

HOW TO STAND OUT IN THE MARKET
COMMUNICATION PLAN FOR A NON-PROFIT
ORGANIZATION, APCA

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Abstract

With the Portuguese current economic crisis, more than ever, non-profit organizations are facing problems raising enough donations to stay active. *APCA* is a non-profit organization of animal's protection that at the moment is facing this kind of challenge, needing to communicate with its target, to get the acknowledgement of their activities, not just as a non-profit organization but as a group of people that have a passion for animals and want to find families that will respect and love them.

The communication plan for a non-profit organization should pay attention to budget limitations, as well as the efficient reach of the desired target, being essential let the customers know what kind of values and benefits they will gain by helping *APCA*.

Online tools, social media as well sponsorships/partnerships are the well positioned tools for a non-profit organization communication plan.

Key-Words: Non-profit organization, Communication, Sponsorships, Online, Social Media

Resumo

Com a atual crise económica em Portugal, mais do que nunca as organizações não lucrativas estão a enfrentar problemas em conseguir angariar donativos suficientes para se conseguirem manter estáveis no mercado. *APCA* é uma organização não lucrativa de proteção aos cães abandonados que está a enfrentar atualmente estes problemas precisando de comunicar com o seu público-alvo de modo a motivá-los e incentivá-los a ajudarem a *APCA* bem como para se apresentar e dar a conhecer a organização, não apenas como uma organização não lucrativa, mas sim como um conjunto de pessoas que são apaixonadas pelos animais e querem que estes encontrem uma família que os respeite e os ame.

Sendo uma organização não lucrativa, o planeamento da comunicação deve ter em atenção as limitações de orçamento e a necessidade de eficácia e alcance ao público-alvo desejado, sendo essencial transmitir para a audiência-alvo, que benefícios e valores, *APCA* lhes podem oferecer.

As ferramentas chave para o plano de comunicação neste tipo de organização, são: as ferramentas online, redes sociais bem como uma forte aposta em mecenatos/patrocínios das empresas lucrativas.

Palavras-Chave: Organizações não Lucrativas, Comunicação, Patrocínios, Online, Media Social

JEL : M31, M37, L31.

Sumário Executivo

O presente projeto de tese consta da elaboração de um plano de comunicação para o período de um ano, para uma organização não lucrativa de proteção a cães abandonados, *APCA* (Associação de Proteção aos cães abandonados) situada em São Pedro de Sintra.

Hoje em dia, a *APCA* está a enfrentar diversos problemas como a falta de doações financeiras e não financeiras, bem como desconhecimento da audiência-alvo para com a *APCA*, e a sua missão no mercado. Apenas 6% dos residentes de Lisboa¹ conhecem esta organização, havendo assim um baixo índice de notoriedade da *APCA*; consequentemente esta não será a primeira escolha quando a audiência-alvo estiver a ponderar a adoção de animais ou a doação de bens financeiros ou não financeiros. A crise económica que Portugal está a enfrentar neste momento, só contribuiu para piorar a situação atual da *APCA*, levando para uma descida do número de cães a serem adotados e um aumento da chegada de novos cães à organização.

O plano de comunicação é neste momento uma solução pragmática para ajudar a *APCA* a ultrapassar alguns dos seus problemas atuais, através da apresentação da sua missão e objetivos ao mercado, bem como informando quais as suas necessidades prioritárias e o valor que a *APCA* pode oferecer à audiência-alvo.

A estratégia de posicionamento da *APCA* deve ser redefinida para o plano de comunicação, de modo a apresentar ao mercado uma proposta única de valor, diferenciando-se da sua concorrência. *APCA* deve posicionar-se como uma organização que luta e procura melhorar o bem-estar dos seus animais, oferecendo-lhes a melhor qualidade de vida possível, apoiando-se principalmente em dois valores: A ***Felicidade*** e ***Paixão pelos Animais***.

Como Ana Pino afirma “ Não pretendemos que os animais sejam apenas adotados, queremos que as novas famílias tenham consideração, respeito e amor pelos seus animais, dando-lhes esperança durante o resto das suas vidas.”

¹ Conclusão da aplicação do questionário realizado

Os principais objetivos de comunicação são, aumentar a notoriedade da *APCA*, bem como criar *awareness* para a organização. Ao nível comportamental; aumentar a recolha de donativos financeiros e não financeiros bem como o aumento das adoções.

Para alcançar estes objetivos foram definidos quatro audiências: ***Residentes do Distrito de Lisboa*** (Indivíduos urbanos, entre 20 e 55 anos. Pessoas tecnologicamente conectadas.); ***Potenciais Adotantes*** (Indivíduos entre os 20 e 40 anos que estão a ponderar a adoção de animais); ***Doadores Individuais*** (Indivíduos entre os 20 e 50 anos, que já realizaram doações para variadas causas sociais) e ***Organizações Lucrativas Sociais*** (Organizações interessadas em ajudar causas sociais, tendo como fim uma estratégia filantrópica).

A estratégia de comunicação deverá ser apoiada no pilar de ***Interconectividade***, sendo esse o ponto comum a todas as ações de comunicação recomendadas, assim sendo, o meio online deverá ser o principal a ser utilizado nesta estratégia, nomeadamente as redes sociais. Outro instrumento de comunicação central serão patrocínios/mecenatos de modo a minimizar os custos de comunicação, e tornar possível o desenvolvimento de ações comunicacionais inovadoras, as quais são apenas possíveis através do apoio de parceiros externos.

As mensagens a transmitir à audiência-alvo devem ser de cariz emocional, de modo a despertar o seu interesse e a motivá-los a conhecerem mais sobre a *APCA* e, potencialmente levando-os à ação, através da adoção dos animais ou doação de bens financeiros ou não financeiros.

Como conclusão do plano de comunicação, são definidas as ferramentas a serem utilizadas para a avaliação e monitorização das diferentes ações de comunicação recomendadas, sendo este um ponto essencial para identificação dos resultados positivos e negativos do plano de comunicação no seu global, bem como em cada uma das suas ações, sendo o ponto de partida para o planeamento da comunicação futura.

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1. Section I –Motivation, purpose and object of the Study

1.1. Motivations for the Study

I would like to start by highlighting the personal and professional motivations for this study.

For the Master Thesis, I wanted to choose something that would give me pleasure and motivation to do my best, applying what I've learned during the scholar period.

Creating such a project thesis for a profit organization could be easier and simpler when comparing it with non-profit organizations, since there is a larger flexibility for innovation strategies, larger information source and higher resources available. However this could not be valued by the involved company, since profit companies already have a group of experienced professionals that work on this in a regular basis.

Non-profit organizations do not have enough human resource, so they are always looking for external support to improve their market strategies using all possible external collaborators, taking advantage of their potential and of all opportunities that appear.

Work with Non-profit organizations will be an interesting challenge even considering the minimal resources and information available; in the end it will be fulfilling to see the results and know that I helped an important social cause.

1.2. Purpose of the Study

The purpose of this study is to develop a communication plan in order to improve the performance of a non-profit organization, *APCA – Associação de Protecção aos Cães Abandonados*, helping them overcoming three main problems:

- The number of animals sheltered with the minimal life quality is under threat because donations, both financial and non-financial, are not enough for the number of dogs they are receiving;

- People do not know *APCA* or their mission; therefore this organization is not the first choice when people decide to adopt an animal in the Lisbon region;
- At the moment they have space to start building new facilities with higher quality to shelter the dogs, however they need funds for start doing.

According to Ana Pino, one of *APCA*'s directors, (2012) the monthly budget is barely enough for the current needs of the organization, so the investment in communication has been left to second plan. Due to budget limitations some fundamental communication objectives were never attained because the organization rarely creates communication campaigns with enough impact near their audience.

In order to overcome the previous problems, is a needed to define the goals:

- Cognitive Goal » Increase the notoriety of the organizational brand and activity
- Affective Goal » Increase awareness for *APCA* as the best choice when people decide to adopt an animal (based on the perceived benefits that the target may value when adopting an animal);
- Behavioral Goal » Motivate potential interested people to make financial (through bank transfers, in person or through god-father sponsorship) and non-financial donations (food, clean products, leashes, blankets, among others) to *APCA*;
- Cognitive and Behavioral Goal » Create awareness about *APCA*'s new building and motivate financial and non-financial donations (building materials, offering labor, among other).

1.3. Object of the Study: APCA (Associação de Protecção aos Cães Abandonados)

APCA is a non-profit organization founded in 1958 in São Pedro de Sintra, by four friends that had a passion for animals. Nowadays it hosts more than 150 dogs.

The main goal is collect abandoned dogs and shelter them in *APCA* facilities, treat them and find them a new home where they will be loved and get all the needed care.

APCA also sterilizes female dogs, in order to prevent reproduction in the facilities and also when the animals are adopted. This action, in the long-term, will decrease the number of dogs in the streets so; consequently, less animals will enter animal protection institutions waiting for adoption.

This non-profit organization has a different motto of the other non-profit organizations, as mentioned by Ana Pino (2012): “We don’t intend that the dogs will just be adopted; we want new families to have consideration, respect and love for their animals giving them hope for the rest of their lives.”

Many of the problems that *APCA* is facing at the moment are related to the actual economical crisis that Portugal is experiencing, which leads to less donations made by private people, which makes it difficult for *APCA* to survive with the decrease of the monthly budget, with the same number of animals being sheltered in the organization.

2. Section II - Literature Review

2.1. Non-Profit Organizations

2.1.1. Definition

Created and maintained with the help of volunteers, non-profit organizations (NPO's) normally do not receive support from the government, trying to help social causes such as people with diseases, scientific research, people with economical problems, countries victim of disasters, animals, among other social causes (Fernandes, 1994). NPO's overcome social needs without any profitable motive. These kinds of organizations depend of the financial and non-financial support from private citizens and from profit organizations. (Kotler, 1979).

Working in the non-profit sector, has been said, is much harder than working in the profit sector, mostly due to the following issues (Andreasen and Kotler , 2003):

- Low secondary data about the consumer characteristics;
- It is harder for the consumer to talk about serious and social themes, instead of current issues (ex. coffee, shopping, cinema, etc.);
- Requires a complex attitude and behavioral changes, so communication effort is required;
- It is difficult to motivate consumers to join and participate in the social causes since, very often, these organizations ask for sacrifices from the consumer without offering them any evident benefits.

2.1.2. Evolution

Over time, NPO's grew and evolved accordingly to the market and countries where they acted, being different from country to country and market to market where they belong and play. Historically, NPO's have followed four evolution stages (Rosenbaum in Andreasen and Kotler, 2003):

Table 1 – Evolution phases for the Non-Profit Sector

VOLUNTARY/CIVIC MODEL	This is the first stage of the non-profit sector evolution, and basically is appropriate for a world where people have similar interests and where their culture is based on sharing;
PHILANTHROPIC PATRONAGE	This second stage appears when the wealthy families started to have a sense of responsibility and created foundations that even today are important in this sector helping the world in different areas (education, health care...) through the nonprofit organizations;
RIGHTS AND ENTITLEMENTS	This stage happens when there is an increase in government support in this sector;
COMPETITIVE/MARKET STAGE	<p>This is the last and currently the most common stage in the developed countries.</p> <p>In this stage nonprofit organization cannot count with donations by individual people, organizations or even the government, since there isn't just one organization supporting a certain social cause, actually there's a market with a lot of similar nonprofit organizations defending the same social cause. So in this new century the big challenge is how to stand out and differentiate from all the other organizations.</p> <p>The organizations need to make a difference in the market to be the first being helped and to receive support by the donators.</p> <p>Concluding, more than ever, marketing strategies are essential in these kind of organizations to show the market what difference they can offer, comparing with other institutions (the competitors).</p>

Source - (Rosenbaum in Adreasen and Kotler 2003)

As can be concluded through the table 1, NPO's have evolved accordingly to the market evolution where they are playing. As competition increases in the market, more the organizations need to find strategies to differentiate themselves from the competitors in order to be the first ones to be helped.

At a first stage, people take interest in the social cause and they make efforts to help them. In the second stage we are in a situation where families that belong to a higher social class started to feel the need to build new organizations for social causes that are not being helped yet. The third stage occurs when the market starts to make law regulations in order to ensure that the organizations have the necessary financial support, this can be through the introduction of new taxes in the society. In the fourth stage we are present in a market with a higher competition where there is a higher

number of organizations fighting for the same social cause, becoming difficult for society to decide which NPO's should they help, due to the similar missions.

APCA belongs to the fourth stage since the organization cannot count with fixed donations. At this moment they need to find new strategies in order to present themselves to potential donators in order to know who APCA is and why they should be helped.

2.2. Marketing for Non-Profit Organizations

With the market evolution, non-profit organizations started to feel the need to adopt more business techniques used normally by the organizations in the profit sector, due to the increase of the competition (Dolnicar and Lazarevski, 2009), so marketing became an essential piece for the non-profit organizations to collect donations in the market (Ackin, 2011). *“Marketing is the social process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others”* (Kotler, 1997). Applying the marketing philosophy to NPO's, the exchange of values is the central focus point in a marketing strategy since it needs show the audience what kind of benefit they will gain by helping this kind of organization.

However, NPO's have not embraced a marketing approach in all the operations, using a more “organization-centered” marketing mindset, believing that customers in the market need the NPO's service, but this cannot be totally true leading to the failure of the marketing strategies (Kotler and Andreasen, 2003). Nevertheless, these organizations cannot change their operations to “customer-centered” marketing mindset since the services offered are not defined/adapted to market needs (Gonzalez et. al., 2002 in Dolnicar and Lazarevski, 2009). But, there are a huge number of marketing tools that can be implemented by NPO's, helping them have success without changing their mission. NPO's need to identify people that are interested in supporting their mission, building an attractive image, and developing an attractive communication message

using the most common media channels used by the target audience. (Dolnicar and Lazarevski, 2009).

2.2.1. Social Marketing

NPO's, like *APCA*, need to look inside their structure and define how they can introduce marketing in the organization. As it has been said by Gronroos, marketing is not about a department or even a job title, it is an organizational philosophy through which its owner is market driven, namely, consumer and competitor driven.

Social Marketing can be the most important marketing tool for NPO's, being defined as tools or techniques to be used by a company/brand in order to change a society behavior in favor of a social cause. The main goal of social marketing is to change society behaviors in order to improve a social problem. (Pringle and Thompson, 2000; Ikeda et. al., 1997; Serrat, 2010).

Examples of this type of marketing include change in health behaviors (drugs, alcohol...), environment (pollution, recycling,...), education (improve public schools) and economics (fight to the waste of public resources,...). (Pringle and Thompson, 2000; Ikeda et. al., 1997; Serrat, 2010).

There are three main differences between Social and Traditional Marketing (Kotler,1997):

Table 2 – Differences between Social and Traditional Marketing

	Traditional Marketing	Social Marketing
Goals	Answers the target's needs and desires	Changes the target's attitudes and behavior
Results	Main result is profit, but with attention to the target interests	Result is an answer to the interests of the target and society
Product	Products and Services	Ideas (Coming through services and objects)

Source – Adaptation (Kotler. 1997)

Social marketing works with values and beliefs, contrarily to traditional marketing that focuses in opinions and preferences (Table 2). Besides, all the differences between them, both worked with the same tools and share the same basic marketing concept but in the end they will have different goals to reach and different marketing strategies to apply.

By applying these three previous points to *APCA* and having into account a social marketing perspective, we obtain the following points:

- Goals » Change the Customer's mind showing *APCA* as a top non-profit organization of animal protection;
- Results » Increase in dog's adoption and donations;
- Product » Create different services in order to lead a higher adoption rate and show customers the benefits of helping *APCA* through donations.

As conclusion, marketing is introduced in all NPO's either if they have a specific department for that or not, however the increase of their marketing activities will depend of their available investment, being fundraising the top priority in NPO's (Akchin, 2011).

2.2.2. Fundraising

Due to the nature of NPO's business model, the type of marketing that is going to be practiced is conditioned by the reliance on donations made by profit organizations or private people.

According to Andreasen and Kotler (2003), in the non-profit organizations we can identify three major funds:

- 1) Donations and Grants – from individual people/companies;
- 2) Revenues – from membership fees, sales of products, among other;
- 3) Miscellaneous (e.g. investment income).

These funds come from different types of sources, which imply different donors (Andreasen and Kotler, 2003):

- Profit Organizations –These may hold a particular interest in the support of non-profit organizations, such as a philanthropy strategy.
- Government – Government agencies such as the federal state and local levels that make donations to worthwhile causes. These kind of donors are more formal and normally need more detailed paperwork to present a proposal.
- Individual Givers – These are the major source of donations to NPO's representing 81% of the total grants from the non-profit organization. The major motivation for individual people to make donations for a non-profit organization is the sense of accomplishment, feeling good about them.

When NPO's are looking for donators, they need to have in mind that all the actions made by people are to satisfy their own needs, being important to understand the donors in order to show them how the donation can meet their needs (Andreasen and Kotler, 2003).

In *APCA*'s case there are just two types of funds:

- 1) Donations and Grants » *APCA* received financial and non-financial donations through communication campaigns, such as food drives at supermarkets, fundraising lunches, or even people that know the organization and want to help out, offering donations, both financial and non-financial;
- 2) Revenues » *APCA* owns a store called "Bazar" where it sells all kinds of second hand items, all sale revenues go directly to *APCA*. In the organization there is also a Godfather program, where for €10 a month people can be the godfather of a specific dog.

The most common donations, in *APCA*, come through individual givers. Sometimes they receive help from corporations or organizations, especially from the retail sector, that donates non-financial goods, such as food, cleaning products, among others.

As a conclusion, *APCA* should find more sources of donations in order to be able to have a more stable situation in the market, being the profit organizations the most appealing for this case, since they have a more stable financial situation when comparing with private people.

2.3. Communication for Non Profit Organizations

Non-profit organizations have the goal to help a social cause without receiving any profit in exchange of their work, so to contact with their audience they need to use a different kind of communication strategy than the ones used by profit organizations, in order to share what their missions are and what they need from the audience. (Williamson, 2009)

Non-profit marketers should choose which are the best and most effective vehicles for their goals, and apply them to the target that they want to communicate to, nevertheless NPO's need to understand that some of these tools can be expensive, being necessary to choose the ones that will bring better results at the least budget possible.

Institutional communication is essential for non-profit organizations since for this kind of organization, the most important is to show the market who they are and what they are search of. Institutional Communication aims to consolidate the global organization image and transmit to the market their point of view and mission, helping to achieve their goals. (Brochand et. al., 2002)

In the communication strategies for NPO's, due to the small resources, it is essential to develop an effective communication strategy at the least cost possible. The success of the communication will depend on the well-conceived strategy and the quality of the implementation (Williamson, 2009).

