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Development of a social media communication strategy for the marine conservation NGO Sea Shepherd Portugal focused on awareness and donation increase

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Resumo

Os oceanos são o ecossistema mais importante para tornar possível a vida humana na Terra, bem como proporciona um rendimento substancial para milhares de milhões de pessoas. Muitas ONG lutam pela protecção dos oceanos e da vida selvagem marinha. A Sea Shepherd, uma organização de conservação marinha, luta na linha da frente pela sobrevivência da vida marinha e pela reabilitação dos sete mares. Este projecto foi levado a cabo em cooperação com a relativamente nova filial da ONG em Portugal. Uma vez que a Sea Shepherd Portugal está exclusivamente dependente de donativos para gerir as operações, este projecto in company visa desenvolver uma estratégia de comunicação social centrada no Facebook e Instagram para aumentar a sensibilização e os donativos para a Sea Shepherd Portugal.

Para desenvolver uma estratégia de comunicação social para aumentar a sensibilização e os donativos, foram recolhidos dados primários e secundários. Examinando os dados e relacionando-os com uma revisão aprofundada da literatura, foram observados padrões e correlações que conduzem à realização do projecto empírico.

O projecto fornece à Sea Shepherd Portugal (potenciais) percepções dos doadores relativamente às comunicações nos meios de comunicação social. A investigação revelou que a ONG tem de se concentrar em seis grandes objectivos na comunicação social: transparência, profissionalismo, credibilidade, apego emocional, confiança e finalmente relações duradouras com a sua base de seguidores. Para alcançar estas conclusões-chave, foi desenvolvido um conteúdo de meios de comunicação social centrado que apresenta ferramentas que aumentarão a sensibilização e as doações para a Sea Shepherd.

Keywords: Conservação marinha, Doações, Consciencialização, Oceanos. ONG, Vida marinha, social media, estratégia de comunicação

JEL: M31; M130; Q540

Abstract

The oceans are the most important ecosystem to make human life on earth possible, as well as it provides substantial income for billions of people. Many NGOs fight for the protection of the oceans and marine wildlife. Sea Shepherd, a marine conservation organisation, fights on the front line for the survival of marine life and the rehabilitation of the seven seas. This project was conducted in cooperation with the fairly new subsidiary of the NGO in Portugal. Since Sea Shepherd Portugal is solely dependent on donations to run operations, this in-company project aims to develop a social media strategy focused on Facebook and Instagram to increase awareness and donations for Sea Shepherd Portugal.

To develop a social media strategy to increase awareness and donations, primary and secondary data was collected. Examining the data and relating it to an in-depth literature review, patterns and correlations were observed that lead the achievement of the empirical project.

The project provides Sea Shepherd Portugal with (potential) donor insights regarding social media communications. The research revealed that the NGO has to focus on six major objectives in social media communications: transparency, professionality, credibility, emotional attachment, trust and finally long-lasting relationships with their follower base. To achieve those key findings, social media content focused was developed that presents tools which will increase awareness and donations for Sea Shepherd.

Keywords: Marine Conservation, Donation, Awareness, Ocean, NGO, marine wildlife, social media, communication strategy

JEL: M31; M130; Q540

Executive Summary

This in-company project aims to provide Sea Shepherd Portugal with an encompassing social media communication strategy to increase awareness and donations for the local marine conservation organisation. Sea Shepherd Portugal was established in October 2019 and is solely dependent on donations to run all operations to protect marine wildlife and the marine ecosystem. In cooperation with the NGO, social media data was collected, a survey was conducted to reveal (potential) donor and social media follower insights and secondary data in the form of the 2018 Trends in Giving Report was reviewed. Finally, the findings were related to relevant literature.

Although the oceans provide a livelihood for more than 2 billion people and the foundation for human life on earth, this vast ecosystem faces a critical state of destruction nowadays due to human exploitation. Many NGOs that are highly or solely dependent on donations to take action, fight for the rehabilitation and protection of the seven seas. Hence, Sea Sheperd Portugal competes against a variety of NGOs for donations. Since the organisation doesn't invest budget (e.g. donations) in communications, social media, a free-of-charge platform, has been proven to be the tool to increase awareness and donations.

Based on findings in primary and secondary data, a literature review was conducted, which provides conclusions and correlations between profit-oriented companies and non-profit organisations to increase valuable relationships to (potential) donors. Moreover, the importance and status quo of the oceans and NGOs are presented to get an understanding of the competitive environment NGOs are facing today. The literature review comprises the following topics: NGO; Marketing Communication; Trust and Relationship; Social Media; Social Media Communication of NGOs; and Conclusive Findings.

With the social media data collected from Sea Shepherd Portugal's owned Instagram and Facebook accounts, the initial state of the target audience and social media communications was observed, which laid the foundation to detect correlations with the secondary data collection drawn from the 2018 Trends of Giving Report and the primary data in the form of a quantitative survey. Considering all information gathered, it was understood that the key drivers in communication to increase awareness and donations for the NGO can be

summarized as followed: credibility, professionality, trustworthiness, emotional attachment, transparency and, finally, relationships.

Applying such insights to Facebook and Instagram communications and a variety of social media communication tools, the NGO has a great potential to achieve growth in awareness and donations.

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List of Abbreviations

BCU   Beach Clean up

CBBE   Customer Based Brand Equity

CGC   Consumer Generated Content

CIMC   Customer-integrated Marketing Communication

CTA   Call to Action

e.g.   For example (abbreviation for exampli gratia)

eWOM   Electronic Word-of-Mouth

IMC   Integrated Marketing Communications

IUU   Illegal Unregulated Unreported Fishing

NGO   Non-Governmental Organisation

NP   Non-Profit

OSN   Online Social Network

RCM   Relationship Communication Model

SCA   Sustainable Competitive Advantage

SSG   Sea Shepherd Global

SSCS   Sea Shepherd Conservation Society

SSP   Sea Shepherd Global

TOV   Tone of Voice

UGC   User Generated Content

USP   Unique Selling Proposition

1. Introduction

In a constantly growing market environment, marketing is more important than ever for companies and organisations of any kind. Using aligned and innovative marketing strategies and communication methods is essential to establish a sustainable competitive advantage (SCA) and deep trust-based relationships between a customer and a brand. Consequently, a well-designed communication strategy will lead to a companies' continuous growth and competitiveness (Otubanjo, 2018). Due to a changing marketing environment, new communication technologies and an increase of international competition, which is easily accessible for customers, companies have to adjust their actions accordingly to maintain and create loyal customer relationships and keep/implement an SCA.

However, as important as it is for profit-oriented companies to increase trust and to deepen relationships, as important are those marketing actions for Non-Governmental organisations (NGO). An increasing base of loyal supporters and stakeholders is key for NGOs to be perceived as credible and expand their particular movements. Additionally, creating a powerful and holistic image builds the foundation for those societies to generate funds and donations (Rieunier, 2012).

Nowadays it is more important than ever to pay attention to NGOs, in particular to conservation societies, which aim for the greater good of preserving the environment we live in. Therefore, this thesis will focus on the creation of a social media communication strategy for the marine conservation society Sea Shepherd Portugal, which is part of the umbrella organisation Sea Shepherd Global. Sea Shepherd claims to be ,the world's most passionate and powerful protector of ocean life. We are on a mission to defend, conserve and protect the seas and marine wildlife like no organisation can (Sea Shepherd, 2019).

As mentioned above, any kind of organisation must create relationships and trust amongst customers and stakeholders. Hence, communication techniques need to be established to grow an emotional attachment between an organisation and its stakeholders. Further, the understanding of NGOs and the lack of marketing actions amongst such organisations is crucial to implement a successful social media communication strategy.

1.1 The Oceans

"The health of the ocean is spiralling downwards far more rapidly than we had thought. We are seeing greater change, happening faster, and the effects are more imminent than previously anticipated. The situation should be of the gravest concern to everyone since everyone will be affected by changes in the ability of the ocean to support life on Earth" (Rogers, 2013, para. 3)

Importance of our oceans

To clarify the importance of the oceans for the greater good, the following chapter explains the dependence on the oceans for human life on earth and the urgency to protect the seven seas. Further, it will be clarified how the economy and the greater good of society depends on the oceans. Hence, protecting this vast ecosystem by marine conservation NGOs is indispensable for the survival of humankind.

Our oceans are a complex, interrelated ecosystem which covers 72% of the ‚blue planet' and represents 95% of the existing biosphere (Nguyen et al., 2018) and 80% of the planet's biodiversity (Duggan, 2019). The correlation and function of each part of this highly diverse system play a crucial role in life on earth and each ecosystem existing. (Nguyen et al., 2018) Producing more than half of the world's oxygen, one can say that every second breath taken is produced by the oceans (Duggan, 2019, p.66)

Besides providing habitat for a wide range of organisms, varying from microalgae to blue whales (Doyle, 2015), the seven seas absorb carbon dioxide, recycle nutrients and regulate global climate change (Deutsch et al., 2015). Further, this main life support system stores mineral resources and heat and regulates weather and rainfall (Laffoley et al., 2019), as well as it protects coastal communities from storms (Bos et al., 2015). In addition to providing the foundation for life on planet earth, approximately 2.6 Billion people rely on this vast ecosystem for roughly 16% of their animal protein intake as well as it provides a livelihood for more than 500 million people worldwide (OECD, 2016) and therefore, it constitutes a great part of the world economy (Ebarvia, 2016).

Although the ocean is a resistant system of organisms and diversity, that has a great ability to recover, a critical juncture has been reached where human actions have compromised the health of the biggest existing ecosystem (Duggan, 2019) that will determine if the damage is irreversible. According to scientists, the oceans are already facing dramatic changes, which will eventually endanger life on earth. Caused by human activities the world's population is exposed to discernible climate changes, rising water temperatures, disturbance, bio-invasions and nutrients acidification, decreasing oxygen levels (Laffoley et al., 2019) and rising acidity, which endangers marine life severely (Thomson, 2019). Another huge factor is the loss of ice mass, which leads to the extinction of marine life as well as rising sea levels (Cazenave et al., 2019). The melting Arctic accounts for the biggest contribution-level is with estimated 14,000 tons of water, that pour every second into the oceans (Duggan, 2019). Another reason for sea-level rise is its temperature increase and, therefore, the expansion on the water mass. According to NASA, the sea level rises nowadays by 3,3mm per year - the peak of sea level ever recorded shown in figure1 (NASA, 2019).

Figure 1 – Sea level rise

SATELLITE DATA: 1993-PRESENT

Data source: Satellite sea level observations.
Credit: NASA Goddard Space Flight Center

RATE OF CHANGE

↑3.3

millimeters per year
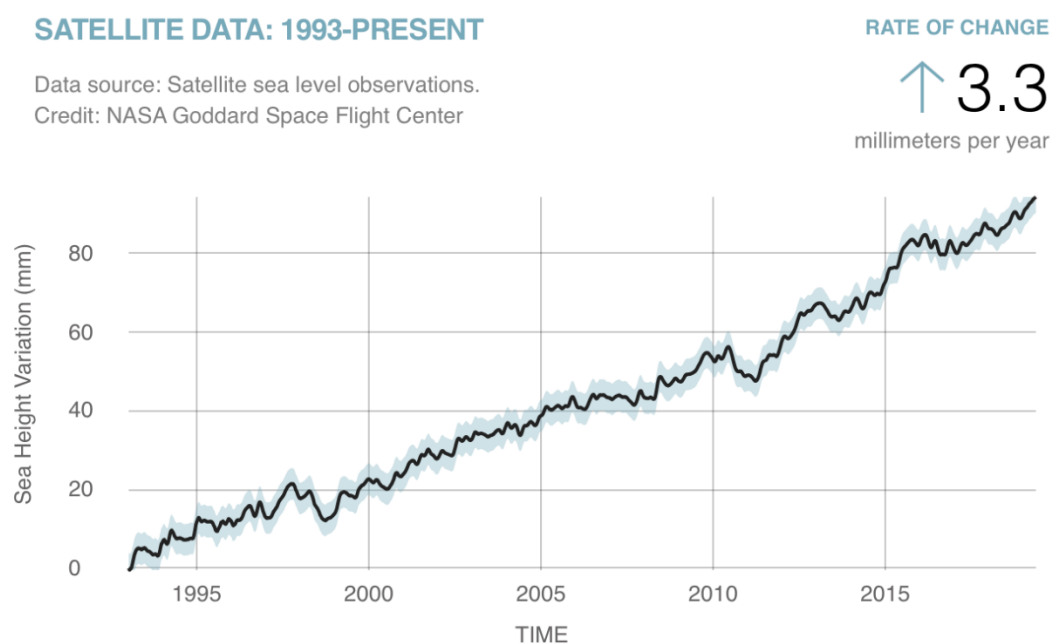
Source: NASA 2019

Although all life on earth relies on the health of the ocean, the condition of this vast ecosystem gets increasingly threatened by negligent human behaviour. Land-based activities, which cause runoff, pollution and an increase of nutrients and sediments in coastal waters endanger, damage, extinct and/or remove fragile marine life such as corals, juvenile fish or reef-associated organisms (Halpern et al. 2008). The continuous temperature affects life on land as well as life underwater. Due to rising ocean temperatures, coral reefs, which one can call the forests of the ocean, are already extremely harmed and endangered and will - if this process continues - eventually be extinct (Thomson, 2019). Ocean-based activities, such as over-fishing, non-sustainable or illegal unreported and unregulated fishing, abandoned fishing gear, which traps fish or marine mammals are the reason for increasing numbers of species extinctions, over-exploitation and depletion. Hence, research shows that almost 80% of the world's marine stock is about to be extinct or endangered (Duggan, 2019). Illegal fishing activities alone account for the extinction or high endangerment of around one-third of fish stock worldwide (Thomson, 2019).

1.2 Research Problematic

Research shows that communication activities to create a loyal customer base and in-depth relationships based on trust are necessary for companies to stay competitive. Nowadays, customers become more demanding and companies have to create innovative strategies and touchpoints to not just retain them but also create an emotional attachment of consumers towards a brand. This trend can also be applied to Non-Governmental-Organisations.

More and more NGOs are being founded, which creates a complex competitive environment regarding donations, the key driver for NGOs to run operations (Alsdashev & Navarra, 2018). Hence, applying and creating interactive and interconnected communication strategies is essential for conservation societies regarding funds, donations and active supporters/stakeholders. Further, the need to create more awareness towards the oceans and our environment, in general, is crucial, since pollution is the cause for the extinction of several animal species' and increases every year, which threatens our planet as well as our existence.

On the one hand, the literature research revealed different approaches on how to gain customer trust and loyalty in a context of profit-oriented companies, on the other hand, it shows a lack of marketing activities in conservation societies. Although, it is from high importance to apply marketing and communication strategies to NGOs, the overvalue of investing any kind of resources in such strategies is hitherto underestimated. Further, it is an uncommon practice to invest funds or donations in marketing communications for conservation societies, since the positive impact of is still ignored by donors and the conservation societies themselves.

Sea Shepherd Portugal (SSP) is a newly founded 'Chapter' of the marine conservation organisation Sea Shepherd. Established in October 2019, SSP faces many challenges, but especially the lack of awareness for Sea Shepherd in Portugal and the need for donations play a crucial role in the success of the organisation. SSP requires a strong communication strategy especially on social media, to increase awareness and donations. Since SSP has a minimal/none marketing budget, platforms that are free of charge are inevitable to be focused on. Online social networks (ONS) are interactive digital places, where companies can shape an organisations' image and create, as well as strengthen relationships and trust due to interactivity.

SSP is in urgent need for donations to accomplish the overall goal to protect, defend and conserve the national waters of Portugal. Hence, to keep up and eventually stay ahead of the competition for donations, it is imperative to develop a communication strategy for the most valuable social media channels for the target market. The focus of the strategy is to create deep relationships and trust amongst stakeholders and to increase the awareness of the audience for marine conservation and specifically for Sea Shepherd Portugal. The overall goal hereby is, to create awareness and to collect monetary donations and finally, have a greater impact on marine conservation in Portugal.

2. Literature Review

The following literature review contains relevant research and literature, to create a social media communication strategy for a Non-Government organisation, in order to increase donations for Sea Shepherd Portugal.

Firstly, a summarised description of NGOs and donations will be shown to clarify the nature of such organisations and the non-profit sector. Further, the most commonly known communication model, the integrated marketing communication model (IMC), and the shift towards a customer-integrated communication (CIMC) model will be reviewed, which plays a crucial role to achieve awareness, trust and relationships with the audience - the key driver for donations. Additionally, social media as a communication tool will be described to demonstrate the importance of online social networks in a digitalised environment. Finally, communications of NGOs will be revealed and the similarities of NGOs and corporate/profit-oriented brands will be evaluated. Additionally, the importance of different communication tools will be shown to create an effective social media communication strategy and achieve the overall goal to increase private donations for the marine-wildlife-welfare NGO in Portugal.

2.1 NGO

Non-Governmental organisations can be described as societies, which are based on non-profit and a group of people, that voluntary support a common cause or interest. NGOs operate either in humanitarian, environmental or health-related topics and provide information, activism and advocacy (NGO.org, 2019). These societies provide a public good or a public service and often address relevant and current matters. In general, Non-Government-Organisations have three characteristics:

• acting legally independent from the state/government
• being founded by a private initiative
• having a non-profit legal status
  (Alsdashev & Navarra, 2018)

Since NGOs are by definition not profit-driven, they highly depend on financial aid such as funds and donations (Edwards & Hulme, 1996).

Different types of Non-Government organisations exist. The most common hierarchical structure for internationally operating organisations is based on volunteer- and membership in different areas and countries. These residential groups of people, which organise and lead the regional branch of the organisation independently, belong to an international organisation, which coordinates the overall goals and acts as the umbrella (Kütting, 2009).

The importance of marketing for NGOs

To understand and create marketing strategies and increase the number of loyal supporters and stakeholders, NGOs have to communicate a clear message about the purpose of their actions. According to Pratap (2016), marketing represents an important part of every brand or company to create awareness and reach a wide target market, as well as to acquire and to retain customers.

Since the overall goal of NGOs to increase their revenue from active supporters and stakeholders, these organisations can also be seen as a brand. Hence, marketing actions are just as important to generate trust, emotional attachments of supporters/stakeholders and to increase the market share, donations and power (Pratap, 2016). The key for NGOs to survive, is to understand the potential donors and stakeholders and to increase the fundraising potential and to be able to create long-lasting campaigns that communicate the organisations' purpose (Veríssmo et al., 2017). According to Joseph Bennett (2015) the need of increasing activism and conservation is unmistakable obvious and urgent. Hence, conservation organisations started to expand their marketing actions especially online, using social media to generate followers and supporters (Veríssimo, 2017).

However, it is still highly underrated, how significant the impact of a communication strategy impacts a conservation society. Marketing practices are often underestimated by the NGOs but also by the donors, which demand funds to be invested in the cause of the organisation (Arora, 2019).

2.1.1 Key Stakeholders for NGOs

Since Bielefeld (2014) states ‚Stakeholders will seek to impose their norms and beliefs on non-profits as a condition for their support' (Bielefeld, 2014, para 21), NGOs must identify all stakeholders to deliver a message to all parties, which reflects the purpose of the organisation. Additionally, competitors, collaborations and the network a Non-Government organisation acts in, are to analyse to draw a conclusion about the environment an NGO is operating in and how the stakeholders have to be addressed (Wisenberger, 2018).

Other than in profit-oriented brands, Fritz (2019) states, that stakeholders can be divided into seven groups: Employees, members, volunteers, beneficiaries, donors, the local community and other non-profits. All the above-mentioned parties are involved in a Non-Governmental organisation and shape the dynamics of such. To avoid a conflict of interest, NGOs have to align all stakeholders and operate according to their charity responsibility. Therefore, every NGO has a board or management committee to manage the organisation and the alignment of all stakeholders.

According to Fritz (2019), the different stakeholders of NGOs can be explained as shown in table 1.

Table 1- Stakeholder characteristics

Stakeholders	Characteristics
Employees	All regularly employed people that work for the Non-Governmental Organisation
Members	Can be paying or honorary members
Volunteers	Are essential for any NGO and can be members, board members of the NGO or people that deviate their work without charging money for it

Beneficiaries	Can be described as the ‚customers' of an NGO. Those people/animals/places benefit from the charity of the organisation
Donors	Either big corporations or people, which donate or give grants to a Non-Governmental organisation. NGOs depend on their donors to run their operations, therefore, it is highly important to create long-lasting, deep relationships and trust amongst donors. To do so, NGOs have to have great and constant communication and strategies to keep donors of different kinds satisfied and engaged. Relationship marketing and customer service is an essential task to keep them emotionally attached
Local communities	Each NGO is obliged to participate in local community activities as a contribution to the society it is part of
Other NGOs/Non-profits	To accomplish greater missions and goals, it can be useful to create partnerships with other organisations that are related to the NGO's mission

Source: Own elaboration

Additionally, according to findings in a recent study, governments, the media and the general public play an important role as key stakeholders (Wisenberger, 2018).

2.1.2 Donations

"[Donations are] something of value such as money or goods that is given to help a person or organization such as a charity, or the act of giving this money, etc." (Cambridge Dictionary, 2020)

Donations are a central topic in philanthropic research. The act of giving without expecting to get anything directly in return has been analysed over decades. It plays a crucial role in today's societal conscience for donation behaviour, to understand how NGOs can generate funds and donations by individuals (Adolff, 2016).

