering funds. By charging fees to regular NGO members, organisations in exchange provide

exclusive benefits for their associates. Corporate sponsorships are the other ways of providing financial support, with businesses aligning their brands' values with NGOs' causes. Additionally, NGOs may explore the possibility of business loans to reinforce their financial stability and follow their mission.

When speaking about ENGOS, there exists no specific distinction in the methods of funding, meaning that all above mentioned methods are also applicable and can be utilized by organizations. However, it is worth mentioning the prevalence of a diverse array of international grants that are available for allocation to ENGOS, for example, those of the United Nations Environment Programme (UNEP) or the European Union (EU) Commission. Moreover, the EU Commission's official website (https://commission.europa.eu/funding-tenders/find-funding_en) serves as a comprehensive database of country-specific information providing support regarding funding opportunities and the application procedures for local ENGOS.

Additionally, it is worth highlighting various fundraising platforms that provide assistance in fundraising various projects of ENGOS. These specialized fundraising websites serve as channels connecting donors to organizations, facilitating the pooling of funds that directly contribute to the realization of specific environmental goals undertaken by ENGOS. An illustrative instance can be represented by a "Why Donate" website (<https://whydonate.com/en/>), serving as a platform where a diverse array of fundraising campaigns are featured and easily accessible to potential donors. Such platforms prove to be very advantageous for potential donors, offering a user-friendly interface that empowers them to navigate through a variety of fundraising campaigns. One notable feature is the ability to sort and filter fundraisers based on specific causes or geographical locations. This not only enhances the efficiency of the donation process but also ensures that donors can align their contributions with causes that resonate most deeply with their own values and interests.

This thesis focuses on one of the aforementioned aspects—fundraising—recognising the particular importance of this method due to its connection with diverse marketing activities and its involvement in generating publicity (Guillory, 2023). This research aims to explain the relationship between email marketing and fundraising efforts, highlighting the interconnections between these two elements in the field of organisational promotion.

1.4. Email marketing in environmental non-governmental organizations

Taking into consideration the above mentioned information, it becomes evident that email marketing and ENGOs are two domains that need to be investigated in combination. There exists a lot of previous research on how email marketing is utilized by various business entities and whether it is effective for them or not (Hartemo, 2016; Smart & Cappel, 2003; Hudak et al. 2017). Unlike business entities offering tangible products or services, ENGOs must actively pursue and pinpoint initiatives that captivate the interest and attention of their audience, given that they do not naturally provide a product or service in high demand.

Upon the examination of past email marketing campaigns undertaken by diverse ENGOs, coupled with a detailed analysis of data derived from platforms dedicated to supporting email initiatives, a noticeable tendency was identified. It was evident that, as a standard practice, ENGOs often incorporate elements such as personal narratives, extensive plans outlining fund allocation, and explicit representation of their vision and mission statements within their email campaigns (Weinger, 2023; Diduh, 2023). Moreover, in the field of fundraising campaigns, there are some additional components that can enhance overall appeal and engagement. These may encompass the inclusion of event invitations, explanations regarding bonuses and incentives for significant contributors, as well as the integration of visually stimulating elements such as videos or pictures (Diduh, 2023). Additionally, it is significant to stress the diverse array of freely available email templates online. These templates can enhance the visual appeal and effectiveness of fundraising emails, catering to the preferences and engagement of potential donors (Weinger, 2023). By leveraging these templates, organizations can prepare compelling and aesthetically pleasing messages, ultimately contributing to the success of their fundraising campaigns.

Many NGOs may find themselves at a crossroads when it comes to resource allocation, with email marketing activities not always taking importance in their initial priorities (Wisetsri et al., 2021). The hesitation to invest in the creation of a specific marketing strategy often arises from a careful evaluation of potential benefits in comparison to other pressing needs within the organization. Despite this initial hesitation, it is crucial for members of these organizations to recognize the power of e-marketing as a tool that holds the guarantee of producing significant advantages (Wisetsri et al., 2021). By understanding the unique capabilities and outreach

potential of email marketing, ENGOs can unlock a lot of benefits that contribute to their overall success and impact (Kumar & Kumar, 2014).

Finally, it is important to highlight that there has been no prior research devoted to researching the potential relationship between email marketing strategies and the fundraising activities of ENGOs. This gap in the academic literature presents a clear opportunity for future research works to delve into this topic, looking for correlations on the impact and efficacy of email marketing within the specific context of ENGOs' objectives to get financial support.