As it has been mentioned by Williamson (2009:9) *"A good marketing or communication strategy should flow in a tight logical sequence, starting with a very explicitly articulated objective or goal, all the way through the tactics and accountability"*, so the more measurable the goal is, the better the strategy will be, nevertheless for the non-profit organizations it is impossible to run away from qualitative goals, such "raise awareness" (Williamson, 2009).

When non-profit organization managers are thinking of building a communication strategy there are three points that they need to have in mind (Williamson, 2009):

1. Audience – Which people/organization should be reached? How to identify them?

2. Message – What kind of messages will motivate/raise interest for each of your target?
3. Vehicle – What kind of tools are the best to deliver the message?

Being also important decide what should be the tone of advertising. According to Bagozzi et. al. (2007) the tone of advertising can be divided in two kinds:

- Thinking ads – advertisings where the focuses is the information related to the attributes of the product/organization or the consequence of use the product.
- Feeling ads – advertisings focuses in the emotions that the consumer will feel after using the product. In the non-profit organizations case it is the emotions that the audience will feel after helping the organization.

For the non-profit organizations the feeling ads are the most appropriate, since we want to awake the emotional side of the audience in order to motivate them to help the social cause.

2.3.1. Communication Channels

2.3.1.1. Online Vs Offline Communication

For the communication implementation, there are two channel possibilities to reach the audience target (Lindon, 2004):

- **Offline Channels** – Can be through traditional advertising in the mass media (Television, Radio, Magazines...), also known as Above the Line communication; our through communication techniques of the mass media (Public Relations, Sales Force, Direct Marketing, Sales Promotion, among others), also known as Below the Line Communication.
- **Online Channels** – A wide range of different tools that will allow the organizations to interact everyday with their audience through web-sites, e-mail, Social Networks, Smartphone's, among other.

Nowadays we are in a technology world, where the online channel became an essential tool to communicate with the audience.

Non-profit organizations are aware of the online communication potential to engage the audience and create relationships, nevertheless the majority of them are not using this tool efficiently, since they are not taking advantage of all the opportunities and engagement forms that online channels offer (Ingenhoff, 2009).

The online communication allows NPO's to reach an audience target, without a huge investment and reaching similar results when comparing with the offline channel. (Ingenhoff, 2009). Online communication brought to the communication strategies new possibilities and advantages that the offline communications have difficulty reaching, some of those are:

- Possibility to reach a large number of people with less budget;
- It is possible to introduce information in a 24/7 basis, maintaining the audience always updated;
- In the online channel, it is easier to measure the results, since there are external mechanisms that allow to count the number of people that saw the advertising, as well as the number of people that interact with the communication piece;
- Allows a higher and personal contact with the customer, being possible to create a relationship and interact with them.

The online communication should have an important position in the development of the communication plan for *APCA*; nevertheless the organization should also invest in offline communication, but always integrated with an online support. The interconnectivity and interactivity should be the key-words in the communication plan.

2.3.1.2. Social Media

Social media is defined by Kaplan and Haenlein (2010) as a group of internet based applications, allowing the creation and exchange of user generated content.

According to Curtis et.al (2009) social media opens new opportunities for the organizations interaction with their audience, adopting new forms of technology and being part in their lives every day. For non-profit organizations this can be an important

tool, due to their often limited monetary resources, being the cheapest way to reach the audience and create engagement. More than ever, social media became a beneficial tool to be used by the managers in the non-profit organizations.

E-mail, social networks, video sharing and blogs are the most used social media tools by the NPOs (Curtis et.al, 2009), being the social networks the most important tool, due to the possible daily interaction with the audience and engagement between the audience and the brand.

In social media, as well as in social networks the development of relationships is the key factor to have into account when organizations enter in this new world. The non-profit organizations that already use this type of communication use them mainly to *“streamline their management functions, interact with volunteers and donors and educate others about their programs and services”* (Waters et.al., 2009:103), nevertheless, non-profit organization are not using all the potential and opportunities that social media can offer them.

The actions made by the non-profit organizations in social networks are mainly post links about the organization and their causes, photographs, videos and they are also using their profile wall for post-announcements and answers to the audience questions. Nevertheless, they forget to interact with their followers, to promote engagement and creation of relationships (Waters et. al. 2009).

Giving the example of a specific social network, in Facebook the worst mistake made by non-profit organizations is creating a Facebook profile but then not updating, due to the lack of resources/time to provide the essential attention to the profile. A good solution for this problem it is using college interns and volunteers to be in charge of managing the non-profit organization Facebook profile, since these kind of people have the appropriate knowledge to use this tool being already avid user for personal interests (Westcott 2007 in Waters et. al. 2009).

All the brands and organizations need to have into account the following five points when deciding to use social media in their communications strategies (Kaplan and Haenlein, 2010):

1. Choose Carefully – There are thousands of social media applications and to choose all of them is not an option since then it will be difficult to pay the needed attention to each one. Organizations need to look at their target and find out what kind of social media they use and try to be where they are.
2. Pick the application or make your own – After knowing where the organization should be, it is time to decide if they will use an existing social media application or if it is necessary to create a new one.
3. Ensure activity alignment – At this point it is necessary to understand if the chosen social media applications are all aligned, being necessary to present the same messages and show the same goals in all the different applications in order not to create confusion in the audience's mind.
4. Media Plan Integration – When we decide to use social media to communicate, and at the same time use traditional media, we cannot forget that the integration is the key so both types of media should show the same corporate image, as well as transmit the same message.
5. Access for all – All the employees and partners of the organization should know about the existence of social media applications.

But it is not enough to know/follow these five steps, after being present in the social media world, NPO's need to be social, being active and promoting the engagement and interactivity between their followers and the brand (Kaplan and Haenlein, 2010).

2.3.2. Communication Trends for Non-Profit Organizations

According to a market research made to non-profit organizations² (2011), in 2012 only 24% of the NPO's have a written and approved communication plan, being the six most important communication tools the e-mail marketing, websites, Facebook, print, in-person events and media relations/public relations. In 2012, the importance of social media increased, especially in channels such as, Facebook, twitter and Blogging, being the videos the most used tool.

² www.nonprofitmarketingguide.com

NPO's are excited to communicate in 2012, since they increased the investment in new websites; they have real and formal communication plans, and integrate different communication channels to increase effectiveness, being the social media the most used channel. Nevertheless, what scares NPO's is using new communication channels, the slow economy recovery and the lack of investment.

2.3.3. Communication Plan Structure

A communication plan it is basically a real and actual analysis of the company communication where we should look to the negative and positive points, and make some suggestions to improve/maintain these same points.

Accordingly with the goals and mission for the communication, there are two types of plans that can be developed (Roman, 2006):

- Regular or Ongoing communication plan – This includes all the normal messages that we want to communicate each month/year. In this plan we reach the normal goals, and the normal opportunities, can be like a notoriety communication plan.
- One-Time or Event-driven Communication Plan – We use this kind of plan when new opportunities and goals emerge. It can be used when we want to promote a new product, or a change in the company (logo, color, etc..).

For this project a Regular/Ongoing communication plan will be built to consolidate the *APCA* image and to reach the goals defined previously.

When the communication managers are developing the communication plan for a non-profit organization, they should have into account the following communication steps (Mayse, 2009):

1» Critical Success Factors – Understand what are the key points to communicate in the market, detecting what should be the opportunities;

2» Positioning – Define what will be the NPO's positioning that should be transmitted to the audience;

3» Communication Objectives – In the third step managers should define what are the communication objectives to be reached through the communication actions. Communication objectives could be broken down in three categories:

- Qualitative or Broad Objectives – Cannot be expressed in quantifiable terms, being more general and without a deadline to be reached;
- SMART goals (Specific, Measurable, Achievable, Realistic, Timely) – SMART goals can be expressed in specific numeral terms having a deadline to be reached;
- Communication Specific Goals – Are goals related with the communication planning itself and the future.

4» Communication Audiences – Definition of who will be the audience and their characteristics;

5» Communication Actions – In this point managers should decide what will be the media channels to be used, the actions period, the needed resources for each action, such as, human resources, materials, among other;

6» Timeline for Implementation – At this point the actions chronograph for the communication plan should be defined;

7» Budget Spreadsheet – Define investment for the communication plan, as well for each action;

8» Measurement and Evaluation – Evaluate and measure each action in order to understand what are the final results and if the goals have been reached.

2.4. Conclusion

Through the literature review it is possible to extract a few recommendations that will help in the development of the communication plan, those are:

- People do not act without knowing what benefits will be received in exchange, so it is important to show what is the value of helping *APCA*;
- Focuses in less communication channels but in the more efficient and where our audience are;
- Differentiate from the other organizations with the same mission in order to received more donations;
- Online communication and Social media are key channels to reach the target;
- Interactivity and Interconnectivity should be the base to the communication plan development;
- Raise fixed donors and create partnerships, in order to have possibility to a large number of resources.

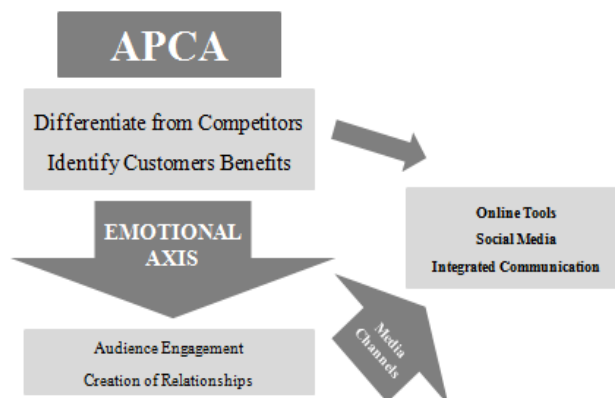
3. Section III - Conceptual Framework of Reference

The development of *APCA*'s communication plan should have as base the organization needs with most primacy.

A market contextualization should allow understanding the market, customers and the main *APCA*'s competitors. The knowledge about the current communication plan from *APCA* should be also an essential analysis, in order to define where the organization is and where they should go.

Through the analysis of the literature review, a conceptual framework of reference has been developed, with the main points that should be focused on during the development of the communication plan (Figure 1).

Figure 1 – Conceptual Framework of Reference



Source: Own Elaboration

To make possible the development of the communication plan, there are three steps that should be followed:

- Contextualization – Market, Customers, Competitors and *APCA*'s analysis in order to understand what are the different values that *APCA* can offer to the market when comparing with competitors and having into account the customers and market profile.

- Differentiate – Find which should be the unique attributes to communicate for the market in order to differentiate from the competitors raising interest among audience.
- Communication Definition - Define what should be the communication goals, the profile audience and the most efficient media channels to communicate with them.

4. Section IV – Methodology

4.1. Data Collection

4.1.1. Primary Data

Primary Data is data collected by the researcher for a specific project, where the main goal is collecting all the necessary and relevant information about the population at the least cost possible (Baranãno,2004).

The big advantages of Primary Data are: Cost-cutting and rapid achievement of results, nevertheless the results from Primary Data, are not accurate but approximate results from the universe.

Primary Data collection was done through a questionnaire survey that was implemented next to the people living/working in Lisbon District, with more than 18 years old.

This questionnaire was applied in order to gather a picture of the customer's point of view about *APCA* (please see the questionnaire design in appendix 1), as well as understand the consumer behavior related with the animal protection sector. This research was made during the period between February 27th and March 12th of 2012.

The big objectives were:

- Understand the customer behavior regarding adoption and stray animals;
- Understand the *APCA* notoriety;
- Check whether customers remember any communication campaigns regarding the issue of animals abandonment/adoption;
- Document the customer's point of view of this market.

The sample method that was used is the simple random sampling in order to simplify the data collection, so each element of the universe had the same probability to be chosen for the sampling.

This questionnaire was applied through the online channel, in order to reach the largest number of people in the shortest time period. In Portugal, nowadays more people have access to the internet, 96% of the people that have a computer, have an internet connection (Marktest, 2011).

The results from this research will only be indicative and not representative for the universe, since they were only applied to 140 individuals and through the online channel.

4.1.2. Secondary Data

Secondary Data is data collected by other researchers for a specific study, being important to complete the results from the Primary Data, and as comparison between countries allowing a better representativity of the population and at the same time less expensive than making our own marketing research. (Baranãno, 2004).

Secondary data can be classified into two big categories:

- International data: are mostly used in comparative studies, the big advantage is the homogeneity of information.
- National data: are specific data from our country, the big advantage is the high level of detailed information.

Due to the reduced budget and limited time, it is difficult to make a larger market research in the NPO's protection of animals sector, so the Secondary Data will be an important source of information to take conclusions helping in the definition of the best communication channels.

4.2. Data Analysis

4.2.1. Primary Data Analysis

4.2.1.1. Questionnaire Sample Profile

For the questionnaire there were collected 140 answers of people that live/work in the Lisbon district with the following profile:

- 72% of the respondents were females;
- 20 to 30 years old (58%) was the age gap with more respondents;
- 56% have a higher level of education;

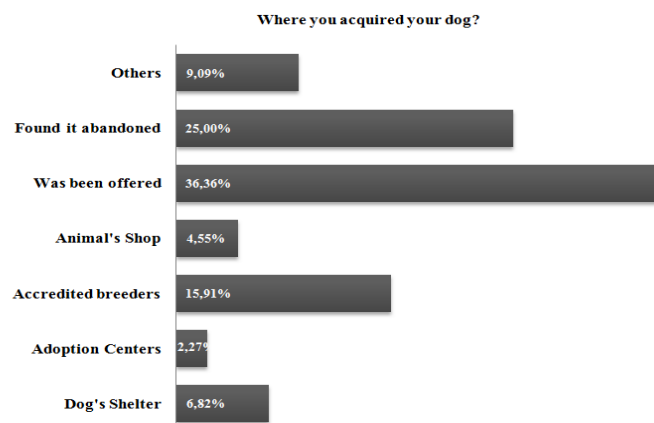
- 71% work on behalf of others.

4.2.1.2. Analysis of Questionnaire

Through the questionnaire, it was possible to take conclusions about the people's behavior towards the animal protection sector, as well as the fundraising's behaviors (Market Research charts, available in appendix 2):

Almost half of the respondents own a pet, especially dogs, which were offered by other people (36%) or stray dogs found in the streets (25%), (Chart 1).

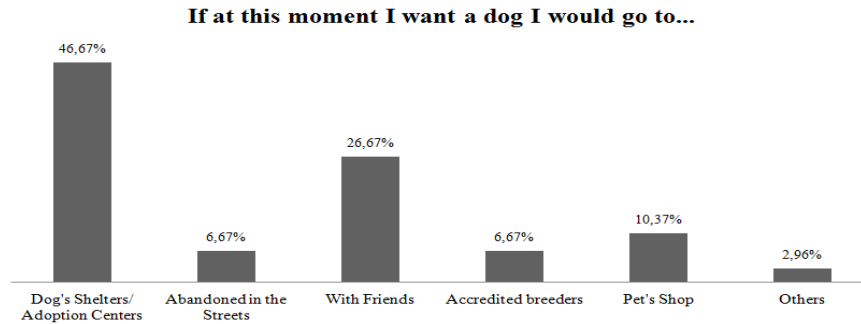
Chart 1 – Locations where people acquired their dogs, Protection of Animals & Fundraising Market Research, 2012



Source: Own Elaboration

In the questionnaire the respondents were also asked if at this moment they wanted to acquire a dog, where they should go: 46% answered that they should go to dog's shelters/adoption centers and 27% should try to get it with friends (Chart 2).

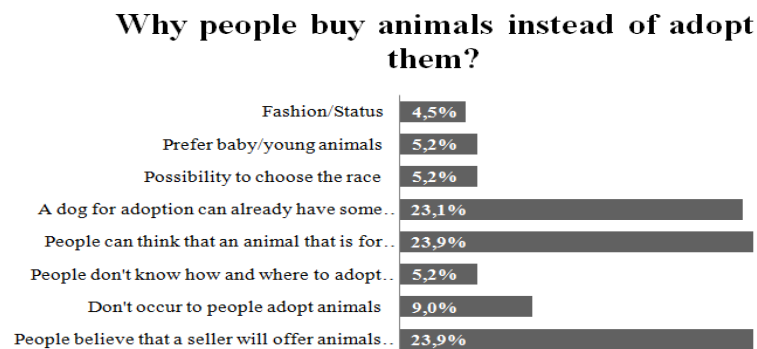
Chart 2 – Locations to look for an animal at the moment, Protection of Animals & Fundraising Market Research, 2012



Source: Own Elaboration

The major reasons appointed by respondents, for people buying animals instead of adopting them, are: An adopted dog can already have inappropriate behaviors (23%) or if the dog is for adoption it is because it has several problems (24%), (Chart 3).

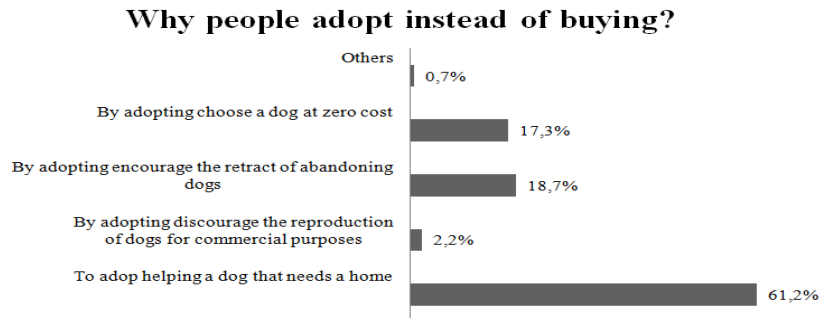
Chart 3 – Reasons to buy animals, Protection of Animals & Fundraising Market Research, 2012



Source: Own Elaboration

In the opposite side people adopted animals instead of buying them because they wanted to give a new opportunity to the stray dogs. (61%), (Chart 4).

Chart 4 – Reasons for adopt animals, Animals Protection & Fundraising Market Research, 2012



Source: Own Elaboration

Accordingly with the 140 respondents, the three main reasons that could lead to the dog's abandonment are:

- Vacations (32%);
- The increase of the economical expenses (20%);
- Attention that animals required (10%).

When the subject of animal protection organizations is brought up in the questionnaire, *União Zoófila (UZ)* was appointed by the respondents as a top of mind non-profit organization in the animal protection sector (48%), and 55% remember communication actions made by this organization. When asked about *APCA*, just 6% recognize the organization.

In terms of Fundraising, more than half of the respondents had already helped a social cause.

For animal protection NPOs, the respondents appoint volunteer and financial donations the two most important sources of support to this kind of organizations. The respondents also stated that they do not help this type of organization due to the lack of free time (31.9%) or there are other social causes that they consider more important.