Donations and fundraising are fundamental for each non-profit organisation and determine the success and the outcome of their missions (Veríssimo et al., 2018). Additionally, Reed et al. (2007) elaborated that donations define the opinion on an NGO by others regarding seriousness and mirrors how important the organisation is for the public.

Generally speaking, it can be differentiated between donating time or money, which depends on personal, circumstantial and cognitive aspects of a donor (Reed et al., 2007). Interestingly, many researchers disclose that mistrust is a widely spread doubt amongst society regarding charity organisations. Hence, it is a central task for any NGO to overcome mistrust. Since donors don't receive a tangible product in return for the money they spent, it is difficult to determine one's satisfaction with an organisation and the impact. However, different research reveals that relationships and trust are key drivers for donations (Sargeant & Lee 2002).

Private donor motivation

Private donors, which can be considered any individual and the primarily considered group of this work, are mostly motivated by the simple fact to give for the greater good but are also affected by the awareness of their goodwill by peers (Reed et al., 2007). Although, demographics have a massive impact on donation behaviour and the donated amounts (Sargeant & Lee, 2004), early studies by Morgan and Hunt (1994) already revealed that trust is the key for relationships to any charity organisation, which leads to a commitment and the possibility to start supporting an NGO. More recent research by Sargeant and Lee (2002)

underpins the statement. It shows that trust and relationships to an NGO are highly related to the willingness to donate. Hereby, it is a critical factor to which extend an organisation is perceived as capable to make a difference and achieve their goals. Also, the preferability of an NGO has a massive influence on a (potential) donor's decision making to voluntarily support an organisation monetarily. Sargeant and Lee (2002) further state that the relation to the beneficiary group and satisfaction of action taken by the NGO influence a donor's attitude (Sargeant & Lee, 2002). Barman (2017) supports the statement and concludes that the decision to donate is based on different pillars: benevolence, personal concerns and passions, self-expression and the exchange of money for an intangible good (Barman, 2017). Therefore, information sharing about skills, purposes and accomplishments have a direct impact on donor behaviour and the organisation's credibility (Benjamin, 2010). This leads to the conclusion of many scientists that active interaction and communication with the audience and potential donors create relationships and trust and finally a commitment to an organisation (Sargeant & Lee, 2002).

2.2 Marketing Communication

According to Schultz and Schultz (1998), communications as a marketing tool occurred centuries ago and have arisen to a major instrument for companies. At the peak of mass production in the US and an apprehensive mindset of consumers, businesses had to deliver a message about products quick and encouraging to sell their goods. With a growing competition over the years, due to a stabilising market and the demand for goods, new models and approaches were developed, which made marketing communications a central topic in a growing business environment to differentiate one's products and services from others (Schultz & Walters, 1998).

2.2.1 From integrated marketing communication to customer-centric communication

The ongoing evolution of marketing communications and market environments, that can be observed until today, have led to the development of different models to keep track of communications and align the message to the consumer. Research shows that the integrated marketing communication model (IMC) is the most common concept and is used by many businesses in all kinds of industries (Keller & Batra, 2016).

The traditional integrated communication model is described as an interaction of different parties: an active sender of a message and a passive receiver. The receiver-sender approach is the core principle of the IMC Model, which assumes that a persistent message is being sent from different origins, platforms or channels and was created in 1989 by the American Advertising Agencies Association. The strategic model aims to have the utmost communication impact, due to sending a consistent and clear message to the receiver (e.g. consumer) via advertising, promotion, sales, public relations, etc. (Percy, 2018). Duncan and Everett (1993) support this approach and conclude that using the IMC approach will shape the consumer's judgement towards a brand.

However, nowadays marketing communications change frequently, because of the continuous development of new technologies and communication channels. Traditional media and new media change and shape the process of making a choice and commitment to a brand. Besides, the influence of different brands competing on a variety of channels for a consumer's favour, shifts the communication approach from the traditional IMC, towards a more interactive way of information exchange with the consumer. Thus, a brand can learn and collect data from the given information and adapt their communication strategies and create long-lasting relationships (Keller & Batra, 2016). As shown in table 2, the outcome and characteristics of communications, to clarify the complexity and importance of interactive marketing communications.

Table 2 – Communication outcomes and characteristic

Outcomes of Communication	Characteristics
Create awareness and salience	• The base for success and equity • Recall and recognition (Keller, 2001)
Communicate information	• Persuasion of consumers • Communication of advantages and benefits of goods and services • The revelation of a unique selling proposition (Keller & Batra, 2016)

Create Image and brand personality	• Complements the factual advantages of a product/service
	• Creates human-like trades with consumers
	• Framework for the relationship of a consumer to a brand
	(Aaker, 1997)
	• Has a major impact on how customers see themselves
	(Keller & Batra, 2016)
Build trust	• Credibility and authenticity are a significant factor for consumers to trust a brand and build a relationship
	(Brown et al., 2003)
Evoke emotions	• Has a decisive effect on decision-making
	• Advances recognised value
	(Batra & Homer, 2004)
Encourage action	• Call-to-action to encouraged people to buy a product or service
	• Previous characteristics are the foundation for action taken by a consumer
	(Keller, 2001)
Create loyalty	• Dependent on the expected vs. the experience with a product/service
	(Oliver, 2014)
	• Expectation and satisfaction are shaped by communication
	(Park et al., 2010)
Conjoin people	• Brand love results in WOM
	(Batra et al., 2012)
	• Brand and community become meaningful to the consumer
	(Berger, 2014)

Source: Own elaboration

The traditional model neglects the interactive communication of a brand and a consumer and, therefore, was developed further into consumer-to-brand, consumer-to-consumer and consumer-about-brand based models. It is inevitable nowadays to evaluate a new approach, due to the interactive, technology-based business environment companies are facing. Additionally, increasingly demanding consumers and (electronic) Word-of-Mouth, as well as shifting consumer behaviour increases the influencing factors on consumers and demands. Hence, communication models that involve an interactive exchange of messages between consumers and brands, that creates long-lasting relationships and trust, have been developed and can be seen as an extension to the IMC model (Keller & Batra, 2016; Finne & Grönroos, 2009).

Literature widely acknowledges the need for an extensive communication approach, therefore, Finne and Grönroos (2009) developed and established a model, which takes the importance of interactive communications into account and puts the customer in a central position of the message exchange. According to the researchers, the Relationship Communication Model (RCM) builds long-lasting bonds between the sender and the receiver, which results in an advantage to other brands. Based on historical, internal, external and future factors considering the consumer, the concept enlarges the scope of marketing communications immensely.

The researchers developed the RCM model further and state that the customer integrated marketing communication model (CIMC) is inevitable in today's business environment. The shift from inside-out towards outside-in communication allows a company to understand a consumer's attitude towards their communication and shows the company how valuable and influencing an interactive exchange of messages is for the receiver of the message. Due to the complexity of influences on a customer's mind nowadays by competitors, the social environment, peers, online platforms, communities and such, a brand has to learn from the receiver, which message they want to receive to build relationships and trust. The so-called ‚communication-in-use' reflects the message a consumer receives by multiple information a brand or company sends. Hence, the essence taking from a message sent can vary drastically from a customer to customer, as well as it can differ from the intended message a brand wanted the consumer to receive to the real message picked up. The CIMC model also takes into account past experiences of message receivers to shape future interpretations of

communication and expectations towards a brand. According to Finne and Grönroos (2017), the crucial impact on peers, communities and society one wants to associate with, is also considered in the model. The CIMC model can be seen as the adjusted IMC model for today's highly influenced, information and message oppressed customers. The model turns the approach in a sender-receiver-receiver-sender loop to learn from customers and to build trust and relationships (Finne & Grönroos, 2017).

2.2.2 Awareness

Keller (2010) states that brand awareness is a major part of the CBBE model and, therefore, the first step to acquire customers and create relationships. Brand awareness also plays a crucial role in decision making and risk assessment of the target market. It is based on two pillars: brand recognition (identification) and brand recall. Brand recall can be described as the immediate and detailed memory of a brand when seeing any kind of brand associations or elements. The second pillar, recognition, is specified as recognising a brand's element, such as logo, tagline, colour, etc. under various conditions and circumstances (Keller, 2003). A brand which has a great recall and recognition has already laid the foundation for brand trust and a relationship to the target market (Hoeffler & Keller, 2002).

Brand elements such as symbols, logos, names, slogans, designs or a combination of such used to be created to ensure a brand's ownership (Aaker, 1991). These elements have been a tool for brands over the decades to establish uniqueness and awareness and to provide the consumer with a sensual identification of a company, service or product (Koehn, 2001). For strong brand awareness, a customer must link products and/or services to a particular brand. Hence, a consumer has a deep knowledge of a brand and memorizes what needs it can satisfy (Keller, 2001). Strong brand awareness finally leads to competitiveness in the market (Urbanek, 2002). It builds the foundation for a companies' success and a unique selling proposition (USP) (Keller, 2001).

2.3 Trust and relationship

According to McAllister (1995), trust by definition can be described as a belief by one party that the word of another party is trustworthy and can be depended and acted upon. Trusting can shape and influence one's decision making, actions taken and connection/commitment to one another. Using the definition of trust, it can be seen as a fundamental part of any marketing action taken by a company (Berry, 1995).

Hence, the question of how to create trust arises. Delgado-Ballester and Munuera-Alemán (2005) revealed that a brand has to be seen as authentic, reliable, ethically agreeable, foreseeable, capable and coherent by consumers to be trusted. Therefore, it has to be considered to have the best interests of the consumer in mind.

Recent research by Mal et al. (2018) demonstrates an in-depth approach to the trustworthiness of a company. The scientists state that trust is built on two different levels: the product level and the company level. As shown in Figure 2 and Figure 3, on the one hand, factors such as the ability, benevolence and integrity of a company are an important crux of the matter for customers. On the other hand, on the product level, the researchers state that quality, reliability and also benevolence and integrity are impactful on the evaluation of the trustworthiness of a brand.

Figure 2: Product elements to create trust
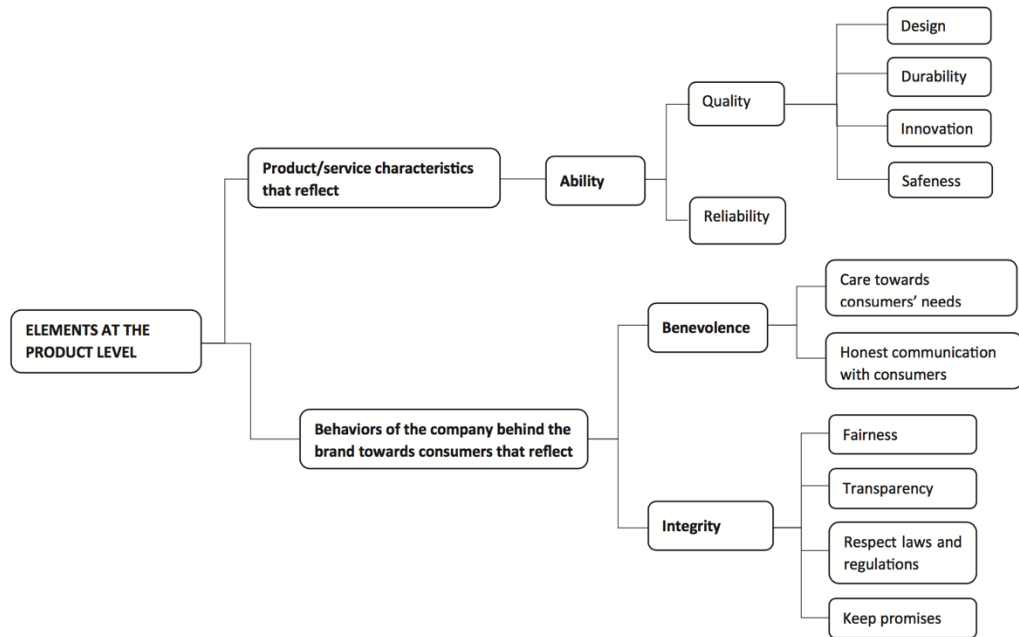
Source: Mal et al. (2018)

Figure 3: Company elements to create trust
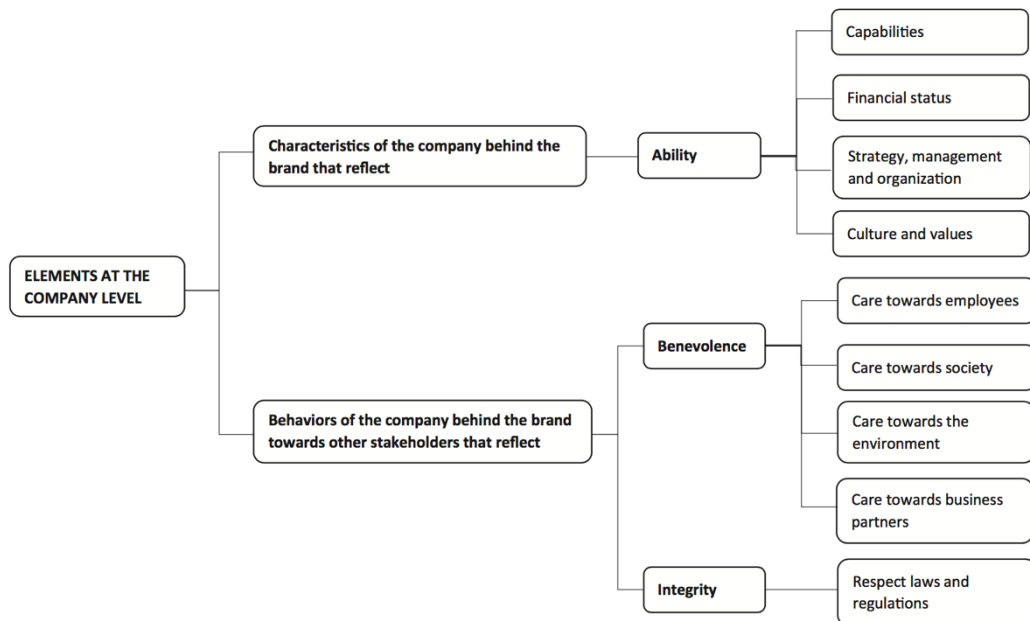
Source: Mal et al. (2018)

Additionally, the research reveals that trust and distrust on the two different levels can co-exist in a consumer's mind, based on actions taken by a company influencing either level. Such an opinion can be temporary if a company changes its behaviour. Further, misjudgement by customers of an unknown or little-known company or brand can also lead to temporary distrust and can be dissolved via information sharing and accepting responsibility for actions and communication. However, the evaluation shows that the highest level of trustworthiness is being reached by a company, if both - product and company level - reflect an authentic, caring, reliable, ethically agreeable, foreseeable, capable and coherent attitude to the customer (Mal et al., 2018).

Sahin et al. (2011) state that amongst a wide variety of researchers, trust has also been considered the key driver to create relationships and commitment towards a brand. Trust is the result of an experience with a brand and has always been important to create credibility, relationships and attach customers emotionally to a company. Being the foundation of interactive relationships, trust creates loyalty and satisfaction with a company (Sahin et al., 2011). Moreover, trust drives loyal customers to recommend it to peers, which implies a greater reach for a company to acquire new customers (Walsh et al., 2009). Therefore, based on undertaken research, it can be concluded that trust has an overall positive impact on purchase behaviour of a customer and marketing actions (Sahin et al., 2011).

2.4 Social Media

Social media is a way to communicate with one another over a long distance. However, structures to transport information existed long before technologies did and can be seen as the trailblazer for the digital communications known today (Baruah, 2012).
Today, social media is indispensable for society. More than 3.08 billion people around the world use social media at least once per month, with an average time of 135 minutes, according to statistics. (Statista, 2020). One of the reasons for the rapid growth of online social networks (OSN) is the availability and ongoing development of technology and diverse and cheap mobile devices (Statista, 2020). Social media has changed the business environment and society significantly and became a major part of a brand's communication strategy to consumers (Ashley & Tuten, 2015). It can be described as a technology, which creates direct dialogues on one or more web- and mobile-based platforms. Social media

provides platforms for interactive real-time exchange of user-generated content (UGC) between different parties with a possibly of a huge reach of people, communities, businesses and such (Baruah, 2012). This online environment has the unique feature for users to express opinions, get in touch with each other and engage or produce UGC by liking, sharing, posting, etc. (Hayes et al., 2018).

The researchers Kaplan and Haenlein (2010) state that social media platforms can be divided into six types for diverse interactions, as summarized in table 3:

Table 3 - Types of social media platforms

Type	Platform
Collaborative Projects	Wikipedia
Blogs and Microblogs	Twitter
Content communities	Youtube
Social Networking sites	Facebook, Instagram
Virtual Game worlds	World of Warcraft
Virtual Social Worlds	Second Life

Source: Own elaboration

As shown in the table, different social media channels are available for brands and individuals, groups or communities to share information and shape one's image and brand through diverse tools (Kaplan & Haenlein, 2010).

These different communication tools are used by companies to share information and content to external parties. The available platforms vary significantly. Nowadays Facebook, YouTube, WhatsApp, Facebook Messenger, WeChat, and Instagram are the most popular platforms worldwide (Statista, 2019) and are very important for brands to create awareness and relationships (Barwise & Meehan, 2010).

Due to the reach of online social networks nowadays and the visibility of a brand, companies have to align brand elements and strategies with a companies' branding, to provide recognisable and recallable content to the (potential) followers and customer base (Bilgihan et al., 2014; Lin, 2013). Hutter et al. (2013) substantiate these discoveries and state that OSN have a significant effect on a consumer's perception of a brand and the relationship with it (Hutter et al., 2013).

According to Palmetier and Sridhar (2017), marketing communications are defined as several formats, such as advertising, sales promotion, public relations, events and experiential marketing, direct and interactive marketing, word of mouth (WOM) and personal selling. Social media as a communication tool is crucial nowadays, as a strong interdependence of those formats and social media can be observed. Word of mouth, for instance, moved from offline to online/digital, such as referrals, commenting, liking, sharing and following.

Also, it is inevitable to use social media to create relationships, direct communication to the audience, experiences and advertising to engage a group of people and shape the image and communication of a company or organisation (Baruah, 2012). Meeker (2016) ascertains that today more than 3,2 million photos are being shared daily on Instagram, Facebook, Snapchat and Whatsapp combined, which shows the relevance of social media for any kind of business or organisation. To create a successful social media strategy and long-lasting relationships with the audience, companies and organisations have to identify their audience and define the goals of a strategy to choose the right Tone of Voice (TOV) and content, as well as captions and channels.

Another important shift in communications due to social media is shown in Henning-Thuraus' (2010) research, which focusses on dynamic communications in real-time and consumer-generated posts and stories (CGC). Consumer-generated content can have an immense impact on a company's image and communications. Hence, the credibility, authenticity and the brand image can be massively influenced by the so-called eWOM. Social media offers a platform to co-create, express experiences with a brand/organisation/community and therefore, has to be used and managed strategically.

2.4.1 The use of Online Social Networks

Ashley and Tuten (2015) clarify that OSN are used by brands in three different ways: owned, earned and paid media presence. Owned media can be defined as the published content by a brand, while earned content is branded content posted by third parties. Paid social media content encompasses paid display and/or customised advertising on social media channels (Ashley & Tuten, 2015).

Brands use social media in different ways, which varies from native advertisement to engage and create emotional attachments (Boerman, et al., 2017) to data-based strategically planned personalised data to approach the right target market with the right message (Maslowska, et al., 2016). Many researchers define social media as one channel to communicate. However, it is important to clarify, that social media channels as brand communication tools vary drastically. The way content can be published, communications can engage the audience, the connection that can be made and the length of availability and accessibility of posted and uploaded content, differ depending on the chosen channel (Kietzmann et al., 2011). Additionally, Voorveld et al. (2018) state that the experience with each channel and the information shared by a brand are differently received by the consumer depending on the social media medium used. Several media agencies forecast that Instagram will be the most relevant channel for the next few years, while Facebook might remain stable but could also become less relevant as a brand communication platform.

However, due to future visual focused technologies such as artificial intelligence, virtual reality and such, the predictions are supported that social media channels with a focus on visual content will increase in importance in the future (Voorveld, 2019).

Thus, social media has to be recognised as an inevitable tool for any organisation in today's digital world to increase reach and awareness, as well as channels to communicate a message, information, and to create a desire of a consumer to connect and engage (Reto et al. 2017).

Social media engagement

The growing social media relevance for companies in the modern online environment posits the importance of the engagement concept and brand-customer related interactions (Brodie et al., 2011). According to Bijmolt et al. (2010), the promising concept of engagement allows a company to actively communicate with consumers, to include them in co-experience-creation and builds bonds between a brand and a customer, which leads to brand referrals, increased consumer contribution and finally, brand performance and relationships based on trust.

Dessert et al. (2017) developed a three-dimension social media engagement model, which consists of:

- Cognitive Engagement, which is defined as an active mental occupation with something.
- Affective Engagement, which can be summarised as how appealing and enjoyable a post/content is to the viewer.
- Behavioural Engagement, which includes sharing, learning and further behaviour such as commenting or liking of content.

(Dessart et al., 2017)

These three dimensions of consumer-brand-interaction can be applied in the vast online environment, but the complexity and differences between social media channels regarding relationships and interactions have to be considered as shown in table 3 (Kaplan & Haenlein, 2010).