2. RESEARCH METHODS

In the following section, a comprehensive explanation of the research design is provided, offering details regarding the chosen methodology employed in this thesis. Firstly, a thorough description of the research design is given, together with the rationale behind it and the sampling method used. Next, a data collection process is presented, providing a detailed overview of the procedure. And last but not least, a detailed examination of the analysis methods applied to examine the collected data is presented.

2.1. Research design and sample description

For the purpose of conducting this research, a qualitative data analysis approach was selected, employing the methodology of in-depth semi-structured interviews as the primary method for gathering insightful data. In contrast to other data collection approaches, in-depth interviews offer the unique advantage of establishing a connection with interviewees in a comfortable environment (Boyce & Neale, 2006). This relational aspect allows the creation of a meaningful bond, facilitating a more profound exploration of the research topic and a nuanced understanding of the subject (Showkat & Parveen, 2017). Furthermore, interview participants have the ability to express themselves and engage in more open discussions on the subject when contrasted with a focus group (Showkat & Parveen, 2017). Nevertheless, it is crucial to take into account the limitations associated with this approach, as it is susceptible to bias and lacks generalizability due to its limited sample size (Boyce & Neale, 2006).

In order to collect a sufficient number of responses, a strategic sampling method was employed. The strategic sampling specifically targeted organisations with which the author had previously established collaborations and/or volunteered, cultivating a familiarity that could potentially facilitate a more open and profound exchange of information. However, as circumstances evolved, a significant portion of the familiar ENGOs found themselves unable to participate. Therefore, the author conducted the majority of interviews with organizations that were previously unknown. The other criteria for the selection of participating ENGOs were regarding

their level of operations - the chosen organisations are operating on the local level, meaning that their target groups and scope of activities are located within their country's borders. Moreover, every environmental non-governmental organisation that was interviewed is both established and currently operating within European countries. The invitations to take part in the research have been distributed via emails to a number of selected ENGOs.

Within the framework of this thesis, a diverse range of representatives from ENGOs were interviewed, irrespective of their specific positions. Such an approach was encouraged by the recognition that the responsibilities associated with email marketing may be distributed differently within each organisation, particularly in cases where budgetary constraints do not allow the hiring of dedicated personnel for this purpose. Table 1 provides information about all interviewed people, as well as their positions in ENGOs, country, and main areas of activities.

Table 1. List of participating ENGOs.

ENGO's number	Position of the interviewee	Country	Year of establishment	Main areas of activity
ENGO 1	Volunteer	Hungary	2009	Saving recyclable waste from being sent to waste processing plants, educating the population about recycling, and raising awareness about recycling processes
ENGO 2	Project Manager	Malta	2022	Building an eco-friendly space for youth, educating people on sustainability
ENGO 3	Project Manager	Malta	2020	Raising funds for different projects, educating youth, raising awareness on the environmental constraints and issues
ENGO 4	Erasmus+ project manager	Italy	2015	Raising awareness about environmental sustainability and permaculture, promoting intercultural learning, providing inclusive learning opportunities

ENGO 5	Volunteer	Lithuania	2017	Promoting sustainable recycling and upcycling practices, cleaning local areas, raising awareness on the climate change issues
ENGO 6	President	Spain	2019	Promote values such as democracy, solidarity, cooperation and teamwork among young people.

Source: Prepared by the author

2.2. Data collection and analysis

The necessary data to answer the research questions was collected by using semi-structured online interviews, due to this method providing a better and deeper understanding of the subject while also taking into account the limitations of resources (Showkat & Parveen, 2017).

Due to employing semi-structured in-depth interviews as the chosen research method, the interview preparation was done to enhance the quality and depth of data collection which involved the formulation of a set of seventeen open-ended questions in advance of the actual interview sessions (Adams & Cox, 2008). The questions were designed to cover a spectrum of topics and aspects related to ENGOs and email marketing under this thesis research. Furthermore, a strategic organization of these questions was implemented, grouping the questions in a certain way (Showkat & Parveen, 2017). The first way involved categorizing the questions into distinct sections, with section A focusing on gathering general information about the ENGO and section B discussing the utilization of email marketing. The other way of grouping the questions specifically focused on questions within section B. Within this set, a noticeable connection was present, linking particular questions to a specific theoretical model utilized in this thesis — Technology Acceptance Model or the Advertising Value Model. This differentiation and sectioning allowed for a more precise data collection and analysis, helping to identify the findings and links while also focusing on the theoretical frameworks guiding this research (Showkat & Parveen, 2017). The different interview sections were also linked to the three research questions of the thesis.