Regarding the market research it is also possible to define two potential customers of *APCA* in terms of demographics and social economics characteristics, the potential adopters and individual givers:

- **Potential Adopters** – 46% of the respondents, between 20 and 40 years old, with a higher level of education and employed on behalf of others.
- **Individual Givers** – 57% of the respondents, and can be broke down into two categories, the general givers and the animal's social causes givers:
 - **General Givers** – Between 20 and 50 years old, with a higher level of education and employed on behalf of others.
 - **Animal Social Causes givers** – Between 31 and 40 years old, with higher level of education and employed on behalf of others.

4.2.2. Secondary Data Analysis

For the secondary data, two categories were used in order to complete the Primary Data:

- **International Data**
 - An international market research made by “nonprofitmarketingguide.com” to understand what should be the Non-Profit Organization's communication trends for 2012. This market research was applied to 1 288 Non-Profit Organizations in 42 different countries.
- **National Data**
 - Marktest – A market research about the number of pets in Portugal and the profile of the pet's owner will be used. This research from 2009 is the most updated;
 - Bareme Internet – Information about the internet users profile, 2010;
 - Censos 2011 (INE) – Detailed information about the Portuguese population profile;
 - GFKS – A market research to understand the pet's preferences by Portuguese people. (2011)
 - ISCTE Groups of Students – In 2009 a group of Students from ISCTE made a market research in order to understand the behavior of Portuguese's related with the animal abandonment. 229 questionnaires were applied to individuals living in Lisbon with more than 18 years. Those questionnaires were applied directly to the individuals.

5. Section V – Contextualization

5.1. External Analysis (Macro)

Political – In Portugal, more than ever, there is an increase of interest and concern by the Government and Political Parties in the defense of the animals, being this already a subject brought to the “*Assembleia da República*”, by the *Partido da Esquerda* and the political party *Os Verdes*. Other example of the concern about this subject was when Lisbon’s Municipal Kennel (*Canil Municipal de Lisboa*) won the participatory budgeting to remodel the institution facilities in 2010.

Legal - In legal terms there is a set of laws regarding the animal possession:

- Universal Declaration of Animal’s Rights – A global declaration that had a set of rules and obligations that the human beings should obey and follow in order to ease life with animals;
- Decree-Law 313/2003, December 17 – Compulsory registration of canines and felines as well as licensing them with the parish councils in the area;
- Decree-Law 312/2003, December 17 – Payment of taxes and insurances, as well as special features of movement for those who hold potentially dangerous animals;
- Decree-Law 314/2003, December 17 – Limitation of the cohabitation of humans and animals, maximum of four cats and three dogs per house.

There is another regulation for animal protection NPO’s, which affirms that these organizations are not eligible entities, so people cannot contribute for the institution trough their IRS.

Economical - With the *FMI (Fundo Monetário Internacional)*, the Portuguese government needs to guarantee that the established economical goals will be achieved, so the economical market will suffer some changes, such as new taxes, different employment rules, cut of the vacations and Christmas income, among other.

Due to the economical crisis, the unemployment rate recorded the highest values in the first quarter of 2012 with 12.4%, being predicted a new increase in the next months. As

consequence families could feel the need to redefine their budget and cut in some expenses that are less important for them.

According to Georg Kell, Executive Director of *ONU*, (Visão, 2011) one of the economical crisis consequence is the decrease of individual donations. Nevertheless the social responsibility should increase in profit organizations, in order to build resistance and to deal with the insecurity in the actual market, giving confidence to their customers.

Socio Cultural – In Portugal, one of the big reasons for the increase of dog's abandonment is actually adoption itself. When people decide to adopt, they are not conscious that this is a life decision, not weighing the strengths and weaknesses of adopting an animal, so when a problem appears the easiest solution is abandonment. (Publico, 2009)

Environment - Environment is also an essential variable when we are talking about this sector, since stray dogs can constitute a danger to public health as they are more available to catch diseases, which if are not treated could be a threat to human health. It is also important to refer that in private houses, for hygiene and health reasons, each family can just have a limited number of cats (four) or dogs (three).

Conclusion

The future of Portugal and Portuguese people is uncertain, due to the economical crisis, as consequence the donations to help social causes should decrease, being important show to the Portuguese that these organizations can be helped through different ways and not just through financial goods.

5.2. External Analysis (Micro)

5.2.1. Abandonment/ Adoption of Animals Market

As an animal protection non-profit organization, *APCA* operates in the abandonment/adoption of animals segment.

For this market, there is very few information and data about the evolution of abandonment and adoption of animals. The online/magazines articles are the main source of information to conclude about the market situation.

The summer season is the worst for animal's abandonment, this is the period when people go on summer vacations and do not have where to leave their dogs, leading sometimes to the abandonment. Nevertheless this is no longer a practice just in the months before summer, starting to be more common in all the other months, due to the economical instability. (Animais, 2009). When the economic crisis strikes families, their pets are the first to suffer, being one of the main reasons leading to animal's abandonment. (Açoriano Ocidental, 2011).

Between 2006 and 2009 Portugal suffered an increase of 10 000 stray cats and dogs being collected from the streets, and there are more than 37 365 stray animals in Portugal, being procreation between the stray animals the big problem, leading to the birth of more animals. (Publico, 2009).

In order to help in the fight against the abandonment of animals and to facilitate the families who have nowhere to leave there pets when going on holidays, the *Exchange Program for Animals* was created. This is a free service that allows families to go on vacation and leave their animals with volunteer families to take care of them. For that, families need to subscribe to the program, being also available to received dogs from other families, being a mutual help between families. This program, allows people to have peaceful vacations, since they know that their animals are being well treated.

5.2.2. Customers Analysis

According with Markest (2009), the profile of Portuguese people that have animals in their houses is: 25.9% living in Lisbon and 45.9 % live in the North of Portugal; in terms of social class 53% belong to C2/D. There are 59% families that have a dog. (Market research in Appendix 3). More than half of the families with dogs have chosen an animal without a specific race (GFK's 2011).

According to the market research made by ISCTE students (2009) the lack of space is the main reason for people to decide not to have animals. From the respondents that have animals, 25% had stray animals that they collected from the streets.

The major reasons appointed by the people that abandon their animals in the streets and shelters are (Pino, 2012 e Imagens de Marca, 2010):

- Families go on vacations and do not have where to leave their pet;
- New economic difficulties appear having the need to redefine the budget and cut in the expenses;
- Allergies to the animal;
- Animal with a bad behavior;
- The family moved to another country or changed home and does not have who to leave the animals with;
- The owners died and no one can stay with the animal;
- A new baby was born in the family.

5.2.3. Competitor Analysis

In the non-profit sector, the competitors is a very strong word to call the other organizations that are present in the market to help the same social cause, as they want to overcome the same social problem and this cannot be seen as a negative point, nevertheless NPO's need to stand out among the different organizations and be recognized by the audience in order to be helped.

In Portugal there are 39 different private associations and groups of animal protection, from these, 7 animal protection association are in Lisbon (without counting with the government organizations) (encontra-me.org, 2012).

“União Zoófila” (UZ) is the most famous in Lisbon and the top of mind organization in the customers mind, accordingly with the questionnaires results.

5.2.3.1. União Zoófila

UZ it is a Non-Profit Organization, founded in 1951 with their facilities in Lisbon (Sete Rios). The main goal is protection, defense and treatment of at risk animals, giving home to hundreds of cats and dogs.

This association does not receive any support from the government or other public organism, being supported by the partners and the donations made from private people that are sensitive to the cause.

The *UZ*'s mission is defense and protection of at risk animals, taking care of them and treating them. As it was concluded by the questionnaires, this organization is perceived in the market as the top Non-Profit Organization of animal's protection in Portugal.

5.2.3.2. Partners

UZ has different external partners, especially profit organizations which support the organization through financial and non-financial donations, as well as developing effectiveness communication actions. Some of the partners that are helping or already helped the *UZ* are:

- *Associação Zoófila Portuguesa* – A veterinary clinic that offers discounts to *UZ* partners;
- *Portugalzoofilo.net* – Offer the informatics management of all the *UZ* programmes;
- *Hills* – Donate in a regular basis bags of food;
- *Grupo Strat* – Develop and create awareness to the *UZ* advertising campaigns;
- *Sanitana and Queiroplas* – Offer posters to be used in mupis, for communication actions;
- *Ginocar Produções* – Offer 100 posters in A3 dimension, for communication actions;
- *Segafredo and Graficonde* – Offer flyers to be used in communication actions;
- *IADE* – Cooperation in communication campaigns;

- *Miau.pt* –Made an auction in order to raise donations to *UZ*;
- *Loja Viva* – On animal's day they offer a percentage of the sales for *UZ*;
- *Saninter* – Offer medical drugs to *UZ*;
- *HP* – Donated a laptop and a printer to the *UZ* management;
- *Staples* – In 2009 donated 200€ monthly;
- *Bricomarché* – In 2009 donated 600 kg of animal food monthly;
- *Galamas* – Offer the transportation of the food bags to *UZ*;
- *RadioMaisFM* – Promote communication campaigns in the radio station;
- *Gazeta Animal* – *UZ* has a space to promote news.

5.2.3.3. Communication Campaigns

The most recent and innovative communication campaigns made by *UZ* are:

- **“Não compre, adopte”**

The campaign goal was to incentive the adoption of pets instead of buying them. They used famous Portuguese people such as Manuel Luís Goucha, Deolinda, Jessica Athayde, who took photos with *UZ*'s dogs, with a common sentence said by people who abandoned their animals.

The campaign slogan was “Don't buy, adopt” and these photos were spread through the entire city of Lisbon in mupis.

- **“Ajude um amigo”**

The main goal of this campaign was to raise funds for *UZ* as well as create awareness to the problem of animal abandonment.

On 20th July, since it is friend's day, *UZ* decided to approach this day in a different way. This campaign started on Facebook and in a micro-site called www.ajudaumamigo.com. In this site users can select a donation request associated with *UZ*, such as food, drugs and animals for adoption, among other. Then people share the request in their Facebook walls, in order to turn the donation real. This

allowed to spread the message, since each request was shared in personal walls, all the friends could see the application and also play with this. (More information is available in appendix 4.1).

- ***Bayer and União Zoófila » Against dog abandoning***

Knowing that in the summer, hundreds of dogs are abandoned in the streets, *UZ* and *Bayer* (pharmaceutical company) decided to alert/sensitize the Portuguese population for this situation. Stickers were created to be placed in the parked cars' left mirror, with the following message: "This summer, do not leave your best friend behind".

When people enter in the parked car and start driving, they noticed the sticker and were impacted by the campaign. (More information is available in appendix 4.2).

- **"Amigos à Mesa"**

UZ create three different food menus: small, medium and large representing different phone calls. Each call was a meal for one dog with the price of €0,60. If people just want to feed one dog they should choose a small menu (one call), to feed two dogs they choose a medium menu (two calls) and to feed three dogs they need to ask for a larger menu (three calls).

Users could share this campaign in their Facebook wall, and their also available a free application for iPhone and android.

5.2.3.4. Comparison between UZ and APCA

There is some information that can be compared between *UZ* and *APCA* in order to understand the differences between those two non-profit organizations, as can be seen in table 3.

Table 3 – Comparison between UZ and APCA, 2010

Variables	UZ	APCA
Maximum Capacity	100 Cats and 400 Dogs	50 Dogs
Hosting Animals	150 Cats and 500 Dogs	149 Dogs
Abandonment	340	128
Adoption	280	177
Human Resources	40 Volunteers and 10 employees	12 Volunteers, 3 Animal Handlers, 4 Directors, 4 Bureau of Assembly and 4 Audit Committee
Profile of the Organization	Qualify and Professional Human Resources	Passion for the Animals
Mission	Defend, protect and treat of the stray animals	Host stray animals and take care of them, find a family in order to give them happiness.
God Father Program	13€ Monthly	10€ Monthly
Services provide in Adoption	Vaccines and worming Discounts in the Vet clinic partner of UZ	Sterilization of females, complete vaccination, worming and microchip Discounts in the Vet clinic Partner of APCA 12 free obedience class for the animals

Source: Own Elaboration, based on APCA annual Report (2010) and UZ information (2010).

Both organizations defend the animal protection cause in order to improve the animals' lives, taking care of them and giving all the necessary treatment.

UZ has a higher number of volunteers helping in their organization, but the number of animals that they host is also higher.

APCA presents a more passionate mission having a more emotional business model comparing to *UZ* that is more rational, in 2010 the number of dogs being adopted in *APCA* was higher than the number of animals being abandoned. In *UZ* the adoption number was smaller than the abandonment.

In terms of the Godfather Program, the *APCA* program is 3€ a month cheaper, when comparing with the program offered by *UZ*.

When the comparison is made through the services offered to the customers, *APCA* offers their customers more services in the adoption then *UZ*, such as sterilization of females, microchip and twelve free classes of animal obedience. Nevertheless *UZ* is the top of mind organization for the customers when the subject is the protection of animals, there is the perceived idea that the services offered by *UZ* are better than the others organization.

5.2.3.5. Conclusion

UZ has several partners that helped the organization through donations, supporting communication campaigns or helping in the organization management, this is an essential key in non-profit organizations.

In terms of communication campaigns, it is possible to identify the following common points between the communication actions made by *UZ*:

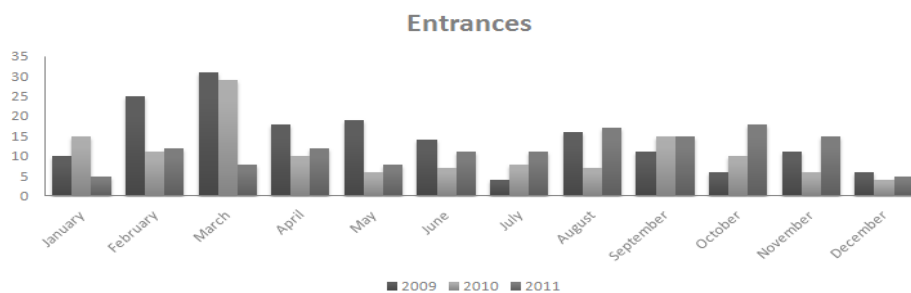
- This issue is present with sense of humor and using innovative communication channels;
- In all the communication actions, the following points were highlighted:
 - Raise of donations;
 - Animal's abandonment;
 - Adoption.
- The online channel is the most used by *UZ*. The main reasons for this choice, could be, the higher coverage with lower investment and the engagement and interaction power that this channel offers to *UZ* and the target audience.

6. Section VI – Internal Analysis

6.1. Evolution

Comparing 2010 with 2011, the number of dogs that *APCA* received, increased 7.03%, due to the increase of the economic crisis (Pino, 2012). The months with higher number of dog's abandonment are August, September, October and November. During the years of 2009 and 2010, March was the month with the highest number of dog abandonment, given the proximity to summer vacations (Chart 8).

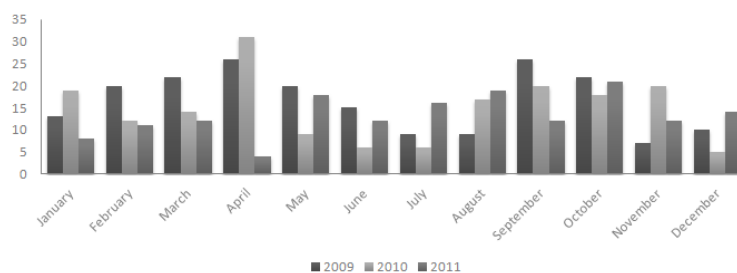
Chart 5 - Number of Entrances in APCA, per Month, 2009 - 2011



Source: Own Elaboration, based on APCA reports (2009-2011)

The number of adoptions also decreased 10.17% in 2011, nevertheless, as can be seen in Chart 9, the months where there is a higher number of adoptions are the same where the number of entries in *APCA* are highest (August and October).

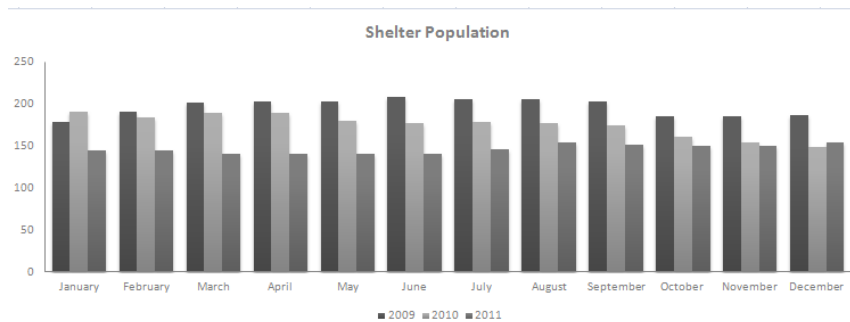
Chart 6 - Number of Adoptions in APCA, per month, 2009-2011



Source: Own Elaboration, based on APCA reports (2009-2011)

Even though, the number of dogs that enter in *APCA* is increasing and the number of dog's adoption decreasing, since 2009 the number of hosting animals by *APCA* have been decreasing during the years. Comparing 2009 with 2011, there are 34% less dogs being sheltered by *APCA* in their facilities (Chart 10), this is a positive point, since the fewer animals they shelter, the more quality life they are able to offer to each dog.

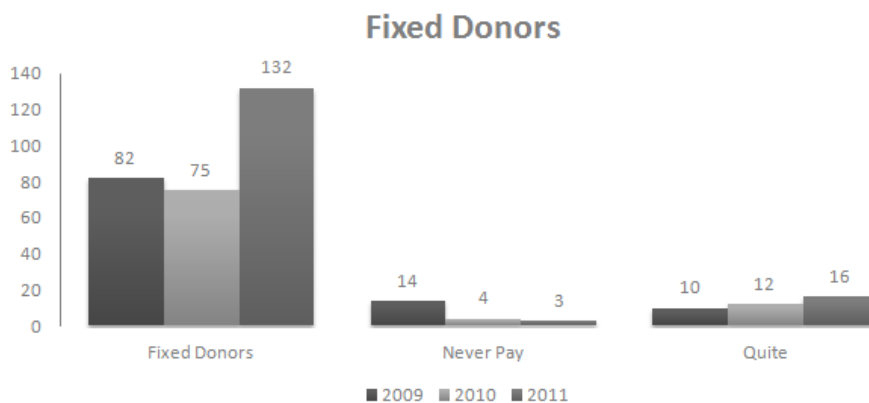
Chart 7 - Shelter Population, per month, 2009-2011



Source: Own Elaboration, based on APCA reports (2009-2011)

The animals' godfathers are also an important number to be measured. In 2011 *APCA* had an increase of 76% godfathers (57 people) when compared with 2010. (Chart 11).