As previously mentioned, in the modern business environment companies tout for the attention and favour of customers - especially online. Brands and companies interact with customers on a deeper level than just selling products, services or similar (Brodie et al., 2013), instead they create sustainable relationships and emotional attachments, as well as to its community (Sashi, 2012). Brodie et al. (2013) reveal that social media engagement is a tool to decrease perceived risk and information search, as well as it increases buying intentions and supports decision making (Brodie et al., 2013). Further research shows that consumer engagement on social media has a positive impact on a customer's relationship with a specific brand (Vivek et al., 2012). However, to increase engagement, it is highly important to promote a brand, product, service, etc. heavily with high-quality content to accelerate the interaction of brands with their community on social media channels. Interaction with a brand's community decreases the perceived risk and offers self-expression to followers and community members. Engaging with followers and communities finally leads to positive brand-customer relationships, trust and commitment towards a brand, organisation or business (Dessart, 2017).

Four types of social media to engage with the audience can be distinguished: informational, entertaining, remunerative and rational content. Park et al. (2009) determine the need of consumers to directly gather information from a brand about goods or services through their social media channels as a motivational factor to use OSN, which leads to active involvement in a brand's community (Muntinga et al., 2011). Additionally, Taylor et al. (2011)

elaborated that entertaining content, which creates joy, appeal, emotional connection or pleasure within the viewer (e.g. consumer), shapes a positive attitude towards a company or organisation and increases the possibility of returning to the webpage and interact, create and share the content of a brand. Another approach, which impacts the social media community and customers is the remunerative or rewarding approach. Muntinga et al. (2011) further state, that rewarding posts or content encourages followers and customers to interact. Incentives can be in any form, from financial to any other economically or personal need fulfilling kind. The fourth type, rational content, consists of the fundamental need to belong and interact and feel being heard and socialise.

Community management

Community management is a brand's interaction with the audience through different actions, such as liking, sharing, commenting, referring and such (Kamboj et al., 2018). Many studies have revealed the importance of community management for brands to increase the perceived value and the marketing outcome (Alalwan, 2018). Thus, engaging and actively communicating with the consumer on OSN has a positive effect on brand-consumer-relationships (Kamboj et al., 2018), trust and loyalty towards a brand and leads to commitment (Kang et al., 2014). However, managing a brand's community shapes the attitude and perspective of consumers towards a brand and shifts the touchpoints in a customer's journey drastically towards a more interactive, brand-coordinated communication (Das et al., 2019).

2.5 Social media communication of NGOs

To answer the overall research question, the following will show differences and similarities of NGOs and conventional profit-oriented brands, to develop a communication strategy on social media.

Many researchers have established the fact that the success and relationships of NGOs to stakeholders is based on trust. Trust is the key factor to believe in the competence and honesty of any charity organisation. In other words, donors have to believe and have faith that an organisation is capable of fulfilling their stated mission and direct the money towards the communicated goal to support it (Sergeant & Lee 2004; Seligman 1997). As Michel and

Rieunier (2012) have elaborated, the more an organisation is preferred and trusted, the higher is the willingness of donors to voluntarily support an organisation monetarily. Nowadays, NGOs are facing an increasingly competitive environment for donations, which makes it crucial to develop a sustainable competitive advantage throughout trust and relationships (Blery et al. 2010). Therefore, similarities can be observed to brands as known in the business context. Awareness, transparency and authenticity are crucial elements for NGOs to communicate a mission in a way that stakeholders trust. Additionally, the image is highly important, which demonstrates the importance for NGOs to analyse their target audience and address the stakeholders accordingly to generate donations.

Although NGOs, in general, invest less budget in marketing, they have to create content for the audience to advertise and communicate their mission and values and encourage the public to voluntarily donate to stay competitive amongst the increasing competition (Michel & Rieunier 2012). Hence, this phenomenon shows a strong parallel to corporates/brands, that have to position products or services on different channels to increase their sales and profits. However, because most NGOs don't have the resources for large marketing budgets, it is inevitable to choose platforms to advertise wisely in an increasingly competitive environment (Bennett & Gabriel 2000; Szmigin & Piacentini 2018). Furthermore, it is to be considered that profit-oriented brands sell a product or service (Fong & Yazdanifard 2015), whereas NGOs ‚sell' a feeling about one-self (Bennett & Gabriel 2000; Szmigin & Piacentini 2018) and an intangible, unmeasurable impact on a group of beneficiaries or grantees (Sargeant & Lee 2002). The similarity hereby lies in the opportunity for donors or customers to express themselves and their ethics when donating or purchasing a product or service (Bennett & Gabriel 2000; Szmigin & Piacentini 2018).

2.5.1 Trust and relationship

Panic et al. (2015) elaborated that, as charities of any kind have a unique relationship to their stakeholders, interactive communication is indispensable to deliver information and influence the processing of such, which in turn has a positive impact on donations. Especially social media offer platforms for NGOs and stakeholders to communicate to the audience in real-time. According to Lovejoy et al. (2012), being in close correspondence with an organisation has shown to have a great impact on trust, which leads to strong commitments and relationships - the key factor for donations. Sargeant and Lee (2004) also support those

findings and state that relationships with donors can be enhanced by encouraging them to donate their time or to offer support with promoting them in any other way. Further, the researchers reveal that relationships and commitment, created by interactive communications, can be strengthened by using monthly subscription models or donating to a specific animal or action. Creating such an emotional attachment has been observed to be an influencing factor to increase donations for NGOs. Hence, the donor-lifetime-value increases, due to building an attachment and ‚responsibility' to a certain animal or action. Until today, communication is the solution to create trust, relationships and commitment, which makes social media very important tool for NGOs (Sargeant & Lee 2004).

2.5.2 Electronic Word-of-Mouth and reputation

In a modern digitalised environment for NGOs, eWOM and reputation reflect the value of an organisation for the public (Fombrun, 1996). Feng et al. (2017) elaborated that a massive influence on a positive eWOM are trust and satisfaction, which in turn are the reasons for people to donate to a certain NGO. Hereby, TOV is also a significant factor for the satisfaction of a customer. It is proven that a friendly and educational direct and indirect communication influences satisfaction and trust positively (Feng et al., 2017). The reputation of an organisation travels fast nowadays, due to interconnectivity on several online platforms. Especially social media networks pave the way for eWOM, hence, a message to spread. Reputation and eWOM shape one's opinion about an organisation, either by strangers or by peers. It portrays the perceived mission, vision and values, as well as it shapes expectations stakeholders have towards an NGO (V. K. Hamza, 2013). Feng et al. (2017) also revealed that similar to profit-oriented businesses, exceeding or matching one's expectation leads to a positive attitude, reputation and eWOM towards an organisation (Feng et al., 2017). Therefore, eWOM and reputation have a major impact on donation behaviour, donation impulse and donor trust (Hamza, 2013).

2.5.3 Celebrity endorsement

Another way to influence (potential) donors have been proven to be impactful. Already in 1984 Assael has revealed that celebrity endorsement is an effective tool for organisations to influence the audience positively. The precondition hereby is a suitable image of the celebrity to the cause of the NGO. Using celebrities that match the mission of the

organisation, can have a compelling effect and has the power to create emotional bonds towards it (Assael, 1984). Although Samman et al. (2009) support the hypothesis, they also state that choosing a celebrity to promote an organisation has to be done carefully and it has to be taken into consideration, how authentic and trustworthy a celebrity's intentions are (Samman et al. 2009). A holistic study about celebrity endorsement by Garcia de los Salmones et al. (2013) reveals and underpins the previous research. Despite the importance of the credibility of the NGO itself for stakeholders to develop trust, the researchers prove once more that the image of a celebrity has a positive impact on monetary support of donors, is indispensable. Interestingly, using celebrities immensely increases awareness and reach of an organisation, but can harm stakeholders' trust and the relationship to the organisation, if the collaboration is being seen as an opportunistic association. However, keeping in mind that the public perception of a celebrity is the decisive factor if a collaboration is successful, it is a very useful tool for any NGO to increase donations and awareness (Garcia de los Salmones et al., 2013).

2.5.4 Social media presence

Bhati and McDonnell (2020) conducted a research based on previous papers and confirmed that social media presence, engagement of the audience and activity on social media has a positive influence on donation size and donor behaviour towards NGOs. Further, Knudsen and Bajde, (2016) underpin the researcher's findings that people are generally more generous when it comes to environmental and animal-focused organisations. However, continuous postings and presence on social media channels, regardless of the size of the NGO, increase the engagement and in turn the awareness and donations to it (Bhati & McDonnell 2020). For NGOs that devote donations mostly towards the cause and less towards marketing budgets, Bhati and McDonnell (2020) also state that social media, as it is a free-of-charge communication tool, is essential to increase donations.

2.6 Conclusive findings

In Conclusion, it can be said that over decades researchers acknowledged trust as the foundation for NGOs to create relationships and commitment. To reach a trusting relationship with stakeholders it is crucial to communicate openly, be authentic, credible and honest about the use of donations and use common marketing communication tools of profit-

oriented businesses. The undertaken research clearly shows the similarities between non-profit organisations and profit-oriented businesses in regard of communications and the imperative interaction with the audience/stakeholders. Different tools and strategies were analysed to finally point out the importance of interconnected communication via social media for NGOs.

Therefore, based on the undertaken literature review, a social media strategy for the organisation focused on marine wildlife-welfare, can be developed. The following chapters will focus on precisely applying the evaluated influencing factors on donation behaviour in the social media environment to Sea Shepherd Portugal.

3. Methodology

The following chapter clarifies the different steps of data collection with the final aim to develop a social media strategy on appropriate social media channels to increase awareness and monetary donations for the conservation organisation Sea Shepherd Portugal, taking into consideration the minimal marketing budget of the newly established chapter. Firstly, Sea Shepherd Global will be analysed to clarify the approach of the umbrella organisation. Further, Sea Shepherd Portugal will be evaluated, and the social media communication of the Portuguese NGO will be presented.

Considering different research approaches, an analysis containing primary and secondary data was chosen. Using this research methodology, the importance to use and apply marketing tools for profit-oriented companies to the non-profit sector will be constituted.

Primary data was collected with a survey focused on donation behaviour and awareness of the target organisation. The quantitative data analysis provides insights about the audience and the key drivers for monetary donations. To make the theoretical research and data analysis more tangible and practical, the findings are applied to the conservation society Sea Shepherd Portugal. Developing and executing an appealing communication strategy, which aligns all necessary social media channels to communicate a clear message, will create a sustainable competitive advantage for Sea Shepherd based on trust and relationships to the audience, which will finally lead to an increase of donations.

The secondary data is based on an in-depth literature review focused on scientific articles and journals in the field of marketing and the non-profit sector, which lays the foundation for any further research and data collection in form of an international Report concerning giving-behaviour. The 2018 Trends in Giving Report was reviewed to draw conclusions for the final goal of the paper concerning preferred donation methods and preferred donation platforms. Additionally, the organisations' social media data were analysed to evaluate the target audience and the effectiveness of different posts/usage of tools regarding awareness.

Using different research approaches and data allows to draw profound conclusions and research objectives based on the findings. The objectives of the research are:

- Evaluation of existing awareness of Sea Shepherd Portugal and potential growth factors
- Identification of content and tools that lead to awareness, donations and relationships
- Necessary implementation of donation methods

3.1 Primary data collection

To understand (potential) donor behaviour, a descriptive-analytical survey was conducted. The research was sent out on social media to 153 respondents. The focus of the questionnaire was to evaluate the awareness of diverse respondents towards Sea Shepherd Portugal and the donation behaviour on social media channels in general. Specifically, the impact and engagement of visual content and captions are being investigated. Additionally, the sample is divided into stakeholders of the organisation and individuals that are unfamiliar or non-supporters of Sea Shepherd. Using a cross-sectional survey method, the aim is to reveal differences and parities regarding donation behaviour. The quantitative method was chosen to extract information from a group of 153 respondents and draw a conclusion for a bigger population.

3.2 Secondary data collection

Additionally, to the conducted in-depth literature review, the secondary data analysis is mainly based on the most recent 2018 Trends in Giving Report and social media data collected from the Instagram and Facebook account of Sea Shepherd Portugal.

2018 Trends in Giving Report

The detailed report divides European donors by gender, generation, country of origin and donor size. Additionally, donation trends on social media are being investigated. Therefore, essential insight information about donor behaviour on social media can be extracted and compared to the organisation's social media data to conclude the development of a social media communication strategy. The report analyses a sample of 579 European respondents (Nonprofit Tech for Good, 2018).

Social media data Sea Shepherd Portugal

Social media data of Sea Shepherd Portugal's Facebook and Instagram pages were collected to review and analyse the target audience, growth of the community and awareness for the organisation. Moreover, the data provides insights about social media engagement, a key driver for relationships with organisations and underpins the findings of primary data and the 2018 Trends in Giving Report. Due to the importance of relationships for donations, the information provided will help to develop a social media communication strategy to increase awareness and donations.

4. Organisation analysis

4.1 Organisation presentation

Sea Shepherd is a non-governmental, non-profit environmental organisation. For legal reasons, the NGO is divided in Sea Shepherd Conservation Society (SSCS) and Sea Shepherd Global (SSG). SSCS mainly operates in the Americas with onshore chapters and offshore campaigns. SSG is the umbrella organisation for Chapters and Campaigns in Australia, New Zealand, Europe and Africa. This paper focusses on Sea Shepherd Portugal, which is part of Sea Shepherd Global.

SSG is a marine conservation organisation with the mission to ‚protect defenceless marine wildlife and ends the destruction of habitat in the world's oceans' (Sea Shepherd Global, 2020) Founded in 1977 by Captain Paul Watson, Sea Shepherd takes direct action in international and national waters, as well as on land, to defend, conserve and protect all marine wildlife and their habitat and also to enforce international and national conservation laws. Coordinated from the headquarters in Amsterdam, the organisation focusses on fighting illegal actions related to the ocean and mainly on illegal, unregulated and unreported fishing (IUU). IUU accounts for 15-40% of fish caught globally and presents a worldwide problem, which poses a threat to the marine ecosystem as well as to local fishermen.

However, to maintain and integrate rules and regulations and establish international conservation laws, Sea Shepherd world works closely with Governments. Especially in developing countries without the needed resources to enforce those laws, the NGO fights on the front line to support and educate with non-violent tactics and actions. Furthermore, the organisation operates in over 20 countries to protect marine life, such as whales and seals from slaughter, illegal and commercial whaling and fishing. For marine wildlife defence, Sea Shepherd also combats against marine debris. Marine debris has a massive impact on our ecosystem and compromises the well-being of all marine life, animals and birds. Therefore, the NGO works with volunteers to curb pollution and oil spills around the world (Sea Shepherd Global, 2020a)

"Unless we stop the degradation of our oceans, marine ecological systems will begin collapsing and when enough of them fail, the oceans will die. And if the oceans die, then civilization collapses and we all die." - Paul Watson

Approach

Sea Shepherd Global is an organisation with restricted resources, that mostly depend on private donations. The effectiveness can be attributed to the approach of the NGO. Based on voluntary work, they take direct actions on the front lines and stand up against IUU and other illegal activities on several vessels in national and international waters (e.g. Campaigns) SSG busted over 50 illegal fishing vessels, saved more thousands of fish and mammals around the globe, removed tons of illegal deadly fishing gear, fought against seal, whale, dolphin and fish poachers and had a massive impact on the opinion and the view of the public.

Although in the past Sea Shepherd rammed and sunk illegal fishing vessels to stop the horrific activities, the organisation never broke national laws or worked against rules and regulations but instead enforces laws together with nations and INTERPOL to have a long-lasting impact on protecting the oceans and its inhabitants. Sea Shepherd Global opposes behaviour, instances and nationalities that harm the environment regardless of race, age, sex, nationality or religion.

SSG operates with several campaigns at sea, mostly the high sea, to protect the oceans. Additionally, onshore national activities (e.g. Chapters) in Australia, New Zealand, Belgium, Italy, the UK, Finland, France, Czech Republic, Portugal and other countries aim to protect local areas and waters. The volunteers also fight against marine debris and pollution and educate local communities and the public.

The organisation is built mostly on the hard work of international volunteers around the globe, that dedicated their lives to the protection of the defenceless inhabitants of the oceans. Sea Shepherd runs mostly on private donations and focusses on its purpose rather than bureaucratically driven fundraising departments, a fact that makes the organisation quite different and unique compared to many other competing NGOs dedicated to environmental protection (Sea Shepherd Global, 2019).

4.1.1 Sea Shepherd Portugal

Sea Shepherd Portugal (SSP) is part of Sea Shepherd Global. The chapter operates independently from the umbrella organisation but works in cooperation and line with the standards, guidelines and communication of the NGO. Being one of over 20 chapters around the world, Sea Shepherd Portugal tries to increase awareness and reach, collects donations for local on-shore and international off-shore campaigns and organises events like beach clean-ups (BCU) and creates relationships and cooperation with other organisations and governments to implement changes and have a long-lasting impact on the protection of the national waters. Sea Shepherd Portugal, in particular, was founded in October 2019 and is led by the CEO Christopher Storey, SSG board member Guiga Pirá and marketing and media coordinator Maike Baun and a continuously growing pool of volunteers. With the focus of creating awareness, reach and finally increasing donations, the organisation organises volunteer meetings and BCUs once a month, ocean clean-ups once every two weeks, organises awareness events, increases Sea Shepherd merchandise sales, partners with local NGOs and like-minded companies, grow a team of professionals and partners up with local municipals and governments. Further, the main communication tool for the organisation is social media such as Instagram and Facebook (Storey, C., 2020).

4.2 Communication Sea Shepherd

The communication strategy of Sea Shepherd Global and the general guidelines are defined in a document accessible for all chapters. According to the newest guideline from 2019, the TOV of the organisation is summarized as bold, recognizable and clear, which can be defined as delivering bold and clear messages to the audience that stands out of the crowd. The communication is easy to understand and reduced to a minimum. Further, the branding is strong and recognizable and is influenced by the brand's identity. Sea Shepherd's brand identity contains nature and conservation of wildlife and ecosystems, law enforcement in cooperation with the navy and military and the nautical as shown in Appendix A. For higher recognition, all owned photos and videos are branded/watermarked with the official logos.

The organisation in all its divisions, chapters and campaigns mostly uses owned or earned social media channels. Regarding offline marketing and other marketing tools, Sea Shepherd

also follows the strategy to spend the smallest budget possible on marketing to use the donations for the mission to protect the oceans on the front lines.

However, the organisation uses two types of logos. The so-called Jolly Roger'(figure 4), which shows a skull, that embodies the death and destruction human behaviour causes to the oceans. The crook and Neptune's trident stand for the mission of the NGO: to protect, conserve and defend marine wildlife. The dolphin and whale shapes on the skull are derived from the yin-yang symbol – to symbolize the importance and delicacy of the marine ecosystem (Sea Shepherd, 2020).

Figure 4 – Jolly Roger logo

Source: Sea Shepherd Global website

For legal and political reasons, Sea Shepherd also works with a less 'aggressive' logo (figure 5) and Tone of Voice, which shows the outline of a hand-drawn humpback whale in front and a dolphin in the background (Sea Shepherd, 2020).

Figure 5 – Classic whale logo

Source: Sea Shepherd Global website

In addition to the highly recognizable logos, the NGO embedded a specific font, which is highly recognizable and can be seen in the Jolly Roger skull logo.

4.2.1 Secondary data - Sea Shepherd Portugal social media communication

Conductive to analysing Sea Shepherd Portugal's social media communication, secondary data was extracted from owned social media channels Instagram and Facebook. The NGO has a follower base on Instagram of 1.448 followers, which grows continuously of mostly Portuguese followers with 51%. The majority of supporters range between 25 and 44 years and is divided into 52% women and 48% men (Instagram, 2020).

However, the Facebook audience consist of 2,270 page likes with a continuous growth. The data shows that in the past 28 days 361 Facebook users started following Sea Shepherd Portugal on the social media channel. Further, the data reveals that the page reach increased by 45.5k in the past 28 days due to account activity (Facebook, 2020)

The data extracted shows a clear growth trend of an environmental conscious follower base, both private accounts and other NGOs and organisations involved in sustainable and environmental protection actions. Due to tools such as geo-tagging, hashtag use, and tagging and the right timing, posts reach a larger amount of Instagram and Facebook users.

To create a stereotypical follower of Sea Shepherd Portugal's social media, a personification was undertaken. The private accounts can be personified as followed.

João and Teresa live in a urban city and beach town in Portugal with an average income. They are between 28 and 42 years old and are consumption conscious, as well as they have a strong desire to protect the oceans, animals and nature in general. They are willing to take direct action to defend the environment and follow a mostly plant-based diet. They like to be mindful and do workouts such as yoga or different outdoor sports with their dog. João and Teresa are very considerate when it comes to animals and behaviour that impacts the environment. They like travelling and are well aware of the impact their travels have on the environment, nevertheless, they are very interested in different cultures and adventures. Further, they are outgoing and communicative and like to share their opinion on social media

to create awareness for the cause they believe in and they like to be part of a like-minded community.

Sea Shepherd Portugal communicates on owned social media channels on Facebook and Instagram. According to the Social media strategy (see figure 6), the channels are used for multiple purpose's:

1. Create awareness and increase donations
2. Educate
3. Engage
4. Build relationships
5. Increase followers
6. Increase donations
7. Increase reach
8. Increase impact

In order to address all stakeholders appropriately, the strategy also reveals the (potential) audience on social media, which consists of volunteers, members, employees, local communities, environmentalists, activists, donors, other NGOs & photographers, etc. and potential stakeholders and followers.