Throughout the months of November and December 2023, a total number of six interviews were conducted, engaging representatives and board members from various environmental organisations as recorded in Appendix 1. These interviews, each lasting approximately forty minutes, were executed through Google Meet. The language of communication during these interviews was English, and to guarantee accuracy and documentation, transcriptions were generated using the transcription extension tool within the Google Meet system. A detailed record of these transcriptions is provided in Appendix 3.

The collected primary data was analysed by using an approach developed by Creswell (2013) that combines the following steps, assisting in reaching the goal of the research:

1. Preparation and organisation of the collected data (transcription)
2. Reading through all collected data
3. Coding the data by categories
4. Observing and creating connections between the given categories
5. Analysing the established connections
6. Interpreting findings and results

In the first two stages of the process, the author utilised the transcription extension tool in Google Meet. It is important to mention that the data underwent a revision by the author, aimed at mitigating grammatical mistakes and avoiding redundancies, which ensured a polished and refined list of transcriptions. Following a thorough review of the accessible data, distinguishable similarities among various patterns were identified and each pattern was given a code. Furthermore, the process of identifying those similar patterns was facilitated by the previously done attribution of specific theoretical models to the posed interview questions. These identified codes were then systematically grouped together, and each resulting in a cluster of information regarding a specific theme discussed during the interview. Table 2 represents an example of the interview quotes, given codes and the assigned themes.

Table 2. Examples of quotes, codes and themes derived from the interviews.

Examples of interview quotes	Codes	Themes
“We send regular newsletters once or twice a month with all updates and information on current fundraisers.” (Int_3) “The NGO does not have a permanent email marketing	Marketing Strategy	Strategies of ENGOs

strategy because the central platform for communication and promotion is Facebook.” (Int_1)		
“Gather funds for some equipment or to pay for the people we hire to help us build our eco-friendly space.” (Int_2) “Updating people on what we do, gathering funds and also we are trying to increase awareness about our organization.” (Int_3)	Goals to achieve through email marketing	
“Only, when the organization is in need of financial support but not on a constant reoccurring basis.” (Int_1) “We send emails every week, once a month in the emails we mention fundraising.” (Int_2)	Frequency	Elements contributing to effectiveness of email marketing
“Large database of people who attended our events and of companies with whom we collaborated, so we send emails to all those people.” (Int_3) “We want to restructure the database and group people based on interests etc., to make sure we reach the people who are actually interested in the certain topic.” (Int_2)	Audience	
“We use the same template for the emails so that it is easier and quicker to update the information.” (Int_2) “Always pictures, sometimes links to the videos or personal stories and some information about where the money would go.” (Int_3)	Content	
“It took some time to learn the whole process of creating a visually appealing email but we tested it out a few times to ensure that everything looked as we wanted.” (Int_2) “The first attachment to the email did not work, so we had to resend the emails.” (Int_1)	Technological aspect	
“It is difficult to allocate time and find people who would be willing to track the performance of emails sent, so we do not know much about our audience actually opening emails or not.” (Int_1) “We usually track the sump sum of our fundraisers, to see which one needs more promotion. Occasionally, we would roughly estimate from where we received the most donations and try to use this method more next time.” (Int_1)	Performance	

Source: Prepared by the author

Following the identification of the themes, each one was subsequently linked to the research question. The conclusion of the data analyses involved drawing results from a thorough analysis of these themes in relation to the research question.

3. RESULTS AND DISCUSSION

In this chapter, the findings derived from the research conducted in this thesis are delved in. The study extends and examines the elaborate connections between the posed research questions and the comprehensive dataset collected during the interviews. In addition, a discussion of the results and practical recommendations are provided in this chapter.

3.1. Results and findings

In this subchapter, the outcomes of the study are presented in a way that systematically addresses each research question separately, ensuring a comprehensive explanation and detailed interview responses to each question.