Chart 8 - Fixed Donors in APCA, per year, 2009-2011



Source: Own Elaboration, based on APCA reports (2009-2011)

6.2. Human Resources

Being a small non-profit organization, *APCA*, does not have a complex human resources structure, being helped and supported through the following five departments:

- Direction » there are four professionals (One president, two vowel and one alternate);
- Bureau of Assembly » there are four professionals (One president, two vowel and one alternate);

- Audit Committee » there are four professionals (One president, two vowel and one alternate);
- Animal Handlers » there are three professionals, which help in the daily care and treatment of the dogs that are being sheltered by *APCA*, as well as the cleaning of the facilities.

APCA can also count with the daily help of 12 volunteers that had different functions, such as:

- Helping cleaning the facilities;
- Distribute love and cuddles among the dogs;
- Take dogs to and from the vets;
- Walking the dogs;
- Helping in the communication campaigns;
- Divulge dogs that are for adoption;
- Raise donations (money, food, clean materials, etc...).

6.3. Donors Sources

Beside all the people/companies that daily support the organization through financial and non-financial donations, *APCA* also has two programs that guarantee revenues per month:

- **“Bazar” Store** - where they collected all kinds of second hand objects/products that people want to donate for the organization and that are then sold in this store. All the money from the sales goes directly to *APCA*. This store received by donors a large number of second hand objects to be sold, but with the economical crisis the sales are decreasing.
- **Godfather Program** - People can sponsor a dog, for that they just need to choose the dog that they want to help and give monthly €10 to *APCA*, in order to ensure primary cares. The godfathers also have the right and duty of walking with the godson dog, giving cuddles, promoting the dog for adoption and spend

some time with the animal. At the end of 2011, *APCA* had 132 persons in the program, giving a monthly budget of 1.320€.

From those programs, the God Father is the one with higher potential, having increased the number of supporters in 76% in 2011 (vs. 2010). This guarantees a fixed monthly budget, allowing better management by the *APCA* directors, with knowing what will be the monthly income.

The “*Bazar*” store is facing some problems with sales. There are a substantial amount of donors of second-hand items, however the number of people who buy these same items in the store have been declining, mainly due to economic crisis. Thus, the store is full of items for sale, but there was a decrease of customers to buy them.

6.4. Partners

APCA can count with a set of partners that are helping or already helped the organization through: financial donations, non-financial donations and by supporting the communication campaigns. Those partners are:

- ***W-Portugal*** – Advertising agency that supported *APCA* in their advertising campaigns, such as the renovation of *APCA*’s image. This agency entered in bankruptcy in 2011, making it impossible to use them for the communication plan;
- ***Sintra City Hall*** - In 2007, the municipality of Sintra ceded a land (12 000 m²), for the next 50 years, for *APCA* to build the new facilities to host the dogs. This project is based on the tested infrastructure by the German association Pro-Animale, which gave *APCA* the same building design that was used in other European associations. The goal for the new facilities is to shelter a maximum of 160 dogs, in optimal life conditions. In the facilities there will be a vet clinic, a dog hotel, an animal store and a place where the dogs can play and run;
- ***Sintra Vet Clinic, Mem-Martins Vet Clinic and Jardim da Bicharada*** – Offer discounts to people who adopt animals at *APCA*, as well as take care of the dogs hosted by the organization;

- *Belmiro Azevedo Foundation*;
- *Bayer*;
- *Academia do Cão* – For each animal adopted in *APCA*, they offer twelve classes of obedience in the dog trainee schools.

6.5. Customers

The *APCA* customers can be divided in two categories, the people that use the adoption service and people that use *APCA* to abandon their animals (Pino, 2012).

The adopters are normally families with small children that want a new friend for their kids. Normally these customers belong to B/C1 social class, love animals and have between 30 and 45 years old. They are always looking for younger dogs in order to grow in the family.

The people that use *APCA* to abandon their animals are normally families that belong to a C2/D social class. With the economical crisis, they have the need to redefine their budget and make some cuts, being the pets the first ones to suffer. Another profile of people that abandon their animals, is the ones that are changing of residence or country and do not have where to leave their pets.

According to Ana Pino (2012), the major reasons appointed by the people that leave their animals in the organization are:

- Economic Crisis;
- Going to live in another country and cannot take the dog;
- Change of residence;
- New baby born in the family;
- Allergies;
- Dog's owners died and no one can take care of the animal (increasingly common);
- The dog was found in the streets.

7. Section VII – APCA’s Current Communication Analysis

7.1. Communication Goals

The goals defined by *APCA* for their communication campaigns are more qualitative.

Their goals for the communication campaigns are:

- Report animals that *APCA* has available for adoption;
- Raise financial and non-financial donations, especially to start building the new *APCA* facilities;
- Raise more partnerships for the organization in order to guarantee stable support during the year.

7.2. Communication Target

APCA does not have a marketing department, or even marketing know-how, so when they are planning the communication campaigns, there is no formal definition of the target audience characteristics.

Nevertheless, the communication actions undertaken by *APCA* to date, aimed to achieve the following target profile:

- People that are looking for an animal to be a member of their family;
- People that normally make donations for different social causes and love animals, in order to motivate them to donate to *APCA*.

7.3. Communication Strategy

APCA does not have a formal communication plan; nevertheless with the help of sponsorships/partnership during 2011 the following communication campaigns were made:

“Alimente um cão com o Coisas” – During the month of July in 2011, the classified advertisement portal “Coisas” joined APCA and launched an online campaign in the market, where the main goal was to give a bag of food (10kg) for each dog at APCA. To help the association, the internet users (target) only needed to go to the campaign page in the site “coisas.com”, where there were photos and information about the dogs. Then, they had to choose one dog to feed, just one per day. When a dog reached 100% of clicks, 10 kg of food were given to APCA.

In the end of the campaign, 2950 kg of food were given to APCA (more than a bag per dog).

Adoption Fairs – APCA takes part in several adoption fairs that happen in the district of Lisbon, where several organizations bring animals for people to adopt;

Sponsorship of Não+Pêlo – for each treatment session that people make in this company, €1 goes directly to APCA;

Collect of non-financial donations in Supermarkets – APCA already made sensitization campaigns in the supermarkets in order to raise non-financial donations to the organization, similar to the “*Banco Alimentar contra a Fome*”;

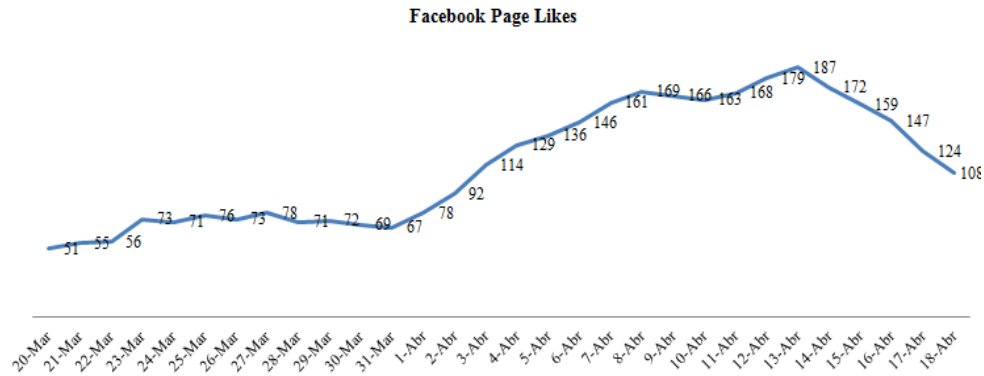
Organization of annual lunches – APCA annually organize lunches in order to raise donations;

Solidarity tours – Solidarity tours are made when APCA needs to raise urgent financial donations to overcome a problem. For these tours, people need to subscribe giving the financial donation that they want; there is no minimal value or maximum;

Facebook - APCA has a Facebook page where it updates all the news and interacts with the “fans”. Until April 22nd APCA had 7.941 people following its Facebook page, having an average of 100 likes per day in the page. The increase of page likes in April can be explained by the supermarket campaigns made during this month. (Chart 12)

Accordingly with the measure tools from Facebook, the profile of the APCA Facebook followers is: individuals living in Lisbon between 25-34 years.

Chart 9 – Facebook Page Likes Evolution in one month, March-April 2012



Source: Own Elaboration (based in Facebook Statistics)

According to the communication activities conducted by *APCA*, a lack of investment in the online channel can be perceived. *APCA* should invest more in this channel, since there is the most used media channel by their audience and it is where people are spending the majority of their time.

The increase of partnerships should also be focused in the communication plan development, in order to make possible the creation of more innovative and impactful campaigns to differentiate from the competitor.

8. Section VIII – Benchmark

In the development of the communication plan, the challenge that should be overcome by APCA is how to use impactful and effective communication actions with small investment. Innovation should be the answer and the best way to innovate is looking at the communication made by other organizations for the same social cause. In the point 5.2.3.3., it was already possible to understand what kind of communication campaigns are being made by the main APCA competitor, UZ. There are two more organizations that address this issue in an innovative and impactful way.

8.1. “A Casota”

“A Casota” is an animal adoption center located in Azores, where the main goal is to collect stray animals, sheltering them and looking for new families to integrate these animals.

The most common communication campaigns made by “A Casota” are the visits from schools to the shelter facilities, campaigns to sensitize people to the animals abandonment through flyers and raise of funds drives in the supermarkets. This organization, in order to create a higher engagement with their audience, decided to create a radio program, communicating the important news/subjects about “A Casota” and give advices to animal owners.

- “A casota na rádio”

The radio program is presented by a veterinary from “A Casota”, where he gives tips to pet owners about their animal, presenting subjects such as common animal diseases, possibilities of shelter centers when families do not have where to leave their animals and also alerts to abandonment problems, among others. There is an open line where it is possible for the audience to call and make questions/doubts to the presenter.

8.2. Pedigree

Pedigree is a well-known pet food company that is very active promoting the protection of animals, investing in communication actions in order to fight this social problem.

Some of the most known and effective campaigns in favor of this social cause are:

- **A guide Care Application**

Knowing that in summer the number of dogs abandoned increases, *Pedigree* decided to launch a vacation guide for the families that own dogs called: “Dog on board, the vacation care guide for people and dogs” (*Cão a bordo, o guia de cuidados em férias para pessoas e cães*).

This guide had the goal to ease the search of place alternatives for the families to leave their animals when they go on vacation, when it is impossible to take the animals with them. Through the *Pedigree* Facebook Page, people can download the vacation guide application.

This application has a set of information and solutions, such as national and international hotels where animals are allowed to enter, vets clinics in other countries, information about animal hotels, among other; allowing a better vacation planning for animal owners. Last but not least this application also explains what should be done when people find stray animals in the streets.

- **How is the life of a shelter dog**

In 2009, *Pedigree* launched a campaign in Chile with the goal to show the problem of animal abandonment in the country.

The media channel used by *Pedigree* in this campaign was the bus shelters, where they placed an interactive screen with a movie simulating the dog’s life in the dog shelters, motivating the animal’s adoption (Figure 2).

To support this action, everyone who made an adoption during the communication period received the following items: a basket of food, advices on how to take care of their new animal and other supplements in order to welcome the new family member with the all necessary resources.

Figure 2 – “Life for a Shelter Dog” Communication



Source: Cannes Lions, 2010

The results were extraordinary, during the communication period 2.125 dogs were adopted and 1.614 recommendations were made for people to join the cause. This communication campaign won a Cannes Lion award in 2010.

- **Dog-A-Like application**

Pedigree decided to bring the Australia Dog Shelter to the people, for that they started by centralizing each dog online, from the different 716 shelters. After they had all this information together, they created an application for Facebook, the Dog-A-Like, where

people could find the dog from the shelters that better matched with them, in terms of physical characteristics, being possible to adopt them through this application. The match rate between the dog and the person is always higher than 93%. People share their results on their Facebook page, becoming themselves a communication channel, spreading the application (Figure 3).

Figure 3 – Dog-A-Like Pedigree Application



Source: www.dandad.org

The results from this action were amazing:

- Dog-A-Like became nº1 App in the Australia iTunes store, during two weeks, with more than 1.000 downloads per year;
- 5.8 million Facebook users used this application;
- *Pedigree* won 28 million impressions by earned media;
- There was an increase of 36% of dogs being adopted, over 22.000 dogs every month.

9. Section IX – SWOT Analysis

Regarding the analysis made in the Section V, VI and VII, it is possible to identify a group of opportunities and threats that could influence the decisions for the development of the communication plan. It is also possible to highlight the *APCA*'s strengths and weaknesses compared with their competitors and customers. (Table 4).

Table 4 – SWOT Matrix

STRENGTHS	WEAKNESSES
<p>Love and passion showed by Human Resources from <i>APCA</i>, to the animals that they take care</p> <p>Free adoption Process</p> <p>Number of volunteers doubled since 2009</p> <p>7.941 followers in the Facebook page (22.4.2012), with an average of 100 new followers per day;</p> <p>Offer more services to the adopters than the main competitor</p> <p>Godfather program cheapest than <i>UZ</i> program</p> <p>Adoption in <i>APCA</i> increased</p> <p>Number of dogs sheltered by <i>APCA</i> decrease 34% in 2001 (vs. 2010)</p> <p>Increase of 76% (more 57) individuals in the godfather program in 2011 (vs. 2010)</p>	<p>Location with difficult accessibility, since it is in Village of Sintra</p> <p>There is not any Marketing knowhow among <i>APCA</i>'s human resources</p> <p>Do not have a defined communication budget</p> <p>There are no fixed grants/donations from a profit organization</p> <p><i>APCA</i> is not very well known (just 4% of the market research respondents know who is <i>APCA</i>)</p> <p>In 2011 adoption decreases 10.17% (vs 2010)</p> <p>The number of abandonment in <i>APCA</i> increased 7.03% in 2011 (vs. 2010)</p> <p><i>APCA</i> do not take advantage of all the potential that online media can bring</p>
OPPORTUNITIES	THREATS
<p>If people decided to have an animal in their families, the adoption could be the first thought, due to the economical instability</p> <p>For profit corporations more and more are supporting social causes</p> <p>Dogs are the Portuguese's favorite animal</p> <p>It's predicted that in 2012 the social responsibility of profit organization will increase</p> <p>57% of the respondents in the market research already helped a social cause</p> <p>Increase usage of internet by the audience (people spend a lot of time online per day)</p> <p>46% of the market research respondents affirm, that if they decided to have an animal, they should go to an adoption center</p> <p>Exchange Animal Program – an option for families that do not have where to leave their animals</p> <p><i>Pedigree</i> has a big interest for the animal protection social cause</p> <p>Engagement and relationships creation, allowed by the online channel</p>	<p>Actual economical instability – increase of the unemployment rate</p> <p>People with less time to take care of animals – spend most of the time out of home</p> <p><i>UZ</i> top of mind for the organization of animal protection, accordingly with the questionnaires results</p> <p>Most of the communication campaigns recalled by the market research respondents are from <i>UZ</i> (in the future audience can confuse <i>APCA</i> communication with the <i>UZ</i> communication)</p> <p>Abandonment of animals is not just occurring in summer months, but during the whole year</p> <p>23% of the market research respondents believe that an adopted animal can have inappropriate behaviors</p> <p><i>UZ</i> made innovative and impactful communication actions</p> <p>20% of the market research respondents believe that there is more important social causes than the animal cause</p> <p>The economic crisis should lead to a decrease of the number of donations</p>

Source: Own Elaboration

Portugal is currently facing an economic crisis that will lead to an increase of dog abandonment and decrease of donations, due to the need of families to redefine their budget, so expenses that are not necessary will be cut off from the budget.

APCA as an organization that is passionate about the animal cause should transmit to the market this same feeling, showing to the audience the importance of the animals in the society. The online tools should also be a great opportunity to communicate *APCA* messages since there are a large number of people spending the majority of their time online and those tools represent more engagement for the audience making possible the creation of relationships and interactivity.

UZ as main competitor has a strong position in the market, being perceived by the audience as the number one when families want to adopt an animal, being a challenge for *APCA* to reach this position by showing the main difference between it and the competitor.

10. Section X – Marketing Communication Plan

10.1. Critical Success Factors

Through the analysis of the previous section, there is a set of important factors that can be identified as the Critical Success Factors to make communication plans in the animal's protection sector:

- **Notoriety** » If the audience does not know about the *APCA* presence in the market they will not even consider this organization when they are thinking about animal adoption or donations;
- **Innovation, simplicity and information** » *APCA* needs to focus on innovative communication actions, in order to stand out in the market, with a simple but informative message, about the organization and their actual needs;
- **Partners** » this is a very important factor for *APCA*. Partnerships/sponsorships opened new opportunities for the organization, due to the possibility of using a higher investment and the marketing knowhow that the partner could have;
- **Donators/Volunteers** » The donations, as well as the daily help of the volunteers, are helpful to maintain *APCA* active in the market: helping and protecting the animals looking for a new life for them where they will be loved;
- **Transmit Passion** » Sensitize people that animals are also living beings that deserve our passion and respect, making the society look for the animals not as a fashion object but as a living being.

10.2. Marketing Strategies

10.2.1. Segmentation

For the communication plan, it is recommended for *APCA* to define which should be the segment they should communicate to, in order to develop what are the different audience profiles in this segment.

In table 5, are the most important segment criteria that *APCA* should have in consideration:

Table 5 - The most important segmentation criteria for the APCA audience

CRITERIA	VARIABLES TO FOCUSES
Demographics	Age Family Structure
Geographic	Place of work/Residence
Social and Economics	Social Class
Psychographics	Life Style and Personality
Behavioral	Knowledge and Attitudes Benefits Previous and Actual Behavior

Source: Own Elaboration

The demographics, geographic, social and economics segmentation criteria will be easier to measure since there is quantitative data. psychographics and behavioral segmentation criteria are the most difficult to be measured, having a qualitative nature. Nevertheless, people should not be just grouped by demographic or geographic characteristics, but also by their personality, behavior and tastes since there can be two individuals with the same demographic/geographic characteristics but with opposite characteristics in terms of Personality and Tastes.

10.2.2. Positioning

Until now, *APCA* is not communicating to the market or their audience, what are the main values that differentiate them from the main competitor, *UZ*.

APCA needs to find its unique value proposition in the market, as base to define what should be their positioning and how they can be different from their competitors.

Ana Pino (2012) affirms that the *APCA* motto is: “we do not pretend that the dogs will be just adopted, we want the new families to have consideration, respect and love for their animals giving them hope for the rest of their lives”. *APCA* wants to share their love for animals and increase the animal’s life quality. The adoption moments are enthusiastic when they look at the happiness of the adopting family and the dogs tail shaking in sheer joy.