Since the organisation is fairly new, it mostly uses other Sea Shepherd chapter's (e.g. country's) or the Sea Shepherd Global's Instagram and Facebook account as a benchmark, but a clear strategy to reach the overall goals to increase donations for Sea Shepherd Portugal via social media is yet to be defined.

Sea Shepherd Portugal's posts and stories on Instagram and Facebook have been created and placed on both platforms via cross-posting. Therefore, the channels show the same content, which can be summarized as announcements of future actions in Portugal and around the world to create awareness, creation of quizzes to engage and interact with the community, hosting of online events and educational content about sustainability and marine wildlife. Further, the channels are being used to repost content from other Sea Shepherd social media channels, marine conservationists, underwater photographers and other relevant accounts with a wide reach. Additionally, the organisation uses cooperation partners to cross-sell and

communicate/repost content. Using that technique, the organisation aims to increase reach and awareness. Regarding hashtags, niche-specific, trending and organisation-specific hashtags are being used to attain the greatest possible audience. Additionally, Sea Shepherd Portugal deems it important to interact in real-time with the community and to respond to comments and direct/private messages in a polite, determined and supportive manner.

Further, the organisation owns a website to share general information and announcements, as well as the possibility to donate to Sea Shepherd Portugal. To offer to followers the donation option, the NGO refers to the website on all social media channel' info/bio and in different posts and stories (Instagram 2020a; Facebook 2020a).

4.3 Primary data – Quantitative survey

To collect data from a variety of respondents, a survey was conducted. The quantitative method was chosen to extract information from a group of 153 respondents and draw a conclusion for a bigger population.

The primary data was collected in the form of a quantitative survey. The group of 153 respondents was divided in gender, age, annual household income, country of residence and origin, education level and staff member/volunteer for Sea Shepherd Portugal to apply the extracted information to a greater population and develop a social media communication strategy. The demographics of the survey respondents will be described in the following.
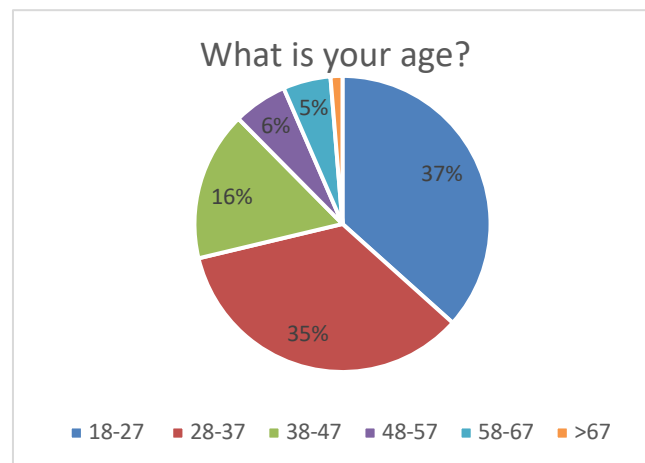
Chart 1 – What is your gender?
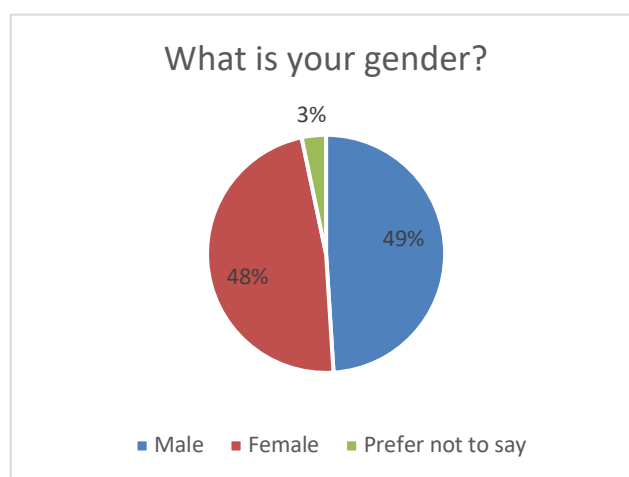
Source: Own elaboration

Referring to the gender of the conducted respondents, the pie chart shows that the proportions are relatively balanced. 49% of the respondents are male, whereas 48% are female. 3% of the sample prefer not to say their gender.

Chart 2 – What is your age?

Source: Own elaboration

Regarding the age groups, the sample varies between 18 and >67. The majority of respondents are between 18 and 37 years old with a sum of 72%. The group of respondents of the age of 18-27 years old represent 37% of the sample and 35% are 28-37 years old. A smaller group of respondents is between 38-47 years old (16%), 48-57 years old (6%) and 58-67 years old. Only 1,3% of the sample is older than 67 years old.

Chart 3 – What is your annual household income? ($USD)
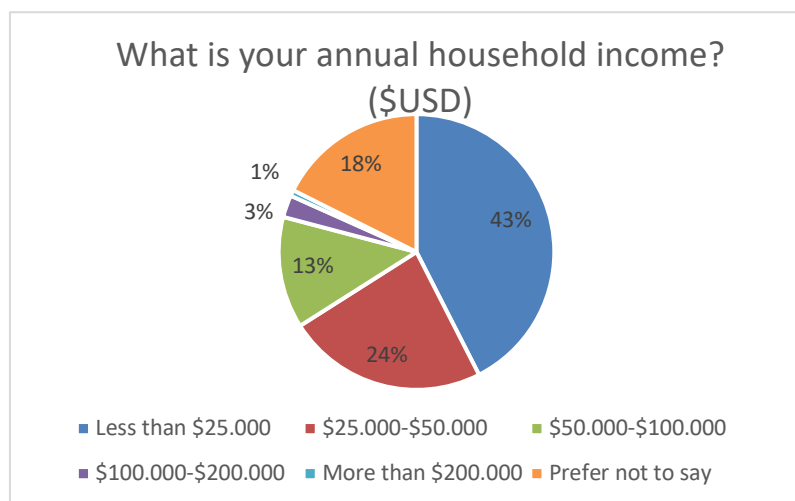
Source: Own elaboration

The pie chart reveals that the household income differs between less than $25,000 USD and more than $200,000 USD. The largest group of respondents has an annual income between less than $25,000 USD and $50,000 USD with, in sum, 67%. Less than $25,000 USD represents 43% of the sample and $25,000 USD - $50,000 USD represents 24%. A smaller amount of respondents say the annual income is $50,000 USD - $100,000 USD with 13% and only 3% earn between $100,000 USD - $200,000 USD. The smallest group has an annual income of more than $200,000 USD. The chart also shows that 18% did prefer not to say their annual household income.

Chart 4 – What is your country of origin?
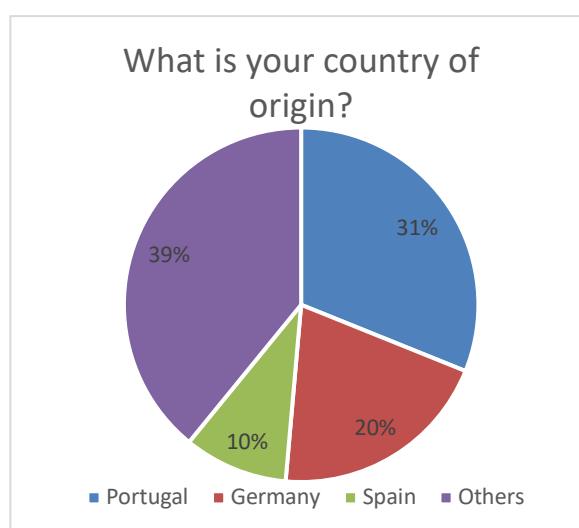
Source: Own elaboration

As can be seen in the pie chart, the sample of participants is divided into the four major groups regarding the country of origin: Portuguese with 31%, German with 20%, Spanish with 10% and others with 39%. The group of 'others' contains 26 different countries. Each of the countries represents an insignificantly small group of less than 5% and can be seen in Appendix B.

Chart 5 – What is your country of residency?
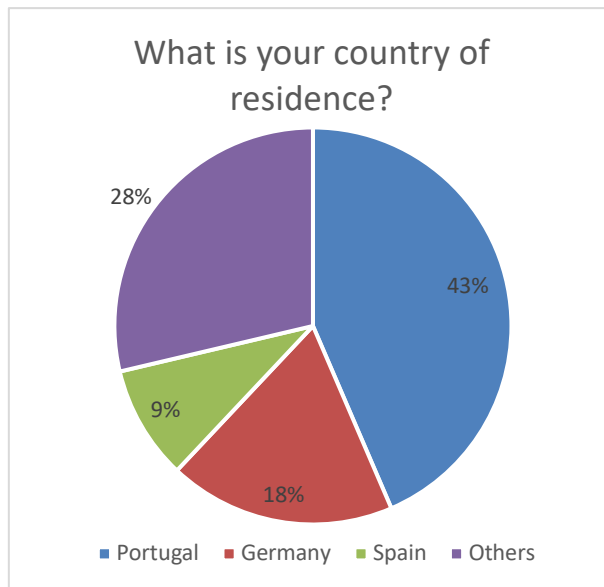
Source: Own elaboration

Considering the country of residence, it can be observed that the majority of the sample resides in Portugal with 43%, followed by Germany with 18% and Spain with 9%. The group of 'others' represents in sum 28%, with each country being less than 5% and is shown in Appendix C.

Chart 6 – What is your education?

Source: Own elaboration

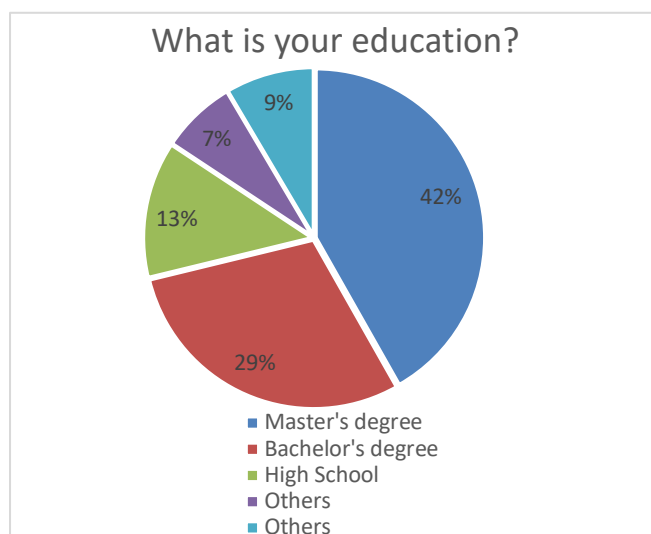Referring to the education of the sample, it can be observed that 42% hold a master's degree and 29% hold a bachelor's degree. 7% hold a PHD or higher. In sum, 78% of participants hold a degree of higher education, which shows a significant majority. 13% accomplished high school and 9% are summarized in individual responses as 'others'. The group of 'others' can be observed in Appendix D.

Chart 7 – Are you a volunteer or staff member of Sea Shepherd?
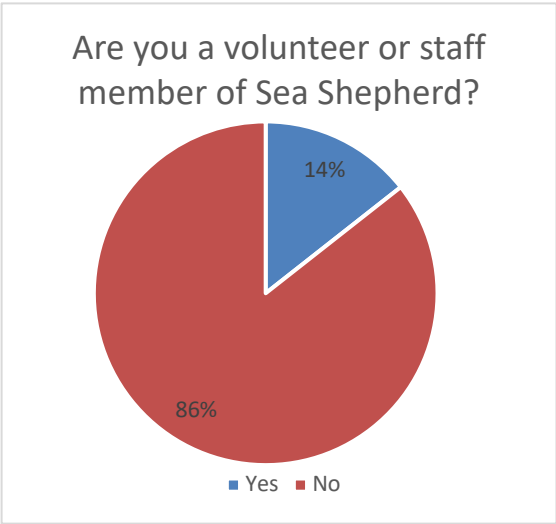
Source: Own elaboration

As shown in this pie chart, the participants are divided in two groups: volunteer or staff members of Sea Shepherd and non-members. The majority with 86% are non-members of the organisation and only 14% say that they are active staff or volunteers of Sea Shepherd.

Chart 8 – Which of the following logos do you recognize?

Source: Own elaboration

#1   #2   #3   #4
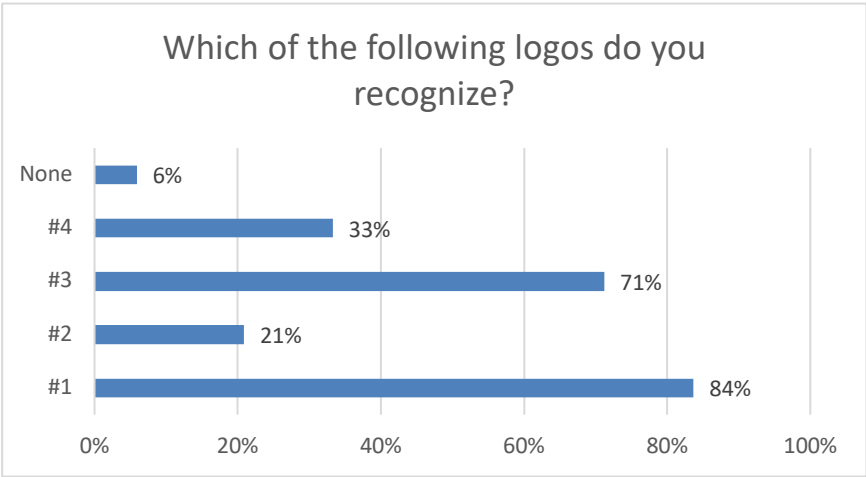
This bar chart shows the recognition of logos of different animal and marine life organisations. For the survey, the names of the NGOs within the logos were removed to analyse if the respondents were able to recognise the logo. The largest group with 84% has recognized logo #1, which represents Sea Shepherd. The second-largest group with 71% recognized logo #3, Greenpeace. Followed by logo #4 (PETA) with 33%. 22% of the sample recognized OCEANA, logo #2. Only 6% didn't recognize any of the four logos.

Chart 9 – Which of the followings NGOs do you know?
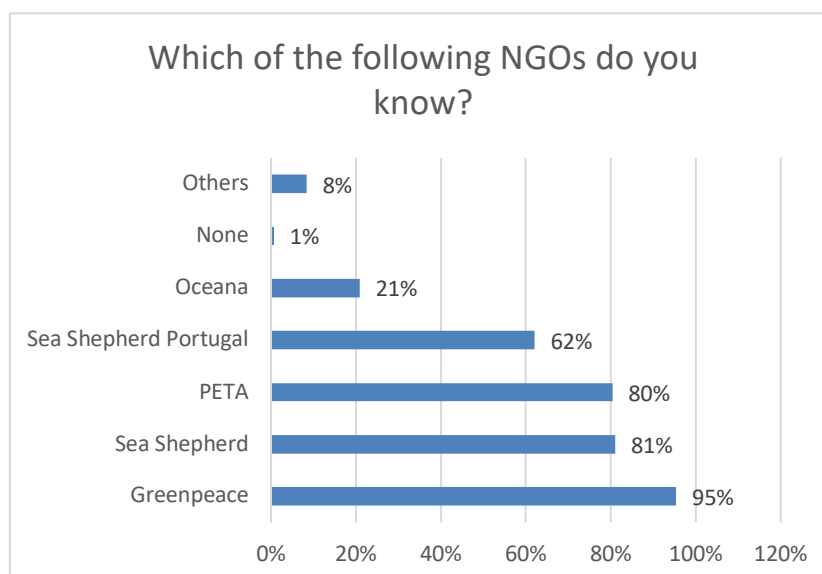
Source: Own elaboration

This bar chart reveals which of the NGOs are known by the respondents. Interestingly 95% say that they know Greenpeace and 81% know Sea Shepherd. With a very similar percentage of 80%, the participants say that they know PETA, followed by Sea Shepherd Portugal with 62%. Only 21% know Oceana and an insignificantly small group of 1% responded that they

know none of the NGOs listed. The group of 'others' covers different individual responses as can be observed in Appendix E.

Chart 10 – Would you rather donate to a charity you are closely familiar with?

Would you rather donate to a charity that you are closely familiar with?

2%
8%
90%

■ Yes ■ No ■ I don't know
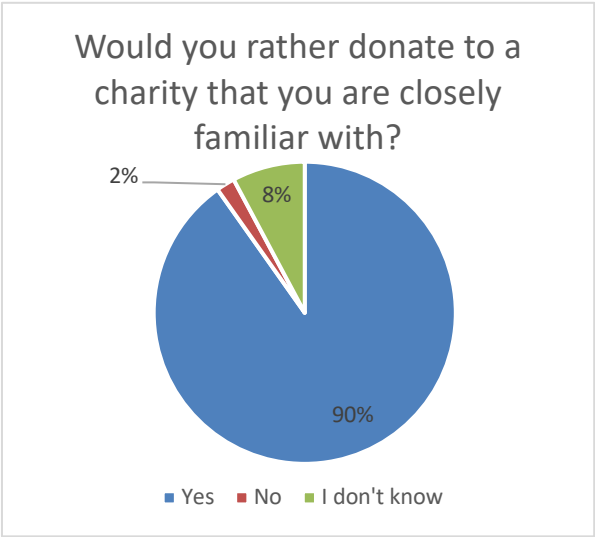
Source: Own elaboration

As can be seen in this pie chart a clear majority of 90% of the sample would rather donate to a charity that they are closely familiar with. Only 2% say that they wouldn't rather donate to a charity they are closely familiar with and 8% don't know.

Chart 11 – Which of the following organisations do you or have you donated to?

Which of the following organisations do you or have you donated to?

Others	19%
Oceana	3%
PETA	11%
Sea Shepherd Portugal	12%
Sea Shepherd	26%
Greenpeace	29%
None	35%

0% 20% 40% 60% 80% 100%
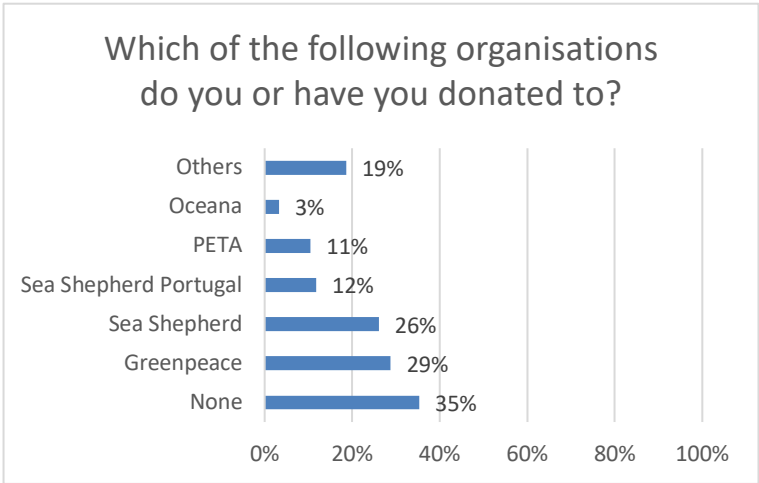
Source: Own elaboration

This bar chart shows the percentage of NGOs donated to by the respondents. Interestingly, the majority of 35% has not donated to any NGO. Although, the most donated to

organisations are Greenpeace (29%) and Sea Shepherd (26%). Followed by Sea Shepherd Portugal (12%), PETA (11%) and OCEANA (3%). In sum, 19% of the respondents say that they have donated to other organisations, each with an insignificant percentage between 0,7% and 2,6% which is shown in Appendix F.

Chart 12 – What do you think Sea Shepherd stands for?
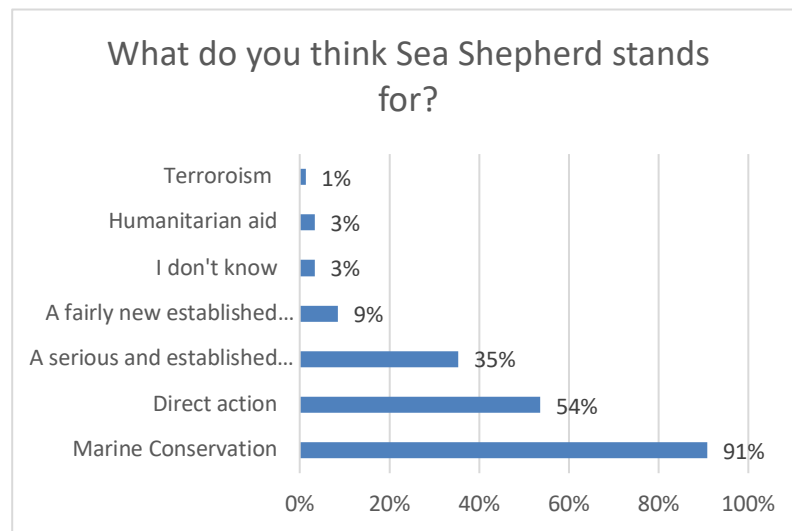
Source: Own elaboration

This bar chart reveals what the sample thinks Sea Shepherd stands for. 91% of the respondents say Sea Shepherd stands for Marine Conservation, followed by 54% responded direct action and 35% a serious and established organisation. Just 9% think the organisation stands for a fairly new established organisation, humanitarian aid (3%) and terrorism (1%). 3% of the sample say they don't know.

Chart 13 – Why would you donate to an NGO?

Why would you donate to an NGO?