3.1.1. Elements contributing to and hindering the effectiveness of email marketing in the fundraising efforts of ENGOs

The first research question related to the elements that could contribute to the effectiveness of email marketing in the fundraising efforts of ENGOs revealed that visual elements and personal stories are rather effective in attracting the audience's attention. During one of the interviews, it was stated that one of the most useful elements is “ a small introduction written in first person or pictures of faces of staff members of our organisation, so it is like the interaction with a real person and it helps to build a better connection” (Int_4). Some other key elements contained involving content with comparisons of past and present to showcase the importance of people's donations and the detailed breakdown of how the gathered funds are planned to be allocated. These components collectively played an important role in engaging recipients and encouraging a sense of connection with the organisation's mission. Regarding the second part of the first research question, which was identifying the elements that could disrupt the effectiveness of email marketing in the context of ENGOs, it appeared that not working attachments or misplaced links to donation pages could seriously confuse the recipients. Sending the same email to the

entire database is also not effective since it does not allow to properly grasp the interest of the audience and build a connection, which usually results in an increased amount of unsubscriptions. Having only one database with no segmentation is common in ENGOs and when starting to utilize email marketing, ENGOs can face the issue of a large number of unsubscriptions as it has been discussed during one of the interviews “in the very beginning, we just used the general database of the emails in our organization and of course there were a lot of people who were no longer interested in the topic” (Int_2).

Among other recurrent features that turned out to be beneficial are visual assets such as videos, the inclusion of personal stories and the integration of a persuasive call to action. Some ENGOs also personalised their emails based on the recipient, separating the individuals from business entities, specifically targeting companies to invite them to help with fundraising activities to improve their CSR (corporate social responsibility) goals.

Throughout the course of the interviews, an additional trend emerged regarding the practices of creating the emails. It was observed that the ENGOs primarily focus on improving the visual appeal and aesthetic quality of their email communications. Several representatives stated that they were trying to “make the emails look more "pretty" and make them stand out from the rest” (Int_3) by using templates available online. When designing the email, the organizations aim to align their emails with established branding guidelines, ensuring the coherence of the chosen fonts and colour schemes.

The utilisation of online tools for email designs appeared as the other recurrent topic within the interviews. It was observed ENGOs predominantly favour platforms offering free access, using such websites and tools not only for designing emails but also for monitoring their performance. The website that occurred to be the most commonly utilized platform was MailChimp (<https://mailchimp.com/>) as it is “great for beginners and really easy to understand” (Int_4). This platform stands out due to its free design-building tools, enabling users to create and design content easily without needing graphic design knowledge. Moreover, MailChimp also provides statistical insights where users can track and analyze various metrics, gaining valuable data on the performance of their email marketing campaigns.

While it was observed that many ENGOs commonly employed free online tools that additionally offer statistical insights, not every ENGO used this practice. Another noteworthy similarity that

emerged is related to the monitoring of email marketing and fundraising performances. A common challenge identified in this context is the limited capacity and resources available to these organizations for extensive statistical tracking. Within the ENGO landscape, it was stated by several organizations that "primarily the method of tracking is simply monitoring lump sums of raised funds" (Int_1). This approach involves assessing the overall fundraising figures to determine which specific fundraisers might require additional promotional actions without actually properly measuring the effect and success of each fundraising activity.

Moreover, in the course of various interviews, it appeared that numerous representatives faced challenges in email marketing due to technological issues. Notably, two interviewees discussed specific issues related to links and attachments. One recounted, "The first attachment to the email did not work, so we had to resend the emails." (Int_1). Another interviewee shared a similar experience, stating, "The link to register for one of the events was not working at all and we found out about it only later." (Int_3). Both interviewees also underscored the significance of addressing and mitigating technological issues to ensure a smooth user experience for potential donors.

3.1.2. Ways for ENGOs to maximise the advantages of email marketing for fundraising

In response to the question of ways for ENGOs to maximize the advantages of email marketing for fundraising, the findings underscored the importance of user-friendly interfaces of donating pages on websites and the easiness of the process for potential donors. The familiarity with the mechanism is very important and for fundraising, ENGOs are putting effort in simplifying it by having "one page on the website with different payment options, so it is a pretty simple process, similar to buying stuff online" (Int_5). The majority of interviewees highlighted the importance of the clarity of the entire donation procedure, ensuring that individuals do not encounter unnecessary online limitations when contributing financially. It was underscored that the donation-related emails and corresponding web pages must display a clean and user-friendly design, enabling easy navigation and eliminating any potential confusion. The goal is to create an environment that not only simplifies the process but also enhances user experience, ultimately increasing the willingness of individuals to make contributions to the environmental cause.