Through Ana Pino’s affirmations, it is possible to define what should be *APCA*’s unique values, which are: ***Animal Passion*** and ***Happiness***.

Applying those unique values to APCA's mission and goals, the following positioning is recommended for APCA (Figure 4):

Figure 4 – APCA recommended positioning



Source: Own Elaboration

Animal Passion and *Happiness* should be the positioning values to have as base in the definition of communication messages, as well as in the communication actions definition.

10.3. Goal Definition

In order to define the communication goals it is essential to take into account the problems APCA currently faces, described previously in Section I, which are:

- The number of animals hosted with the minimal life quality is under threat because donations, both financial and non-financial, are not enough for the number of dogs they are receiving;
- People do not know APCA or their mission; therefore this organization is not the first choice when people decide to adopt an animal in the Lisbon region;
- At the moment they have space to start building new facilities with higher quality to shelter the dogs; however they need funds to start building.

The communication goals for this communication plan are broke down in two categories:

- **Behavioral Goals**

- Increase the number of adopted animals per year
- Raise financial and non-financial donations in order to help in the daily expenses and also to help build the new facilities.

- **Cognitive Goals:**

- Increase the organization's notoriety,
- Create awareness about *APCA*.

10.4. Communication Audience

APCA should change their audience target in order to customize their communication actions according to the profile of each audience.

Having into account the chosen segmentation criteria and the defined communication goals, the audience profiles proposed to be targeted by the communication actions are:

District Lisbon Residents –individuals between 20 and 55 years old, that belong to A/B and C1 social classes. The Lisbon residents are urban people, always looking for update of the information. They are connected individuals, using the different tools that the internet offers. (Information based on Censos 2011 and Bareme Internet from Marktest – appendix 5).

Potential Adopters – Based on the Primary Data, the potential adopters can be defined as, urban, modern and updated individuals between 20 and 40 years old, which are living in the Lisbon District. The potential adopters belong to the A/B and C2 social class. These individuals when deciding to have an animal affirm that they will first search in adoption centers, such as *APCA*. The most used media by this target is the online channel, where they spend time reading the news, checking the e-mail and surfing in social networks (Bareme Internet, Marktest, 2011).

Individual Givers – Based on the Primary Data, the individual givers can be defined by: individuals between 20 and 50 years old that belong to the A/B social class, and live in the Lisbon District.

Individual givers have already helped non-profit organization from different social causes, donated non-financial and financial resources, and have a special interest in continuing to help and improve change in society, feeling good with themselves by doing those actions.

Social Profit Organizations – Are profit organizations especially interested in supporting non-profit organizations, having in mind philanthropy strategies. The communication should target the organization itself, as well as the directors.

10.5. Communication Messages

The proposed messages were defined, having into account the defined communication goals, as well as the target intended to be reached.

The communication messages should be of fast perception to the different targets and with the necessary information. Nevertheless, the emotional side should always be present, in order to motivate the audience and inciting the desire to contribute to this cause by showing them the benefits of helping *APCA*.

In Table 6, are verbal messages that should be integrated in the communication actions, in images, videos or other tools in order for a better audience understanding of the message.

Table 6 – Messages for the Target Audience

TARGET AUDIENCE	SPECIFIC MESSAGES
District Lisbon Residents	Know APCA! Not just an animal shelter, the constant search for better quality of life for their dogs! Improving the animal cause each day. Know APCA!
Potential Adopters	APCA shelters different dogs for all kinds of families. Find the perfect dog match for you and increase your happiness! APCA! Know our friends, they're waiting for you. Find your match dog.
Individual Givers	APCA , not just a shelter, a passion for animals! Please help us feed this passion. Contribute to the new APCA facilities! Help us reach our dream!
Social Profit Organizations	Protection of Animals is an important social cause, as all the others. Make the difference in the society, start by protecting who cannot protect themselves. Support the APCA cause!

Source: Own Elaboration

A common message for all the targets is also recommended, in order to have consistency during the communication actions: **Did you already make your good action?**

This message could be used as *APCA* slogan, motivating people to know more about *APCA* and their mission in the market, and at the same time awake the desire in the audience to help the organization by adopting an animal or through donations.

10.6. Recommended Communication Actions

Having into account the communication goals, the definition of the messages and the four different proposed audience profiles, it is time to recommend a set of communication actions that can be applied by *APCA*.

The innovative and interactive communication actions, using a non-traditional media channel are the most appealing and striking to the audience, but also need a large investment.

The *APCA*, being a non-profit organization, has a small communication budget. So it is essential to find impactful actions but always bearing in mind the limitations of investment.

The strategy for the integration between the communication actions is the *interconnectivity*. This point could be achieved through the use of media channels such as social media, online channel, mobile advices, and tablets, among other. Interconnectivity should be the focus point, since it allows engaging with the audience, real interaction with them and APCA, as well as creation of relationships (Figure 5).

Figure 5 – Recommended Structure of the Communication Actions



10.6.1.Dog Parade

This action consists in a *Dog Parade* in Avenida da Liberdade in Lisbon, with statues designed by 15 different individuals (media personalities, stylists, designers, among other).

In the beginning of the action, 15 Portuguese personalities will be invited to participate in this event (Information about the proposed personalities in Appendix 6). Each personality will be given a dog statue in plaster, with 1.5 meters of height, without any design or color, and they will have the mission to decorate and design the dog statues, turning them in art pieces.

After the decoration of the dog statues by the Portuguese personalities, those will be distributed throughout the Avenida de Liberdade in Lisbon, where they will be exposed during two months in order for tourists, visitors and possible buyers to have the possibility to see and appreciate these unique pieces of art (Figure 6). There, will also be a dog statue in white where the visitors can leave support messages to APCA.

Figure 6 – An example from the Dog Parade



Source: Own Elaboration

In the end of the ***Dog Parade***, the statues will be auctioned and all the money gained will go directly to APCA.

During the exhibition, photos will be taken of the sixteen dog statue to upload them to APCA Facebook Page, where the auction will happen.

In the APCA Facebook page, people will have the possibility to participate in the auction, making bids for each different dog statue.

In the last day of the ***Dog Parade***, the media will be invited to the event, where the personalities who created the dog statues will be present, as well as some of the dogs from APCA that are for adoption. On this day, people can make the last visit to the ***Dog Parade***, knowing the people that decorated each statute and also having the opportunity to know the dogs that they are helping, as well as the possibility to adopt one of them.

In order to support this campaign, and to create awareness, the following additional communication actions should also be made:

- At the launch of the dog parade there will be a press release in online magazines Briefing and Meios e Publicidade, communicating the action, the participants, mission and what are the goals (Please see potential press release example in appendix 7);
- An online campaign in the Network Sapo, promoting the Dog Parade, redirecting people to the Auction in APCA's Facebook Page (Partnership Proposition appendix 8).

Goals to Reach

- Raise financial and non-financial donations in order to help in the daily expenses and also to help build the new facilities;
- Create awareness about *APCA*.

Target Audience

For this action there are two different profile targets that should be reached, since they are the ones that have financial stability to participate in the auction:

- Individual Givers
- Social Profit Organizations

Communication message

The communication messages that should be transmitted to the market are:

- *APCA* is not just a shelter, but a passion for animals! Please help us feed this passion.
- Protection of Animals is an important social cause, as all the others. Make the difference in society, start by protecting who cannot protect themselves. Support the *APCA* cause!

Partners and Human Resources

The human resources and partners that should be involved in this communication action are:

- 15 Portuguese personalities available to be part of this action;
- Volunteers in order to create engagement and interaction in *APCA*'s Facebook page, take photos from the different Dog Statues and upload them in the social network, as well as manage all the bids made by the interested people in the auction;
- Support by a Graphic Design Partner, to create the press releases to be launched in the chosen online magazines, as well as the communication pieces for the online channel;

- Support from the Municipality of Lisbon, in order to be possible to spread the statues in the village.

Material Resources

The needed materials for this action are:

- 16 Dog Statues in Plaster with 1.5 meters of height;
- Communication pieces for the online campaign (Banners with 300x250 format);
- Press releases to be launched in the online magazines.

10.6.2. Facebook Social Ads Campaign

In Portugal, Facebook, is one of the most accessed websites per day, being the top site in Social Media (Social Bakers, 2011), it is essential to use this channel to communicate with the audience.

The action proposed for this channel is the development of a Social Ad in order to promote the *APCA* Facebook page, motivating people to click in the advertisement and redirecting them to the *APCA* Facebook page, where they can search all the dogs that are available for adoption.

In order to create a Social Ad, it is possible to define what should be the target profile, which means, who should visualize our communication piece. For *APCA* communication the following profile should be chosen: Individuals between 20 and 50 years old, living in Lisbon and surroundings that are interested in, “Animals Adoption”, “Dogs” and “Animal’s Protection Laws” (Figure 7). With these characteristics chosen, the communication will be more efficient and will cover just the people that are really interested in the communication message.

Figure 7 – Choose of the Social Ad Characteristic

The screenshot shows the Facebook Ads creation process. At the top, there's a 'facebook' header with a search bar. Below it, a section titled 'Rever anúncio' (Review ad) with the subtitle 'Revê a precisão do teu anúncio' (Check the accuracy of your ad). A 'Pré-visualização do anúncio' (Ad preview) shows a sample ad for APCA with the text 'Did you already make your', 'APCA! Know our friends, they're waiting for you. Find your match dog!', and 'Jane Machado gosta de APCA - Associação de Protecção aos Cães Abandonados.' Below the preview, the 'Nome do anúncio' (Ad name) is 'Did you already make your'. The 'Público' (Audience) section lists targeting criteria: 'Este anúncio é dirigido a utilizadores:' (This ad is directed to users:), 'que vivem no país: Portugal' (who live in the country: Portugal), 'que vive a 80 quilómetros de Lisbon' (who live 80 kilometers from Lisbon), 'entre os 20 e os 50 anos, inclusive' (between 20 and 50 years, inclusive), and 'que gostam de adopção de animais, cães ou leis de protecção dos animais' (who like adoption of animals, dogs or laws of protection of animals). The 'Campanha' (Campaign) is 'Os meus anúncios (campanha nova)' (My ads (new campaign)). The 'Tipo de licitação' (Bidding type) is 'CPC'. The 'Licitação' (Bidding) is '0,15 € EUR por clique' (0.15 € EUR per click). The 'Orçamento para toda a duração' (Budget for the entire duration) is '600,00 € EUR'. The 'Duração' (Duration) is '25-04-2012 23:00 a 25-05-2012 23:00 Hora dos Açores' (25-04-2012 23:00 to 25-05-2012 23:00 Azores time). At the bottom, there are two buttons: 'Efectuar encomenda' (Place order) and 'Editar anúncio' (Edit ad).

facebook Pesquisar

Rever anúncio
Revê a precisão do teu anúncio

Pré-visualização do anúncio:

Did you already make your
APCA! Know our friends, they're waiting for you. Find your match dog!
Jane Machado gosta de APCA - Associação de Protecção aos Cães Abandonados.

Nome do anúncio: **Did you already make your**

Público: Este anúncio é dirigido a utilizadores:

- que vivem no país: Portugal
- que vive a 80 quilómetros de Lisbon
- entre os 20 e os 50 anos, inclusive
- que gostam de adopção de animais, cães ou leis de protecção dos animais

Campanha: Os meus anúncios (campanha nova)

Tipo de licitação: CPC

Licitação: 0,15 € EUR por clique

Orçamento para toda a duração: 600,00 € EUR

Duração: 25-04-2012 23:00 a 25-05-2012 23:00 Hora dos Açores

Efectuar encomenda **Editar anúncio**

Source: Facebook (2012)

The Social Ad should be engaging for the audience, in order to motivate the click in the advertisement, so the APCA slogan should be used for the title: “*Did you already make your good action?*” and an engagement and emotional message: “APCA! Know our friends, they’re waiting for you. Find your dog match” (Figure 8)

When people click in the ad this will redirect them to the APCA Facebook Page, where they can start searching in the page and get to know more about this organization, the dogs that they have for adoption, among other.

Figure 8 – Possible application of an APCA Social Ad



Source: Own elaboration, based on Facebook

Goals to Reach

- Increase the number of adopted animals, per year.

Target Audience

The Audience Target that should be reached with this communication action is the Potential Adopters.

Communication Message

The communication messages that should be transmitted are:

- APCA shelters all kind of dogs for all kinds of family profiles. Find the perfect dog match and increase your happiness!
- APCA! Know our friends, they're waiting for you. Find your dog match

Reasons to use this media channel

According to the social bakers (2012), in Portugal there are more than 4 million Facebook accounts and in average these people update their account at least once a day, and when they log in their account the average time that they spend online is seventy minutes.

Those are very powerful reasons to use Facebook as a communication channel to reach *APCA* target and impact them with this campaign.

Human resources

It is very easy to make a social ad for Facebook, just its needed a photo, a redirecting link and an engagement message, since this kind of advertisement can be made on Facebook, through a user-friendly tool, which is possible to be made by a *APCA* volunteer.

Material Resources

For a Social Ad format the only materials needed are:

- A engagement Picture;
- A Redirecting Link;
- An impactful and motivating message.

10.6.3.Search Engine Mechanism

This action consists in the definition of Google AdWords. This is an advertising tool by Google Search Engine, which appears in the right column when people make their researches in Google.

The AdWords should be created having into account the demographic characteristics of the target audience that *APCA* wants to communicate to:

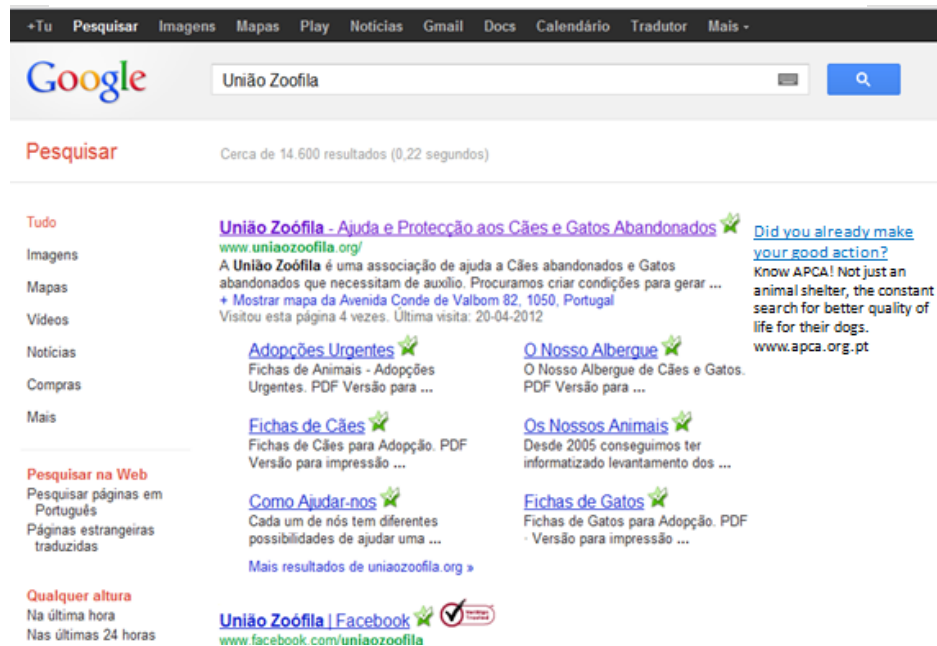
- Individuals between 20 and 50 years old;
- Living in the Lisbon District.

Then the keywords that will make the AdWords pop-up should be chosen, this means that when these words are searched by this target profile, the *APCA* AdWord will appear in the right column. The Keywords to be used are: Animal Protection, Donations, Stray dogs, Dogs, Best Animal Protection, UZ, União Zoófila.

The recommended message to be in the AdWord is (Figure 9):

- Title: Did you already make your good action?
- Copy Text: Know APCA! Not just an animal shelter, the constant search for better quality of life for their dogs.

Figure 9 – Recommend APCA Google AdWord



Source: Own Elaboration, based on Google

Goals to Reach

- Increase the notoriety of the organization;
- Create awareness about APCA.

Target Audience

The communication in the Search Engine Mechanism aimed to reach the audience: Resident in Lisbon District.

Message

The messages to be communicated to the target audience are:

- Know APCA! Not just an animal shelter, the constant search for better quality of life for their dogs!
- Improving the animal cause each day. Know APCA!

Human resources

It is very easy to make AdWords communication; you just need to define what will be the engagement message, since this kind of advertising can be made in the Google website, through a user-friendly tool.

Material Resources

The AdWord only needs an engagement message to motivate people to click on the image.

10.6.4. Youtube Channel

Since social media is the media channel with more engagement, it is important for *APCA* be present in the most famous social networks tools. With a presence in Facebook through a page and social ads, it is also important being present in the second most famous social network in Portugal: Youtube.

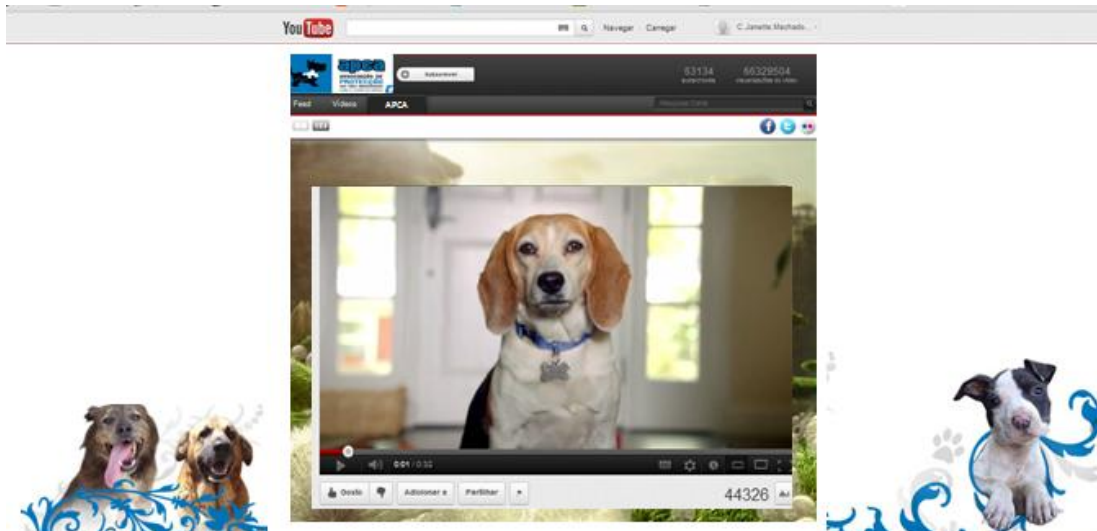
This action consists in the creation of a Youtube Channel for *APCA* in order to promote various movies made by the association, in a free way.