- Others — 6%
- To feel good about myself — 14%
- To be part of a movement — 40%
- To support a cause I am passionate about — 92%
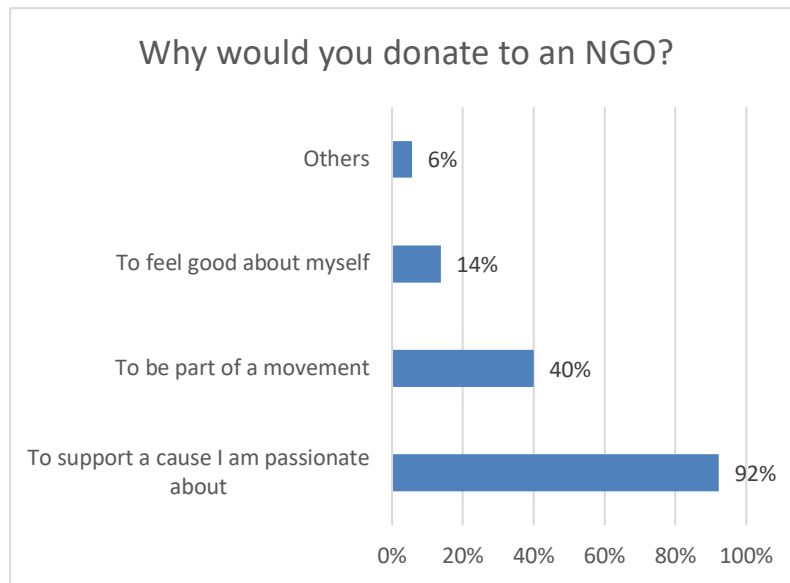
Source: Own elaboration

Referring to the reasons the respondents would donate to an NGO, the following can be observed: 92% state that they would support a cause they are passionate about, 40% to be part of a movement. A lower percentage of 14% donate to feel good about themselves. The group of 'others' represents 6% of the sample with each less than 1%. The group of 'others' comprises of individual responses and can be seen in Appendix G.

Chart 14 – Would you rather buy merchandise of an NGO to support or donate money without any tangible good in return?

Would you rather buy merchandise of an NGO to support or donate money without any tangible good in return?

- Both — 50%
- Merchandise — 26%
- Monetary Donation — 22%
- Others — 2%
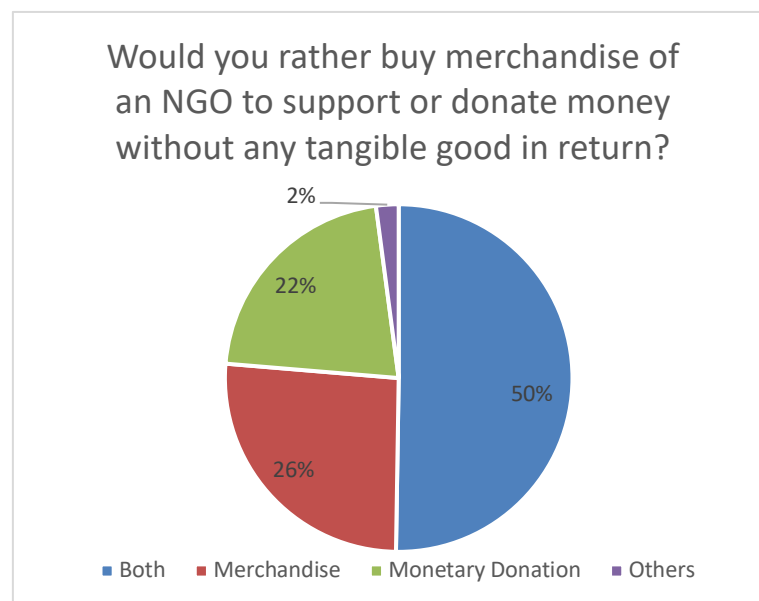
Source: Own elaboration

This pie chart reveals if the survey participants would rather buy merchandise of an NGO to support or donate money with no tangible good in return. Half of the sample answered both (50%), whereas a similar percentage would either donate money (22%) or prefer to buy merchandise (26%). In sum, only 2% responded with 'other', which is summarized in Appendix H.

Chart 15 – Would you rather donate once or regularly?
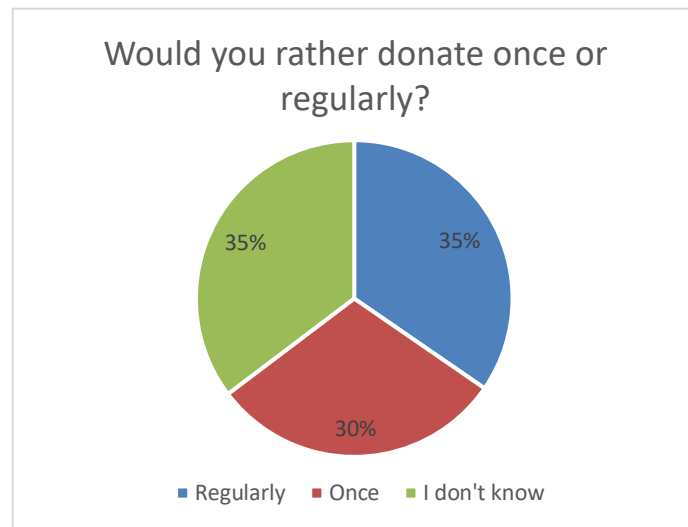
Source: Own elaboration

Shown in the pie chart, it can be seen that the sample is equally distributed regarding monthly or regular donations. 35% don't know, as well as 35% prefer to donate regularly. A similar amount of the respondents would donate once with 30%.

Chart 16 – How much money would you be willing to donate to an NGO monthly?
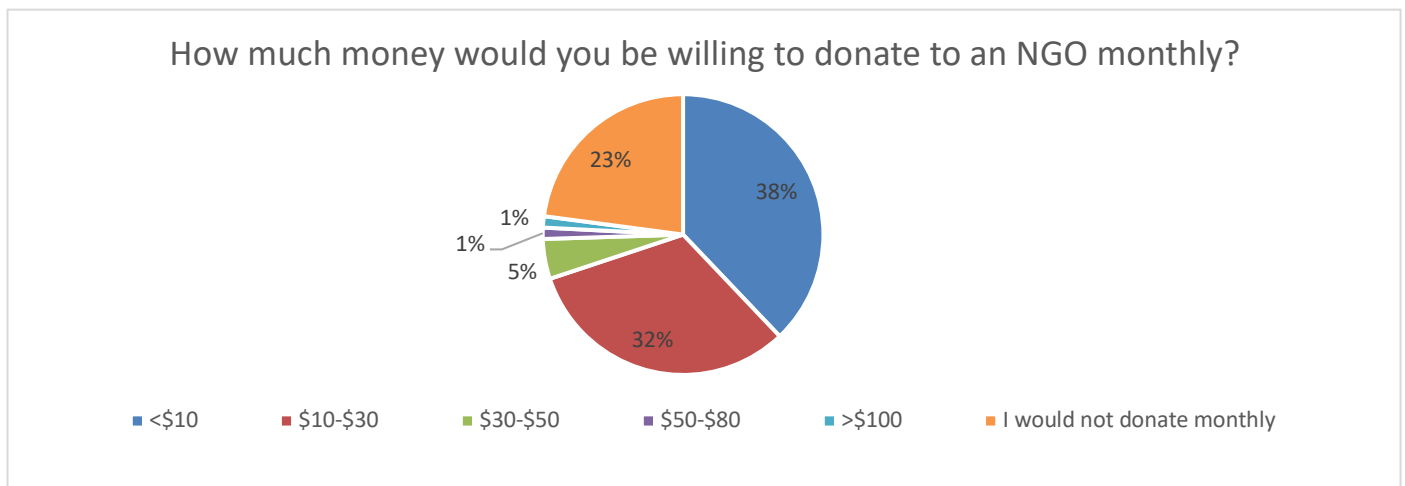
Source: Own elaboration

Regarding the money the respondents are willing to donate, the pie chart shows two majorities. 38% are willing to donate less than $ 10 USD and 32% are willing to donate $10 USD - $30 USD. The minority is willing to donate $30 USD - $50 USD monthly and only 1% says they are willing to donate $50 USD - $80 USD or more than $100USD. 23% of the participants would not donate monthly.

Chart 17 – Which of the following make you donate regularly?


Which of the following would make you donate regularly?

Others	4%
Being recognised on social media for the donation	2%
Responsiveness of the NGO to questions/interactive communication	25%
A trsuting relationship to the NGO	56%
Updates about the progress of the organisation	56%
Transperency about the use of donations	79%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
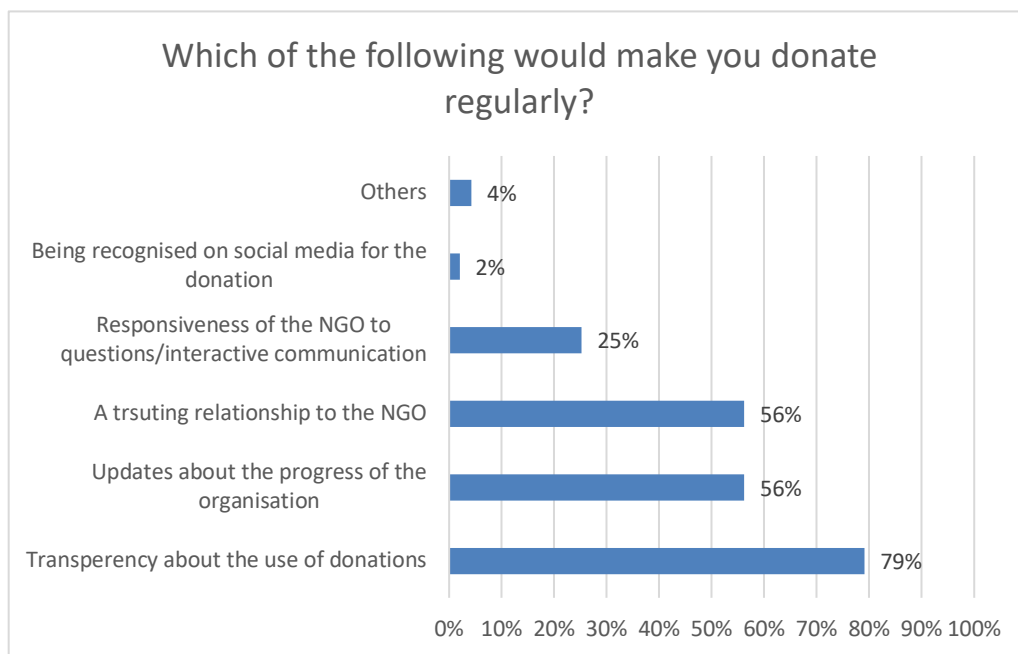
Source: Own elaboration

In this bar chart, it can be observed why the participants would donate regularly. The majority states that transparency about the use of donations (79%) is a factor to donate regularly, 56% say updates about the progress of the organisation and a trusting relationship play a crucial role to donate. 25% would donate regularly if the NGO is responsive to questions and provides interactive communication. Only 4% represents the group 'others', shown in Appendix I.

Chart 18 - Would you donate to an NGO that operates in a different country?

Would you donate to an NGO that operates in a different country?

3%   14%

84%

■ Yes   ■ No   ■ I don't know
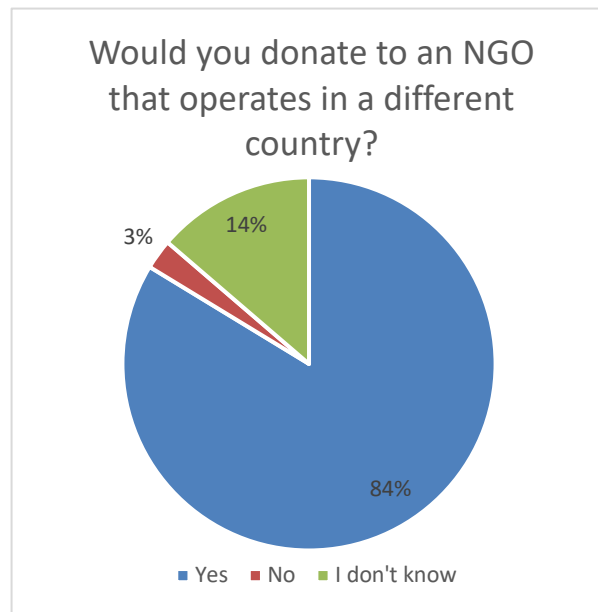
Source: Own elaboration

This pie chart reveals if the respondents are willing to donate to an NGO that is operating in a different country. The biggest group of the sample with 84% state that they would donate to an NGO outside their country. The minority with only 3% responds that they would not donate to an NGO outside their country and 14% don't know.

Chart 19 – Which of the following social media channels do you use most?

Which of the following social media channels do you use most?

3%   1%

12%

47%

37%

■ Instagram   ■ Facebook   ■ YouTube   ■ Twitter   ■ Whatsapp
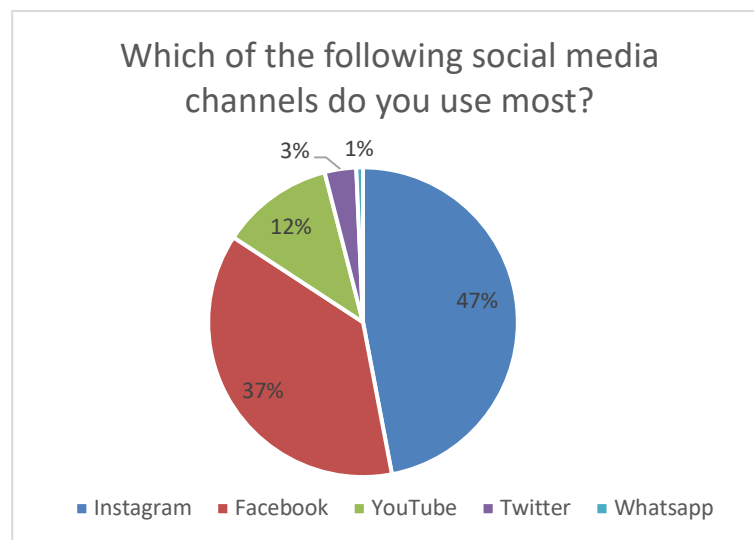
Source: Own elaboration

Regarding the social media tools used the most by the respondents, it can be observed that 47% use Instagram and 37% use Facebook the most. A significant decline in the percentage can be seen for the use of YouTube with 12% and Twitter with 3%. Only 1% say that they use WhatsApp the most.

Chart 20 – How important would be the following social media content/communication of an NGO in order to donate?
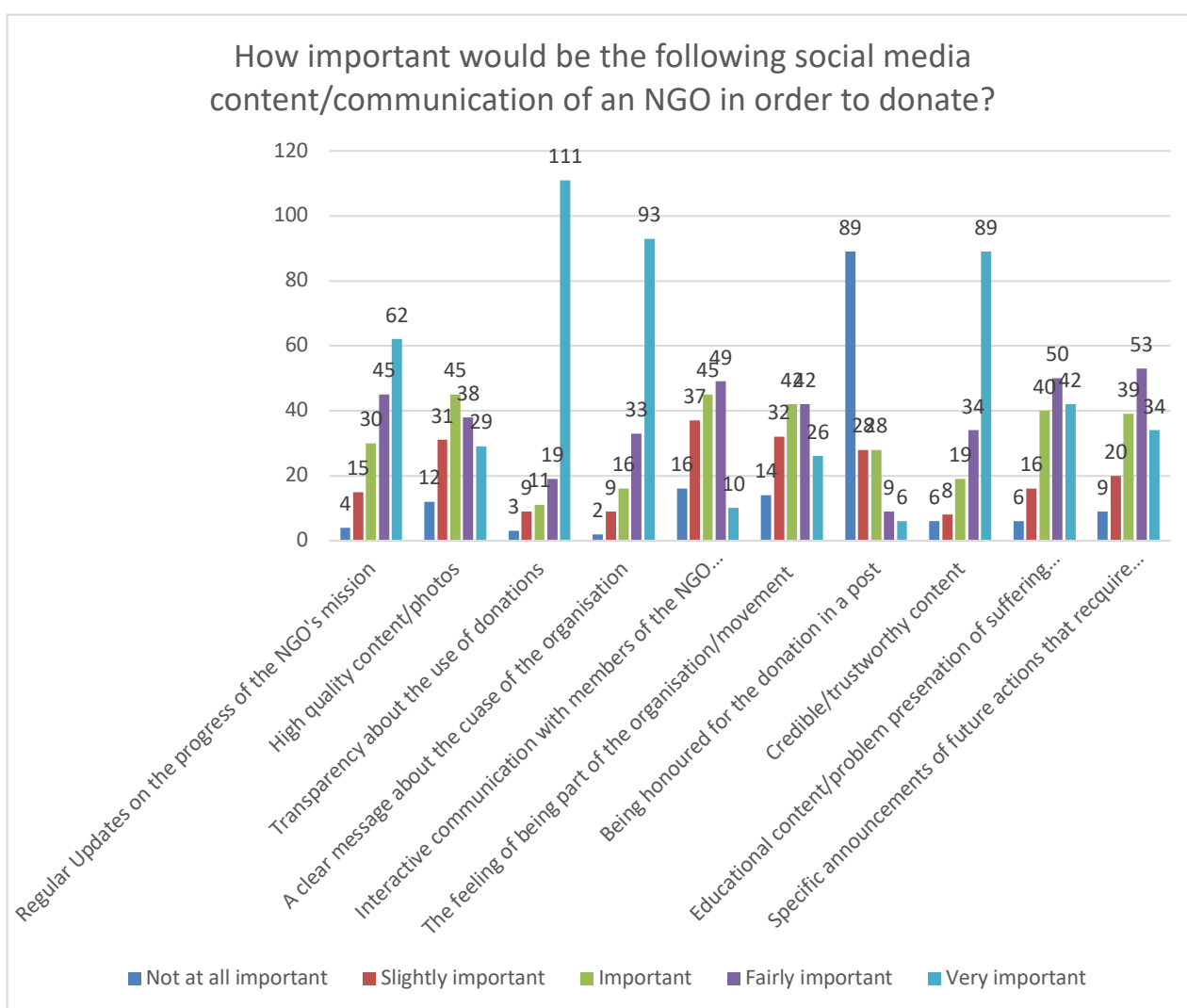
Source: Own elaboration

This bar chart shows the distribution of importance for the respondents of content and communication on social media of an NGO to donate. The answers for this graph are shown in absolute numbers of respondents. The scale varies from 'not at all-important' over 'slightly important', 'important' and 'fairly important' to 'very important'.

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In the following, the answers and the importance of the sample will be summarized in table 4 below to clarify the distribution.

Table 4 - How important would be the following social media content/communication of an NGO to donate?

	NOT AT ALL IMPORTANT	SLIGHTLY IMPORTANT	IMPORTANT	FAIRLY IMPORTANT	VERY IMPORTANT
REGULAR UPDATES ON THE PROGRESS OF THE NGO'S MISSION	4	15	30	45	62
HIGH -QUALITY CONTENT/ PHOTOS	12	31	45	38	29
TRANSPARENCY ABOUT THE USE OF DONATIONS	3	9	11	19	111
A CLEAR MESSAGE ABOUT THE CAUSE OF THE ORGANISATION	2	9	16	33	93
INTERACTIVE COMMUNICATION WITH MEMBERS OF THE NGO ON SOCIAL MEDIA	16	37	45	49	10
THE FEELING OF BEING PART OF THE ORGANISATION/ MOVEMENT	14	32	42	42	26
BEING HONOURED FOR THE DONATION IN A POST	89	28	28	9	6
CREDIBLE/TRUSTWORTHY CONTENT	6	8	19	34	89
EDUCATIONAL CONTENT/PROBLEM PRESENTATION OF SUFFERING BENEFICIARIES	6	16	40	50	42
SPECIFIC ANNOUNCEMENTS OF FUTURE ACTIONS THAT REQUIRE DONATIONS	9	20	39	53	34

Source: Own elaboration

As be seen in the table, the majorities are being highlighted to visualize the trends of the respondents.

Chart 21 – Which of the following photos would be most encouraging for you to donate?
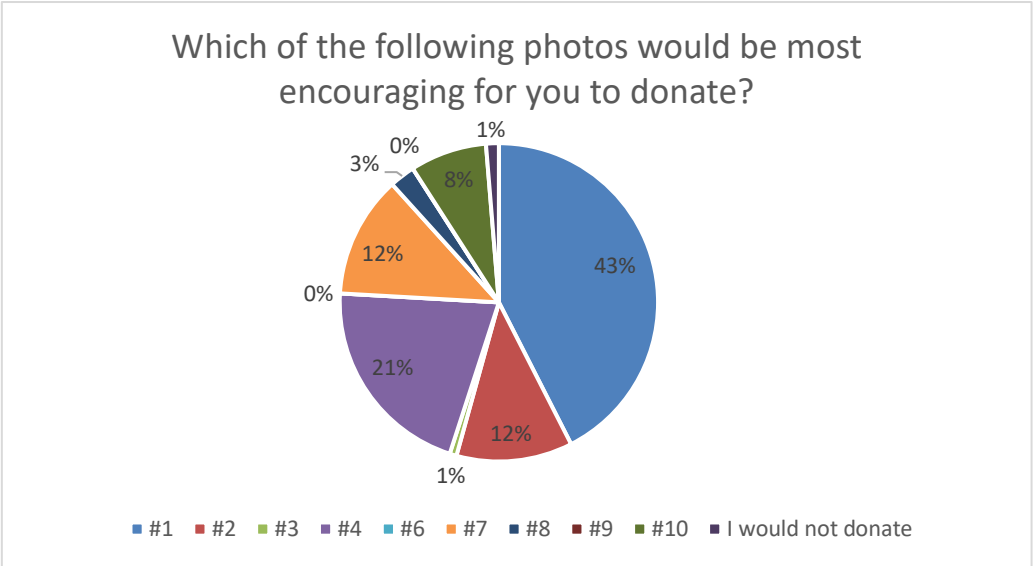
Source: Own elaboration

#1

#2

#3

#4
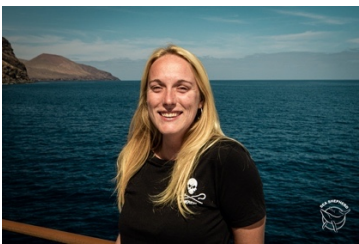
#6

#7

#8	#9	#10

Referring to photos most encouraging to donate, a clear trend can be seen. The majority with 43% says that picture #1 would be the most encouraging visual content to donate, followed by picture #4 with 21% and picture #2 and #7 with each 12%. 8% of the sample would rather donate seeing picture #10 and only 3% choose picture #8. None of the participants would donate seeing picture #9 and picture #6. 1% of the sample would not donate. The responses show a clear direction on the content for monetary donations.