Another strategic approach to enhance the efficiency of fundraising efforts involved the implementation of audience segmentation, where distinct segments within the target audience

were identified and precisely catered to through the customization of email content. For example, some ENGOs divided their audience between individuals and companies and addressed the companies with "another email, with similar information but more targeted to invite them to improve their CSR (corporate social responsibility)" (Int_3). This finding acknowledges that a one-size-fits-all approach may not effectively capture the attention and support of a diverse donor base. The creation of unique content ensures that the messaging is not only compelling but also aligns closely with the values and concerns of the targeted audience, fostering a deeper connection between the organization and its supporters, and therefore generating more donations.

The question that prompted the most discussion during interviews was "If another ENGO was about to start an email marketing campaign for fundraising, what advice would you give to the marketing representatives of this ENGO?". One frequent recommendation that occurred was the suggestion to "review the provided links multiple times, ensuring their accuracy and functionality" (Int_1). Additionally, there was a consensus on the importance of optimizing the digital donation process, ensuring its functionality and clarity for users. Another commonly given recommendation emphasized the importance of strategically grouping the audience and implementing the targeted outreach strategies. This idea included tailoring the content of the email in such a way that it would resonate with the recipient, creating a more personalized and impactful communication. And last but not least, the effective utilization of email marketing relies on conscious and thoughtful resource allocation. The emphasis was placed on the importance of flexibility in both content creation and strategic approaches, aiming for adaptability and a responsive approach to the dynamics of specific ENGO's email marketing.

Other findings

Regarding the other findings that occurred during the research, it was identified that ENGOs usually do not have a strategy but rather simply utilise email marketing when the need arises, while keeping in mind the main goals of updating the audience on the ongoing projects and explaining the reasons behind fundraising. When discussing the frequency of utilization of email marketing for fundraising specifically, several representatives stated that they only use it "when the organization is in need of financial support but not on a constant reoccurring basis" (Int_1).

Finally, it is vital to highlight another trend that consistently appeared across all the interviews: a shortage of resources. Whether it manifested as a lack of time, an absence of trained personnel,

or other resource constraints, the impact influenced significantly the effective utilization and monitoring of email marketing strategies. These unexpected results underscored the challenges faced by ENGOs in optimizing their email marketing efforts, showing the complexity of the marketing process with the goal of fundraising. Apparently, a significant number of these organizations do not consistently allocate resources to email marketing; instead, they “address such needs on an occurring basis” (Int_1), responding to the needs of the moment rather than implementing a proactive and regular approach. This finding underscores a potential area for improvement in organizational communication strategies within the ENGO sector, suggesting the importance of allocating resources for email utilization as a standard practice rather than a reactive measure.

3.2. Discussion and recommendations

Email marketing can potentially play an important role in supporting the fundraising efforts of ENGOs when employed thoughtfully. Email marketing offers a lot of opportunities for ENGOs to connect with their audience, foster engagement, raise awareness and prompt financial support. By precise targeting, ENGOs can tailor their email campaigns to resonate with specific segments of their audience. Understanding the different interests, concerns, values and motivations of their supporters allows organizations to create personalized messages that produce a deeper connection. This personalized approach can not only enhance the overall donor experience but also increase the likelihood of successful fundraising. These findings resonate with two components of the advertising value model - entertainment and informativeness which on their end, have a positive influence on the perception of the advertisement or email from the receivers' point of view.

Simplifying the donation process from the user's point of view is equally critical in optimizing the efficacy of email marketing for fundraising. The technology acceptance model used to develop the interview questions also related the perceived ease of use of technology to the motivation of people when using a certain technology. A complicated donation process can act as a barrier, resulting in potential donors abandoning their contributions midway. ENGOs can utilize email marketing to simplify this process, providing clear instructions, user-friendly interfaces, and convenient payment options.

Based on the findings and the analysis of the results, a list of recommendations can be created to support ENGOs that are willing to start utilizing email marketing for fundraising or improve their existing strategies:

1. Divide your audience into different segments (for example, other ENGOs, business companies, educational institutions, locals etc.) and create content that would resonate with the interests and values of each segment specifically.
2. Utilize online tools to create the emails by using available templates. One of the examples of the websites is MailChimp (<https://mailchimp.com/>) that allows not only to create visually appealing emails but also provides statistical data regarding the email performance.
3. Implement personal stories, comparison pictures, videos and eye-catching infographics to grasp the attention of the audience. With the visual elements, try to show what impact can be done with the support of donations.
4. Ensure the clarity of the donation process and provide clear instructions for potential donors. The process should involve as few steps as possible and each step needs to be understandable from the donor's point of view.
5. Confirm the correctness of all attachments and links provided in the email. Testing the email on different devices is also beneficial since the audience utilizes various devices and the content might not be displayed identically correctly across a wide range of technological devices.
6. Act according to available resources and recognize the necessity to adjust the email marketing strategy if necessary. Planning ahead of time and allocating resources can eventually lead to a desired outcome and not only increase the visibility but also increase the amount of raised funds.
7. State the ENGO's missions and goals very clearly and share that by backing the ENGO's initiatives, individuals and communities actively participate in the joint responsibility of addressing environmental challenges and play a key role in improving the future of the planet.

Since no similar research has been previously conducted to establish a connection between email marketing and ENGOs, the absence of comparative data makes the findings of this thesis particularly valuable for ENGOs engaged in fundraising for various causes. Especially considering the unique characteristics of ENGOs of relying on societal support and operating for

a great cause of saving the environment around, ENGOs have the opportunity to leverage the insights and recommendations provided, incorporating these findings into their upcoming email marketing strategies to increase their outreach and get more support. By integrating the suggestions, ENGOs can enhance the effectiveness and impact of their communication efforts, facilitating stronger connections with their audience and increasing their willingness to give financial contributions, which on its end will support a greater cause of preserving the nature and making the world more sustainably conscious.

These research findings can also be extended to other non-governmental organizations (NGOs) actively engaged in fundraising attempts. The similarities in the operating and fundraising processes make the findings applicable across a broader spectrum, offering support for NGOs seeking to optimize their fundraising strategies. However, the applicability and effectiveness of these findings may vary based on the context and challenges faced by each NGO, highlighting the necessity for a specific and tailored approach to different fundraising approaches.

CONCLUSION

The aim of the research was to explore the role of email marketing in fundraising for ENGOs with a focus on elements that contribute towards successful email marketing strategies. Furthermore, this thesis aimed to research the approaches and methods to maximize the impact of these identified elements, with the result of improving the overall effectiveness of email marketing campaigns within fundraising for environmental causes.

In response to research question 1, first part of which explored the elements contributing to the effectiveness of ENGOs' email marketing campaigns, it was found that the success of email campaigns in fundraising depends on a combination of factors and elements that are included in the email. Among these elements are the visuals, comprising pictures and persuasive videos, which serve as tools for capturing the audience's attention. Additionally, the inclusion of personal stories is vital in increasing the engagement levels of potential donors. Last but not least, providing transparent and clear insights into how funds are allocated increases trust and confidence among recipients, as they appreciate a clear understanding of where their contributions are directed. The second part of the first research question explored the elements that could be disruptive for the email marketing campaigns and they turned out to be working attachments, misplaced links to donation pages and lack of audience segmentation that causes large numbers of unsubscriptions.

Regarding research question 2, which looked at the ways to maximize the advantages of email marketing campaigns in ENGOs, it was found that it appears to be a long and uneasy process, primarily restricted by insufficient resources. Despite these constraints, a strategic approach through targeting and segmentation of the audience emerges as a potential solution for ENGOs aiming to optimize their outreach efforts. By tailoring content to resonate with distinct segments, ENGOs can unlock the full potential of email marketing, fostering higher engagement and donations. The other finding regarding maximization of the email marketing effectiveness in fundraising was related to creating a user-friendly donation process. By offering clear

instructions, user-friendly interfaces, and a variety of convenient payment options, ENGOs can enhance the overall donor experience and increase the likelihood of successful contributions.

Finally, email marketing for fundraising holds great potential and, if utilized properly, could bring a lot of benefits to ENGOs. As technology continues to advance and communication channels evolve, operating with the help of email marketing could expand the outreach of organizations, promoting meaningful connections with their audience, and effectively conveying their need for fundraising. By harnessing the power of targeted email campaigns, ENGOs can not only intensify their message but also create a dedicated community of supporters who are engaged and informed. However, taking into account the different resources and unique characteristics of each ENGO is crucial when applying the results of the research. It is essential to recognize and factor the diverse capabilities and qualities of each ENGO in order to effectively leverage the findings in a manner that aligns with their unique strengths and characteristics.