The contents of the movies, which *APCA* should share in the channel, can have different information such as:

- Movies presenting the different dogs that are for adoption, characteristics, behaviors, among others. With the movies it is possible to show the interested people, more and through a more engaging tool, all the information about each dog.
- Promotion movies – to raise donations, among other;
- Show *APCA*'s facilities, in order to motivate people to give donations to start building the new facilities;
- Share movies to thank the partners and the sponsorships.

In the Youtube Channel, there is also the possibility for *APCA* to design their own channel, according with the *APCA* colors and image, turning the channel more appropriate and adapted to the organization. (Figure 10)

Figure 10 – Suggestion Youtube Channel Design for APCA



Source: Own Elaboration, based on YouTube

On *APCA*'s YouTube channel, the followers can share the videos posted by *APCA* on their Facebook Walls, as well as make comments about the movies and take doubts. Due to this interactivity, the audience will feel more engaged with the brand, creating a relationship with *APCA*.

Goals to reach

- Increase the number of adopted animals, per year;
- Raise financial and non-financial donations in order to help in the daily expenses and also to help building the new facilities;
- Create awareness for *APCA*.

Target Audience

YouTube Channel will be available for all the people who have access to this platform, nevertheless the targets that should be taken in consideration are:

- Residents in the Lisbon District,
- Individual Givers,
- Potential Adopters.

Communication Message

Since this is a communication action that allows achieving different goals and reach different target profiles, the range of messages that can be communicated through this channel are also various, so a general message that will achieve all of those should be created:

- Improving the animal cause each day. Know APCA!

Human resources

The human resources needed for this action are the following ones:

- Volunteers to promote the interaction in the YouTube channel, as well as to upload new movies in a regular basis, in order to raise motivation and interest to the audience;
- Support by a Graphic Design Partner, to design the overall image of the *APCA* YouTube Channel.

Material Resources

The following materials will be necessary:

- Interesting movies to be uploaded to the channel;
- Design of the YouTube channel.

10.6.5.Sugar Packages Line » Nicola Coffees Partnership

Nicola it is a Portuguese Coffee company that commercializes products to retailers and also for the HORECA channel. Besides the traditional coffee, Nicola also produces sugar packages with their branding.

The company decided to use the sugar packages in order to raise interest in their consumers, creating a collection of messages, where each sugar package had different

message, allowing the customers to make collections of the diverse sugar package lines. Each line has forty different messages.

This action consists in a partnership with Nicola, in order to be possible to use the sugar packages to communicate forty different dogs that are for adoption in *APCA*, creating the *APCA* collection but in an innovative way, using the QR-Code technology.³

Forty different dogs from *APCA* for adoption should be chosen, all of them with distinct characteristics in order to reach the tastes of all the different families. Each dog will have their own package with the following characteristics (Figure 11) :

- A photo of the dog for adoption;
- A sentence adapted to the Nicola motto but related with the animals;
- QR-Code where people could access through their smartphones more information, in *APCA* website, about this same dog (age, sex, possible problems...) and all the needed contacts to adopt them. In case this dog is already being adopted will another dog with similar characteristics that is available for adoption be shown. This is possible since the QR-Code includes just a URL and we will just change the information of the landing page.

Figure 11 - Possible Sugar Package Design



Source: Own Elaboration, based on Nicola Sugar Packages

³ Quick Response Code - A two-dimensional matrix bar code that is used to identify products. (www.pcmag.com)

This sugar packages will be distributed just in the Lisbon and Surroundings area, reaching all the coffees that already are Nicola clients, as well as the companies that use this brand in the offices.

Goals to reach

- Increase the number of adopted animals, per year;
- Create awareness about *APCA*.

Target Audience

The Potential adopters are the main target audience to be reached with this communication action.

Communication Message

- *APCA* shelters different dogs for all kinds of families. Find the perfect dog match for you and increase your happiness!
- *APCA*! Know our friends, they're waiting for you. Find your dog match.

Human resources

For this action the *APCA* will need the help of external people to develop the design for the sugar packages (Partnership with a Graphic Designer), being also essential volunteers from *APCA* to choose what should be the best dogs to be promoted in the action.

Material Resources

The materials that will be essential for this communication are:

- Sugar Packages – Nicola will be in charge of this, since it is already their product and we just want to use the space of the sugar packages;
- Package Design;
- QR-Code definition.

10.6.6. Pedigree Smartphone Application

Having into account that *Pedigree* (Animal's food Company) is always worried about the animal protection and already made innovative campaigns to sensitize people to this social cause (Section VII – Benchmark, point 8.2.), a partnership with *Pedigree* will be proposed for this action. (Partnership Purpose appendix 8)

This action consists in the creation of an application for Facebook, with the same mission as a treasure hunt game, but in real locations.

Basically three hundred toy dogs will be spread and hidden, throughout the Lisbon District, where the mission for the people to find the dogs will be given. For each dog found five kg of food will be given to APCA.

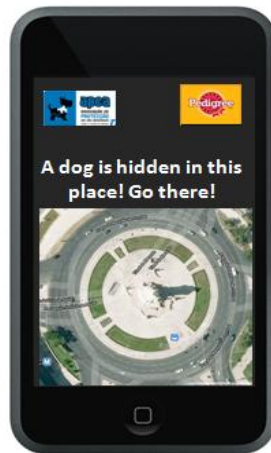
People should subscribe the application in order to receive information and tips of where the dogs are hidden. Then they should follow those tips and try to find the hidden dogs, when they find it they should take a photo in the location with the toy dog, and upload in the application, sharing them automatically in the *Pedigree* Facebook page and in the individual Facebook page. This game was based on the popular Geocaching activity⁴

With the photo shared on Facebook walls, the following message will also appear: *“Pedro, already found one more dog and gave 5kg of food to APCA! There are more 249 dogs to find, go people! Let's make our good action”*.

An application of this game for smartphones will also be created, where people can receive updates of the tips when they are not in their homes and a buzz goes off if they are near a hidden dog (Figure 12).

⁴Out of home hobby or sport, which use a satellite navigation receiver, such as GPS, to find an object placed anywhere in the world.

Figure 12 – Example of Game Application



Source: Own Elaboration

This action will create interaction between the group of participants and the brands, due to the interactivity that the game needs.

Goals to Reach

- Raise financial and non-financial donations in order to help in the daily expenses and also to help the build the new facilities.

Target Audience

The target audience for this action is the Residents in Lisbon District, since these are the ones that know the city better, being easier to discover the hidden dogs.

Communication Message

The message related to this target audience is:

- APCA not just a shelter, a passion for animals! Please help us feed this passion.
- Contribute for the new APCA facilities! Help us reaching our dream!

Human resources and Partners

Pedigree is the essential partner to this communication campaign, in order to allow the application development.

Material Resources

The material Resources needed are:

- Smartphone application.

10.6.7. Business Magazines

This action consists of communication pieces in Business Magazines in order to target the CEO of the potential organizations partners.

The magazines recommended for APCA to communicate are:

- Meios e Publicidade;
- Briefing;
- Económico.

The profiles of readers from those magazines are mainly, individuals that belong to the higher positions in the companies.

This communication advertisement will have implemented a QR-Code technology in order to allow the people to search directly more information about APCA and their urgent needs. The advertising will be very simple to raise interest for the people to read the advertisement and the implemented QR-Code; there will be just two messages: “Did you already make your good action?”; “Improving the animal cause each day. Know APCA!”. (Figure 13).

When the target audience reads the QR-Code the following message will appear:

Protection of Animals is an important social cause as all the others that need the maximum support of all kind of sources. Make the difference in society, start by protecting who cannot protect themselves. Support our cause!

Then the people are redirected to the APCA website.

Figure 13 – Magazine Advertising Suggestion



Source: Own Elaboration, based on Briefing image

Goals to Reach

- Raise financial and non-financial donations in order to help in the daily expenses and also to help build the new facilities;

Target Audience

The target audience in this action is the Social Profit Organizations.

Communication Message

- Protection of Animals is an important social cause, as all the others. Make the difference in society, start by protecting who cannot protect themselves. Support the APCA cause!

Partners and Human Resources

- A Graphic designer will be the partner needed for this communication action.

Material Resources

The only materials needed for this communication campaign are the advertisement pieces for the magazines.

10.7. Budgeting

Knowing what could be the actions to be implemented in the market and all the materials and human resources needed for each one, it is important to define how much will all the actions cost, finding the total budget of the campaign.

A Graphic Designer has offered her services, to make all the needed creative materials for this communication plan. This Graphic Designer, works in an Advertising Agency and has worked with brands such as Vodafone, Emel, among other. All the budgets described for the design materials, were determined by the Graphic Designer.

In table 9, there is a budget taking into account the real cost of the needed material for each action, and a budget with the possible partnerships. (For the table prices please see appendix 9).

Table 7 –Communication Plan Budget (Real Vs Potencial)

ACTIONS	CONTENTS	REAL BUDGET	POTENCIAL BUDGET
Dog Parade	16 Plaster Dogs	1.600€ ⁵	1.600€
	Press Releases	0€	0€
	Banner's Design	150€	0€
	Online Sapo media Space (10.000 impressions)	600€ Information in Appemdix9, point 9.1.	0€ (See partnership purpose in appendix 7)
Facebook Social Ads	Space in Facebook (4.000 clicks)	600€ Information in Appemdix9, point 9.2.	600€ Information in Appemdix9, point 9.2.
Search Engine Mechanism	Space in Google (1.000 clicks)	100€ Information in Appemdix9, point 9.3.	100€ Information in Appemdix9, point 9.3.
YouTube Channel	Design for the channel	500€	0€ (Graphic Designer Parnership)
	Space in Youtube	0€	0€
Nicola Coffes Partnership	Design for the Packages	400€	0€ (Graphic Designer Parnership)
	Production of Sugar Packages	N/A ⁶	N/A
Pedigree Smartphones Application	300 Toy Dogs	477€ ⁷	0€
	Smartphone Application	N/A	N/A
Business Magazines	Space in the Magazines	MP – 420€ Económico – 1.450€ Jornal de Negócios – 109€	MP – 420€ Económico – 1.450€ Jornal de Negócios – 109€
	Design for the magazines	400€ Information in Appemdix9, point 9.4	0€ Information in Appemdix9, point 9.4
TOTAL		6.806€	4.279€

Source: Own Elaboration

⁵ Information given by a plastic artist

⁶ This is in charge of Nicola, since they already need to produce the sugar packages

⁷ Information based on www.brindespromocionais.com.pt

Raising partnerships is an essential key to decrease in 37% the necessary investment for this communication plan. As it has been stated previously, *APCA* does not have an established communication budget, nevertheless 4.279€ is not a huge investment for the benefits that the results from the communication campaign should bring to the brand. This is a reasonable investment for *APCA* to achieve in one year the goals defined at the first place.

10.8. Chronograph of the Communication Actions

The chronograph of the communication actions will be defined accordingly with the goals of each communication, as well as the description of the action itself.

It is important to guarantee that *APCA* will have communication on the air all year long in 2013, having a consistent contact with the target audience.

The communication actions will be on the air and distributed in each month, accordingly to the table 10.

Table 8 – Cronograph of the communication actions during 2013

ACTIONS	MONTHS » 2013											
	Jan.	Feb	Mar.	Apr.	May	Jun.	Jul.	Ag.	Sep	Oct.	Nov.	Dec.
Youtube Channel												
Search Engine Mechanism												
Business Magazines												
Pedigree Smartphone application												
Nicola Partnership												
Dog Parade » Press Releases												
Dog Parade » Exposition												
Dog Parade » Auction												
Dog Parade » Online Campaign												
Facebook Social Ads												

Source: Own Elaboration

10.9. Monitories and Evaluation

For each communication action we should have different measure tools and different ways to evaluated them, since there have been used different channels to reach different target audience.

The actions will be evaluated/measure having into account the following measure tools:

COMMUNICATION ACTION	MEASURES TOOLS	DESCRIPTION
YouTube Channel	<ul style="list-style-type: none"> - Video Views - Comments - Video Shares - Channel Fans 	This action is easier to measure, since YouTube offers a measuring tool where we can see the evolution of the video views, comments and the number of people that add our channel to their list, among other.
Search Engine Mechanism	<ul style="list-style-type: none"> - CTR rate - Impressions - Clicks 	To measure this action we will use the CTR variable, which means, of the people that see the advertisement how much of them click on the communication. We find this rate by dividing the number of clicks by the impressions.
Business Magazines		This is a media channel hard to measure, since there is no mechanism that allows measuring how much people saw the advertising; nevertheless what can be done is understand if profit organizations, during the communication period of this action, contact APCA to make donations or to offer their partnership
Pedigree Smartphone Application	<ul style="list-style-type: none"> - Number of participants in the game; - Likes in the APCA Facebook page; - Number of food bags gained by Pedigree. 	To measure this action, variables, such as, number of participants in the game, number of likes in the APCA Facebook page and the total number of food bags donated to APCA are important measures to keep in mind.
Nicola Partnership		To measure this action, there are no quantitative measuring tools. See if the animals that are being communicated in the action are being searched by people and if they are being adopted.
Dog Parade	<ul style="list-style-type: none"> - Comments and likes in the APCA Facebook page - Number of bids made in the auction 	This action should be measured through the number of comments in the APCA Facebook page, as well as the number of bids made from the different people and the total raised money. The number of earned media should also be measured.
Facebook Social Ads	<ul style="list-style-type: none"> - CTR rate - Impressions - Clicks - Likes in APCA Facebook page 	This communication action will be measured through the click rate; this is, of the people that see the ad how many people click on the advertisement, as well as through the likes in the APCA Facebook Page.

Main Recommendations and Conclusions

This communication plan was designed taking into account that APCA does not have a defined communication budget to invest, therefore, sought to find ways that allow a better coverage and effectiveness among the target audience, at the lowest cost possible

One of the recommendations proposed, was the investment in online media for communication actions, since this media channel does not require high levels of investment as compared with the mass media channels, such as TV, Radio, among others, reaching the same results or sometimes better results, allowing a greater interaction and engagement with the target audience. Social media, search engines and networking sites, were the proposed tools to be used, allowing to achieve the pre-defined goals of increasing the notoriety, creating awareness and encouraging the target to the practice of a certain behavior, such as financial or non-financial donations for APCA and the adoption of animals. This type of involvement is only possible thanks to the interactive and engagement character from the online media.

Another recommendation given for the communication plan was the creation of partnerships and sponsorships with profit organizations, to allow the APCA to use more innovation and engagement communication channels that without the external support of profit organizations would not be possible, due to the budget limitations.

A key factor in all the recommended communication actions is the support by the APCA volunteer group. It is essential for them to be 100% available to help APCA in the development, implementation and monitoring of the communication actions, being important to understand the knowhow of each volunteer, in order to leverage its experience and mind-set.

The total budget obtained by the recommended actions, shall be submitted to APCA, not as an extra expense but an investment to improve the future of the organization within one year, helping to stay stable in the market and continue defending who cannot defend itself, the animals.

“One day the human being will know the animal's intimate, that day, a crime against an animal will be considered a crime against the humanity itself.”

Leonardo DaVinci

Limitations

At the beginning of this project, as it has been stated, working with the non-profit organization sector can be much harder than with the profit organization sector, due to the different limitations that obliged the manager/marketer to have a larger perspective in order to get the same results of a profit organization.

For this study the two main limitations are:

- The market research was made just online, so it can't be representative of the target market.
- There is not enough secondary data related with the market in terms of:
 - Abandonment Evolution;
 - Customers profile related with fundraising;
 - Adoption evolution;
 - Non-Profit organizations and the consumer's perception about these organizations.

Nevertheless, this project is an added value to the scholar environment, since there is not a wide range of papers or even works, in Portugal, that address the non-profit organization subject, and how to work with this kind of organization, taking into account all the existent limitations.

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Bareme Internet, Marktest, 2010;

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Appendix

Appendix 1 » Questionnaire Structure, 2012

Comportamento da Sociedade Lisboaeta face às causas de animais

Sou aluna do Mestrado de Marketing do ISCTE e estou a realizar minha tese de Mestrado sobre o comportamento da sociedade em relação aos animais domésticos.

O questionário demora em média 10 minutos a ser preenchido.

Não há respostas certas ou erradas, o estudo é sobre as opiniões pessoais dos inquiridos.

*** Required**

1) Têm algum animal de estimação? *

- ☐ Sim
- ☐ Não (Avançar para página 2)

2) Têm um cão como animal de estimação?

- ☐ Sim
- ☐ Não (Avançar para página 2)

3) Onde adquiriu o seu cão?

- ☐ Num Canil/Gatil
- ☐ Num Centro de Adopção
- ☐ Junto de Criadores Credenciados
- ☐ Numa Loja de Animais
- ☐ Foi-me Oferecido
- ☐ Encontrei-o Abandonado
- ☐ Other:

3.1) Se escolheu a opção 1 ou 2, por favor, explicita qual foi o canil/centro de adopção

4) Escolha apenas uma das seguintes terminações, por favor.

"Quando vou de férias..."

- ☐ "... peço a familiares e amigos para cuidar do meu cão."
- ☐ "... procuro um local para onde possa levar o meu cão comigo."
- ☐ "... coloco o meu cão num hotel de animais durante o período de férias".
- ☐ "... utilizo um programa de intercâmbio de animais".
- ☐ "... coloco o meu animal num canil, e depois vou lá buscá-lo."
- ☐ "... coloco o meu cão na rua junto de outros cães".

Comportamento da Sociedade Lisboaeta face às causas de animais

* Required

Adopção de Animais

5) Se neste momento quisesse adquirir um animal de estimação, indique por favor, qual seria o principal local de procura *

Loja de Animais

6) Na sua opinião pessoal qual a principal motivação para a sociedade em geral comprarem um animal em vez de o adoptarem? *

- ☐ Porque as pessoas acreditam que o vendedor vai oferecer um animal de qualidade
- ☐ Porque não ocorre às pessoas adoptar um animal
- ☐ Porque as pessoas não sabem onde nem como adoptar um animal
- ☐ Porque as pessoas podem achar que um animal dado para adopção pode ter algum problema
- ☐ Porque um cão adoptado pode já ter adquirido comportamentos inadequados
- ☐ Other:

7) Na sua opinião pessoal qual a principal motivação para as pessoas em geral adoptarem um animal em vez de comprarem? *

- ☐ Ao adoptarem ajudam um cão que precisa de um lar
- ☐ Ao adoptarem desincentivam a reprodução de cães com fins comerciais
- ☐ Ao adoptarem incentivam a recolha de cães abandonados
- ☐ Ao adoptarem escolhem um cão a custo zero
- ☐ Other:

8) Conhece pessoalmente alguém que já tenha abandonado algum animal de estimação? *

- ☐ Sim
- ☐ Não (Avançar para página 3)

8.1) Sabe qual foi a principal razão que levou ao abandono do animal?