Chart 22 – Which part of a social media post is more encouraging to donate for you?
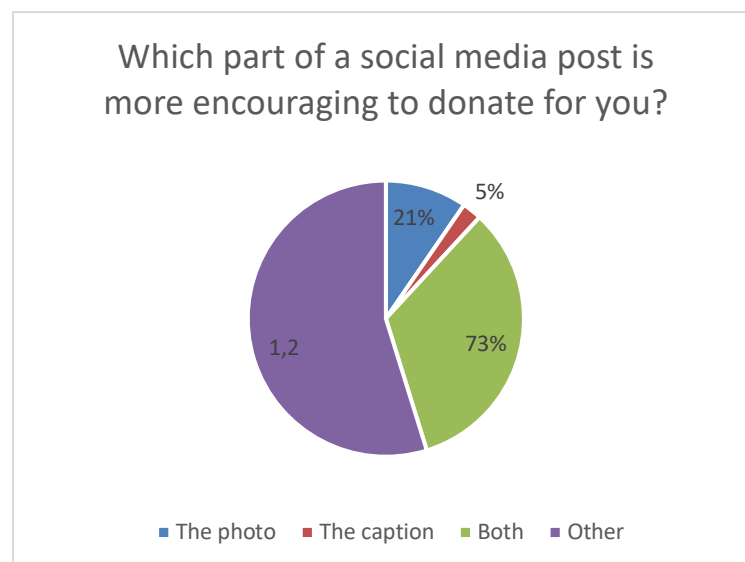
Source: Own elaboration

In this pie chart a clear, the majority can be seen with 73% of the respondents saying that 'both' the caption and the photo are the most encouraging part of a social media post to donate. Less responds state that the photo is the most encouraging part of a social media post to donate with 21% and only 5% decide for the caption being the most important part. 1% of the respondents choose 'other'. Each of the responses has a percentage of less than 1% and, therefore, are not representative for the sample as to be seen in Appendix J.

Chart 23 – How likely would you cancel your donation if the process to do so was taking longer than expected?
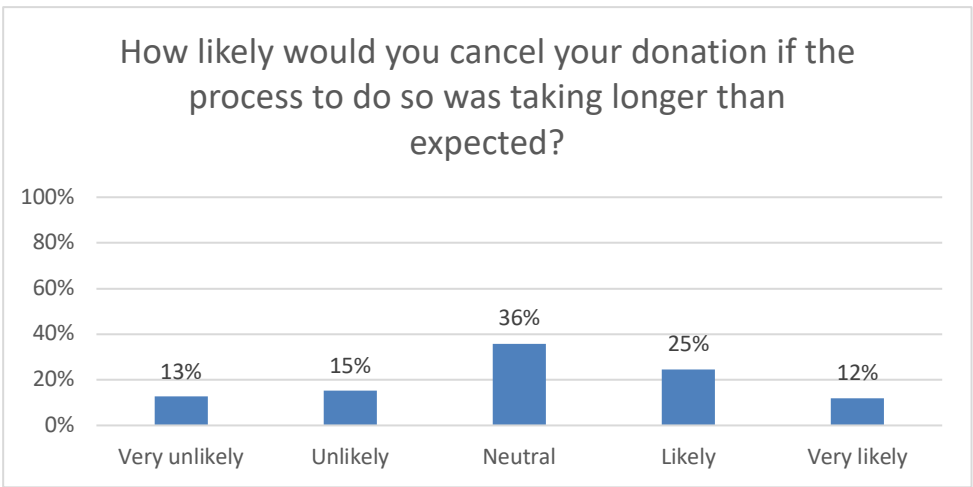

Source: Own elaboration

Examining the likeliness of cancellation of the donation if the process took longer than expected, the following can be observed. Due to the usage of a Likert scale, the value of 3 (e.g. neutral) is the median. The results show that the respondents are mostly neutral with 36%, but a trend can be seen in the chart. With 25% responding likely and 12% responding very likely, the majority mostly leans toward cancelling the donation if the process took longer than expected with a sum of 37%. 13% say it is very unlikely to cancel the donation if the process took longer than expected and 15% say it is unlikely, summed up 28% would rather not drop out of the process.

Chart 24 – Would you recommend to your peers and others online to donate to an NGO you are convinced about?
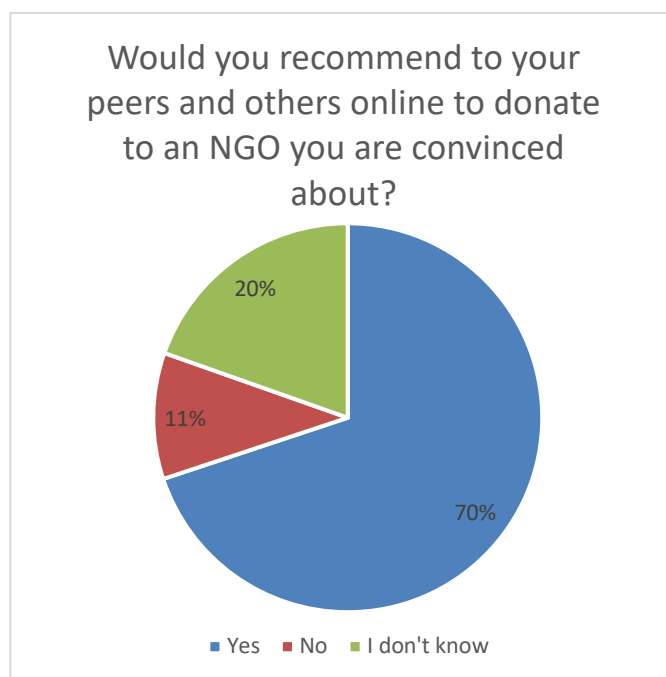
Source: Own elaboration

This pie chart reveals if the sample would recommend an NGO to their peers if they are convinced about it. A clear majority of the respondents answer 'yes' with 70%. Only 11% would not recommend an NGO they are convinced about to their peers and 20% don't know.

Chart 25 – You would rather donate to an NGO if...
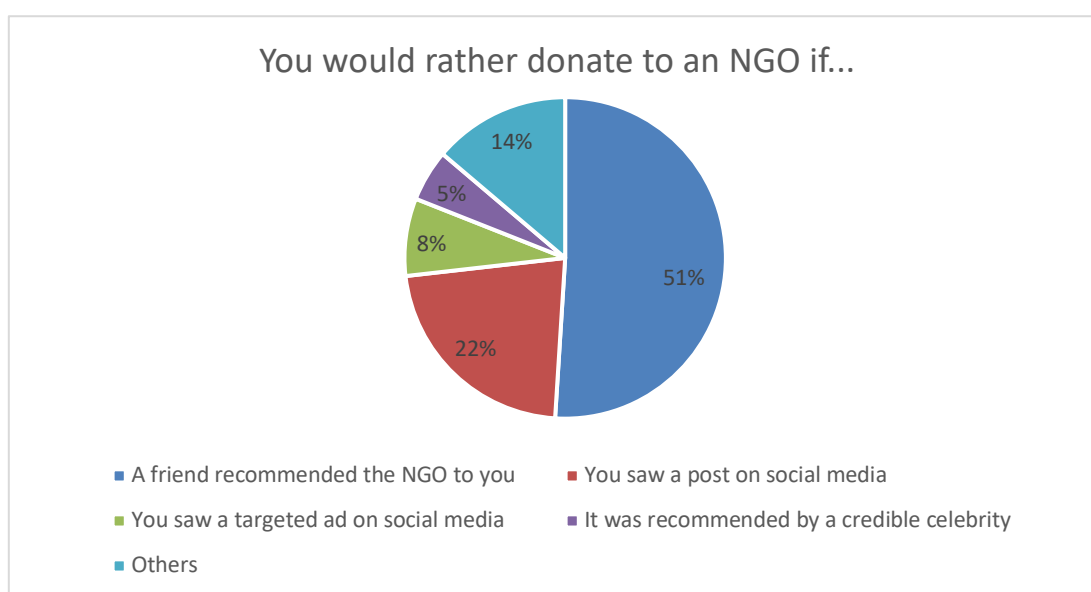
Source: Own elaboration

As to be observed in the pie chart, the sample would rather donate to an NGO if a friend recommended it to them with 51%, 22% say they would donate if they saw a post on social media and 8% respond they would donate if they saw a targeted ad on social media. Therefore, the impact on social media on the decision to donate by the respondents is 30%. Another finding hereby is that 5% would donate if the NGO was recommended by a credible celebrity. In sum, 8% of the sample chose 'others', of which each answer accounts for less than 4%, hence, it can be seen as insignificant for the analysis. The category 'others' can be seen in Appendix K.

4.3.1 Primary findings – Primary data

The survey reveals that there is a high familiarity with Sea Shepherd and people, in general, recognize the logo, which shows that the organisation has great awareness and identification rate without revealing the name. This phenomenon is highly important to create relationships to the target market, since it builds the foundation for any further action to create emotional attachments and trust and, therefore, donor acquisition, as elaborated in the literature review.

Further, the research proves previous findings in the literature that (potential) donors would preferably donate to a cause and movement that they are passionate about and of which they want to be part of. Also, it can be seen that it is people want to feel good about themselves instead of being recognized by peers about the donation. In contrast to findings in the literature, it is not important to be honoured on social media for the donation or to tell peers about it, which shows that donating to an NGO is an intrinsic need rather than an action taken to be acknowledged for by third parties.

Moreover, the survey also shows a clear trend on the reasons to donate regarding the communication of an NGO. It can be observed that transparency, credibility, trustworthiness, information sharing about the cause of the NGO and communication about the progress made are the most important factors to decide to support an organisation monetarily. Further, interactive communication is less significant, although it is still quite important. Thereof, it can be seen that (potential) donors want to know their donations being given to a professional organisation, that uses the monetary support for the cause and proves it with credible

communication. However, people tend to trust an NGO when it is recommended by a credible celebrity, as shown in the literature review.

Interestingly, the willingness to donate to an NGO increases if it was recommended by peers. People would most likely to donate if an organisation was recommended by peers via WOM or eWOM, which emphasizes the importance of trustworthiness to gain donations. Additionally, seeing either a social media post or a targeted ad on social media is important to decide to donate. This result shows the importance of consistent and continuous posting on social media to increase the reach and donations.

Referring to the communication, an NGO has to create educational and high-quality content to acquire donations, which mirrors the previous findings that an NGO has to show professionality and credibility. People would rather donate to a specific cause, which can be compared to the findings in the literature since the literature review revealed that people would be more likely to donate if it was to a specific animal or action. Additionally, (potential) donors would like to be asked for donations, which emphasizes the need for CTA on social media.

Opposed to findings in the literature, which revealed that pictures of happy volunteers would generate the most donations and appealing photos would encourage to interact and pay attention to a post, the survey shows a different result regarding the visual content more. People would more likely donate if they saw social media posts with suffering animals and volunteers at work. Those responses clearly underpin the importance of communicating credibility, transparency, trustworthiness, information sharing and displaying the importance of donations. Nevertheless, it can be concluded that the caption of a social media post is equally as important as the visual content/photo. Clearly, there is a preference to be observed that most people use Instagram and Facebook, which makes those social media channels crucial tools to increase donations.

Additionally, it can be seen that (potential) donors are equally willing to either donate monthly or once. However, the amounts people would spend monthly on a donation range from $1USD to $30USD and are either being given in the form of a monetary donation or by buying merchandise of the NGO.

Finally, two interesting findings can be observed. (Potential) donors are willing to donate to an NGO that operates in a different country. Therefore, the target audience could be extended to target people outside of Portugal. Further, people tend to drop out of the donation process if it takes more time than expected, which makes it very important to align all channels and implement a donor-friendly donation process.

4.4 Secondary data – 2018 Trends in Giving Report

The secondary data extracted from the 2018 Trends of Giving Report divides the 579 European respondents in gender, generation, country and donors size.
(Nonprofit Tech for Good, 2018)

Chart 26 – Gender of respondents
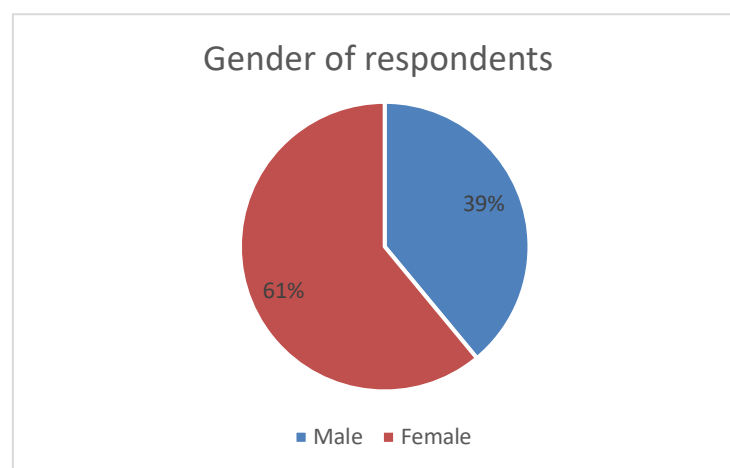
Source: Own elaboration

The pie chart shows the proportion of male and female respondents in Europe. Out of the 579 participants, the majority is female with 61% and the minority is male with 39%.

Chart 27 – Generation of respondents

Generation of respondents

39%

24%

34%

■ Generation X   ■ Millennials   ■ Baby Boomers
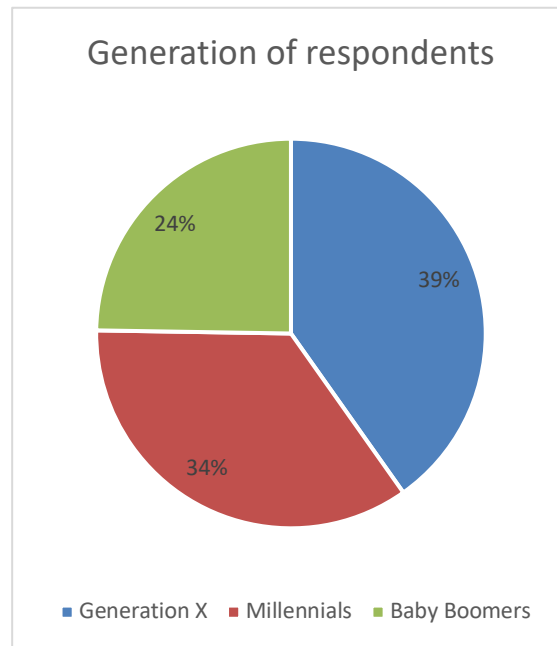
Source: Own elaboration

Regarding the age groups, the respondents are divided into three generation groups: Millennials – born 1981-1997, Generation X – born 1965-1980 and Baby Boomers – born 1946-1964. It can be observed that especially Generation X with 39% and Millennials with 34% are similarly distributed and represent the largest groups of the sample. Baby Boomers represent a smaller group with 24%.

Chart 28 – Top 5 Countries

Top 5 Countries

5%

6%

9%

28%

23%

■ United Kingdom   ■ Spain   ■ France   ■ Germany   ■ Ireland
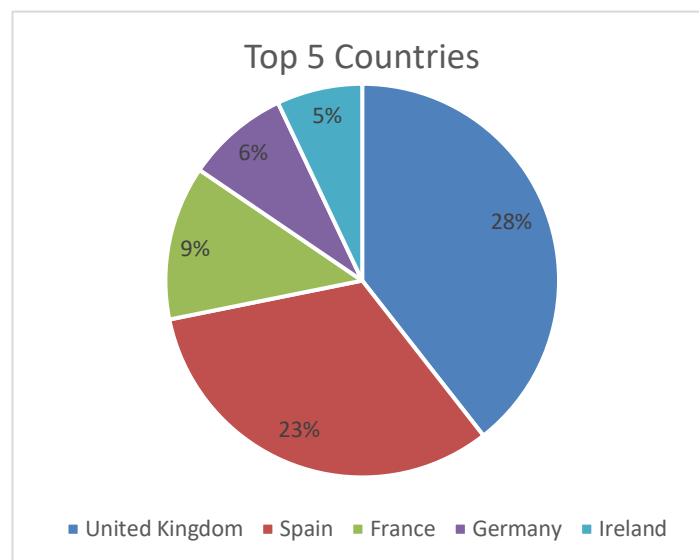
Source: Own elaboration

The research reveals the top 5 countries of respondents in Europe. As shown in the pie chart, the majority of respondents are from the UK (28%) and Spain (23%). A smaller group of donors originate from France (9%), Germany (6%) and Ireland (5%). The sample shows a variety of countries represented in the population.

Chart 29 – Donor size
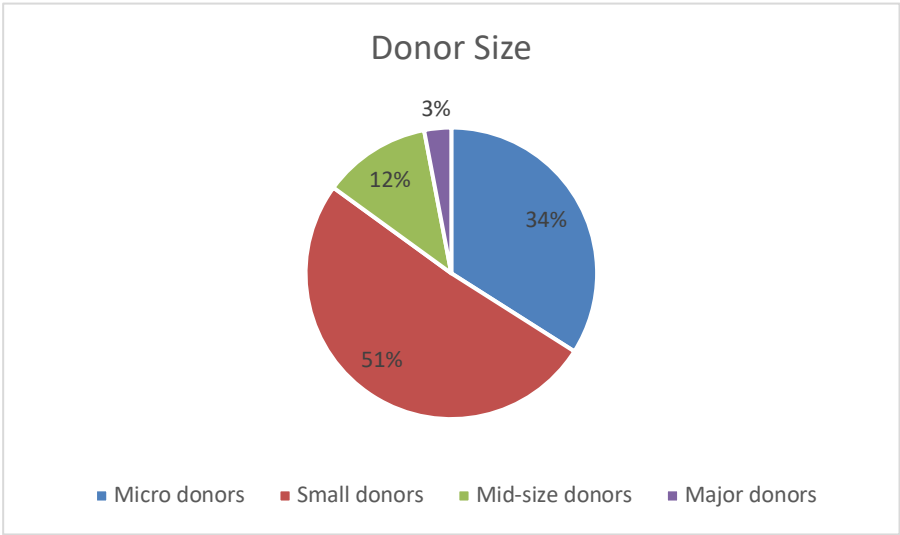
Source: Own elaboration

According to the data provided by the 2018 Trends in Giving Report, the donor size in Europe varies from major to micro donors. The majority are small donors ($101 USD - $1,000 USD) with 51% and micro donors ($100 USD or less) with 34%. A smaller percentage is summarized as mid-sized donors ($1,000 USD -$10,000 USD) with 12% and major donors ($10,000 USD or more) with only 3%.

Chart 30 – Top 5 causes to donate to for European respondents
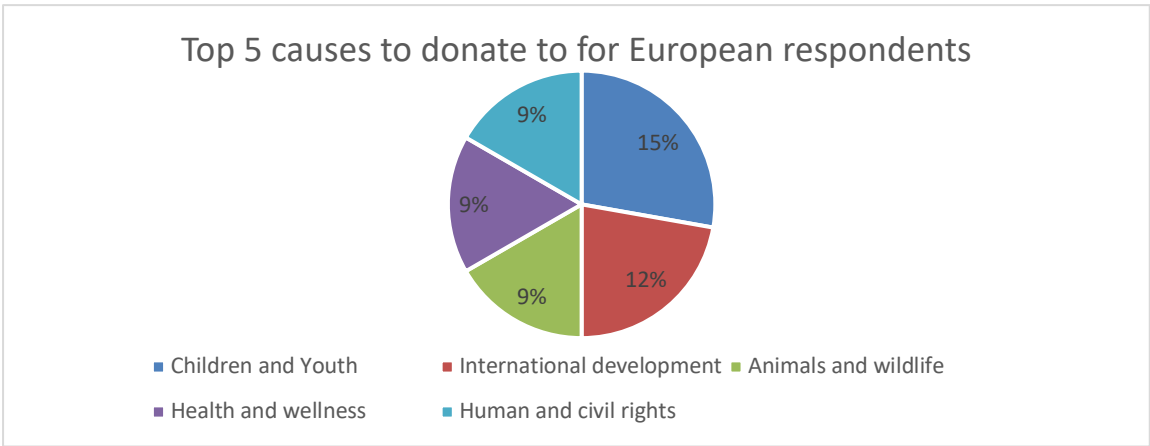
Source: Own elaboration

The pie chart reveals the top 5 causes of European donors and non-donors. The majority of donors would rate Children and youth as the top cause to donate with 15% and international development with 12%. Animals and wildlife, health and wellness and human and civil rights represent a smaller percentage with each 9%.