It is also crucial to acknowledge the limitations existent in this research. The research method itself carries the risk of bias due to the small size of the research sample. The limited number of participants might have impacted the results, emphasizing the need for cautious interpretation. Furthermore, the time of establishment of the (ENGOs participating in the research was not taken into consideration. Some ENGOs were founded prior to the beginning of the COVID-19 pandemic, while others were established later. This difference could evoke certain limitations, especially considering that those in operation before the pandemic may have already established familiarity within local communities and gained their audience. While the findings extracted from this research offer valuable insights into the subject matter, it is important to view them carefully taking into account these limitations.

In exploring the future paths of study within this discipline, there exists the potential to research different dimensions while keeping a central focus on ENGOs. One possible way involves an in-depth investigation of the correlations between different marketing types and various fundraising methods. For instance, a comparative analysis could be undertaken to analyse the role of e-marketing on the effectiveness of fundraising techniques, such as contrasting the impact of email marketing against that of social media marketing strategies within the context of ENGOs. An alternative approach to studying this subject involves conducting another comprehensive study, but instead of solely concentrating on local ENGOs, a broader research

scope could be utilised. This would entail extending this scope to include international ENGOs, thereby examining the impact of email marketing on a global scale.

And, lastly, it is important to highlight that the findings from this research are not confined to just one type of organisation. Such research can be employed with other NGOs, such as those dedicated to youth development or human rights advocacy. Furthermore, the applicability of this research expands beyond the non-profit sector; businesses and various companies could also use similar techniques to assess the impact of email marketing strategies within their operations. The adaptability of the research opens up opportunities for cross-sector collaboration and the exploration of the broader implications of effective marketing strategies.

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APPENDICES

Appendix 1. List of interviews

Date	Number of the ENGO	Position of the interviewee	Country
30th of November	ENGO 1	Volunteer	Hungary
4th of December	ENGO 2	Project Manager	Malta
3rd of December	ENGO 3	Project Manager	Malta
11th of December	ENGO 4	Erasmus+ project manager	Italy
14th of December	ENGO 5	Volunteer	Lithuania
18th of December	ENGO 6	President	Spain

Appendix 2. Interview questions

Section A: General information

A1	Date and place of the interview
A2	Name of Interviewee:
A3	Name of ENGO:
A4	Position of the interviewee:
A5	Location of operations of the ENGO:
A6	Target areas and main goals of the ENGO:
A7	Target groups and ENGO's main scope of audience

Section B:

B1	RQ1	Does your organisation have an email marketing strategy? If so, then which one?	
B2	RQ1	What are the main goals you are trying to achieve when using email marketing in your organisation?	
B3	RQ1	How often does your ENGO use email marketing for fundraising?	
B4	RQ1	Could you give me an example of a campaign or a cause when your ENGO used email marketing for fundraising?	
B5	RQ1	How do you track the performance of email marketing?	
B6	RQ1	How do you track the performance of the fundraising?	
B7	RQ2	What pieces of information do you usually put in the fundraising email? For example, pictures/videos, personal stories etc	Advertising value model - Informativeness
B8	RQ2	How often do you send fundraising emails to a certain recipient?	Advertising value model - irritability
B9	RQ2	Have you noticed any spikes in the amount of cancelled subscriptions after sending out the fundraising emails?	Advertising value model - irritability
B10	RQ2	Have you noticed that some types of emails are more successful in fundraising performance than others? If so,	Advertising value model

		what do you think caused it?	
B11	RQ2	Have you been sending out the generic emails to all recipients or have you been trying to also personalise them? If so, then how were the emails personalised?	Advertising value model
B12	RQ1	When creating a campaign, how do you approach the design of the email? Do you use any visual stimuli to increase the entertaining value?	Advertising value model - entertainment
B13	RQ2	Regarding the fundraising activities, how do you gather the funds? Direct payments through the link in the emails or are there more steps in this process?	Technology acceptance model
B14	RQ2	Have you faced any technological issues that directly impacted the fundraising process? If so, what were those issues?	Technology acceptance model
B15	RQ2	Do you pay attention to simplification of the emails for easier use from the recipients' side?	Technology acceptance model
B16	RQ2	Have you faced an issue of recipients not opening the emails? When and in which context did it occur?	Technology acceptance model
B17	RQ1	If another ENGO was about to start an email marketing campaign for fundraising, what advice would you give to the marketing representatives of this ENGO?	

Appendix 3: Interview transcripts

<https://docs.google.com/document/d/1W4dJqpoRpJ9PxbmE2K1o2OyUVldRjpI-d5qyPuc25kQ/edit?usp=sharing>

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