9) Qual das seguintes razões considera que mais frequentemente levam ao abandono de animais? *

- ☐ Por sujarem a casa
- ☐ Por terem magoado/serem agressivos com alguém
- ☐ Por precisarem de demasiada atenção
- ☐ Por fazerem muito barulho
- ☐ Porque nasce um bebé na família
- ☐ Porque as despesas são demasiado altas
- ☐ Porque as pessoas vão de férias e não sabem onde os deixar
- ☐ Porque o animal cresceu demais
- ☐ Porque o animal é muito activo
- ☐ Porque o animal ficou demasiado velho
- ☐ Other:

10) Recordar-se de alguma campanha de comunicação sobre o abandono de animais? *

- ☐ Sim
- ☐ Não (Avançar para página 4)

10.1) Qual era a instituição envolvida

- ☐ União Zoófila
- ☐ Liga Portuguesa dos Direitos dos Animais
- ☐ Canil Municipal de Lisboa
- ☐ APCA (Associação de Protecção de Cães Abandonados)
- ☐ SOS Animal
- ☐ Outra

11) Quando pensa em associações de protecção de animais/ centros de adopção, qual a primeira que se lembra? *

12) Conhece a organização APCA (Associação de Protecção de Cães Abandonados)? *

- ☐ Sim
- ☒ Não (Avançar para página 5)

13) Como conheceu esta instituição?

- ☐ Já a visitei
- ☐ Por amigos
- ☐ Através de Campanhas de Comunicação
- ☐ Já adoptei um animal na APCA
- ☐ Sou voluntário ou já dei alguns donativos para a instituição
- ☐ Other:

14) Na sua opinião como se aplicam à APCA as seguintes características?

1 = Não se Aplica de Todo 5= Aplica-se Perfeitamente

	1 (Não se aplica de todo)	2	3 (Neutro)	4	5 (Aplica-se perfeitamente)
Boas Instalações	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Animais bem tratados	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Processo de Adopção Simples	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Horário de Atendimento Flexível	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Localização Acessível	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Colaboradores Simpáticos e Atenciosos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Boa Manutenção do Espaço	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bom Programa de Voluntariado	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Boas Campanhas de Comunicação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bom Acompanhamento pós-adopção	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15) Qual a principal melhoria que deveria ser adoptada pela APCA?

16) Já alguma vez ajudou uma causa social com bens financeiros ou não financeiros? *

- ☐ Sim
- ☐ Não (Avançar para pergunta 17)

16.1) Que tipo de causa ajudou?

17) Na sua opinião qual a melhor maneira de ajudar uma associação de protecção de animais? *

- ☐ Através de voluntariado
- ☐ Bens Financeiros
- ☐ Bens Não Financeiros
- ☐ Other:

18) Na sua opinião qual a principal razão para que uma pessoa não ajude uma organização de protecção de animais? *

Dados Pessoais

1) Sexo *

- ☐ Feminino
- ☐ Masculino

2) Idade *

- ☐ 20_30 Anos
- ☐ 31-40 Anos
- ☐ 41_50 Anos
- ☐ 51_60 Anos
- ☐ + 61 Anos

3) Concelho de Residência ou Trabalho *

Alenquer

4) Habilitações Literárias Completas *

- ☐ 4º ano/ 6º ano
- ☐ 9ºano
- ☐ 12º ano
- ☐ Licenciatura
- ☐ Pós-Graduação
- ☐ Mestrado
- ☐ Doutoramento

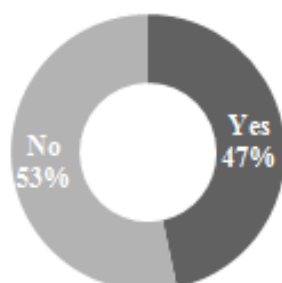
5) Situação Profissional *

- ☐ Conta Própria
- ☐ Conta Outrem
- ☐ Temporariamente sem ocupação
- ☐ Estudante
- ☐ Outro

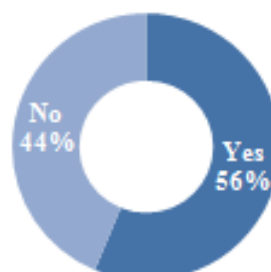
Muito Obrigado pelo seu contributo!

Appendix 2 » Chart Results from Questionnaire, 2012

Pet's Owners



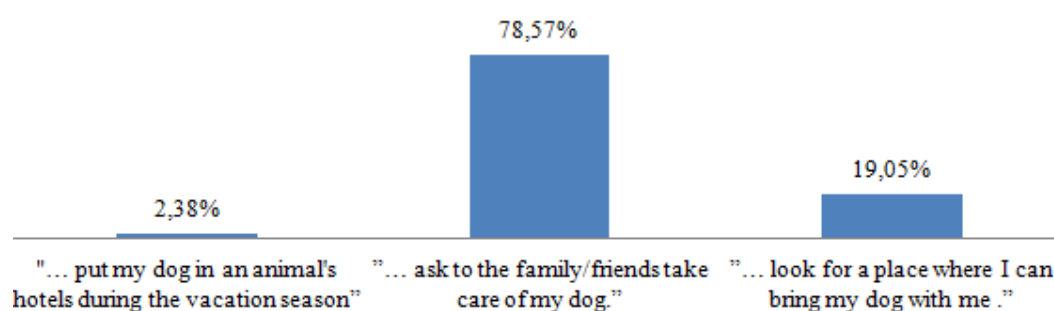
Did you have a dog?



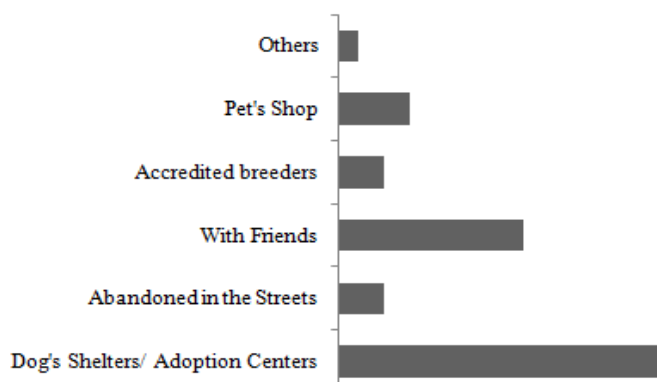
Where you acquired your dog?



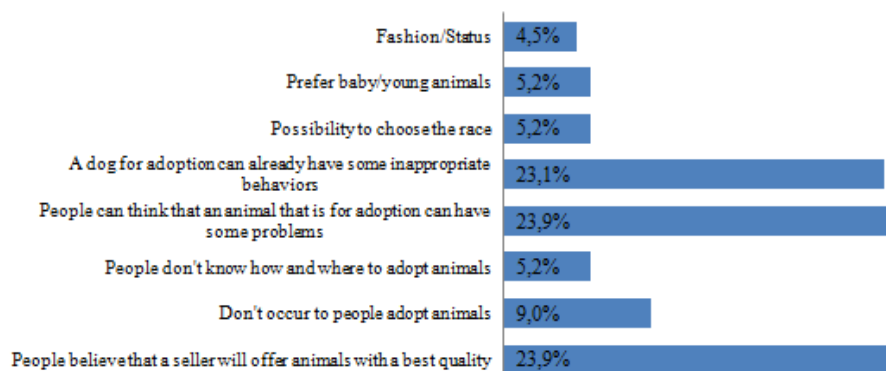
When I go in vacations...



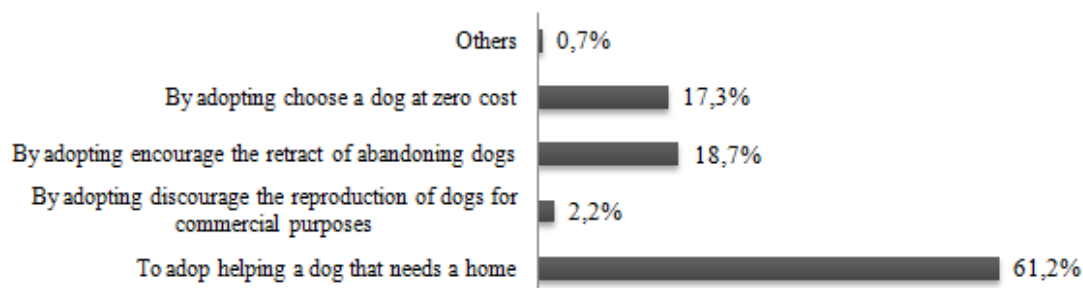
If at this moment I want a dog I would go to...



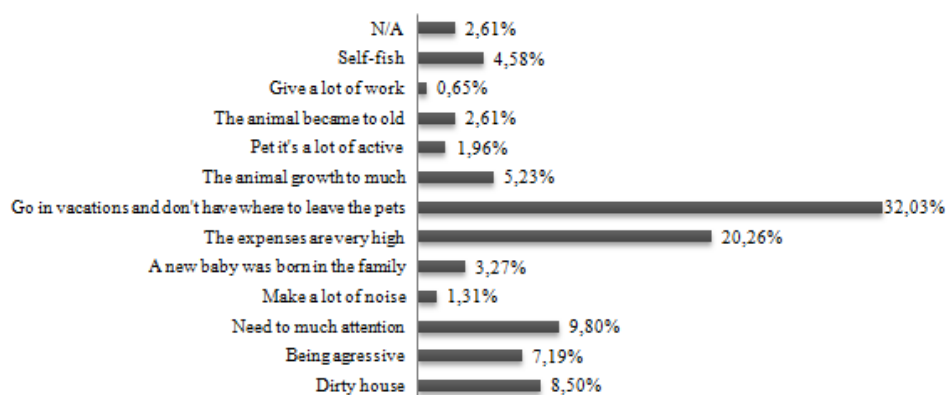
Why people buy animals instead of adopt them?



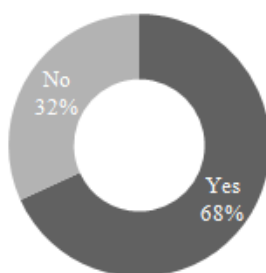
Why people adopt instead of buying?



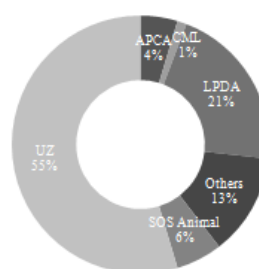
Main reasons to abandon an animal



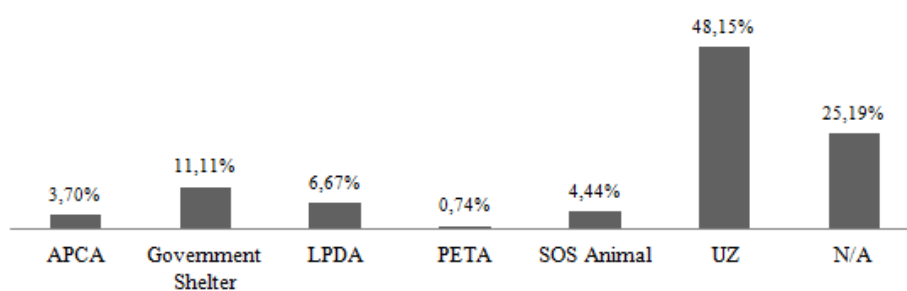
Remember of any abandon animals communication campaign?



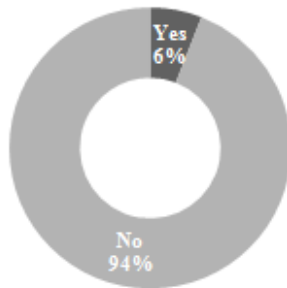
Organization that made those communication campaigns?



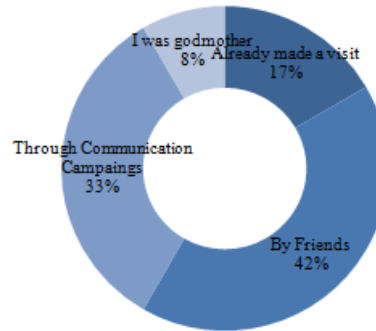
1st Animal Organization that you remember



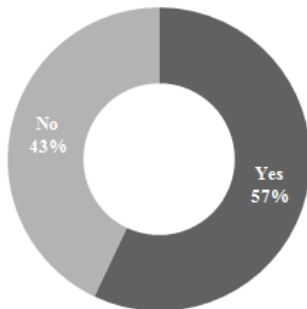
Did you know APCA?



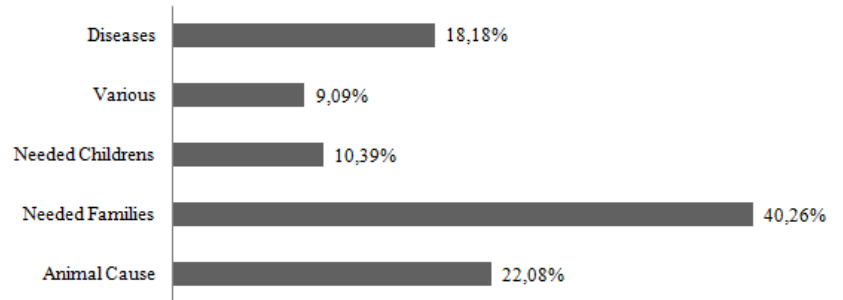
How you know APCA?



Already help a social cause?



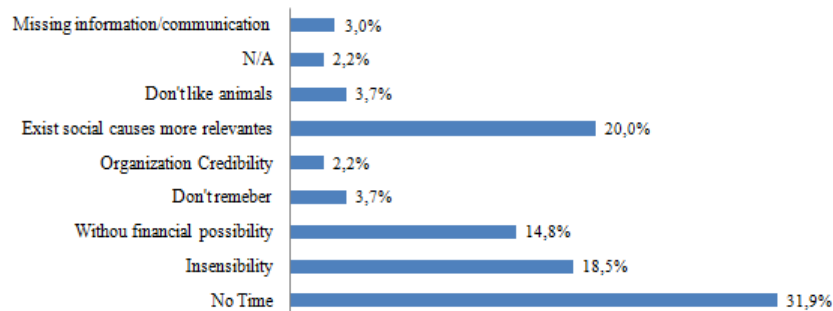
Type of Social Cause that you helped



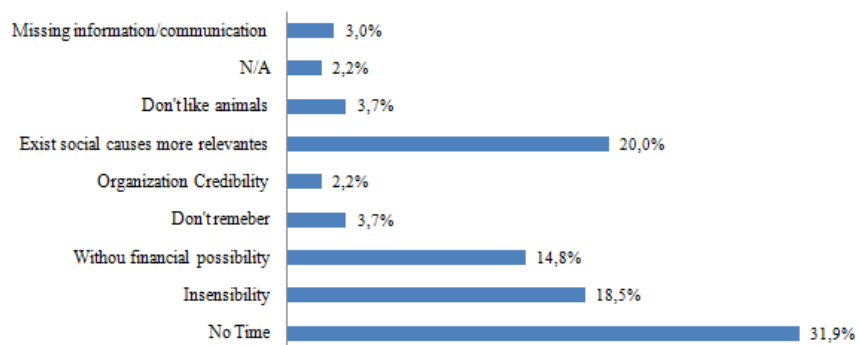
What's the best way to help an animal organization?



Why people don't help social causes?



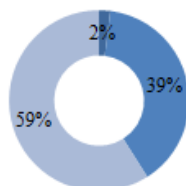
Why people don't help social causes?



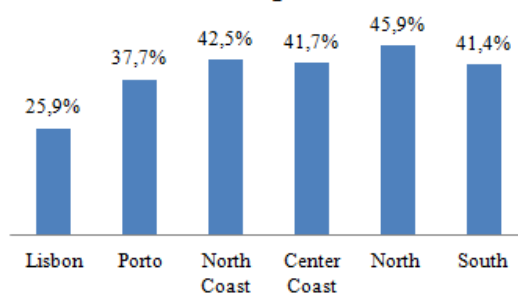
Appendix 3 » Market Research – Portuguese Behavior related with pets, Marktest, 2009

Owner's of Pets

■ Don't answer ■ Don't have pets ■ Own at least a pet

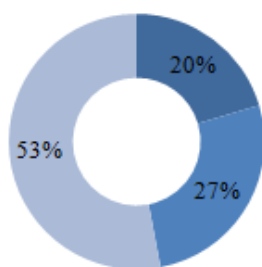


Regions where there is families with dogs



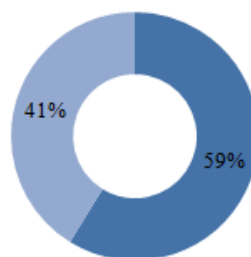
Social Class

■ A/B ■ C1 ■ C2/D



Number of Dogs per house

■ One Dog ■ More than one dog



Appendix 4 » UZ's communication campaigns

4.1. “Ajude um Amigo”

1 Through the www.ajudumamigo.com microsite, we choose one among the many help calls we have at our disposal.

2 In a Farmville style, requests for help are accompanied by a brief description of the campaign and a link to the microsite.

3 We posted on Facebook, with the intention of visualize the help requests, through our network of friends.

RESULTS

3000 HELP CALLS
+32% UZ FOLLOWERS IN FACEBOOK
HUNDREDS OF DONATIONS
1 NEW INFIRMARY

BRIEFING

Raise funds for the União Zoológica, a non-profitable public organization that aims for the defense, protection and caring of pets in danger. At the same time, cause awareness for the issue of animal adoption, especially in summer season when lots of them are left alone in the streets.

CONCEPT

Animals are our Friends, and Friends are for the occasions. The occasion is to help. And no one refuses to help a friend. If many people take good care of the digital farm and its virtual animals, why not taking care of those real ones, who actually need help?

THE IDEA

On the 20th of July some countries around the world celebrate The Friends Day (O Dia do Amigo) since the seventies. For the first time in Portugal, we decided to celebrate this day but in a different approach. To bring the initiative to life we started a campaign on Facebook – the world's bigger friend's network. In a microsite, www.ajudumamigo.com, people could select a help request between several requests and publish it on their Facebook wall, in order to visualize the action and multiply the help. Just like the well-succeeded Farmville, with millions of players per day.