Chart 31 – Preferred method to donate online
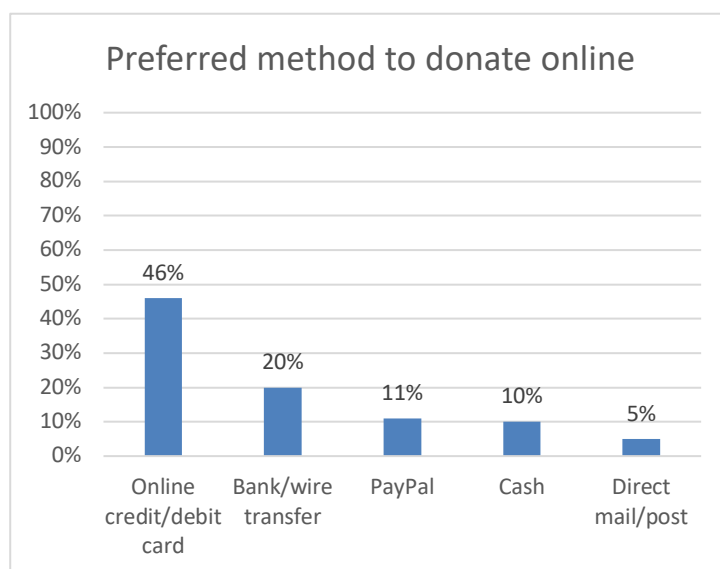
Source: Own elaboration

As shown in the bar chart, the preferred method to donate online is online credit/debit card with 46%, which represents by far the biggest preference. The second most preferred donation method is bank/wire transfer (20%), followed by PayPal (11%) and cash (10%). The least preferred method is direct mail/post for the European respondents with 5%. Thus, it can be observed that the preferred payment method of online credit/debit card represents a percentage as large as all other methods combined. Further, the report reveals that 52% of the European respondents are enrolled in a monthly giving program.

Chart 32 – Preferred method to be thanked for a donation

Preferred method to be thanked for a donation

E-Mail	68%
Print letter	10%
Text message	8%
Social media message	6%
Print Postcard	5%
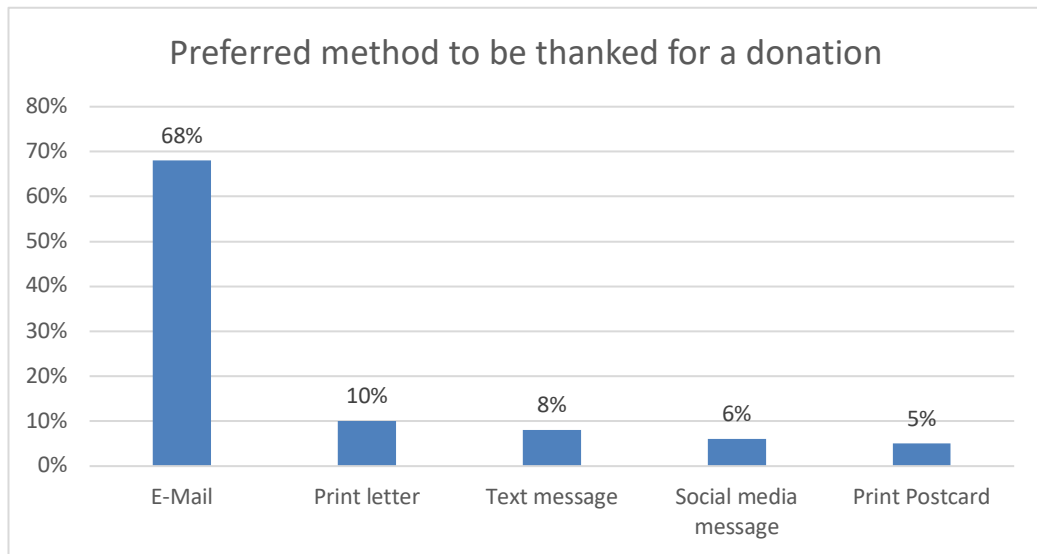
Source: Own elaboration

Referring to the preferred method to be thanked for a donation a clear trend is shown. Most respondents prefer to be thanked by e-mail with 68%. A significant decline can be observed for other methods. Only 10% prefer a print letter, 8% chose a text message and 6% decided to be thanked by a social media message. A print postcard would be the preferred method for only 5% of the sample.

Chart 33 – The top tribute gifts

The top tribute gifts

Birthdays	30%
Memorials	22%
Religious holidays	13%
Weddings	12%
A new baby	4%
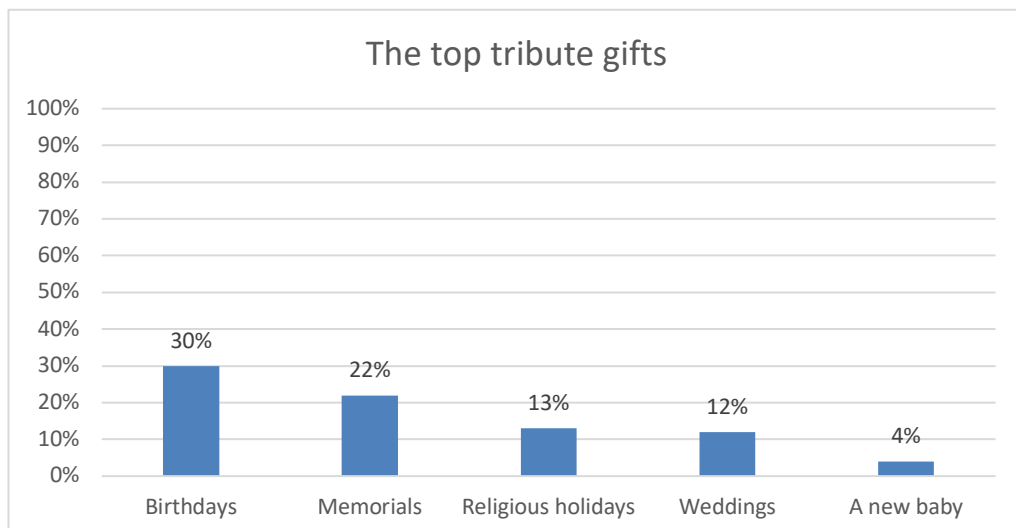
Source: Own elaboration

The report shows that 28% of the donors and non-donors would give a tribute gift (e.g. a donation as a present), of which 30% say that birthdays are the occasion they would dedicate a tribute gift to. 22% would give a tribute gift for a memorial. Less likely occasions to dedicate a tribute gift to are religious holidays (13%), weddings (12%) and a new baby (4%).

Other findings revealed in the report are summarized in the following:

- 44% of the European respondents would donate to an NGO outside of their country of residence.
- 37% of the participants would give in response to a natural disaster.
- 58% say they are most likely to give repeatedly to an organisation if they receive regular communication about the work the organisation is doing and the impact that their donation is making.

Chart 34 – Tools most inspiring for donation in Europe
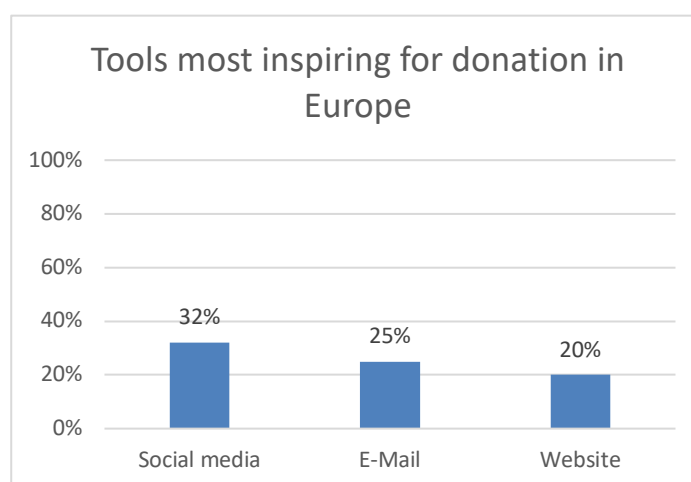
Source: Own elaboration

Regarding the tools most inspiring for donation for the sample, it can be observed that social media is the most inspiring tool to give with 32%, followed by e-mail (25%) and the website with 20%.

Chart 35 – Most inspiring social media tools for donation

Most inspiring social media tools for donation

- Facebook: 53%
- Twitter: 21%
- Instagram: 16%
- Others: 4%
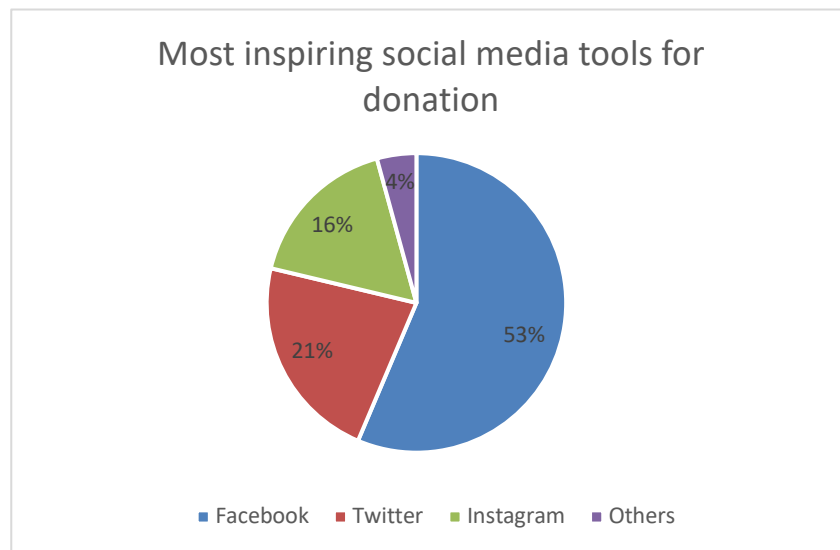
Source: Own elaboration

The pie chart shows the percentage of the most inspiring social media tools of those who are inspired to donate by social media. Facebook is by far the most inspiring social media tool to give for the European respondents with 53%. The second most inspiring tool is Twitter with 21%, followed by Instagram with 16%. The other tools (Messaging apps, text messages and phone calls) are summarized as 'others' and represent in sum only 4% of the sample.

Another interesting finding in the report reveals that 16% of the European respondents have donated directly through a Facebook Fundraising tool, of which 94% are likely to donate via Facebook again.

To donate, the respondents of the European sample also state that 82% want the NGO donated to protect and to not share information with any other organisation. Additionally, 91% want the organisation to make an effort to protect the contact and financial data.

4.4.1 Primary findings – Secondary data

The 2018 Trends in Giving Report shows a mixture of different European countries, of which most people come from the UK and Spain. The diversity of respondents reflects trends in giving for Europe.

Most people would donate up to $100USD, whereas animal and wildlife are one of the top five causes they would donate to. Also, people rather donate by debit/credit card online or by bank/wire transfer or PayPal. Therefore, the implementation of such options to increase donation is fundamental for an NGO. However, the trustworthiness of an NGO plays a crucial role for respondents, since (potential) donors want their personal and financial information to be protected by the organisation they donated to.

Further, it can be observed that social media is the most inspiring tool to donate, of which Facebook, TWITTER and Instagram are the channels most inspiring. Donors would also repeatedly support an NGO monetarily via Facebook, which underpins the key driver of trust and relationship towards an NGO to donate. Moreover, e-mail marketing seems to be an additional option to acquire donors and also to thank people for the donation. Which underpins previous findings in the data that the motivation to donate is an intrinsic need, rather than being recognized by other people of the donation.

Moreover, it can be concluded that people would be willing to donate to an NGO in a different country. These findings in the secondary data prove primary data findings.

Finally, another interesting finding is shown in the report. People are willing to dedicate a birthday or memorial gift to a good cause.

5. Recommendations for implementation

With the data extracted and collected, recommendations for Sea Shepherd Portugal's social media communication can be drawn. To increase awareness and donations primary and secondary data were collected and a literature review based on scientific journals was conducted.

Target audience

By extracting secondary social media data from Sea Shepherd Portugal's social media channels Facebook and Instagram, it can be observed that the gender and age groups of the survey conducted, and the 2018 Trends in Giving Report are very similar, which allows to draw conclusions regarding the target audience. Instagram and Facebook followers are equally distributed regarding male and female and vary from mostly 24 years to 44 years old. Similar to those findings, the survey's respondents are aged between 18 and 37 years old and the majority of 2018 Trends of Giving Reports sample are 23 years to 55 years old.

As stated by Wisenberger (2018), an NGO has to identify the target audience. In the case of Sea Shepherd Portugal, the target audience is mostly located in Portugal but it can be seen in the primary and secondary data that the NGO has the potential to extend the follower base and potential donors, since most people are willing to donate to an organisation outside their country of residency. Therefore, it is to recommend to focus not solely on addressing Portuguese people and residents but also European citizens outside of the country. Also, the identified stakeholders, employees, members, volunteers, local communities and other NGOs and non-profit organisations (Fritz, 2019), can be converted into potential donors and should be considered in the communication of SSP.

Awareness

From the literature review and the primary data, it can be observed that Greenpeace, an organisation that invests donations in marketing and communications, is well recognized and records great awareness (Greenpeace, 2020) Therefore, it can be concluded that communications play a crucial role for Sea Shepherd Portugal to create awareness and reach. Research shows that NGOs nowadays face a continuously increasing competition for

donations (Michel & Rieunier 2012), which indicates that SSP has to increase marketing actions, especially on social media. SSP doesn't invest any generated donations in marketing communications, hence, social media is the main focus for the organisation to increase awareness and reach. Research shows that Instagram and Facebook are the most used social media tools nowadays (Statista, 2019). Additionally, as extracted from the data, social media and particularly Instagram and Facebook are the most inspiring tools to donate for European respondents, thereof, it can be concluded that those two owned channels are to be considered in the social media communication strategy. However, specifically on Facebook, the NGO should use the 'invite' option on posts to invite people to like the Facebook page. Using the invitation option on Facebook will increase the reach of the organisation.

The primary data shows that (potential) donors are willing to either donate to an organisation monthly or once. Hereby, it is to be considered that people want to be closely familiar with an NGO, therefore, frequent posts are crucial. Also, it is to be advised to implement a monthly donation program in addition to a one-time donation option, which can be accessed by followers via social media posts and activated links.

Further, to increase reach and awareness, SSP should use reposting as a tool. Since Sea Shepherd Global and other Sea Shepherd chapters have a great follower base on social media, SSP has a huge potential to benefit through posts being reposted by those accounts. Also, using the content of underwater photographers, other conservation NGOs and such can be valuable. Reposting on social media with an added account tag increases the visibility and widens the target audience. It was observed that those posts are getting reposted by the account the content was taken from. Earned channels due to building cooperations and create reposts can significantly increase the awareness and credibility for Sea Shepherd Portugal, as well as it extends the target audience. Further, the data shows that trustworthy celebrities increase the potential of receiving donations. Hence, SSP should collaborate with local celebrities that fit the organisation's image to increase awareness and donations.

Community Management

Instagram and Facebook are the most used social media tools according to a variety of researchers and forecast agencies. Additionally, the primary data proves those tools to be most relevant for the target audience of Sea Shepherd Portugal. The free-of-charge channels offer a platform to the NGO to increase emotional attachments and relationships to followers and (potential) donors. Facebook and Instagram are the tools most inspiring to donate, which substitutes the conclusion to focus on those social media channels. As stated in literature and the primary data, SSP should use community management to engage with the audience to decrease perceived risk and increase the willingness to donate (Brodie et al., 2013). Additionally, interactive communication is proven to create bonds between brands and consumer (Keller & Batra, 2016; Finne & Grönroos, 2009), the primary data analysis shows similar results. Therefore, Sea Shepherd Portugal has to monitor private/direct messages on social media closely and respond in real-time to enhance relationships and interactive communication with the audience and learn from follower insights.

Content

The previous statement of Veríssmo et al. (2017) that long-lasting relationships with the (potential) donors and a clear message about the purpose of an organisation are being proven to have a positive impact on donor behaviour. The findings in primary data underpin the statement and reveal further that the conviction of an NGO is also a key factor to increase donations and (e)WOM. Sea Shepherd Portugal should focus on transmitting a clear message about the cause and the progress of the organisation via social media. Further, credibility and transparency are very important to generate trust and relationships to supporters. Therefore, the real-time social media content should contain information about the use of donations, work that has been done and specific campaigns that require monetary donations. However, to create awareness and convince people to monetarily donate, the NGO should post high-quality visual content with educational and informative captions according to the data collected. Such educational content can vary from information about marine life, insights about living on Sea Shepherd vessels or success stories. Further, SSP should use content, which creates emotional bonds and the feeling of responsibility inside the viewer, such as pictures of suffering animals and volunteers in action. Since (potential) donors want to be addressed and asked for donations either in general or for a specific action, the NGO

should work with Call to Action (CTA) and announcements of future actions that require donations. A CTA should be used for various occasions, which include monetary donation requests, commenting, sharing, tagging, liking encouragement etc. to engage with the audience and create relationships due to interactive communication, as well as increasing the visibility of the account Facebook and Instagram.

Additionally, social media stories in the form of quizzes about marine life should be considered to entertain, educate and engage with the community. Interactive content creates trust and relationships between the audience and the NGO as shown in research and findings in primary data. The survey shows the importance for people to interact with an NGO to donate.

Moreover, it is to be considered to work with targeted ads on social media one of the top three reasons to donate, according to primary data. In respect thereof, the possible return on investment should be considered. Also, as secondary data shows, the respondents are willing to devote a tribute gift to a good cause for mainly birthdays or memorials. Hence, e-vouchers should be considered to be advertised on social media and being implemented on the website of SSP. Also, the outcome reveals that Sea Shepherd Portugal should dedicate inspiring posts or stories on social media about gifting a donation. The option on Facebook to collect money on a birthday for NGOs exists, therefore, that option should be created and advertised on Facebook devoted to Sea Shepherd Portugal.

Since the feeling about oneself plays a crucial role for donors, creating content that represents a clear and credible message about how specific actions are taken with the funds generated and emotionally loaded visual content of marine wildlife in need is advised. Using such communication will enhance the relationship to supporters and increase the trustworthiness of an NGO, which can finally lead to loyalty and future donation by the donor.

Interestingly, the primary data collection shows a different trend concerning visual content than literature reveals. Taylor et a. (2011) state that content should be enjoyable for the viewer to increase engagement, but data exhibits that showing beneficiaries in need (e.g. marine wildlife) and members of the organisation in action would clearly generate more donations and interaction than enjoyable content. However, the result also proves various other authors wrong that state that showing happy volunteers would be the visual driver for

donations. It is recommended to post content that is aligned with the primary and secondary findings.

Further, as various researchers elaborated in literature, CIMC is crucial for nowadays businesses. This approach can be applied to the marine conservation organisation. To learn a follower's preferences regarding content to convert them into donors, the NGO should implement stories on social media including questions and active donation requests, as well as interactive webinars or online events, which gives the audience the chance to ask questions and learn about the organisation first hand by members of SSP. Observation has proven that using that free-of-charge tool on Instagram and Facebook increases the reach and credibility immensely. Moreover, it is to be suggested that Sea Shepherd Portugal conducts surveys parodically to learn about the donor behaviour of the growing community.

WOM

Since SSP depends on donations to run all operations, the NGO has to communicate professionality and credibility in postings. Through eWOM and WOM and especially recommendations of an NGO as well as visibility on social media, the organisation will increase monetary donations. Therefore, the content posted has to be continuous and represent the cause in a consistent TOV and a clear credible message. Although the target audience can be extended to followers from other countries, Sea Shepherd Portugal should use Portuguese as the caption language to transmit the country of operation and to be understood by the Portuguese audience. Since Facebook and Instagram provide social media users with a translation button, the international followers have the opportunity to understand the captions. Moreover, observation revealed that Geo-tagging also increases reach in the tagged area, therefore, Sea Shepherd Portugal should always use Geo-tagging for social media posts. An additional tool to increase reach are hashtags, the organisation should use niche-specific, trending and organisation-specific hashtags to reach the highest possible audience and non-followers.

Donations

Since respondents are equally willing to donate money or buy merchandise from an NGO to support it, the organisation should also share posts that refer to the online shop and the need

for donations. To convert followers into donors or customers of merchandise, it is to be advised to implement a customer journey, which allows an easy process from seeing a post/story to donate or purchase. Hereby, the NGO should use activated links for Facebook posts and in the Instagram bio, which lead directly to either the online shop or the donation platform. As it is not possible for an Instagram profile with a follower base of less than 10.000 and not being verified (Hubspot, 2020), to use the 'swipe up' option in Instagram stories, that option is to be taken into account for future implementation.

Opposed to findings in the literature, the respondents of the survey clearly state that they don't want to be honoured for donations publicly (Reed et al., 2007) but donate for intrinsic motivation to donate to a cause they are passionate about and to feel better about themselves. Further, as being stated by Muntinga et a. (2011) and revealed in primary data, social media users and potential donors want to be part of a community and movement in which they socialise and being heard. Those findings underpin once more the importance of interactive communication with the followers and community management in general to generate trust and relationships.

The secondary data reveals that donors would prefer being thanked for by e-mail, therefore, the organisation should implement an e-mailing system to show gratitude for donations, which in turn can advertise the owned social media channels to increase the follower base.

Donor size

The data and literature research show that the target audience is willing to donate micro or small amounts up to $100 USD. Therefore, the NGO should focus on private donors and align communications according to the personification of the stereotypical follower. However, secondary data extracted from the 2018 Trends in Giving Report shows that most people would like to donate online with credit/debit card, bank/wire transfer or PayPal, which leads to the recommendation for Sea Shepherd Portugal to include those options for donations and merchandise sales. Further, various authors affirm that donors and customers demand the organisation/brand to protect financial and personal information concerning online payments. With increasing trust and transparency and interactive communication with the audience, these concerns can be overcome.

Finally, it is indispensable for Sea Shepherd Portugal to align the communication on social media with the guidelines of Sea Shepherd Global - bold, recognizable, clear - to be perceived as a credible and trustworthy NGO, which represents the international marine conservation organisation. Although it is highly important to increase more followers on Facebook and Instagram, it is advisable to engage people to donate regularly, which is clearly a possibility according to primary data findings. Retaining donors would give the organisation a reliable income to depend on and decreases the acquisition effort.

6. Conclusion

The in-company project has revealed key insights about Sea Shepherd Portugal's target audience and discloses a comprehensive social media communication strategy. Clearly, the organisation should focus on Instagram and Facebook, the most used and inspiring tools to donate for the target market. The following divides the outcome of the project into major topics for the NGO: the increase of awareness and the boost of donations.

The utmost focus of Sea Shepherd Portugal regarding social media communication must be on creating credibility, trust, emotional attachment, transparency, professionality and finally long-lasting relationships to (potential) donors to accomplish the increase of awareness and donations.

To enhance awareness on Instagram and Facebook, the NGO should consider widening the target audience through eWOM to the European level, which can be accomplished through using the invite button to like and follow the Facebook page and CTA in post-captions. A Call to Action could request sharing and liking the post, tagging fellow Facebook and Instagram users or commenting on a post.

Further, the adoption of geo-tagging and using niche-specific, trending and organisation-specific hashtags will increase the visibility on the channels, which, in turn, will enhance the reach of non-followers. Such content implementations have to go hand in hand with continuous and frequent posts and TOV to reach the highest possible amount of social media users.

Moreover, it is to be considered to use reposting from and by other accounts as a tool to foster the NGO's awareness and expand the target audience. Also, live interactive online events, such as Q&A and the presentation of the organisation have been proven to represent an effective tool to reach a vast amount of social media users.

However, it should be contemplated to invest budget in targeted ads on Facebook and Instagram to introduce potential followers to the social media pages.

Concerning the increase in donations, a variety of tools were observed to be effective. Hereby, it is crucial to always maintain a transparent, credible, trustworthy, professional and transparent TOV and image on social media to create long-lasting relationships to followers and convert the audience into donors and retain existing active monetary supporters.

Firstly, Instagram and Facebook are the most used and inspiring tools for donations, therefore, the organisation is advised to focus on these two channels to generate donations. Additionally, utilizing activated links in Facebook posts and their Instagram bio to donate or buy merchandise on the owned website will provide the audience with a donor friendly customer-journey to monetarily support Sea Shepherd Portugal. Considering online payment methods, it can be recommended to implement online debit/credit card options, bank/wire transfer and PayPal on the one hand and on the other hand, it is suggested to launch a program that allows monthly donations/subscription models. Hereby, it is observed that the organisation should endeavour to protect private and financial donor information. Additionally, communicating the confidentiality of such data is highly essential. Another revelation in the previous research and data analysis leads to the suggestion of creating a tribute gift option on Facebook for SSP to collect donations devoted to a Facebook user's/SSP follower's birthday or a memorial. However, the organisation is advised to create online 'vouchers', for SSP merchandise or a tribute gift.

However, the research has proven that Sea Shepherd Portugal ought to focus on micro and small donors that are willing to donate once or monthly up to $100 USD. Additionally, the use of Call to Action to donate/buy merchandise in posts and stories to convert followers into donors and retain existing donors, is to be considered. Moreover, it is worthwhile to realize a mailing system to show gratitude and retain donors. Thereby, the organisation redirects receivers back to the owned social media channels using activated links.

Furthermore, it is to recommend that Sea Shepherd Portugal uses the TOV according to the general Sea Shepherd Global guidelines (bold, clear and recognizable) to maintain and enhance a professional and credible image. Sticking to the brand identity of SSG, the organisation will benefit due to the recognizable affiliation to the well-established and known NGO. Additionally, using branded visual content/photos with the official logos will enhance credibility and recognition. Nonetheless, it is endorsed that using Portuguese as the main language will be an asset for SSP to create trusting relationships with the main target

audience. Saying this, it is to be noted that the wider foreign target market has the option on Facebook and Instagram to use the translation button for captions.

Also, it is understood that employing high-quality visual content (e.g. photos) with educational and engaging captions has a positive effect on credibility and relationships to the target audience, which ultimately will positively influence donor behaviour. As previously evaluated, specific visual content, such as volunteers in action or emotionally loaded photos that expose suffering animals to the audience, have a significant impact on trust and the decision making of potential donors and should, therefore, be focused on. Creating content, which clearly displays the use of donations, the purpose and cause of the organisation, as well as transparency, has a great potential to convert followers into donors.

Nonetheless, it is advised to operate with a variety of marine conservation-related content to entertain, educate and interact with the audience and generate valuable follower insights as well as trust and relationships. Considering Facebook and Instagram stories, it is to recommend to create interactive quizzes, questions to ask the organisation etc. as well as post announcements and such. To interact and enhance trust, transparency and credibility and also to increase reach, the organisation should host online live events, explaining Sea Shepherd Portugal and answering questions from viewers.

Additionally, as being revealed in the research, community management is crucial to create relationships with and loyalty amongst followers towards SSP, real-time responses and likes to comments, shares, private and direct messages, as well as any kind of interaction increases the visibility of an account on social media and increases the willingness to donate and decreases perceived risk to donate to the NGO due to the establishment of emotional bonds to the audience. Nonetheless, celebrity endorsement can be considered by SSP to boost credibility and trust. Hereby it is to be from high importance to work with local celebrities that fit to the image of the organisation and being trusted to be honestly committed to the cause and mission of the NGO.

Finally, Sea Shepherd Portugal should work with targeted ads to directly ask for monetary donations and merchandise purchase, using that social media tool, a new audience can be reached to increase potential donations. However, additionally to the social media strategy to the growing target audience, periodical surveys have to be conducted.

Figure 6 shows an example presentation of the communication strategy for Sea Shepherd Portugal, based on the conducted research and collected data.

Figure 6 – Example presentation communication strategy Sea Shepherd Portugal
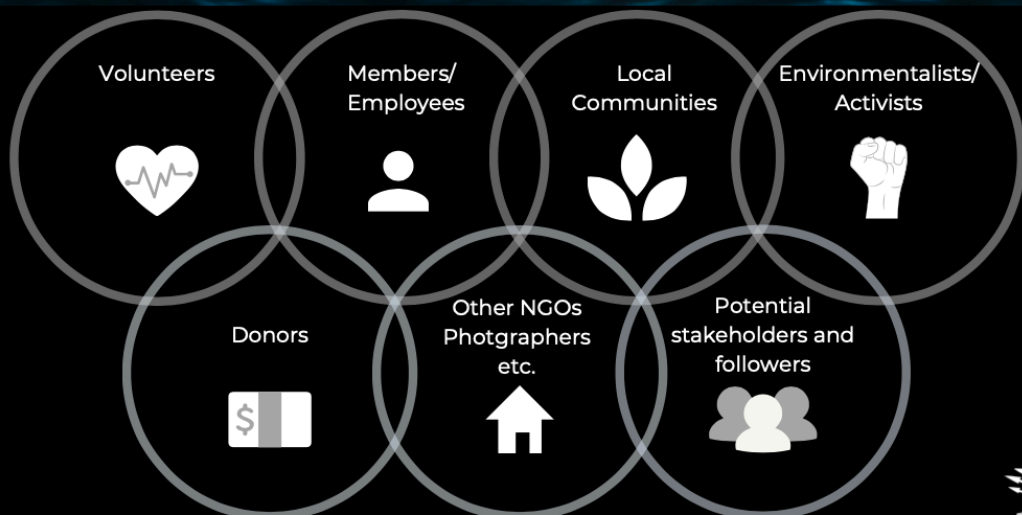
Communication Focus

Objectives

Transparency
⟫
Professionality
⟫
Credibility
⟫
Emotional attachments
⟫
Trust
⟫
Long-lasting relationships

WHO IS OUR AUDIENCE?

Stakeholders & Followers

Volunteers

Members/
Employees

Local
Communities

Environmentalists/
Activists

Donors

Other NGOs
Photgraphers
etc.

Potential
stakeholders and
followers

WHAT DOES OUR AUDIENCE WANT?

Information
Actions/Campaigns in future and past, Articles, etc.

Facts
Marine life
Environment
Science facts

Posts
High Quality
Interactive (CTA)

Impact
Changes made/volunteers in action
Success stories

People
Who is behind Sea Shepherd

Stories
High Quality
Interactive (Quizzes, Questions)

Interactive Events
Local and online

Merchandise/Donations
What do we offer
What happens with the donations

Education
How to live sustainably
Show solutions to choose from, not only problems , etc.

History
Interesting stories and background
Prove of impact (transparency, credibility)

WHAT DO WE WANT TO REACH?

Awareness
Create awareness for Sea Shepherd PT and protection of our oceans

Reach
Reach out to all stakeholders and acquire new followers

Knowledge/Education
Spread knowledge and show solutions

Relevance
Be up-to-date with content, campaigns, stats, etc. and create relevant content for audience

Entertainment
Be entertaining and educational to keep followers interested

Engagement
Keep people actively engaged and and be approachable for audience

Emotional Attachment
Create loyalty and emotional attachment to topics and oceans and the NGO

Consistency
Be consistent in message and content (ToV) and post frequently

Relationships
Build long lasting relationships with loyal followers

Donations/Impact
Increase social media reach to increase donations & impact

WHICH TOOLS DO WE USE TO CREATE AWARENESS?

Geotag
Local

Call to Action (CTA)
Post interaction
Call to action (to like, share, tag, attend BCUs, etc.)

Tagging
Partners (NGOs, Photographers, Volunteers, etc.)
Make sure we want to be associated with it

Linking
Website/Subpage to campaigns
Facebook

Community Management
Active communication/real-time
Engagement (questions, etc.)
Monitoring of dm/pm/comments/shares
Learn follower insights

Stories
Live stories
General stories
Gamification (quizzes, etc.)
Enhance follower/potential donor insights

Celebrity Endorsement
Authentic local activists and
Ambassadors that fit the image

Targeted Ads
Increase awareness and donations

WHICH TOOLS DO WE USE TO INCREASE DONATIONS?

Call to Action (CTA)
Actively request donations/purchase of merchandise to support

Activated links
For easy customer journey/donation process

Push tribute gifts
Encourage audience to donate for a special occasion such as birthday or memorials
Use Facebook tool to collect donations

Inspiring content creation
Credible captions
HQ photos of suffering marine life and volunteers in action (most inspiring for donation)

Community Management
Active donation request via pm/dm
Positively influence willingness to donate
Decrease of perceived risk (trust)
Implement periodical surveys to analyze growing follower base and potential donors

E-mail system implementation
To show gratitude for donation and redirect to social media/retain donors

Offer a variety of payment methods
Implement online credit/debit card, Bank/wire transfer & PayPal

Targeted Ads
To increase donations

We want to tell stories, show evidence of changes, educate and entertain our audience to stay relevant and build long lasting emotional attachments and relationships.

WHAT ARE OUR BRAND PRINCIPLES?

THE PLASTIC YOU USE ONCE TORTURES THE OCEANS FOREVER
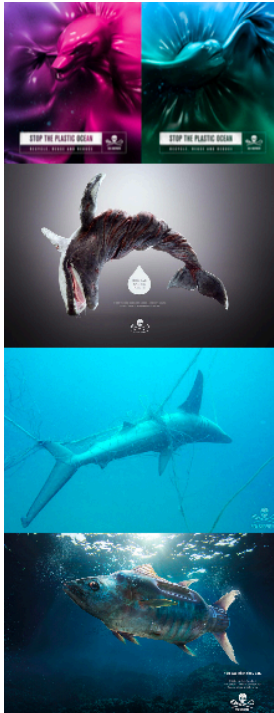
1.We are BOLD

We deliver bold messages and stand out from the crowd (Design and tone of voice)

2.We are RECOGNISABLE

Our branding is simple, strong and easy to recognize. (Stay within the design guidelines)

3.We are CLEAR

Our designs and messages are clear and easy to understand and to read with a minimum of elements. (Use just elements that are needed)
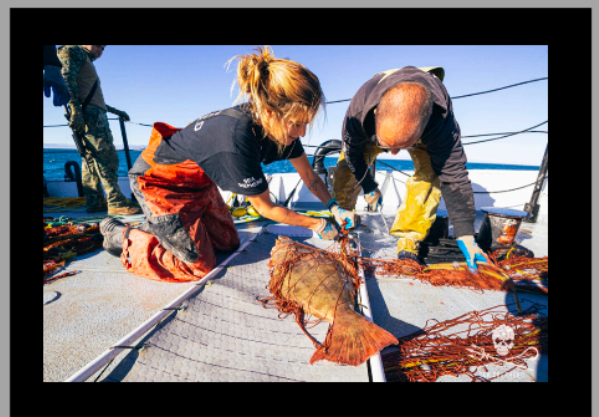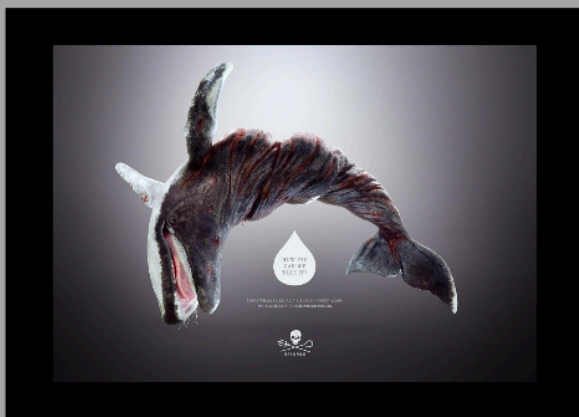
WHATS OUR VISUAL IDENTITY?

1. Use Sea Shepherd watermarked images and photos
2. Use photos that are interesting, relevant and grab attention
3. Show reality of what our oceans are facing
4. Make sure the photo fits to current topics and the caption

Local and online events

People/Crew

History

Campaigns

Wildlife Rescue

Wildlife

POSTS

High quality watermarked pictures >>> increase of recognition

WHAT IS OUR TONE OF VOICE?

1. Clear short headlines/captions
2. Explanation below
3. Clear message related to photo
4. Information based on facts (credibility)
5. Emotional loaded
6. Direct approach of audience (talk *to* audience)
7. Gratitude to audience and followers
8. Caption and visuals have the same message and tone of voice
9. Communication of trustworthiness (private and financial information)
10. Portuguese as caption language

BOLD

RECOGNISABLE

CLEAR

HASHTAGS

When 2 Words are used: First letter of second word in Caps
Use at least 3 Hastags of each category below to increase reach

General/Niche-specific

#MarineConservation
#Ocean
#Boats
#Nature
#Preserve
#Fish
#Mammal
...

Trending

#Sustainability
#SustainableLiving
#Ecofriendly
#Vegan
#Environment
#Recycle
#ClimateChange
...

Sea Shepherd Specific

#SeaShepherd
#SeaShepherd*Country*
#SeaShepherdGlobal
#PaulWatson
#BeachCleanUp (Related to action posted)
#SteveIrwin
#OceanWarrior
...

EXAMPLE WEEK TEMPLATE

Note: CTO for donations and activated links and additonal stories as stated above

Mon	Tue	Wed	Thu	Fri	Sat	Sun
Monday Motivation	**Meet the Crew/Team or History of Sea Shepherd**	**Upcoming or past Events or encouraging photos of marine life**	**Campaigns (past!) or Merchandise**	**Conservation facts or Photos of pollution results (animals trapped, etc.)**	**Tips on how to easily live more sustainable**	**Movie or article suggestions**
Motivational Posts about success stories and impact from Sea Shepherd (Portugal, Global) *Remember to use meaningful # that fit the story of the post	Such as short summaries of what we are/what we do or who is who Show volunteers in action (Portuguese) Team	Cute or beautiful photos of marine life, the oceans, etc.	*Remember to mention, where the money goes to, what impact it had *Remmeber to use CTA for donation	*Remember to always use facts from reliable sources (credibility)	*Remember to show solutions, not just problems and also encourage and NOT point fingers	Such as: Chasing coral, Shark waters, etc. You can tag Netflix, etc. on it, if it's available there for exp *Educate people and create greater attachment to cause

PARTNERS AND CELEBRITY ENDORSEMENT

1. Always confirm true commitment of celebrity and credibility
2. Celebrities have to be authentic activists that fit in image (Sea Shepherd activists)
   a. Partners and influencers can't be related to anything that is against Sea Shepherds policies and purpose

Source: Own elaboration

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Appendices

Appendix A - Sea Shepherd Global Style Guide – Brand identity

Source: Sea Shepherd Global Style Guide January 4th 2019

Appendix B - What is your country of origin? – primary data below 5%

United Kingdom (<5%)

Belgium, Italy & United States (3%)

Switzerland (3%)

Australia, Honduras, Poland (2%)

Angola, Brazil, Colombia, Mexico & Romania (1%)

Argentina, Bulgaria, Egypt, France, Kazakhstan, Netherlands, New Zealand, Serbia, Slovakia, Sweden, Taiwan, Uruguay, Vietnam (0,7%).

Appendix C - What is your country of residence? – primary data below 5%

Switzerland & the United States (4%)

Belgium (3%)

Italy, Mexico, Netherlands & Poland (2%)

Honduras (1%)

Bulgaria, France, Ireland, Romania, Serbia & Sweden (<1%)

Appendix D - What is your education? – primary data individual answer 'others' below 5%

Prefer not to say (3,3%)

Some High School (2,6%)

Trade School (0,7%)

Bachelor's degree and currently studying (0,7%)

College Diplomas (0,7%)

University attendance (0,7%)

Appendix E - Which of the following organisations do you know? – primary data individual answer 'others' below 5%

Coralguardian

Many many others

International Amnesty, WWF

WWF & Aldeia

 4Ocean

Many

Vegan Outreach

WSORC

Too many to list

Appendix F - Which of the following organisations do you or have you donated to? – primary data individual answers 'others' below 5%

Unicef (2,6%)

WWF (1,3%)

Mare (0,7%)

WWF/Adena (0,7%)

União Zoófila (0,7%)

Pala Forerunners (0,7%)

WWF (0,7%)

WWF (0,7%)

WHO, aldeias de criancas SOS (0,7%)

Ceras and Amnesty International (0,7%)

WWF, Red Cross, Medicin sans frontiers (0,7%)

Beam, Netzpolitik, Red Cross, Amnesty International, AFS (0,7%)

Medicines son Frontiers, PLAN (0,7%)

The Venus Project (0,7%)

Dog Prana Mexiko (0,7%)

Doctors without borders (0,7%)

Associações de animais (0,7%)

APAV (0,7%)

MSF (0,7%)

Prorama Tatô, Principe Trust, Oliveridley Project, etc. (0,7%)

SeaLegacy, WWF (0,7%)

St. Jude Global (0,7%)

Banco Alimentar (0,7%)

Many, eg. Tiertafel Frankfurt (0,7%)

*Appendix G - Why would you donate to an NGO? – primary data individual answer
'others' below 5%*

Help for self-help

To help

If there is any worthy cause that is efficient and effective in execution

To help people and/or the animals

To help those who need the most help

To compensate at least a little bit people doing amazing work

Contribute to a positive change of our planet

Reduce inequalities

Protection and to support a cause that directly concerns me

*Appendix H - Would you rather buy merchandise of an NGO to support or donate money
without any tangible good in return? – primary data individual answer 'others' below 5%*

Never did (0,7%)

Both, but it depends on the merchandise and whether I am actually gonna use it (0,7%)

Merchandise for a fair, accessible price (0,7%)

Appendix I - Which of the following would make you donate regularly? *– primary data
individual answer 'others' below 5%*

Update about specific cause I donated to, the results of the campaign (0,7%)

More personal income (0,7%)

Not to end up in a mailer system of other NGOs (0,7%)

Maybe knowing the costs along the plan of action (0,7%)

I have two things: money to contribute and confidence in the association (0,7%)

Nothing (0,7%)

visual, audio and written (a educational written part is also nice to have) (0,7%)

Appendix J - Which part of a social media post is more encouraging to donate for you? – primary data individual answer 'others' below 5%

The entire message that generate emotions – visual, audio and written (a educational written part is also nice to have)

None of the above. I hardly am able to pay for my bills, any amount of money that is save is prompted for paying bills! Welcome to sunny Portugal!

Appendix K - Would you rather donate to an NGO if… – primary data individual answer 'others' below 5%

You received a private message asking for donations

It was recommended by an influencer

Direct experience with the NGO

I feel the organisation is according to my values

If I see what they do really, high charity navigator score

Hear about the NGO through any media and people close to me

I believe in the work they are doing

I would be there live to see the problems

I believe in the cause

I rather follow my own convictions

If I have money to do so

It really depends on the message and how it resonates with me and probably also on the moment

If I believe their work and when I feel like to do it

If I trust in their actions