RESULTS

The campaign started on the 12th of July, one week before Friends' Day, and for 2 weeks we managed to get wide coverage in several media from press, to radio – in the most well-known morning show – and TV where it gained live broadcast from the shelter of the organization, various reports and an invitation for a talk-show in public television wholly dedicated to pets. Nearly 3 thousands help requests were published on Facebook and the number of followers of the official page of União Zoológica on the social network rose up to 32%.

But, more important than this numbers, help actually got to where it should and União Zoológica effectively saw the donations and other forms of help raise high. This campaign made even possible to build a whole new and well-equipped infirmary to take medical care of the cats and dogs living on the shelter.

HELP A FRIEND

WWW.AJUDUMAMIGO.COM

WWW.UNIAOZOOFILA.ORG

4.2. Bayer and UZ, against dog abandoning

BAYER AND UNIÃO ZOÓFILA AGAINST DOG ABANDONING

EVERY SUMMER HUNDREDS OF DOGS ARE ABANDONED, MOST OF THEM BY THE ROAD SIDE

PURPOSE: ALERT THE POPULATION TO THIS PROBLEM. RAISE SUPPORT AND MEDIA COVERAGE FOR UNIÃO ZOÓFILA

A LEAFLET WAS APPLIED ON CARS REAR VIEW MIRRORS

TV'S AND NEWSPAPERS COVERED THIS ACTION HELPING TO SPREAD THE MESSAGE

<http://www.youtube.com/watch?v=oeYbTU-x5zY>

Bayer HealthCare
Saúde Animal

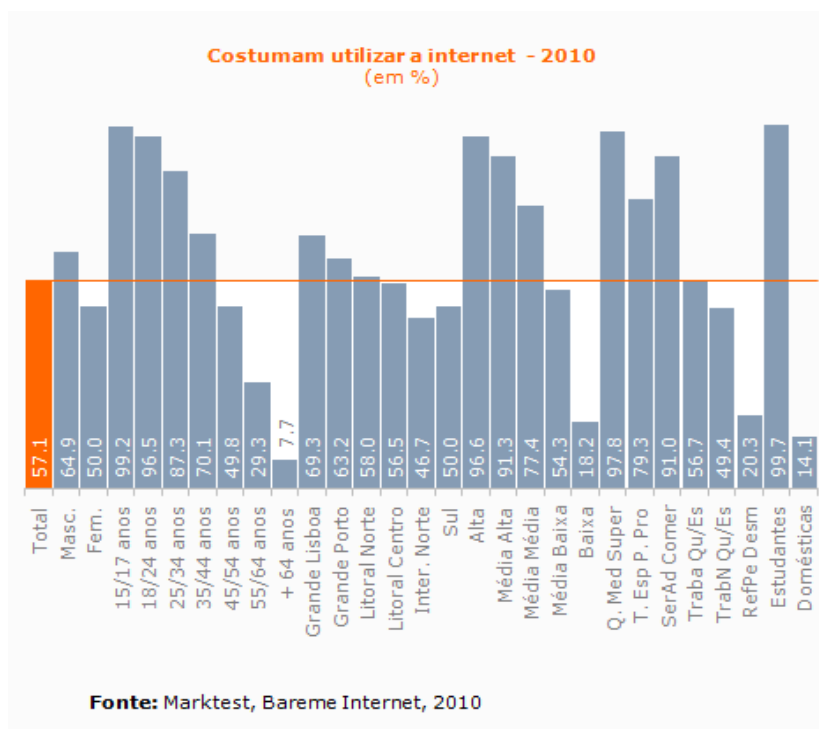
www.uniaozoofila.org

This summer don't leave your best friend behind
www.uniaozoofila.org

Appendix 5 » Charts from Censos 2011 and Bareme Internet 2010

ZONA GEOGRÁFICA	População residente				Varição 1981-1991	Varição 1991-2001	Varição 2001-2011	Varição 1981-1991	Varição 1991-2001	Varição 2001-2011
	1981	1991	2001	2011	Nº		%			
Portugal	9 833 014	9 867 147	10 356 117	10 561 614	34 133	488 970	205 497	0,35	4,96	1,98
Continente	9 336 760	9 375 926	9 869 343	10 047 083	39 166	493 417	177 740	0,42	5,26	1,80
Norte	3 410 099	3 472 715	3 687 293	3 689 609	62 616	214 578	2 316	1,84	6,18	0,06
Centro	2 301 514	2 258 768	2 348 397	2 327 580	-42 746	89 629	-20 817	-1,86	3,97	-0,89
Lisboa	2 482 276	2 520 708	2 661 850	2 821 699	38 432	141 142	159 849	1,55	5,60	6,01
Alentejo	819 337	782 331	776 585	757 190	-37 006	-5 746	-19 395	-4,52	-0,73	-2,50
Algarve	323 534	341 404	395 218	451 005	17 870	53 814	55 787	5,52	15,76	14,12
Região Autónoma dos Açores	243 410	237 795	241 763	246 746	-5 615	3 968	4 983	-2,31	1,67	2,06
Região Autónoma da Madeira	252 844	253 426	245 011	267 785	582	-8 415	22 774	0,23	-3,32	9,30

ZONA GEOGRÁFICA	População residente (%)											
	0-14 anos			15-24 anos			25-64 anos			65 ou mais		
	Total	Homens	Mulheres	Total	Homens	Mulheres	Total	Homens	Mulheres	Total	Homens	Mulheres
2011												
Portugal	14,9	15,9	13,9	10,8	11,5	10,2	55,1	55,7	54,5	19,1	16,8	21,3
Continente	14,8	15,8	13,8	10,7	11,4	10,1	55,1	55,7	54,5	19,4	17,1	21,5
Norte	15,1	16,1	14,2	11,5	12,2	10,9	56,2	56,6	55,7	17,2	15,0	19,2
Centro	13,7	14,7	12,8	10,3	10,9	9,7	53,5	54,4	52,6	22,5	20,0	24,9
Lisboa	15,5	16,8	14,4	10,4	11,1	9,8	55,7	56,0	55,4	18,4	16,2	20,3
Alentejo	13,6	14,4	12,8	9,7	10,3	9,2	52,4	53,8	51,1	24,3	21,4	26,9
Algarve	14,9	15,6	14,2	10,1	10,5	9,7	55,5	55,9	55,1	19,6	18,1	21,1
Região Autónoma dos Açores	17,9	18,6	17,2	14,1	14,6	13,5	54,8	55,9	53,7	13,3	10,9	15,5
Região Autónoma da Madeira	16,4	17,9	15,2	12,3	13,3	11,5	56,2	57,4	55,1	15,0	11,4	18,2



Appendix 6 » Dog Parade, list of purposed Portuguese's Personalities

PERSONALITY	PROFESSION
Nuno Markl	Radio Presenter
Miguel Vieira	Fashion Stylist
Mariza	Fado Singer
Manuel Luís Goucha	TV Presenter
Sara Sampaio	International Fashion Model
Fátima Lopes	TV Presenter
Ricardo Araújo Pereira	Comedian
Alexandra Lencastre	Actress
João Manzarra	TV Presenter
Rui Unas	Comedian
Katty Xiomara	Fashion Stylist
Lúcia Piloto	Hairdresser
Marisa Cruz	TV presenter/Fashion Model
Dino Alves	Fashion Stylist
PARTNER: Sapo	Organization

Appendix 7 » Dog Parade, Press Release Example



briefing

Número 1 na Europa em recursos criativos ao melhor preço do mercado!

fotolia <http://pt.fotolia.com> | Tel: 968701497

O agregador do marketing

Pesquisar... ok

Available on the App Store

INÍCIO MARKETING PUBLICIDADE MEDIA COMUNICAÇÃO OPINIÃO ENTREVISTAS CRIATIVIDADE VÍDEOS VIRALBRIEF BRIEFING EMPREGO CONTACTOS

O agregador do marketing • Publicidade • CGD no aeroporto de Lisboa com a JCDcaux Airport

Dog Parade and APCA take over Lisbon!



Between August and October, Lisbon will be invaded by 16 designer dogs with 1.5 meters of height.

The dogs was been decorate by 15 different Portuguese's Personalities, such as, Nuno Markl, Katty Xiomara, Ricardo Araújo Pereira, among other.

These dog's statues are in auction in the APCA Facebook Page, were all the money raised goes directly to the organizations.

Tweet 5 Share 4 Gosto 0

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assinabrief

Assinar a edição impressa)))
(toda a informação por apenas 85 euros)

Appendix 8 » Sponsorship/Partnership Purposes

Organization for Partnership Sponsorship	Market Sector	Organization Description	Purpose	Benefits for the organization
SAPO	Online News Commercialize online advertising	A Portuguese online network that aggregate different Portuguese's web-sites, such as, news, economic, woman, etc.	Offer of 10.000 impressions in the Sapo Online Network	<ul style="list-style-type: none"> - Recognition in the market and for the customers for helping social causes and practice social responsibility - Provision of a dog's statue to be decorate by Sapo's Human Resources
NICOLA	Coffee's Sector	A Portuguese's coffee company, that acts in the private sector and HORECA.	<p>Communication Partnership with APCA</p> <p>Creation of an innovative sugar line with APCA communication</p>	<ul style="list-style-type: none"> - Recognition in the market and for the customers for helping social causes and practice social responsibility - Possible earn media, since there is an innovative way to use sugar packages to communicate - The sugar package design is in charge of APCA, so there is no extra costs for Nicola
PEDIGREE	Pet's Food	An international pet's food company.	<p>Communication partnership with APCA</p> <p>Creation of an online/real game in Facebook and also a game application for smartphones</p> <p>1.500 kg of dog's food to be offer to APCA</p>	<ul style="list-style-type: none"> - Recognition in the market and for the customers for helping social causes and practice social responsibility - Increase of likes in Pedigree's Facebook page - Higher interaction in Pedigree's Facebook page - Possible earn media through press releases, and also due to the innovative character from this communication action

Appendix 9 » Price Tables from the communication channels

9.1. Sapo

CPM 60€	FORMATO	INVENTARIO MENSAL
SAPO HOMEPAGE (www.sapo.pt)	300x250 px	Flash Vídeo
Activa (www.activa.pt)	300x250 px	Flash Vídeo
Autosport (www.autosport.pt)	300x250 px	Flash Vídeo
Auto SAPO (auto.sapo.pt)	300x250 px	Flash Vídeo
Blitz (www.blitz.pt)	300x250 px	Flash Vídeo
Caras (www.caras.pt)	300x250 px	Flash Vídeo
Casa SAPO (casa.sapo.pt)	300x250 px	Flash Vídeo
Diário Digital (diariodigital.sapo.pt)	300x250 728x90 px	Flash Vídeo
Escape (www.escape.pt)	300x250 px	Flash Vídeo
Exame Informática (www.exameinformatica.pt)	300x250 px	Flash Vídeo
Mega FM (megafm.sapo.pt)	300x250 px	Flash Vídeo
MyGames (www.mygames.pt)	300x250 px	Flash Vídeo
Naturlink (naturlink.sapo.pt)	300x250 px	Flash Vídeo
Netviagens (viagens.sapo.pt)	300x250 px	Flash Vídeo
PC Guia (pcguia.sapo.pt)	300x250 px	Flash Vídeo
Rádio Renascença (rr.sapo.pt)	300x250 px	Flash Vídeo
Relvado (www.relvado.pt)	300x250 px	Flash Vídeo
RFM (rfm.sapo.pt)	300x250 px	Flash Vídeo
SAPO Astral (astral.sapo.pt)	300x250 px	Flash Vídeo
SAPO Cinema (cinema.sapo.pt)	300x250 px	Flash Vídeo
SAPO Desporto (desporto.sapo.pt)	300x250 728x90 px	Flash Vídeo
SAPO Fama (fama.sapo.pt)	300x250 px	Flash Vídeo
SAPO Família (familia.sapo.pt)	300x250 px	Flash Vídeo
SAPO Jogos (jogos.sapo.pt) Network	300x250 728x90 px	Flash Vídeo

9.2. Facebook


facebook
Pesquisar

Rever anúncio

Revê a precisão do teu anúncio

Pré-visualização do anúncio:

Did you already make your



APCA! Know our friends, they're waiting for you. Find your match dog!

Jane Machado gosta de APCA - Associação de Protecção aos Cães Abandonados.

Nome do anúncio:

Did you already make your

Público:

Este anúncio é dirigido a utilizadores:

- que vivem no país: Portugal
- que vive a 80 quilómetros de Lisbon
- entre os 20 e os 50 anos, inclusive
- que gostam de adopção de animais, cães ou leis de protecção dos animais

Campanha:

Os meus anúncios (campanha nova)

Tipo de licitação:

CPC

Licitação:

0,15 €EUR por clique

Orçamento para toda a duração:

600,00 €EUR

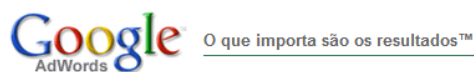
Duração:

25-04-2012 23:00 a 25-05-2012 23:00 Hora dos Açores

Efectuar encomenda

Editar anúncio

9.3. Google



Opções de pagamento e taxas da conta

As opções de pagamento e as taxas de ativação da conta variam de acordo com a moeda utilizada e com o endereço de faturamento. Usar o formulário interativo a seguir para exibir as informações relevantes para você.

Desejo pagar em:	Euros (EUR €)
O meu endereço de faturamento está localizado em:	Portugal
Seleção:	Euros e Portugal
CPC (custo por clique) mínimo:	€0,01
Custo mínimo por mil impressões (CPM):	€0,20
Formas de pagamento:	Pós-pagamento (pagamentos automáticos): American Express, MasterCard/Eurocard, Visa Pré-pagamento (pagamentos manuais): American Express, MasterCard/Eurocard, Visa Mais sobre essas opções
Pagamento mínimo: (aplicável apenas a pré-pagamento)	€10,00


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9.3. Business Magazines

Meios & Publicidade

TABELA DE PUBLICIDADE 2011

A 1/8 de Página Par 295 € 107 x 69 mm (LxA)	B Rodapé Par 420 € Ímpar 515 € 220 x 60 mm (LxA)	C Coluna Par 535 € Ímpar 615 € 51 x 293 mm (LxA)	D 1/4 de Página Par 575 € Ímpar 675 € 107 x 144 mm (LxA)	E 1/2 Página ao baixo Par 770 € Ímpar 940 € 220 x 144 mm (LxA)
F 1/2 Página ao Alto Par 770 € Ímpar 940 € 107 x 293 mm (LxA)	G Página Inteira Par 1.315 € Ímpar 1.590 € 240 x 335 mm (LxA) (margem de corte: 3mm)	H 1/2 Página Dupla 1.620 € 460 x 144 mm (LxA)	I Página Dupla 2.300 € 480 x 335 mm (LxA) (margem de corte: 3mm)	

Tabelas e Formatos		
Diário Económico		
<p>Página Dupla Dimensões 52cm x 36cm</p> 	<p>Página Ímpar 7,000.00 € Página Par 5,750.00 € Dimensões 25cm x 36cm</p> 	<p>Junior Page 6,300.00 € Dimensões 19cm x 28,5cm</p> 
<p>1/2 Pág. ao Baixo Ímpar 4,950.00 € 1/2 Pág. ao Baixo Par 4,000.00 € Dimensões 25cm x 18cm</p> 	<p>1/2 Página Dupla 8,450.00 € Dimensões 52cm x 18cm</p> 	<p>1/4 Pág. Ímpar 3,650.00 € 1/4 Pág. Par 2,750.00 € Dimensões 14,8cm x 14,5cm</p> 
<p>1/2 Pág. ao Alto Ímpar 4,950.00 € 1/2 Pág. ao Alto Par 4,000.00 € Dimensões 14,8cm x 36cm</p> 	<p>1/3 Pág. Espelhado 6,000.00 € Dimensões 9,7cm x 36cm</p> 	<p>1/3 Pág. Ímpar 3,400.00 € 1/3 Pág. Par 2,750.00 € Dimensões 9,7cm x 36cm</p> 
<p>Banner Central Ímpar 4,000.00 € Banner Central Par 2,890.00 € Dimensões 25cm x 9cm</p> 	<p>Banner Central Dupla 4,950.00 € Dimensões 52cm x 9cm</p> 	<p>Triângular 6,500.00 € Dimensões 25cm x 36cm</p> 
<p>Rodapé Ímpar 2,100.00 € Rodapé Par 1,450.00 € Dimensões 25cm x 5cm</p> 	<p>Rodapé Dupla 3,750.00 € Dimensões 52cm x 5cm</p> 	<p>Central Papel LWC Couché 14,750.00 € Dimensões 52cm x 36cm 4/4</p> 

JORNAL DE NEGÓCIOS TABELA 2012 | RATE CARD 2012

1º Caderno | News Paper

80 Módulos (5 columnas x 16 módulos) | (5 columns x 16 modules)

FORMATO FORMATS		COR COLOUR	P/B B&W
PÁGINA FULL PAGE	ÍMPAR ODD	€ 8.450,00	€ 5.160,00
	PAR EVEN	€ 5.160,00	€ 4.130,00
DUPLA DOUBLE PAGE		€ 10.965,00	€ 6.770,00
DUPLA ABERTURA DOUBLE PAGE OPENING		€ 16.125,00	
DUPLA CENTRAL DOUBLE CENTRAL PAGE		€ 11.610,00	
DUPLA LWC LWC DOUBLE PAGE		€ 17.500,00	
CUSTO POR MÓDULO RATE BY MODULE	MAIS DE 20 MÓDULOS (*) OVER TO 20 MODULES (*)	ÍMPAR ODD	€ 108,00
		PAR EVEN	€ 87,00
	ATE 20 MÓDULOS UP TO 20 MODULES	ÍMPAR ODD	€ 118,00
		PAR EVEN	€ 94,00

(*) Anúncios com mais de 50 módulos serão debitados pelo valor de página.

(*) Ads with more 50 modules will be paid by page value.

Encargos | Inserts

Até 4 páginas 4 pages	€ 6.500,00
8 páginas 8 pages	€ 8.450,00
12 páginas 12 pages	€ 10.800,00
Mais de 12 páginas (subject to argument)	
Up to 12 pages	(subject to budget)

Relatórios e Contas

Reports and bills	
Página Cor	€ 3.100,00
Color Page	
Página P/B	€ 2.500,00
Page B&W	



Sobretaxas | Over taxes

Localização Obrigatória Request location	+ 50%
Publicidade em Idioma Estrangeiro Foreign language ads	+ 50%
Publicidade produzida pelo jornal Newspaper produced ads	+ 50%

As valores apresentados incluem IVA à taxa em vigor.
All prices are subjected to VAT at the current rate.

negocios
JORNAL